



CHELTENHAM

BOROUGH COUNCIL

Notice of a meeting of Overview & Scrutiny Committee

Monday, 3 March 2014
6.00 pm
Pittville Room - Municipal Offices

Membership	
Councillors:	Barbara Driver (Chair), Klara Sudbury (Vice-Chair), Andrew Chard, Nigel Britter, Colin Hay, Helena McCloskey, Diane Hibbert, Chris Ryder, Charles Stewart, Sandra Holliday, Garth Barnes (Reserve) and Rob Reid (Reserve)

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 Approve minutes of the last meeting held on 9 January 2014	(Pages 3 - 10)
4.	PUBLIC AND MEMBER QUESTIONS, CALLS FOR ACTIONS AND PETITIONS	
5.	MATTERS REFERRED TO COMMITTEE	
6.	FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED Health and Care Overview and Scrutiny Committee - 14 January 2014 from Councillor Penny Hall Police and Crime Panel – 6 February 2014 from Councillor McCloskey	
7.	CABINET BRIEFING An update from the Cabinet on key issues for Cabinet Member which may be of interest to Overview and Scrutiny and may inform the O&S workplan.	(Pages 11 - 20)
8.	UPDATE FROM THE CHELTENHAM DEVELOPMENT TASK FORCE A presentation from Jeremy Williamson to update members	(Pages 21 - 60)

		on North Place, the Brewery, the Station and Boots Corner developments.	
9.		DRAFT CORPORATE STRATEGY 2013-14 A report from the Strategy and Engagement Manager, Richard Gibson, and an opportunity for members to comment on the Draft Corporate Strategy 2013-14.	(Pages 61 - 84)
10.		QUARTER 3 PERFORMANCE REPORT A report from the Strategy and Engagement Manager, Richard Gibson,	(Pages 85 - 116)
11.		UPDATES FROM SCRUTINY TASK GROUPS Review of the summary of scrutiny task groups circulated	(Pages 117 - 122)
		a) Deprivation An update from the chair, Councillor Chris Coleman, on the work of the scrutiny task group deprivation	
		b) Allotments An report on the implementation of the recommendations from the Allotments scrutiny task group that were agreed by Cabinet in March 2013	(Pages 123 - 134)
		c) Cemetery and Crematorium A verbal update from the chair of the scrutiny task group, Councillor Chris Ryder	
12.		DOG FOULING IN CHELTENHAM The final report of the scrutiny task group to be introduced by the chair of the task group, Councillor Penny Hall	(Pages 135 - 158)
13.		REVIEW OF SCRUTINY WORKPLAN Review of latest overview and scrutiny workplan	(Pages 159 - 160)
14.		DATE OF NEXT MEETING Date of next meeting: Thursday 3 April 2014	

Contact Officer: Rosalind Reeves, Democratic Services Manager, 01242 775153
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Overview & Scrutiny Committee**Thursday, 9th January, 2014****6.00 - 7.30 pm**

Attendees	
Councillors:	Duncan Smith (Chair), Klara Sudbury (Vice-Chair), Nigel Britter, Barbara Driver, Colin Hay, Helena McCloskey, Chris Ryder and Sandra Holliday
Also in attendance:	Councillor Penny Hall, Councillor Jon Walklett, Councillor Steve Jordan, Councillor Robert Garnham, Councillor Roger Whyborn and Councillor Rowena Hay

Minutes**1. APOLOGIES**

Apologies were received from Councillor Charlie Stewart

2. DECLARATIONS OF INTEREST

Councillors Driver, Hay and Smith declared an interest in agenda item 9 as board members of Cheltenham Borough Homes and announced their intention to leave the meeting at that point.

Councillors Smith and Hay also declared an interest in the same item as council appointed trustees on the shadow board of the Leisure and Culture trust.

3. MINUTES OF THE LAST MEETING

The minutes of the last meeting held on 25th November 2013 were approved as a correct record.

4. PUBLIC AND MEMBER QUESTIONS, CALLS FOR ACTIONS AND PETITIONS**5. MATTERS REFERRED TO COMMITTEE****6. CABINET BRIEFING**

Councillor Steve Jordan, as Leader presented a briefing paper from Cabinet which had been circulated with the agenda.

The Leader gave feedback on the Leadership Gloucestershire meeting he had attended earlier that day. They had considered a proposal for a joint committee of the Gloucestershire authorities to sit alongside the Local Enterprise Partnership and make joint decisions on the funding available through the LEP and economic development issues. It had been agreed that a shadow joint committee would be set up with no decision-making power at this stage.

Councillor Jordan updated the Committee on the outcome of the meeting held on the 18th December 2013 of the County Scrutiny Group which was considering Unitary Government. District Council leaders had not come to a

consensus and the proposal for a unitary authority would be unlikely to be taken forward once the scrutiny task group report had been published. It was noted, however, that the discussions had been constructive and the County Scrutiny Group would be considering how to be proactive in encouraging councils to work more closely together.

Councillor Jordan informed the meeting that the Government have launched a consultation on local authority parking policies and enforcement. Anyone could contribute to the consultation on-line. The deadline for response is 14th February 2014.

7. FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED

Police and Crime Panel – it was noted that the next meeting of the panel will be held on Thursday, 6th February.

Health and Social Care Committee – the agenda for the meeting to be held on 14th January 2014 had been circulated to all Members by Councillor Penny Hall and she had invited them to raise any issues with her before the meeting.

8. UPDATES FROM SCRUTINY TASK GROUPS

The meeting reviewed the list of scrutiny task groups. The Democratic Services Manager, Rosalind Reeves, highlighted two issues in the update regarding resources.

Re Review of Section 106 monies and enforcement: it had been highlighted that officer resources needed for the JCS work may not be available to support this review immediately. The Overview and Scrutiny Committee felt that it would be appropriate for the task group to meet to agree its scope and terms of reference but should then delay its first substantive meeting until the JCS work was further forward.

Re Review of Public Art Governance: as there had been no nominations for membership of this task group, it was agreed that nominations should be sought again later this year.

9. CEMETERY AND CREMATORIUM

The scrutiny task group was set up by the Overview and Scrutiny Committee at its last meeting following concerns raised by Councillor Chris Ryder. A meeting was held on 17th December 2013 between the task group members, officers and representatives of the site and the minutes of that meeting had been circulated in advance of this meeting.

Councillor Chris Ryder, as chair of the task group, thanked all those who had attended the meeting and explained that the staff at the crematorium had worked tirelessly to fulfil their obligation to the public. Several staff had worked over and above their normal day to ensure the smooth running of the facility when a cremator was down or not working to full capacity. It may be appropriate for the staff to receive official thanks for their work. Funeral directors using the site had expressed a lack of confidence and trust in the crematorium as there had been reported cases of bereaved families waiting up to three weeks for cremations to take place. The task group have been invited as observers to a meeting on 15th January 2014 between the funeral directors and Rob Hainsworth, the operational manager for bereavement services.

Further to the questions and responses recorded in the minutes of the meeting of the 17th December, 2013, Councillor Ryder informed the meeting of the following:

There are some unused greenhouses on the site which could be demolished to make room for further car parking but the task group had been advised that there are planning issues to be considered.

There is an £80,000 retention being held by the council but as the contractors who installed the cremators have gone into liquidation, the council are considering all their options.

Councillor Roger Whyborn, as Cabinet Member for Sustainability, appeared before the committee to answer questions from Members.

He explained that the council had entered into the contract with Crawfords, the supplier of the cremators, after extensive research and no problems had been identified as at March 2013. During the commissioning of the cremators the company went into liquidation. The council has taken steps to ensure that the maintenance and software suppliers are in place and are also seeking the advice of a consultant to enable the continued use of the facilities. It is more cost effective to continue with the existing equipment rather than start afresh.

A member asked about the mercury pollution and whether CBC could be fined if not compliant with the mercury abatement regulations. Councillor Whyborn responded that whilst not desirable it was not illegal to operate the facility at present although the council does have to pay financial penalties.

In response to a suggestion from a member that a capital sum should be ring fenced in the budget for the crematorium, the Cabinet Member acknowledged that it may be appropriate to consider making some provision for the crematorium costs in future budgets but it was too early to say at this stage.

Members expressed concern about the work load being placed on the staff. Jane Griffiths, director of commissioning, advised members that Executive Board had also raised this issue and she could reassure the committee that the staff were working acceptable shift patterns.

The chair asked the Cabinet Member whether he could give a date when the cremators would be fully operational and compliant. The Cabinet Member could not give a date but he reassured members that all the technical issues with the cremators were being worked on with all possible urgency.

A member suggested that an apology should be made by the council to bereaved families who may have been affected by the problems at the crematorium. In response the Cabinet Member advised that he was not aware that there had been a three-week delay as reported in the media and his understanding was that generally staff were keeping up with the workload.

It was agreed by the committee that it would receive an update of the situation at its next meeting.

10. ICT

Councillor Colin Hay, as chair of the task group, updated the committee following a meeting of the task group held on 18th December 2013. The minutes of the meeting were circulated with the agenda.

The task group had considered the ICT public service network compliance issue which had caused, in part, the rejection of CBC's submission by the Cabinet Office who felt that CBC had not gone through the Cabinet Office's recommended risk assessment process. The chair of the task group indicated that there had been a possibility that the Council would have been taken out of the public service network which would have had serious consequences.

Councillor Hay highlighted the following matters from the minutes:

CBC is now far more aware of its approach to corporate risk assessment and management and has engaged an external consultant to assist with the process. The Forest of Dean were conducting the same process as the Borough Council.

There are potential tax implications for councillors who use their council issued iPads for personal use and security implications need to be considered more closely.

There is a need to review the risk scorecard used by various shared services to ensure that the criteria was the same. ICT risk assessments were rated from medium to low and these were monitored by the Security Working Group. There was still work to be undertaken in respect of some of the risks, for example, the USB lockdown.

In addition to the PSN issue the task group had also discussed the recording of council meetings. Councillor Hay informed the meeting that, following requests for the Council meeting to be recorded, advice had been sought. It is clear that under the new legislation there is little scope for refusing a request to record council meetings: this will necessitate changes to the Council's Constitution. This matter will be considered fully as part of the Accommodation Strategy and it was noted that there would be cost implications.

11. DEPRIVATION

The Democratic Services Manager advised that she had invited the chair of the scrutiny task group, Councillor Chris Coleman, to attend the meeting to provide an update. As no information was available to put before the meeting it was agreed that this matter would be carried forward to the next Overview and Scrutiny Committee meeting on the 3rd March 2014.

12. UBICO

Jane Griffiths, Commissioning Director, presented the progress report from the Ubico Task Group which had been circulated with the agenda.

The Overview and Scrutiny Committee had established this task group to review Ubico. The group had made a number of recommendations, relating to both the Borough Council and Ubico, which were approved by Cabinet on 16th April 2013. The report had been requested by the committee to ensure that the recommendations had been actioned. The officer informed the meeting that all

the recommendations in the report had been actioned bar that contained in paragraph 3.1. In addition, she stated that lessons had been learned from last year's adverse weather conditions.

A member asked about the response to the late fall of leaves last autumn. The officer responded that the council receives weather alerts and liaise with Ubico who prioritise areas in a similar way to how they prioritise snow clearance for example, footfall and hotspots.

A member asked how the council monitors complaints. The meeting was informed that both complaints and compliments are monitored and these are one of the performance indicators used in assessing Ubico's performance. The officer agreed to include this information in the quarterly performance indicators that are presented to the Overview and Scrutiny committee.

The officer assured the meeting that the problem with the telephone system over Christmas had now been resolved.

The Bring site in Bath Road is full operational and the enforcement team is monitoring traders using the facility. The council is considering additional rotas to empty the site but this will have cost implications.

A member asked about catch up collections on a Saturday; it was noted that in some residential streets access is not an issue on a weekday as people are at work but on a Saturday there are parked cars and access is difficult. The officer would look into the matter and liaise with the relevant Councillor.

13. BUDGET PROPOSALS 2013/2014

Councillors Smith, Hay and Driver retired from the meeting for this agenda item (see Agenda item 2). Councillor Klara Sudbury, as vice chair of the Overview and Scrutiny Committee, assumed chairmanship of the meeting.

Councillor John Rawson, Cabinet Member for Finance, introduced the General Fund Revenue and Capital – Interim Budget proposals – 2014/15 Consultation Paper which had been circulated with the agenda.

The Cabinet Member explained that the Budget Scrutiny Working Group had considered the budget proposals in depth with a view to determine whether the council was doing what it had said it would do. He felt that it had been a challenging and constructive review and commended the report to the Committee.

The Cabinet Member highlighted the main aspects of the proposals. There is a reduction in funding from Government and the loss to the Council is likely to amount to £844,000 which equates to 13.6%.

The Budget Scrutiny Working Group had considered the budget proposals at their meeting on 9 January 2014. As a result they had come up with a number of recommendations for this committee to consider. Councillor Rob Garnham as chair of the working group talked through their recommendations.

- BSWG recognises the approach to using New Homes Bonus funding in the past and supports increasing the use of this funding stream to support the revenue budget, particularly in view of guidance issued with the provisional settlement which confirms that councils are free to spend the bonus as they chose, including on front-line services and keeping council tax low. The proportion of money in the interim budget (64%) used to support the budget is in line with the BSWG view that a cautious approach should be taken to its use.
- The BSWG questions why the Cabinet is proposing a further Council tax freeze whilst it is warning that cuts in funding are worse than expected. It recognises however that the proposal to maintain the freeze has been influenced by the reversal of the Government proposal to top-slice New Homes Bonus funding and the provisional settlement proposal that the funding for past council tax freezes (2011/12 and 2013/14) and for the next two years freeze will be built into the spending review baseline, protecting us against a cliff edge of freeze funding falling away in due course.
- The BSWG supports the view from the Section 151 Officer that CBC should remain in the Gloucestershire Business Rates Pool based on preliminary monitoring considered by the BSWG during the course of the year. The BSWG acknowledges the complexity and uncertainty in budgeting and monitoring the pool resulting from continued issuing of government guidance and acknowledges that it will only be at the outturn of the current year that the benefit of the pool can be properly assessed.
- The BSWG supports the view by the Section 151 Officer that, in line with the other councils in Gloucestershire, that no changes should be made to the Localised Council Tax Support Scheme (LCTS) although members had been approached by some private landlords expressing their disquiet with regard to the changes to the council tax empty property exemptions and second homes discounts.
- BSWG note that the interim budget is in line with Government guidance to district councils outlining a clear expectation that billing authorities will carry on passing on support to parishes to help mitigate against any reduction in the Council tax base due to the LCTS.
- BSWG notes the proposal to increase councillors' parking passes in line with inflation but questions whether the councillors parking scheme is being enforced
- BSWG notes that the proposed average rent increase of 4.03% was calculated in accordance with national rent restructuring guidelines but considers this to be a steep increase for tenants. It recognises however that the changes to the Housing Revenue Account subsidy system ensure that the funds raised would be retained locally and reinvested in properties and communities and the new build programme.

In response the Cabinet Member Finance advised the following:

The New Homes Bonus will be an integral part of the financing of local government. The Cabinet has proposed that it will take a cautious approach to using this revenue stream and will incorporate 64% of the fund into the budget.

The Council will remain in the Gloucestershire business rates pool for 2014/15 but will monitor what benefits accrue.

The Council will continue operating the Council Tax Benefit Scheme unchanged for 2014/15; this had been part of a public consultation.

The Council will continue to make a grant of about £10,000 available to the Parish Councils to give them a degree of financial stability for 2014/15.

Car parking charges will be frozen although Councillor Rawson highlighted that the council may consider enforcing the councillor's parking passes.

There will be an average rent increase of 3.04% for council tenants which is higher than the rate of inflation but the subsidy and rent increases are retained locally and are reinvested for residents.

Mark Sheldon, Director of Corporate Resources (Section 151 Officer), stated that the Council faced a budget gap of £4 million due to a reduction in grant funding of £844,000 as well as reduced revenue over the last few years. There has been an increase in pension contributions and the council has had to commit more to the pensions fund than it had intended. The council has addressed the shortfall by seeking efficiency savings and will use more of the New Homes Bonus. The council does not seek to cut back on investment in the future and will continue with a maintenance programme of £1 million for 2014/15. It will also maintain investment levels in CCTV cameras, play equipment in parks and IT. There will also be an expanded Capital programme in March if the sale of North Place is completed.

Thanks were expressed to all councillors and staff who had contributed to the preparation and scrutiny of the budget proposals.

The committee queried two items in the bridging the gap strategy. In response it was advised that there would be no impact on services with the reduction of a part-time post as that post has been vacant for some time. The scale of fees and charges for planning applications are published and available on the web site.

The Budget proposal will now be debated in full by Council

Resolved that the recommendations of the budget scrutiny working group be endorsed and Cabinet be requested to take these into account before finalising their budget proposals for consideration by Council.

14. REVIEW OF SCRUTINY WORKPLAN

The committee reviewed the workplan which had been circulated with the agenda.

All items listed for inclusion at the next meeting were agreed: it was also agreed that, due to the urgent nature of the situation, the Cemetery and Crematorium Task Group should report back to the committee (see Agenda Item 8 a).

A report from the Deprivation Task Force will be considered at the next meeting.

The committee considered the proposal submitted by Councillor Colin Hay to set up a task group to carry out the decision of the Council from March 2012 to find ways to protect local public houses from permanent closure so that the community asset is not lost. It was resolved that the Public House Viability Task Group should be set up and will meet to determine its parameters, terms of reference and personnel. However, due to resource implications, substantive meetings will be delayed until the May elections have taken place.

**15. LOCAL GOVERNMENT ACT 1972-EXEMPT BUSINESS
RESOLVED THAT**

“In accordance with Section 100A(4) Local Government Act 1972 the public be excluded from the meeting for the following agenda item 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)

16. EXEMPT MINUTES

The minutes of the exempt business discussed at the Overview and Scrutiny Committee meeting on 25th November 2013 were approved as an accurate record.

17. DATE OF NEXT MEETING

The date of the next meeting of the Overview and Scrutiny Committee is Monday, 3rd March 2014 at 6pm.

Duncan Smith
Chairman

Briefing for Overview and Scrutiny Committee – 3rd March 2014

The Forward Plan lists the reports expected to come to Cabinet in the next 3 or 4 months. This note supplements that with other issues that may be of interest to O&S.

Car Parking

CBC has now submitted a response to Government consultation on local authority car parking policies and enforcement which ended on 14th February 2014.

Parishes – Double Taxation

Parishes had requested a meeting to discuss issues where services are paid for by CBC in non-parished areas but by parishes where they exist. This is a complex issue which could involve a major piece of work as details vary from one parish to another. The main concern was to ensure a fair process for the future. We have guaranteed that CBC will consult parishes about any future changes in service level. On that basis further work is not currently needed other than to include this issue in the discussion on allotments.

Unitary Government

The Local Government Structure Task Group set up by the county council has now produced its report recommending as follows:-

- 4.1** That, as there is no consensus in the local government community, there should be no further consideration of unitary local government for Gloucestershire at this time.
- 4.2** To advise the District Councils of the outcome of the scrutiny inquiry.
- 4.3** To encourage public sector organisations in Gloucestershire, including the County Council, the District Councils, the Health Service, the Police and the Voluntary and Community Sector, to work together where there were mutual benefits. The County Council's *Customer Access Project* was identified as an area of potential discussion.
- 4.4** The report to be shared with Leadership Gloucestershire.

This is due to be debated at the 26th February meeting of Gloucestershire County Council.

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CHELTENHAM

BOROUGH COUNCIL

Forward Plan February 2014 - June 2014

This Forward Plan contains details of all the key decisions that are planned to be taken by Cabinet and individual Cabinet members over the next four months together with key decisions by officers. It will be updated and published on the Council website www.cheltenham.gov.uk on a monthly basis.

Key Decision

A 'Key decision' is one which:-

- requires a budget expenditure or saving of £100,000 or more;
- relates to the acquisition or disposal of land or an interest in land with a value in excess of £250,000;
- has borough wide significance or one on which members of the Cheltenham Community would reasonably expect to be notified or consulted.

Non-key decision

For additional information and completeness the Forward Plan also contains those items to be considered by Cabinet which are outside the definition of a key decision.

Cabinet Meetings

The Cabinet will normally meet every four weeks. Meetings start at 6pm and are held in the Pittville Room at the Municipal Offices.

Meetings of the Cabinet are open to the public (with the exception of discussion regarding reports which contain exempt/confidential, commercially sensitive or personal information). This is formal notice under the Local Authorities (Executive Arrangements) (Meetings and Access to Information)(England) Regulations 2012 that part of the Cabinet meetings listed in this Forward Plan may be held in private because the agenda and reports for the meeting will contain exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it.

Documents submitted to the Cabinet or Cabinet member (s) for decision will be a formal report, which if public and non-urgent, will be available on www.cheltenham.gov.uk at least 5 clear working days before the date the decision can be made. If you would like a copy by email please contact democratic.services@cheltenham.gov.uk. Background papers are listed where known in advance.

Documents shown are listed at Cheltenham Borough Council, Municipal Offices, Promenade, Cheltenham, GL50 9SA.

Decision Title	Summary of decision to be made	Type of Decision	Decision Maker	Decision Date	Cabinet Member	Lead Officer	Contact details	If applicable reasons why public excluded	Background documents
	delivery of planning enforcement services				Built Environment				
Disposal of Public Open Space	To approve the disposal of the leases of recreational facilities in Pittville Park and Montpellier Gardens	Non Key Decision	Cabinet	11/02/14	John Rawson Deputy Leader of the Council and Cabinet Member Finance	David Roberts	david.roberts@cheltenham.gov.uk		
Final General Fund Budget Proposals 2014/15 (including Section 25 Report)	To approve the final General Fund Budget Proposals 2014/15 and recommend to Council to approve the final General Fund Budget Proposals 2014/15	Key Decision	Cabinet Council	11/02/14 14/02/14	John Rawson Deputy Leader of the Council and Cabinet Member Finance	Mark Sheldon	mark.sheldon@cheltenham.gov.uk mark.sheldon@cheltenham.gov.uk		
Final Housing Revenue Account Revenue Budget 2014/15	To approve the final Housing Revenue Account Revenue Budget 2014/15 and to recommend to Council to approve the final Housing Revenue Account Revenue Budget 2014/15	Key Decision	Cabinet Council	11/02/14 14/02/14	John Rawson Deputy Leader of the Council and Cabinet Member Finance	Mark Sheldon	mark.sheldon@cheltenham.gov.uk mark.sheldon@cheltenham.gov.uk		
Treasury Management and Annual Investment Strategy 2014/15	To approve the Treasury Management and Annual Investment Strategy 2014/15 and recommend to Council to approve the Treasury Management and Annual Investment Strategy 2014/15	Key Decision	Cabinet Council	11/02/14 14/02/14	John Rawson Deputy Leader of the Council and Cabinet Member Finance	Mark Sheldon	mark.sheldon@cheltenham.gov.uk mark.sheldon@cheltenham.gov.uk		
Appointment of	Approve the	Non Key Decision	Council	14/02/14	Cabinet Member	Andrew North	andrew.north@cheltenham.gov.uk		

Decision Title	Summary of decision to be made	Type of Decision	Decision Maker	Decision Date	Cabinet Member	Lead Officer	Contact details	If applicable reasons why public excluded	Background documents
Mayor and Deputy Mayor 2014/15	nominations for Mayor and Deputy Mayor to be elected at Annual Council on 2 June 2014				Corporate Services		nham.gov.uk		
Petition debate-Save the Leckhampton Fields	To debate the petition received on 16 December 2013	Non Key Decision	Council	28/02/14	Cabinet Member Built Environment	Mike Redman	mike.redman@cheltenham.gov.uk		
Council Tax Resolution-2014-15	Approve the total Council tax for residents of Cheltenham for 2014/15	Non Key Decision	Council	28/02/14	John Rawson Deputy Leader of the Council and Cabinet Member Finance	Mark Sheldon	mark.sheldon@cheltenham.gov.uk		
Corporate Strategy-Draft 2014-15 action plan	To approve the action plan	Key Decision	Cabinet Council	18/03/14 31/03/14	Steve Jordan Leader of the Council	Richard Gibson	richard.gibson@cheltenham.gov.uk richard.gibson@cheltenham.gov.uk		
Triennial review of the Sexual Entertainment Venue Policy	To approve the changes to the Sexual Entertainment Venue Policy following consultation	Non Key Decision	Cabinet	18/03/14	Peter Jeffries Cabinet Member Housing and Safety	Louis Krog	louis.krog@cheltenham.gov.uk		
Cheltenham Leisure & Culture Trust company registration	To note the Trust's Articles and Memorandum of Association and the Trust's intention to register as a company	Non Key Decision	Cabinet	18/03/14	Rowena Hay Cabinet Member Sport and Culture	Pat Pratley	pat.pratley@cheltenham.gov.uk		
Housing & Homelessness Strategy Action Plan Update 2014-15	To approve the action plan	Non Key Decision	Cabinet	18/03/14	Peter Jeffries Cabinet Member Housing and Safety	Martin Stacy	martin.stacy@cheltenham.gov.uk		
Merger of CBC Town Centre and Car Parks CCTV Systems	To approve the merger of two current public space CCTV systems	Key Decision	Cabinet	18/03/14	Peter Jeffries Cabinet Member Housing and Safety	Trevor Gladding	trevor.gladding@cheltenham.gov.uk		
Accommodation Strategy	To consider the revised	Key Decision	Cabinet	18/03/14	John Rawson Deputy Leader of	Mark Sheldon	mark.sheldon@cheltenham.gov.uk	para 3 of schedule 12a of	

Decision Title	Summary of decision to be made	Type of Decision	Decision Maker	Decision Date	Cabinet Member	Lead Officer	Contact details	If applicable reasons why public excluded	Background documents
	accommodation strategy brief with current projection of needs		Council	31/03/14	the Council and Cabinet Member Finance			Local Government Act 1972	
Trade Waste Review	To consider findings from the review of the trade waste service, considering service improvements and take up.	Non Key Decision	Cabinet	18/03/14	Roger Whyborn Cabinet Member Sustainability	Jane Griffiths	jane.griffiths@cheltenham.gov.uk		
Allotment Strategy	To review the update of supply and demand for allotments	Non Key Decision	Cabinet	18/03/14	Roger Whyborn Cabinet Member Sustainability	Adam Reynolds	adam.reynolds@cheltenham.gov.uk		
Revised Procurement Strategy	To approve the Corporate procurement strategy 2014-2019	Non Key Decision	Cabinet	18/03/14	Jon Walklett Cabinet Member Corporate Services	Mark Sheldon	mark.sheldon@cheltenham.gov.uk		
Formation of a local authority joint committee for economic development	To decide whether to set up, jointly with other Gloucestershire councils, a joint committee to better enable effective management of our collective economic development functions in the context of the emerging Strategic Economic Plan for the county. To consider how overview and scrutiny of those functions can best be managed.	Non Key Decision	Cabinet Council	18/03/14 31/03/14	Steve Jordan Leader of the Council	Mike Redman	mike.redman@cheltenham.gov.uk		
Council diary 2014-15	To approve the Council diary 2014-15	Non Key Decision	Council	31/03/14	Jon Walklett Cabinet Member Corporate	Rosalind Reeves	rosalind.reeves@cheltenham.gov.uk		

Decision Title	Summary of decision to be made	Type of Decision	Decision Maker	Decision Date	Cabinet Member	Lead Officer	Contact details	If applicable reasons why public excluded	Background documents
					Services				
Joint Core Strategy	To agree the submission version of the Joint Core Strategy to be sent to the Secretary of State for consideration	Non Key Decision	Council	09/04/14	Steve Jordan Leader of the Council	Mike Redman	mike.redman@cheltenham.gov.uk		
HRA new build programme	To consider the viability, funding and commissioning of an HRA programme for 53 new homes	Key Decision	Cabinet	Not before 15/04/14	Peter Jeffries Cabinet Member Housing and Safety	Pat Pratley	pat.pratley@cheltenham.gov.uk		
Homes and Communities Agency-proposed changes to regulatory framework	CBC response to the statutory consultation	Non Key Decision	Cabinet	Not before 15/04/14	Peter Jeffries Cabinet Member Housing and Safety	Jane Griffiths	jane.griffiths@cheltenham.gov.uk		
Quarterly budget monitoring report (as at end February)	To decide any remedial action required if significant variances	Key Decision	Cabinet	15/04/14	John Rawson Deputy Leader of the Council and Cabinet Member Finance	Mark Sheldon	mark.sheldon@cheltenham.gov.uk		
Report of the Dog Fouling Scrutiny Task Group	To consider the recommendations	Non Key Decision	Cabinet	15/04/14	Barbara Driver	Beverly Thomas	beverly.thomas@cheltenham.gov.uk		
Public protection and private sector housing commissioning review	To consider the outcomes and delivery options and agree a way forward	Key Decision	Cabinet	15/04/14	Peter Jeffries Cabinet Member Housing and Safety	Grahame Lewis	grahame.lewis@cheltenham.gov.uk	para 3, schedule 12 A Local Government Act 1972	
Disabled adaptations and extension- Ennerdale Road	To approve the initiation of procedures to allow a change of land use aimed at facilitating disabled adaptations involving an extension to a council owned property. Land on which the	Non Key Decision	Cabinet	17/06/14	Peter Jeffries Cabinet Member Housing and Safety	Mark Nelson	mark.nelson@cheltenham.gov.uk		

Decision Title	Summary of decision to be made	Type of Decision	Decision Maker	Decision Date	Cabinet Member	Lead Officer	Contact details	If applicable reasons why public excluded	Background documents
	extension will be situated is currently deemed open space and consequently a change of land use must be agreed.								
Local business rate relief scheme	To approve the scheme	Key Decision	Cabinet	17/06/14	John Rawson Deputy Leader of the Council and Cabinet Member Finance	Mark Sheldon	mark.sheldon@cheltenham.gov.uk		
Corporate Enforcement Policy	To approve the revised Corporate Enforcement Policy	Key Decision	Cabinet	Not before 17/06/14	Peter Jeffries Cabinet Member Housing and Safety	Mark Nelson	mark.nelson@cheltenham.gov.uk		
Asset Management Plan and Capital Strategy	To approve the revised asset management plan and capital strategy	Key Decision	Cabinet Council	15/07/14 21/07/14	John Rawson Deputy Leader of the Council and Cabinet Member Finance	Mark Sheldon	mark.sheldon@cheltenham.gov.uk		
Revenues and Benefits Commissioning review	To consider the outcomes and delivery options and agree a way forward	Key Decision	Cabinet	15/07/14	John Rawson Deputy Leader of the Council and Cabinet Member Finance	Mark Sheldon	mark.sheldon@cheltenham.gov.uk	para 3, schedule 12 A Local Government Act 1972	

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CHELTENHAM
BOROUGH COUNCIL

Overview & Scrutiny Committee

Cheltenham Development Task Force Update

3rd March 2014

Task Force queries?

- Approved by Full Council Dec 2009
- Established in Jan 2010 as an *advisory body*
- Membership is drawn from Councillors, business and community representatives with support from key CBC/GCC officers
- The business plan is approved by Cabinet and financial implications by Council
- Lead Cabinet member is Cllr Andy McKinlay
- Other Cllrs include Rob Garnham, Vernon Smith, Will Windsor-Clive, Steve Jordan

A progress check

- Key sites
- Public realm
- Transport issues

- Future targets



1000000



artistic impression - view of the avenue at the junction with the entrance avenue
midwinter, cheltenham

BLOOR HOMES

1000000



artistic impression - view of the lower level looking south
midwinter, cheltenham

BLOOR HOMES

proposed residential development @
Midwinter, Cheltenham - illustrative Layout

BLOOR HOMES

Midwinter

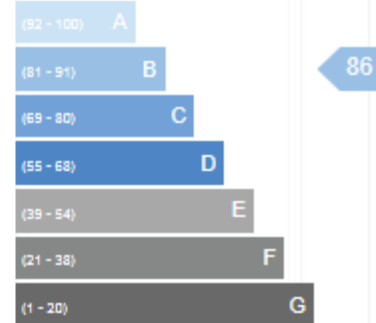
Or Use the property status filter :- Available Unreleased Reserved Sold



Energy Efficiency



Environmental Impact (CO2)



England & Wales EU Directive 2002/91/EC

England & Wales EU Directive 2002/91/EC



Available Unreleased Reserved Sold



Page 25

Progress update - Circa Cheltenham



Page 26



H&M

RIVER ISLAND

Regent Arcade



Progress update



Honeybourne Gate





North Place & Portland Street





- Scheme has planning consent
- CBC has sold the site; confirmed retailer
- “Skanska UK is proposing to reduce its investment in the consumer-facing residential development market.” – the site is for sale
- Developer keen to progress North Place – commercial and car park element asap





WINCHCOMB STREET
TO PITTVILLE SPA
ALBION STREET
GLOUCESTER PLACE
FAIRVIEW ROAD



Albion Street blight





View from Albion Street

-
- Planning permission supported in July 2013
 - Consent issued August
 - Negotiations with house builder concluded
 - Aim to be on site to start demolition asap



Brewery phase 2

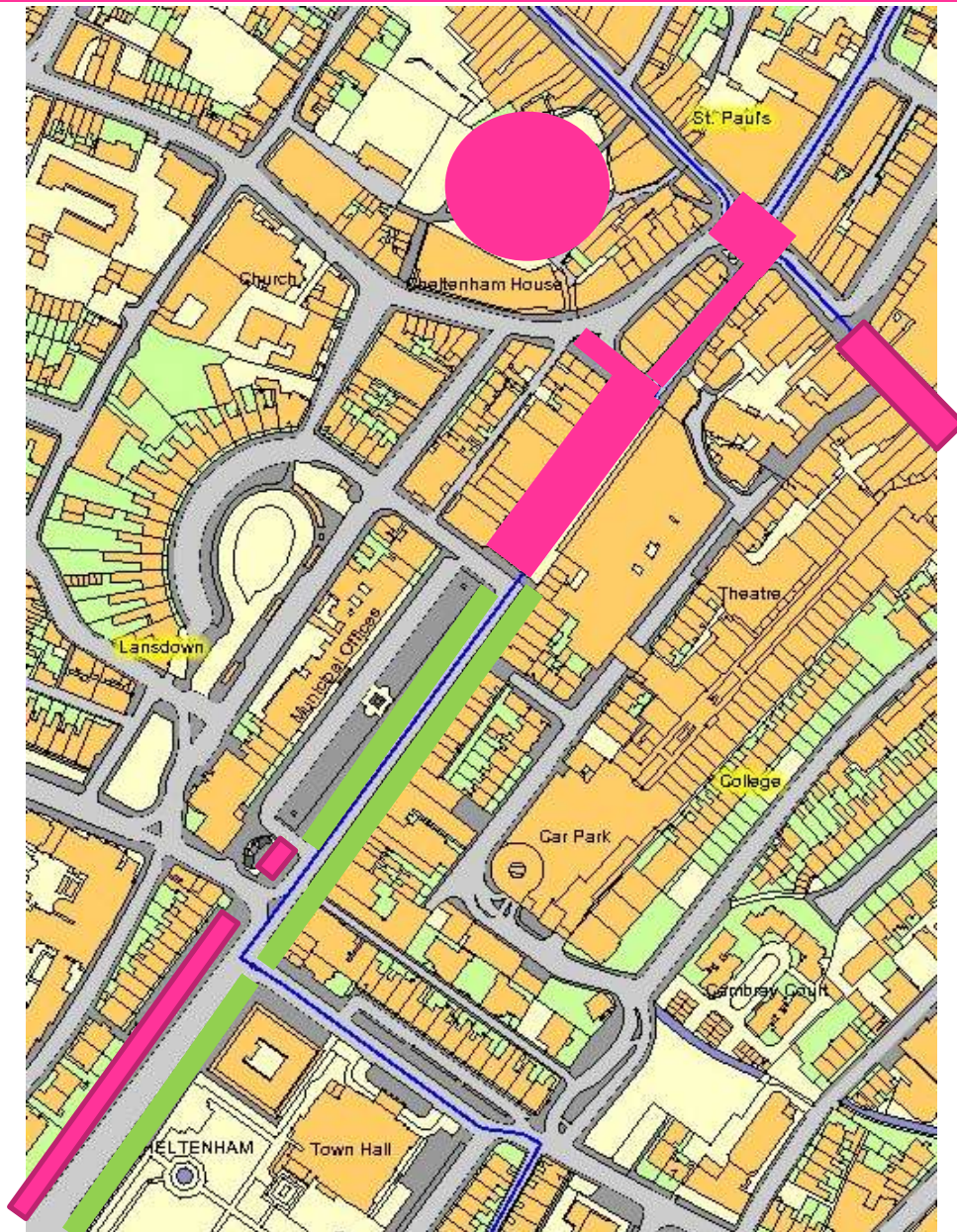
- Complex scheme
- Planning secured
- Negotiations with retailers
- Major players to be retained
- Baynham Way “stopping-up” order
- Contractor appointed

Public Realm

- On-going delivery
- Analysis
- Proposals for improvement



Promenade Works



Public Realm zoning

Sign Type 1: Map Monolith

Cheltenham Wayfinding Strategy Sign Type 1 - Primary Map Node

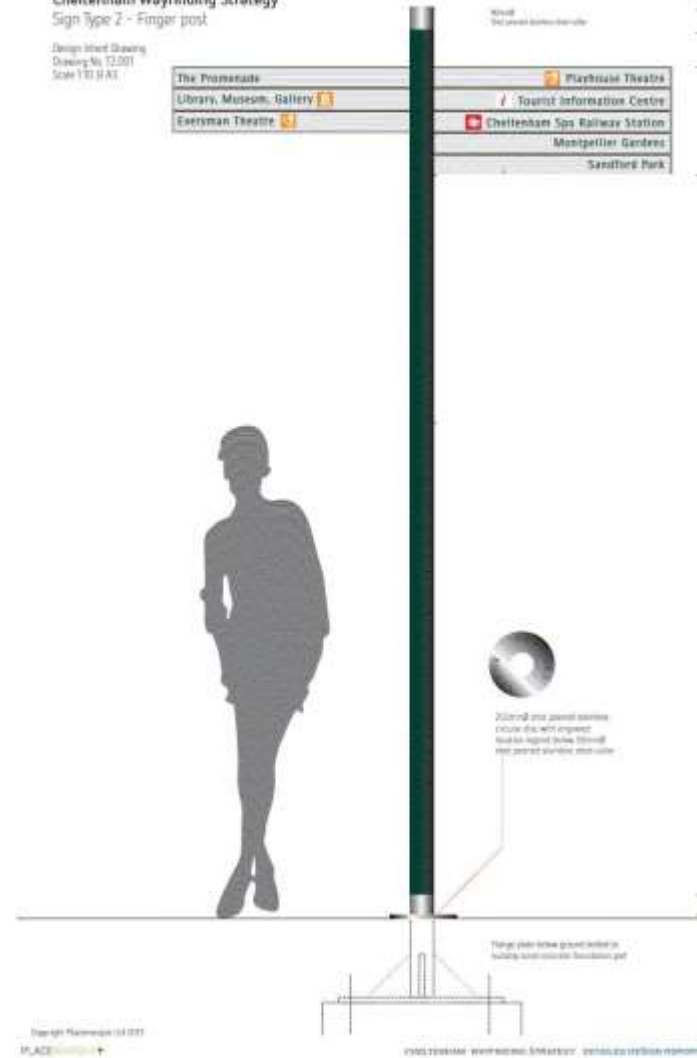
Design Intent Drawing
Drawing No. T1.001
Scale 1:10 @ A3



Sign Type 2: Fingerpost

Cheltenham Wayfinding Strategy Sign Type 2 - Finger post

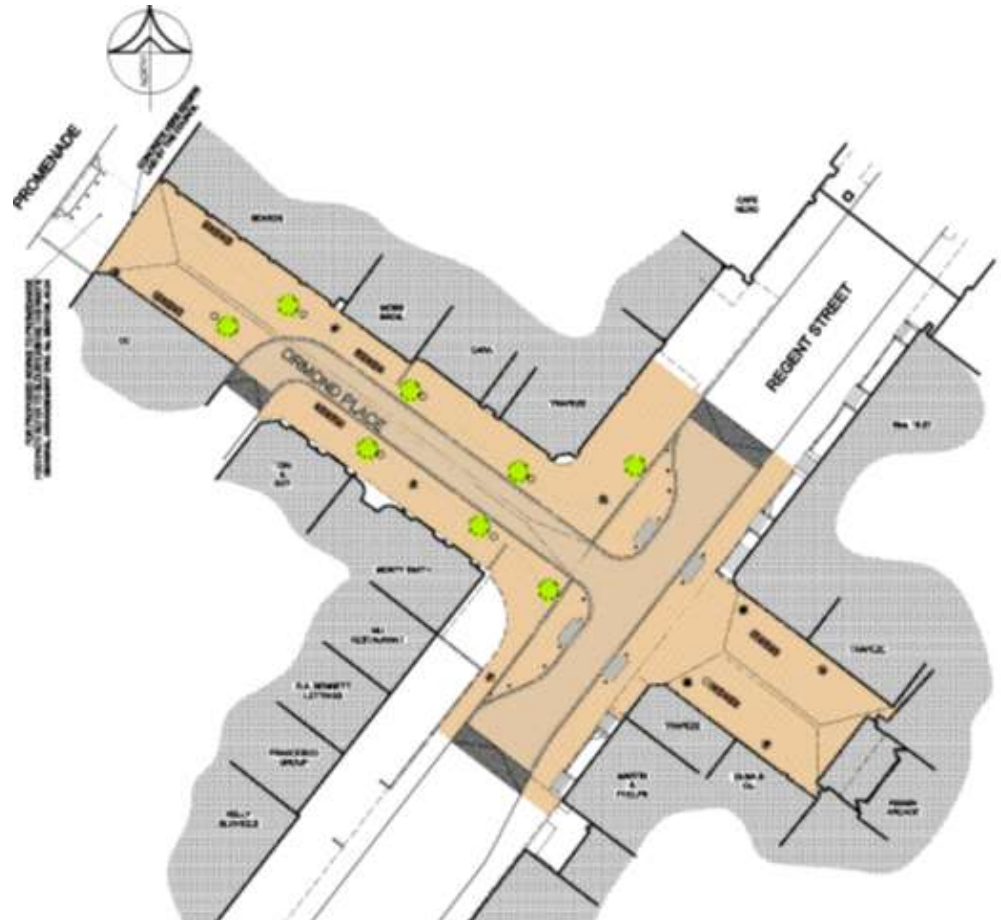
Design Intent Drawing
Drawing No. T2.001
Scale 1:10 @ A3





Phone box refurbishment

- Following success of High Street frontage....

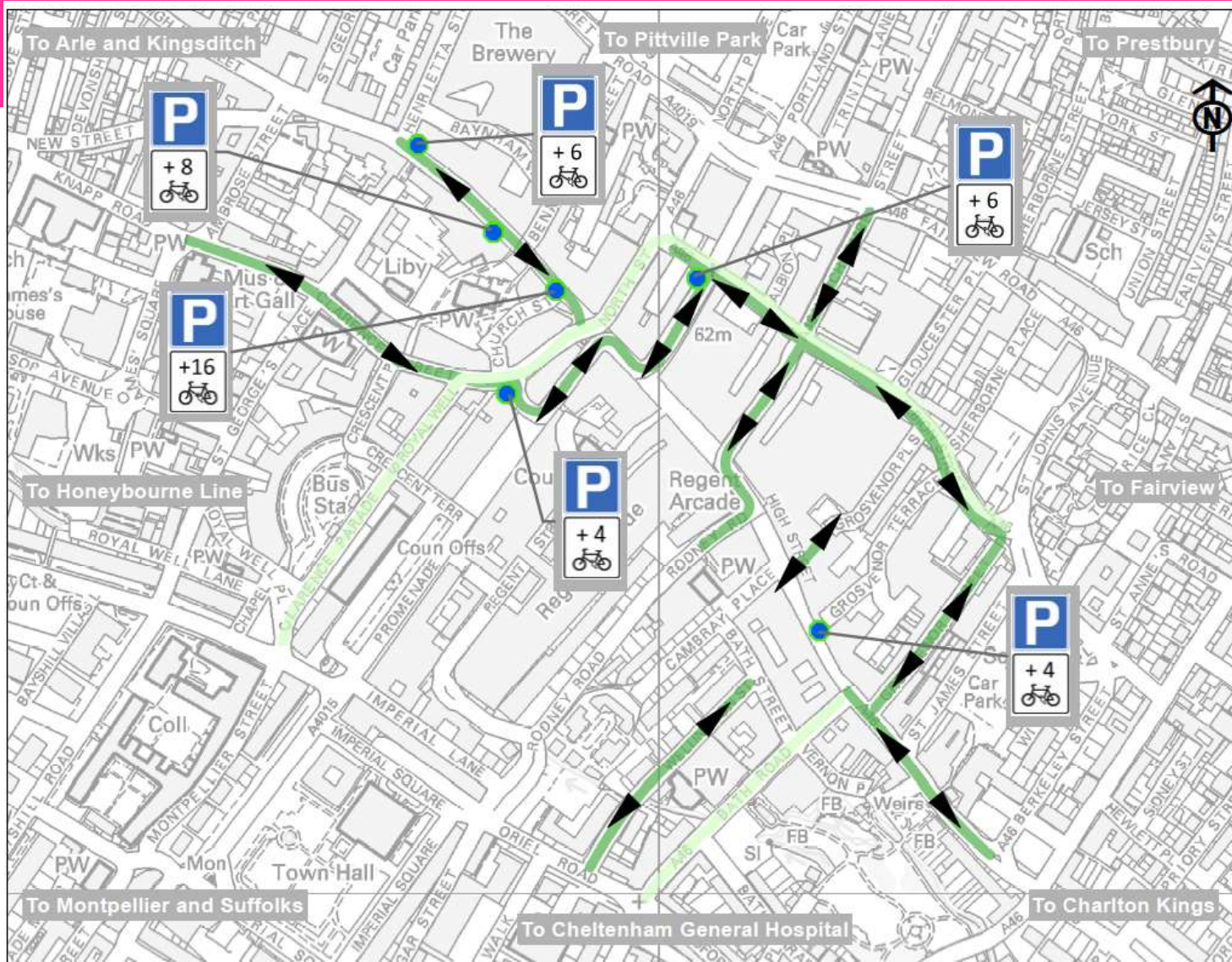


Page 42

Ormond Place



St Mary's Minster



Improvements for Cyclists

This map sets out the proposals for cycling improvements to be delivered as part of the Cheltenham Transport Plan. This map is for information only.

The improved cycle routes will be signed to link with key destinations to improve navigability across Cheltenham

Key

- Number of Additional Cycle Spaces
- Existing streets to become two-way for cyclists
- Cycle Links with Decreased Traffic Flows
- New Cycle Stand Location
- Key destinations to be signed to-and-from Town Centre.
- To Charlton Kings

Date: Aug 2013
 Drawing No. 001_Aug2013
 © Crown Copyright and database right 2012, Ordnance Survey 100019134

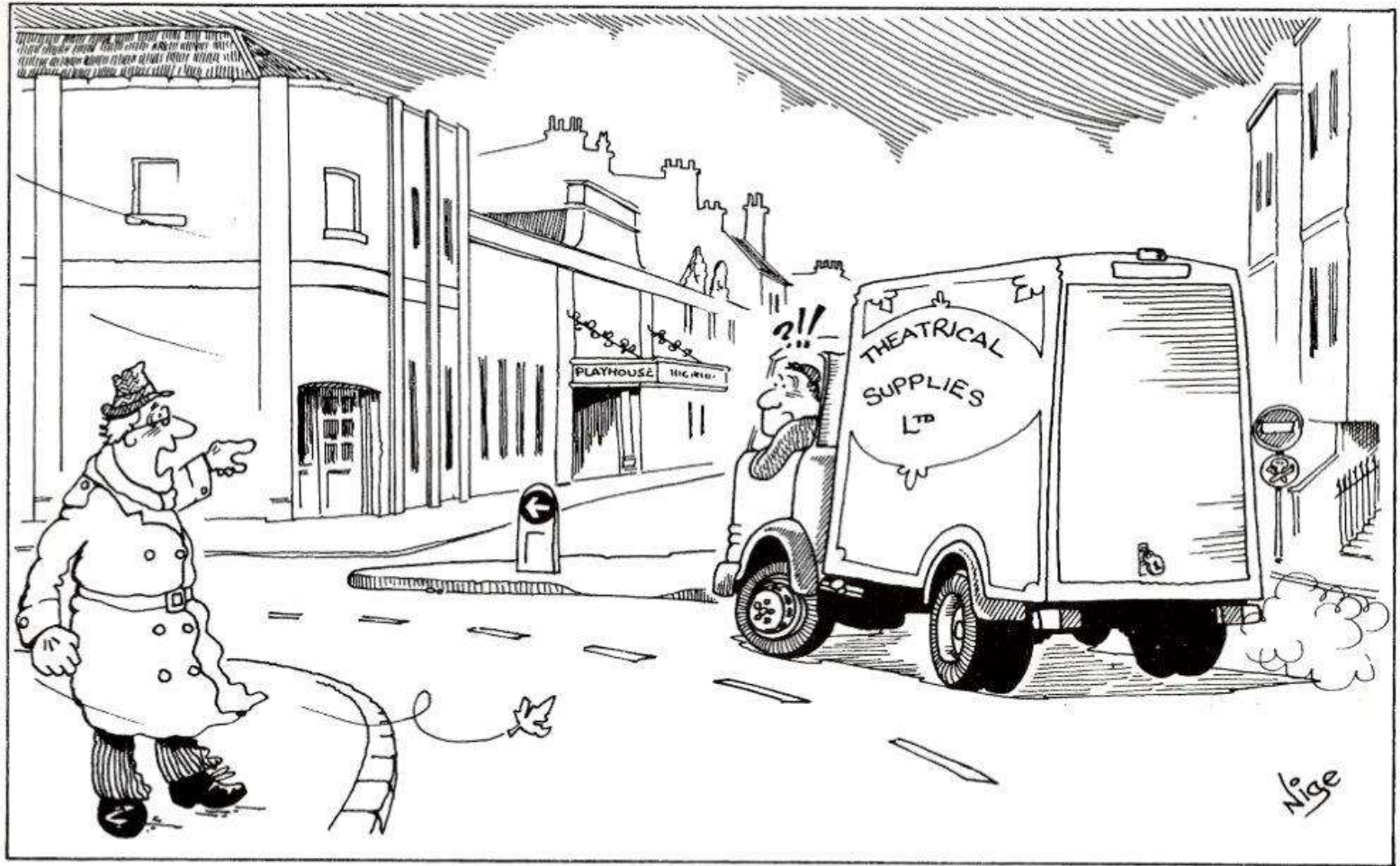
0 30 60 120 Meters

Promoting cycling

Transport Issues

- Local Sustainable Transport Fund (LSTF) – successful GCC/CBC/GC bid
- Gloucestershire Local Transport Body (GLTB)

- Maintain economic vibrancy of town centre, reduce severance, assist regeneration, support modal shift, reduce pollution
- Not pro-pedestrian or pro-car – it is attempting to balance outcomes - hence different focus and proposals for different locations – such as
 - Bath Road – safety based on previous GCC audit
 - Boots Corner – pedestrians/public transport
 - St Margaret's Road – efficient traffic corridor
 - Car park access – improve to reduce travelling



“Playhouse Theatre? — It’s over there, but I couldn’t begin to tell you how to get there!”

(Cheltenham News Shopper)

How Will It Be Done? To achieve this, we are proposing...

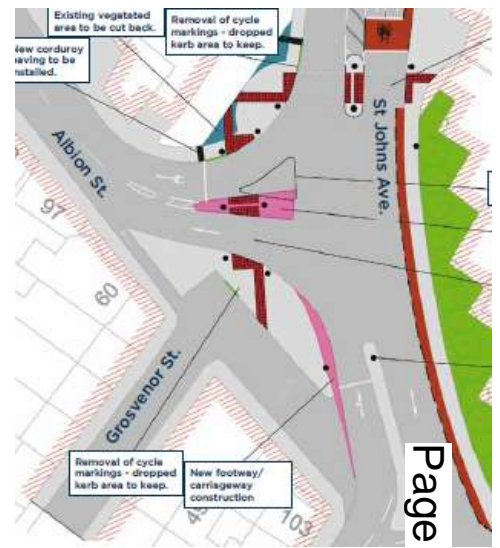
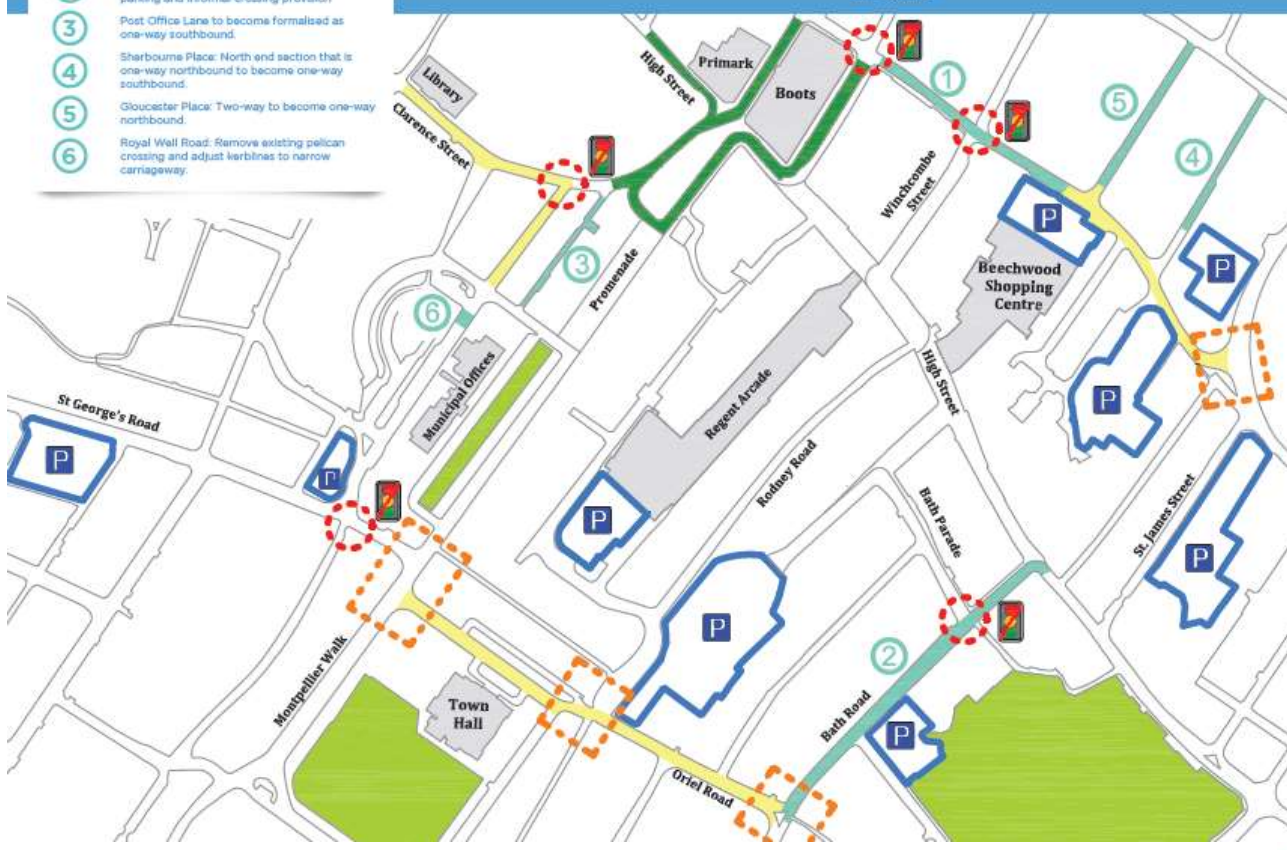
Proposals

- Create an attractive centre for the town that will bring visitors and shoppers to Cheltenham.
- Restrict traffic at Boots Corner to buses and taxis during the day time.
- Allow two-way traffic in Imperial Square, Oriel Road and Albion Street (part).
- Provide local people with information on their travel choices and promote more walking, cycling and bus use.
- Improve the efficiency of junctions and remove unnecessary traffic signals.
- Improve signing to car parks and for cycling and walking.

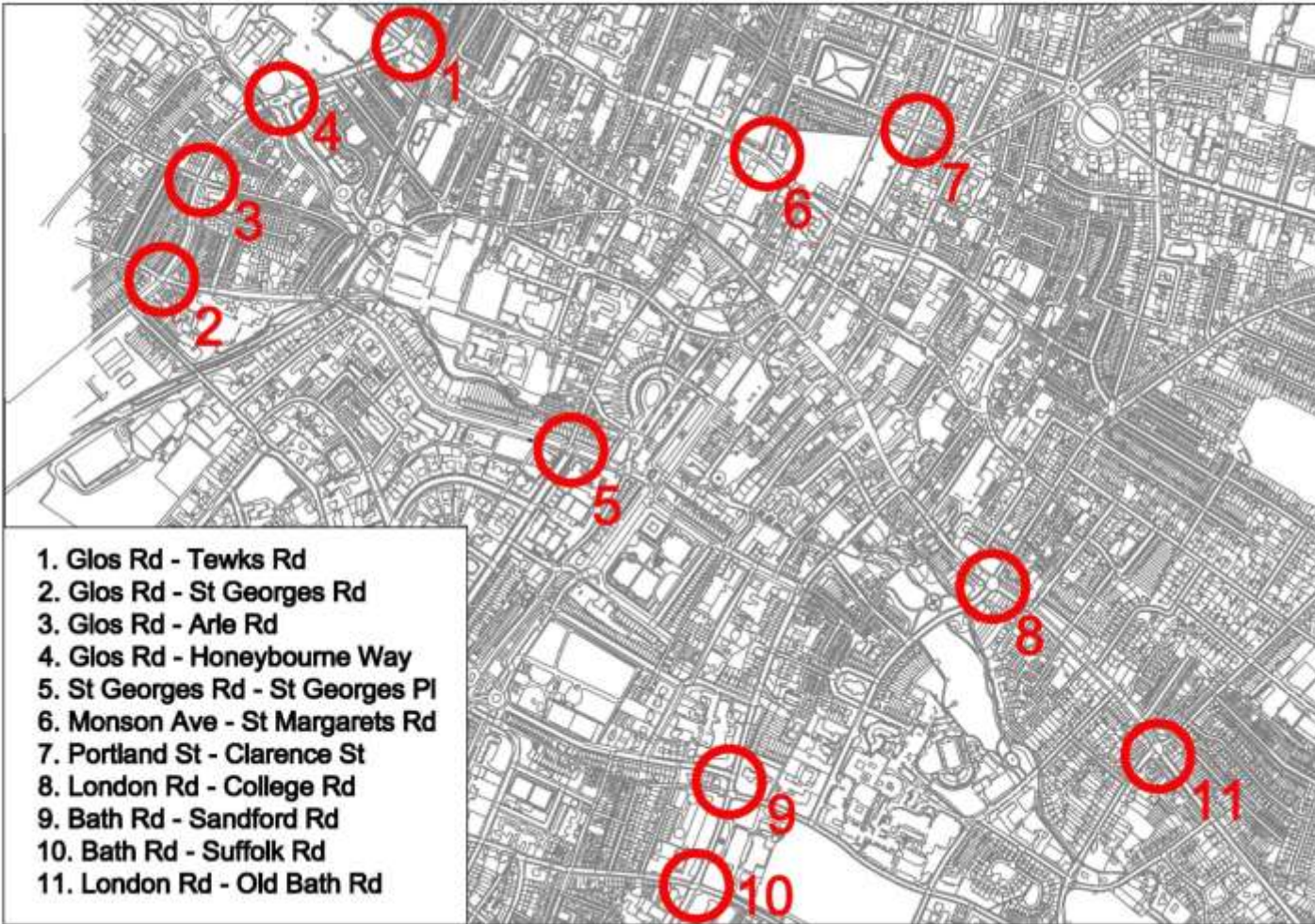
Benefits for Cheltenham

- Bolster the town's economy, attracting new businesses to the town centre and creating job opportunities.
- Improve access along the High Street for pedestrians and create the opportunity to improve the central space.
- Make access to the car parks more direct and reduce the need to drive round the town centre.
- Reduce traffic levels across the town and minimise the amount of additional traffic in neighbouring roads.
- Keep pedestrians, bikers and motor traffic moving safely, reducing congestion and improving air quality.
- Reduce traffic in the town centre and encourage walking and cycling.

- Pedestrian space through which buses and delivery vehicles pass.
- Buses and pedestrians 10am - 6pm
- Loading and taxis also permitted 6pm - 10am
- Existing Car Park.
- Traffic lights removed, replaced with priority junction.
- Junction redesigned to accommodate change of one-way road to two-way road.
- Road currently one-way, proposed to become two-way.
- Albion Street one-way eastbound reduced to single lane with westbound bus lane.
- Bath Road southbound two lanes reduced to southbound single lane with additional or street parking and informal crossing provision
- Post Office Lane to become formalised as one-way southbound.
- Sherbourne Place: North end section that is one-way northbound to become one-way southbound.
- Gloucester Place: Two-way to become one-way northbound.
- Royal Wall Road: Remove existing pelican crossing and adjust kerblines to narrow carriageway.



Physical Measures



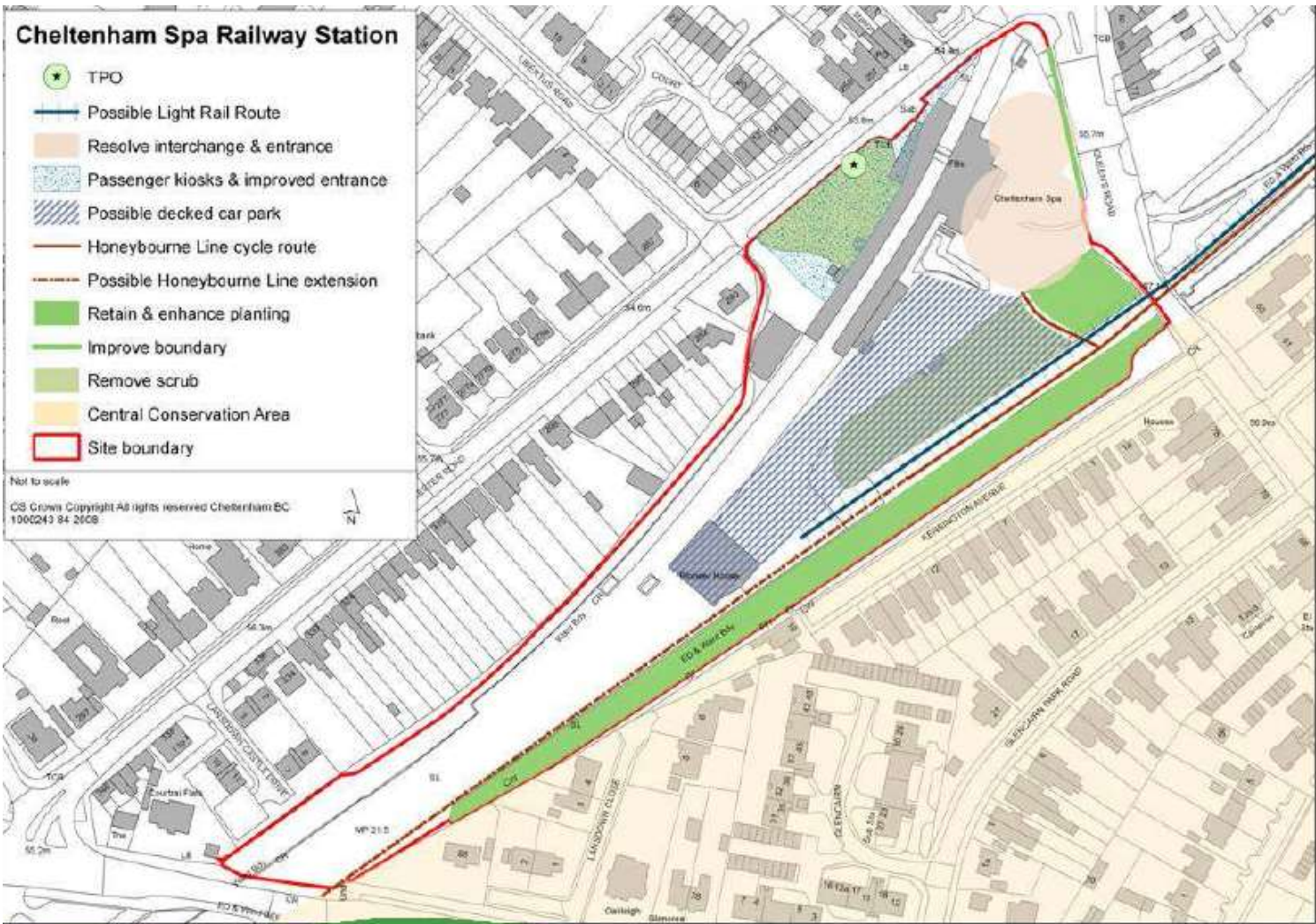
- Scheme consulted summer 2013
- CBC considered consultation outputs and a petition opposing proposals – scheme supported subject to establishment of a liaison group
- GCC agree to progress to traffic regulation order
- CBC / GCC have begun liaison meetings with independent transport specialists as facilitators

- Ambitions for improvements to Cheltenham Spa station from around year 2000 but did not come to fruition
- Franchise bidders exploring options with CBC/NR
- 2012 CBC produced planning concept statement

Cheltenham Spa Railway Station

-  TPO
-  Possible Light Rail Route
-  Resolve interchange & entrance
-  Passenger kiosks & improved entrance
-  Possible decked car park
-  Honeybourne Line cycle route
-  Possible Honeybourne Line extension
-  Retain & enhance planting
-  Improve boundary
-  Remove scrub
-  Central Conservation Area
-  Site boundary

Not to scale
 OS Crown Copyright All rights reserved Cheltenham BC
 1000243 84 2508



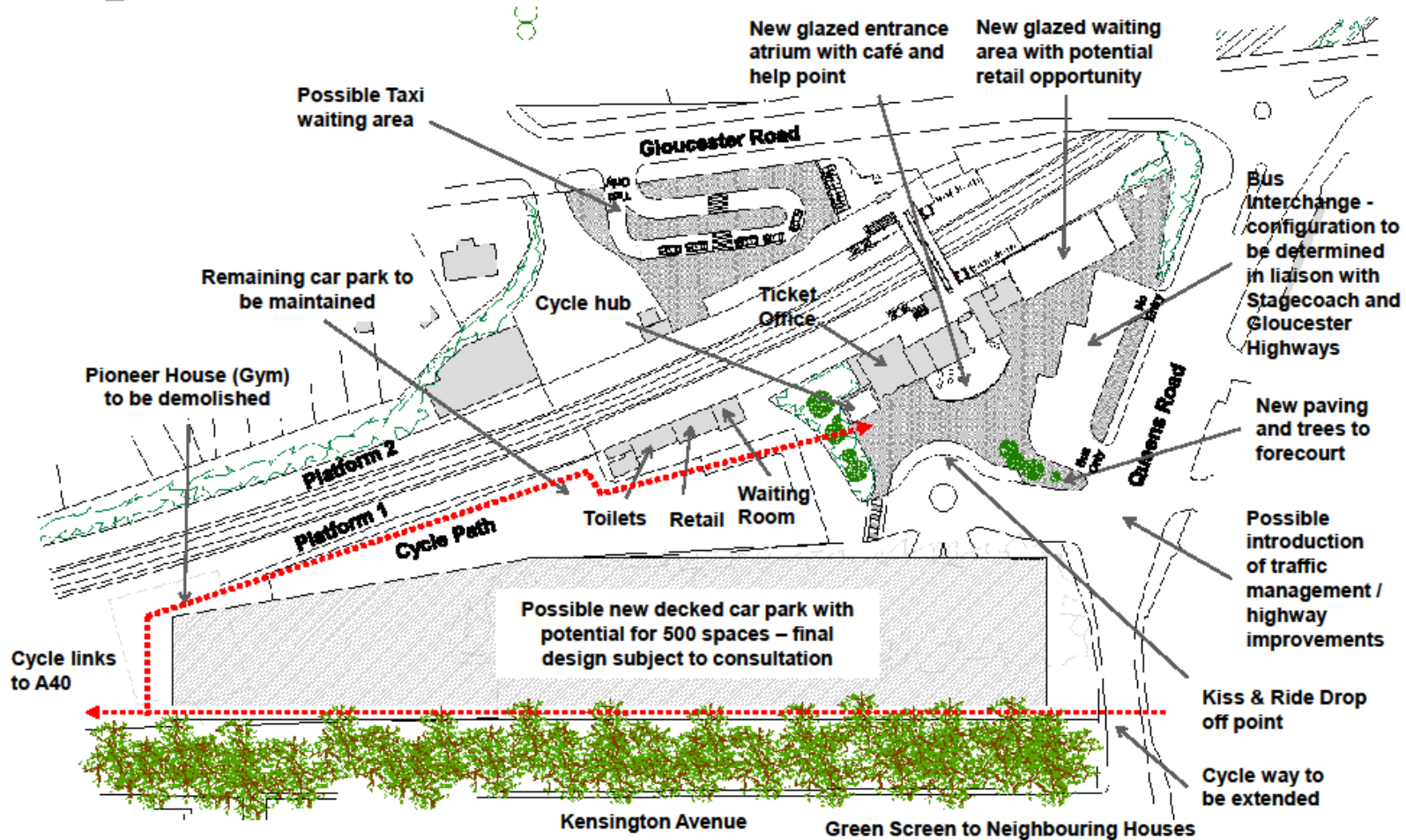
Cheltenham Spa Railway Station
February 2012
Concept Statement



- 2013 GLTB established via DfT and invited bids for County schemes
- Aim was to secure funds to assist improvements
- First bid short-listed for £3.3m
- As Network Rail do not wish to progress bay platforms at this stage scheme has been re-submitted
- Passenger data for 2011/12 = 1,816,020 + 211,535 interchanges – 5.13% growth on previous year
- GLTB considering revised schemes in April 2014
- CPRE score GLTB top for balance of schemes



POSSIBLE IMPROVEMENTS – FORECOURT/ PARKING



What has the task Force achieved and what about the future?

OUR PLANS FOR CHELTENHAM

OUR AIMS

To improve the town centre sites and streets to support the town's economy.

Key concepts include: greening the central area and creating a north-south green link; creating a strong identity for its quarters; improving streets and spaces; building sustainably; developing green transport, and; introducing public art.

Greening the Promenade



- Extend Promenade to Montpellier and Pittville.
- Green north to south: trees, planting, green walls.
- Improve and create new public spaces.
- Reduce traffic dominance.

Quarters



- Identify distinct role and character of quarters.
- Enhance their unique identity.
- Improve public art and surface materials.
- Be consistent in terms of design.

Streets & Spaces



- Create attractive public realm.
- Encourage pedestrians & cyclists.
- Reduce vehicle dominance.
- Encourage social use.

OUR SITES

To make best use of council owned sites and encourage private developers to deliver imaginative schemes that add value to the town.

Deliver sustainable mixed-use developments that revitalise brownfield land.

Create additional employment and housing opportunities and make high quality town centre spaces.

Royal Well



- Remove through traffic.
- Simplify bus use and movement access.
- Create high quality public space and link to the Promenade.

Promland St. / North Hill



- New public space as part of improved linkages.
- Develop links through and around the area.
- Retain about 300 car park spaces.
- Provide 150+ jobs.

Hanna's Square



- To work with developers and the community.
- Encourage high quality sustainable schemes where desirable.

MAKING LINKS

Create links between the different town centre areas.

The links will promote high quality physical connections between existing and new development areas with environments for passing through, for relaxing and enjoying the space or both.

Boots Corner



- Reduce through traffic.
- Revitalise Boots Corner as a pleasant public space.
- Connect east-west and north-south routes.

The Brewery



- Making it easier to walk from the Brewery to the High Street.
- Link the Brewery to other sites.

Ring Road

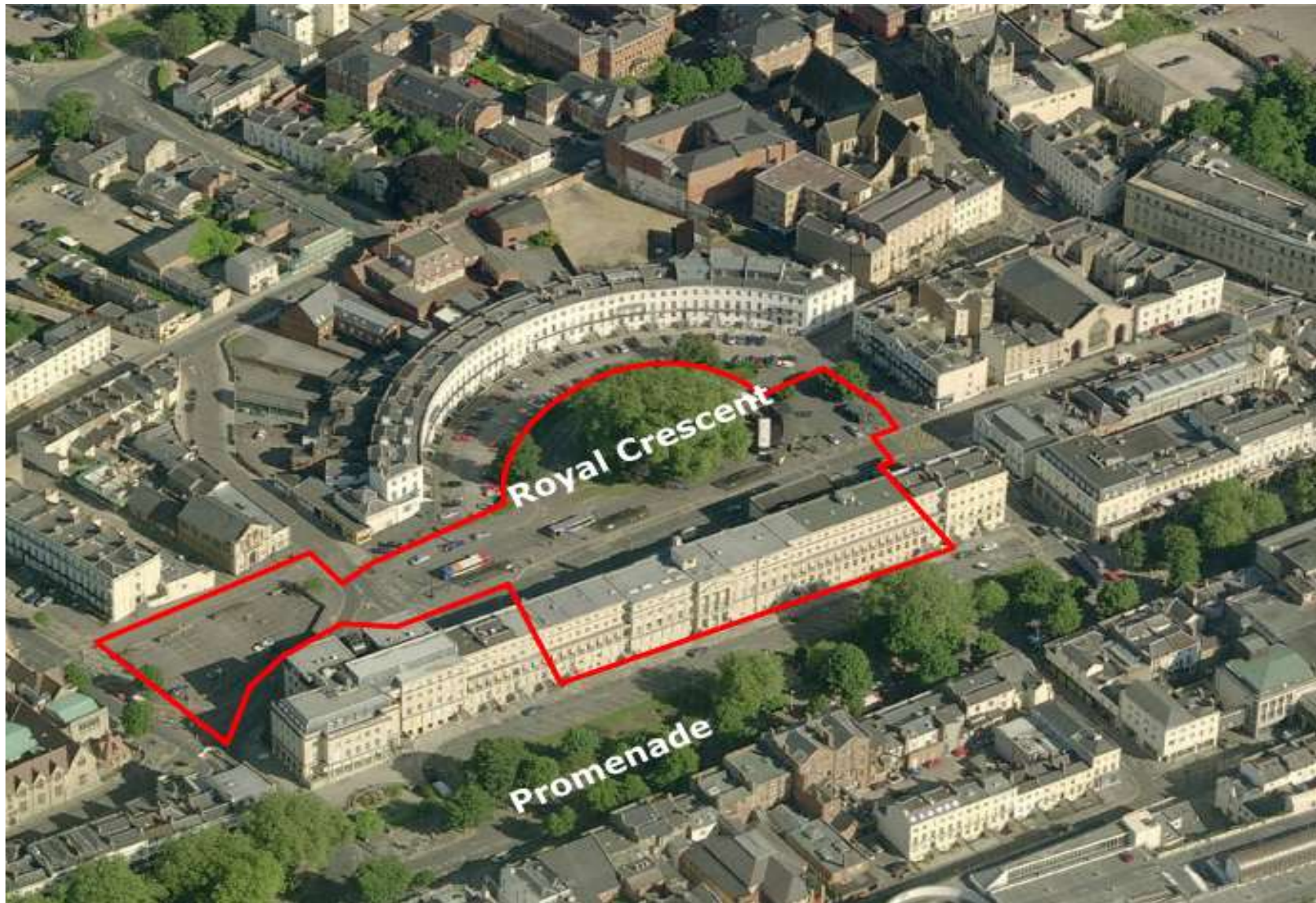


- Create pleasant pedestrian environments.
- Improve pedestrian linkages.
- Introduce calmed crossing places.
- Make it a greener space which you can enjoy.



Future targets?

- Progress sites that have secured consent - North Place, Honeybourne Gate, Brewery phase 2, Albion Street
- Subject to statutory consultation, progress Cheltenham Transport Plan with GCC
- Progress public realm phases
- Subject to GLTB outcomes support bid
- Explore options for Municipal offices



Royal Well



- Historic assessment completed with EH support
- Arboreal survey completed
- Development brief amended
- Archaeological desktop study completed
- Flood Risk Assessment completed
- Transport plan consultation undertaken

Currently.....

- Exploring alternative locations
- Soft market testing



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Ridgeways T 01242 522051
Oakley Road M 07860 790024
Cheltenham E info@treeking.co.uk
GL52 6PA W treeking.co.uk

Municipal Offices progress

Cheltenham
Development Task Force
making things happen



Questions

Information/Discussion Paper

Overview and Scrutiny Committee 3 March 2014

Development of the corporate strategy action plan 2014-15

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 The corporate strategy action plan for 2014-15 is being prepared and is due to go to full council for approval on 31 March 2014. To ensure that the views of elected members are captured in the process, the draft strategy is being considered by the Overview and Scrutiny Committee. The draft action plan is attached as appendix A.

2. What do we want the corporate strategy to do?

- 2.1 The corporate strategy sets out the following:
- The overall context for the year ahead in terms of challenges and opportunities;
 - The outcomes that we will be working towards;
 - The council's priority commissioning reviews and projects to deliver the outcomes and how these will be resourced;
 - The milestones, indicators and risks by which progress will be measured.

3. How we have prepared the draft strategy

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

4. Proposed improvement actions 2014-15

Outcomes

Proposed projects and commissioning reviews

Outcomes	Page 62 used projects and commissioning reviews
Cheltenham has a clean and well-maintained environment.	<ul style="list-style-type: none"> • Waste and Recycling – engagement with customers • Waste and Recycling - service improvements • Waste and Recycling – efficiency savings and income maximisation
Cheltenham's natural and built environment is enhanced and protected.	<ul style="list-style-type: none"> • Joint Core Strategy • Cheltenham Plan • Green environment commissioning implementation – nursery options • Building Control option appraisal • Allotment provision
Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change.	<ul style="list-style-type: none"> • Energy saving measures • Awareness raising and behaviour change
Cheltenham has a strong and sustainable economy	<ul style="list-style-type: none"> • Cheltenham Development Task Force • Gloucestershire Strategic Economic Plan • Gloucestershire airport • Business Advisory Service
Communities feel safe and are safe.	<ul style="list-style-type: none"> • Public Protection Private sector housing review commissioning review • Alcohol coordination • Anti-social behaviour
People have access to decent and affordable housing.	<ul style="list-style-type: none"> • Delivery of affordable housing • St Paul's phase 2
People are able to lead healthy lifestyles.	<ul style="list-style-type: none"> • Cheltenham Leisure and Cultural Trust • Sports Facility Strategy • Prince of Wales Feasibility Study • Supporting healthy lifestyles
Our residents enjoy a strong sense of community and involved in resolving local issues.	<ul style="list-style-type: none"> • Welfare Reforms • World War 1 commemoration • Neighbourhood management arrangements • Individual Electoral Registration • 2014 district and European elections and member inductions
Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment.	<ul style="list-style-type: none"> • Town Hall capital investment review
We will meet our 'Bridging the Gap' targets for cashable savings and increased income	<ul style="list-style-type: none"> • Revenues and benefits commissioning • Revenues and benefits – service improvements • Customer services roadmap • One-Legal • Cheltenham Futures Programme – cultural strand • Accommodation Strategy • Transformation fund project • Bridging the gap • ICT infrastructure • Cremator options project • Agresso Business World upgrade • Sponsorship and advertising • Information security / management • Car parking strategy

5. Next Steps

- 5.1 Comments from Scrutiny will be accepted. **Page 63** The revised draft corporate strategy action plan which will go to Cabinet on 18 March 2014 before the final version goes to Council on 31 March for final approval.

Background Papers

Contact Officer

Richard Gibson, Strategy and Engagement
Manager, 01242 235 354,
richard.gibson@cheltenham.gov.uk

Accountability

Leader of the Council

Scrutiny Function

All

Attachments

Appendix A –Draft Corporate Strategy Action
plan 2014-15

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Draft 2014-15 Corporate Strategy

Outcomes	Proposed projects and commissioning reviews	SLT lead
Cheltenham has a clean and well-maintained environment.	<ul style="list-style-type: none"> • Waste and Recycling – engagement with customers • Waste and Recycling - service improvements • Waste and Recycling – efficiency savings and income maximisation 	Jane Griffiths
Cheltenham’s natural and built environment is enhanced and protected.	<ul style="list-style-type: none"> • Joint Core Strategy • Cheltenham Plan • Green environment commissioning implementation – nursery options • Building Control option appraisal • Allotment provision 	Grahame Lewis
Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change.	<ul style="list-style-type: none"> • Energy saving measures • Awareness raising and behaviour change 	Mark Sheldon
Cheltenham has a strong and sustainable economy	<ul style="list-style-type: none"> • Cheltenham Development Task Force • Gloucestershire Strategic Economic Plan • Gloucestershire airport • Business Advisory Service 	Mike Redman
Communities feel safe and are safe.	<ul style="list-style-type: none"> • Public Protection Private sector housing review commissioning review • Alcohol coordination • Anti-social behaviour 	Grahame Lewis
People have access to decent and affordable housing.	<ul style="list-style-type: none"> • Delivery of affordable housing • St Paul's phase 2 	Jane Griffiths
People are able to lead healthy lifestyles.	<ul style="list-style-type: none"> • Cheltenham LCT • Sports Facility Strategy • Prince of Wales Feasibility Study • Supporting healthy lifestyles 	Pat Pratley
Our residents enjoy a strong sense of community and involved in resolving local issues.	<ul style="list-style-type: none"> • Welfare Reforms • World War 1 commemoration • Neighbourhood management arrangements • Individual Electoral Registration • 2014 district and European elections and member inductions 	Jane Griffiths
Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment.	<ul style="list-style-type: none"> • Town Hall capital investment review 	Pat Pratley
We will meet our 'Bridging the Gap' targets for cashable savings and increased income	<ul style="list-style-type: none"> • Revenues and benefits commissioning • Revenues and benefits – service improvements • Customer services roadmap • One-Legal • Cheltenham Futures Programme – cultural strand 	Mark Sheldon

Outcomes	Proposed projects and commissioning reviews	SLT lead
	<ul style="list-style-type: none"> • Accommodation Strategy • Transformation fund project • Bridging the gap • ICT infrastructure • Cremator options project • ABW upgrade • Sponsorship and advertising • Information security / management • Car parking strategy 	

Enhancing and protecting our environment

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

Who is accountable for this outcome

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

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

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

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

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

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

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

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

Strategic project	Key milestones	Dates	Lead
Waste and Recycling – engagement with customers	Engage in a range of campaigns and activities to support waste minimisation, recycling and waste diversion	March 2015	Scott Williams (joint waste team)
	Assess the impact of the Food Points scheme in Up Hatherley as a way of engaging with residents	December 2014	Scott Williams (joint waste team)
	Active enforcement campaign including street cleaning	March 2015	Mike Redman, director built environment
Waste and Recycling - service improvements	Implement the findings from the review of bring sites	June 2014	Scott Williams (joint waste team)
	Procurement of bulky waste service – contract award	November 2014	Scott Williams (joint waste team)
	Secure opportunities and promotion of the re-use agenda	March 2015	Scott Williams (joint waste team)
	Implement the findings from the trade waste review	September 2014	Rob Bell (managing director Ubico)

	Implement the findings from the dog fouling review (subject to cabinet approval)		Rob Bell (managing director Ubico)? Or Mike Redman re enforcement?
Waste and Recycling – efficiency savings and income maximisation	Procurement of sale of recyclable materials – contract award	December 2014	Scott Williams (joint waste team)
	Develop business case for introduction in cab technology for Ubico	December 2014	Rob Bell (managing director Ubico)

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

Type of Indicator	Measured by this indicator	Baseline (March 2011)	March 2015 Target	Lead
Delivery partner indicators - measuring activity that a delivery partner is responsible for yet we remain accountable for	• Residual household waste per head	590	464 kg	Scott Williams (Joint waste team)
	• Percentage of household waste recycled and composted	34.4%	46%	
	• Percentage of collections completed on schedule (of total collections)	99%	99%	
	• Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting)	6.7%	6.7%	
	• Percentage of assisted collections completed on schedule (of total collections)	99.5%	99.5%	
	• Percentage of service complaints received (of total collections)	1%	1%	

Enhancing and protecting our environment

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

Who is accountable for this outcome

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

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

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

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

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

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

Commissioning Reviews	Key milestones	Dates	Lead
Green environment commissioning implementation – nursery options	Report to cabinet on the findings from the green environment commissioning review	April 2014	Jane Griffiths
	Implement findings from the review	March 2015	Mike Redman
Building Control option appraisal	Business case to be brought to Cabinet	July 2014	Mike Redman
Strategic Projects	Key milestones	Dates	Lead
Joint Core Strategy	milestones and dates to be agreed		Mike Redman
Cheltenham Plan	milestones and dates to be agreed		Mike Redman
Allotment provision	milestones and dates to be agreed		Mike Redman

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

Type of Indicator	Measured by this indicator	Baseline (March 2011)	March 2015 Target	Lead
Service indicators – measuring activity that we are directly responsible for and that we will be accountable for	Number of applications: Received / Determined / Approved / Refused / Appealed	1590 / 1346 / 1295 / 57 / 29	targets to be agreed	Mike Redman, Director Built Environment
	Average number of days to process an application from receipt to issuing of decision	65 days	targets to be agreed	Mike Redman, Director Built Environment
	Number / percentage of planning appeals allowed	42%	targets to be agreed	Mike Redman, Director Built Environment
	Number of projects implemented as a result of working with local interest groups on street redesign projects	1	targets to be agreed	Wilf Tomaney, Urban Design Manager

Enhancing and protecting our environment

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

Who is accountable for this outcome

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

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

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

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

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

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

Strategic Project	Key milestones	Dates	Lead
Energy saving measures	Installation of energy efficient lights at Leisure@(swimming pool), Regents Arcade car park and Town Centre East car park	31 March 2015	David Roberts
	Tender for energy contract	1 May 2014	David Roberts
	Explore opportunity for solar power installations on council owned land and buildings	31 October 2014	David Roberts
Awareness raising and behaviour change	Explore introduction of electric charging points in and around the town	31 March 2015	Gloucestershire County Council
	Green travel plan using assistance from the LSTF funded programme	31 March 2015	Mike Redman

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

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

Strengthening our economy

Cheltenham has a strong and sustainable economy

Who is accountable for this outcome

Cabinet lead:	Leader of the Council
Commissioner lead:	Pat Pratley
Provider lead	Mike Redman

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

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

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

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

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

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

Strategic projects	Key milestones	Dates	Lead
Cheltenham Development Task Force	Provide support for the private sector Brewery development Phase 2 which will link Phase 1 directly to the High Street, improving the economic performance of the centre and securing a significant street scene improvement	Dec 2015	Mike Redman
	We will implement Phase 1 of the pedestrian way-finding project, replacing all the existing finger posts with improved map-based signage	June 2014	Mike Redman
	We will refurbish the ten listed red telephone boxes in the Promenade, working in partnership with the Art Gallery and Museum to re-use them for the display of public art	Oct 2014	Mike Redman
SEP growth plan	We will work with the Local Enterprise Partnership and other stakeholders to develop and deliver the Strategic Economic Plan for Gloucestershire, seeking alignment with the housing and economic objectives in the emerging Joint Core Strategy	in line with JCS milestones	Andrew North
Gloucestershire airport	Working with Gloucester City Council (joint shareholders) we will have progressed the recommendations of the York Aviation Report	31.3.15	Pat Pratley
Business Advisory Service	Extend Business Advisory Service for 12 months when current contract ends in May 2014 and review best way of delivering service after that possibly as part of Growth Hub at county level	June 2014	Mike Redman

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

Type of Indicator	Measured by this indicator	Baseline	March 2015 Target	Lead
Community-based indicators	Unemployment levels - claimant rate	3.3% (January	no target to be set	Richard Gibson, Strategy and

measuring activity that a range of partners will contribute to and that we are not directly accountable for.	% of young people not in education, employment or training	2012) 5.7% (January 2012)	no target to be set	Engagement Manager Richard Gibson, Strategy and Engagement Manager
	Footfall rate in town centre	Baseline to be measured with new footfall counters	no target to be set	Martin Quantock, Business Partnership Manager

Strengthening our communities.

Communities feel safe and are safe.

Who is accountable for this outcome

Cabinet lead:	Cabinet Member Housing, Safety and Community Development
Commissioner lead:	Pat Pratley
Provider lead	Mike Redman

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

If we do not align our resources behind supporting local policing activities and community safety activities set out in the Police and Crime Commissioners' Police and Crime Plan, then we may not maximise our impact on reducing crime and making our communities feel safe. Environmental crime also has an impact on people's wellbeing and perception of safety and if we do not address these issues effectively it can impact on anti social behaviour. Ensuring that the public feel safe and are safe is also important to the economy of Cheltenham and the overall quality of life.

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

The council is undertaking a commissioning review of its Public Protection services which include licensing, environmental health, promoting community safety and tackling anti-social behaviour. The review will identify what arrangements are best suited to deliver the outcomes for the council. The council is also committed to working in partnership with the Gloucestershire Police and Crime Commissioner who will be in post from November 15th and a wide range of other agencies to support delivery of this outcome.

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

Commissioning Review	Key milestones	Dates	Lead
Public Protection / Private sector housing commissioning review	Report to cabinet with findings from commissioning review	April 2014	Jane Griffiths
	Implementation of the commissioning review	March 2015	Mike Redman
Strategic Projects	Key milestones	Dates	Lead
Alcohol coordination	Agree outcomes, advisory body and process for allocation of the Late night Levy	June 2015	Andrew North
	Commission two projects to reduce alcohol related harm in Cheltenham	June 2015	
Anti-social behaviour	Understand and respond to the provisions of the new Anti-Social behaviour legislation.	September 2015	Mike Redman
	Work with community fora to increase residents' knowledge and confidence	September 2015	

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

Type of indicator	Measured by this indicator	Baseline (March 2012)	March 2015 Target	Lead
Service indicators – measuring activity that we are directly responsible for and that we will be accountable for.	% of licensed premise inspections undertaken	20%	100	Louis Krog, Licensing Manager
	% of food premises, which are broadly compliant with Food Safety	96.7%	98	Barbara Exley & Yvonne Hope, Head of Public Protection

	Legislation			
Community-based indicators measuring activity that a range of partners will contribute to and that we are not directly accountable for.	<p>Total volume of recorded crime per annum</p> <p>Number of anti-social behaviour incidents</p> <p>Serious acquisitive crime incidents</p> <p>Domestic burglary incidents</p> <p>Incidents of recorded violence in the Town Centre (Friday & Sat eve.)</p>	<p>9565</p> <p>5548</p> <p>2366</p> <p>1453</p> <p>262</p>	<p>9187 (2% reduction pa). No targets no targets set for the remainder, monitored by Positive Participation Partnership</p>	<p>Richard Gibson, Strategy and Engagement Manager</p>

Strengthening our communities.

People have access to decent and affordable housing.

Who is accountable for this outcome

Cabinet lead:	Cabinet Member Housing, Safety and Community Development
Commissioner lead:	Jane Griffiths
Provider lead	Martin Stacy/ Mark Nelson/ Mike Redman /Cheltenham Borough Homes

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

Welfare reform will impact on families and individuals' ability to sustain their own home and this risk is being managed through CBH, Housing Options team, CCP (our housing advice provider) and the housing benefits team. The lack of affordable housing within the borough and the limit on available sites will also impact on people's ability to access decent and affordable housing. This risk is well known and is something which is currently being considered through the development of the joint core strategy and the Cheltenham Plan. As fuel prices continue to rise, and with the continuing economic conditions more and more families are falling into fuel poverty which impacts on the elderly and vulnerable. The supporting people funding is reducing and new contracts are being let which may impact on the way in which services are delivered. The council has a high percentage of homes which are in the private rented sector and if the standards of these properties is not maintained it can impact on peoples health and wellbeing.

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

The council has an arms-length relationship with Cheltenham Borough Homes that manages its own stock, council properties on its behalf and the housing options service. The council through its HRA business plan is able to invest in service improvements which benefit council tenants and address some of the known risks. The duty to provide housing advice is delivered through contracts with County Community Projects and Cheltenham Housing Aid Centre (CHAC). The council is a partner in the supporting people partnership which looks on a county wide basis on how it can deliver housing related to support to a range of vulnerable and elderly residents.

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

Strategic Projects	Key milestones	Dates	Lead
Delivery of affordable housing	Work with CBH to deliver up to 52 affordable units from the regeneration of vacant sites and underused en-bloc garages within our estates	Mar 2016	Mike Redman
	Work with CBH on the longer term aspirations for the delivery of affordable homes in the context of the JCS and the role CBH may play	October 2014	Mike Redman
St Paul's phase 2	Affordable units completed and HCA grant secured	March 2015	Pat Pratley

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

Type of indicator	Measured by this indicator	Baseline	March 2015 Target	Lead
Service indicators – measuring activity that we are directly responsible for and that we will be accountable for.	The number of households living in Temporary Accommodation	13 as at Dec 2012	15	Martin Stacy, Housing & Communities Manager
	The number of homelessness acceptances	45 (estimate 2011/12)	30	Martin Stacy, Housing & Communities Manager
	Number of disabled persons able to	100		Mark Nelson, Enforcement Manager

	stay in their own home			
	Number of empty dwellings bought back into use as a direct result of council action	85	90	Mark Nelson, Enforcement Manager
	Number of private sector dwellings made safe as direct result of council action	220	220	Mark Nelson, Enforcement Manager
Community-based indicators measuring activity that a range of partners will contribute to and that we are not directly accountable for.	Affordable housing completions	2010-11: Affordable completions - 23	65 (net) (121 gross, includes YMCA re-provision)	Mike Redman, Director Built Environment

Strengthening our communities.

People are able to lead healthy lifestyles.

Who is accountable for this outcome

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

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

Creation of Cheltenham LCT – Risks are held in the programme risk register and changes to risks reported to the Operational Programme Board (monthly). The key risks are:

- If the trust fails to deliver on the contract then the council's desired outcomes (financial and non-financial) may not be achieved
- If the specification is of inadequate quality then future achievement of benefits and the likelihood of dis-benefits may result
- If the trust set up costs exceed the budget then the overall financial position of the council will be impacted and there may be an adverse impact on the council's reputation
- If the trust has insufficient time to consider and agree key decisions then timescales may be lengthened; poor decisions may be made; or costs may increase and quality diminish in implementation activity

Sports Strategy and Feasibility study for the Prince of Wales (PoW) Stadium :

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

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

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

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

Commissioning reviews	Key milestones	Dates	Lead
Cheltenham LCT	Complete company registration of Cheltenham LCT CBC Cabinet approves transfer of services to Cheltenham LCT Cheltenham LCT takes on operation of the council's leisure, culture and tourism services	30/04/2014 31/05/2014 01/10/2014	Pat Pratley
Strategic Projects	Key milestones	Dates	Lead
Sports Facility Strategy	Business cases for capital development will be progressed following the establishment of Cheltenham LCT	01/01/2015	Sonia Phillips
Prince of Wales Feasibility Study	Conclude discussions with tenants and key users to negotiate future use	30/09/2014	Sonia Phillips

	arrangements at the Prince of Wales Stadium prior to the establishment of Cheltenham LCT			
Supporting healthy lifestyles	Implement social prescribing project with the Cheltenham locality of the Clinical Commissioning Group	September 2015	Richard Gibson	
How will we know what difference we have made in 2014-15				
Type of indicator	Measured by this indicator	Baseline (2011-12)	March 2015 Target	Lead
Service indicators – measuring activity that we are directly responsible for and that we will be accountable for.	Total attendances on Sport/Play holiday programmes across the year	10,000	10,000	Craig Mortiboys, Healthy Communities Partnership Manager Stephen Petherick, Commercial Manager
	Attendance free under 16 swim	48,400	53,000	
	Attendance at Active Life (50+) sessions	63,400	60,000	
	Number of GP referrals	400	420	
	Universal card holders	750	950	
	Universal Membership	50	250	
	Leisure@ Transactional Sales count		300,000	

Strengthening our communities.

Our residents enjoy a strong sense of community and involved in resolving local issues.

Who is accountable for this outcome

Cabinet lead:	Cabinet Member Housing, Safety and Community Development
Commissioner lead:	Andrew North / Pat Pratley
Provider lead	Jane Griffiths

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

- Families First (these risks are included within the Inspiring Families business case).
- The up scaling of the project based on national directives will present capacity uncertainties
 - Any additional funding cuts to participating organisations may restrict their ability to respond to requests for support either in providing trusted individuals or additional services for the family plan
 - The IF project has been based on equality and joint ownership working arrangements. Should any single agency be seen to dominate the established collective working approach may be compromised
 - The funding available within the set time scales may be insufficient to enact effect and sustain change for some families

Uncertainty around capacity required to support parish councils or community organisations if they decide that they want to undertake neighbourhood plans.

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

- We will use the opportunities presented in the Localism Act to empower local people and to ensure that we use community engagement to support commissioning exercises.
- We will engage in neighbourhood management in order to address issues of local concern and to strengthen communities.

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

Strategic projects	Key milestones	Dates	Lead
Welfare Reforms	Positive Participation Partnership to keep impacts of welfare reform under review	March 2015	Mike Redman / Jane Griffiths
World War 1 Centenary Commemoration	Commemorate Centenary of WW1; ongoing programme of activity including paving slabs, war memorial project with Annecy and Gottingen, commemorative flowering in parks and gardens, programme of activity through AG&M.	Ongoing until 2018	Pat Pratley
Neighbourhood management arrangements	Gain cabinet agreement to revised neighbourhood management plans	July 2014	Jane Griffiths
Individual Electoral Registration	Agree Big Local Plan to secure £1m investment into St. Peters and the Moors	July 2014	Andrew North
	Data matching to DWP	June 2014	
	Send out registration letters to residents	July 2014	
2014 district and European elections	Publication of register	XX	Andrew North
	Elections	22 May	
	Counts completed	25 May	

	Member training completed		XX	
How will we know what difference we have made in 2013-14				
Type of indicator	Measured by this indicator	Baseline	March 2015 Target	Lead
Community-based indicators measuring activity that a range of partners will contribute to and that we are not directly accountable for.	Number of VCS organisations supported by GAVCA	18 (Sept 2011)	30	Richard Gibson, Strategy and Engagement Manager
	Number of residents directly engaged with community projects: Springbank The Elms / Big Local	20 10	100 100	Richard Gibson, Strategy and Engagement Manager

Enhancing the provision of arts and culture.

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

Who is accountable for this outcome

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

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

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

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

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

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

Strategic Projects	Key milestones	Dates	Lead
Town Hall capital investment review	Subject to capital funding, the Town Hall Feasibility Study will be progressed to RIBA Stage B	31/03/2015	Sonia Phillips

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

Type of indicator	Measured by this indicator	Baseline (2011/12)	March 2015 Target	Lead
Service indicators – measuring activity that we are directly responsible for and that we will be accountable for.	<u>Art Gallery and Museum</u> footfall figures (partial year)	39,067 (visitor figures to the AG&M for the last full opening – equivalent period)	115,000	Jane Lillystone, Museum, Arts and Tourism Manager
	<u>Town Hall/Pittville Pump Room</u> ticket sales hire income generated Catering Commission Total income Web Site Visits	ticket sales £68,000 hire income generated £350,000 Catering Commission £106,700 Total income £525,700 Website - 120,000	£76,700 £368,000 £112,100 £556,800 130,000	Gary Nejrup, Entertainment & business manager

Delivering value for money services			
We will meet our 'Bridging the Gap' targets for cashable savings and increased income			
Who is accountable for this outcome			
Cabinet lead:	Cabinet Member Corporate Services, Cabinet Member Finance, Cabinet member Built Environment		
Commissioner lead:	Mark Sheldon		
Provider lead	Go Shared Services		
What are the risks to the delivery of this outcome and where are they captured?			
CR3 - If the council is unable to come up with long term solutions which bridge the gap in the medium term financial strategy (MTFS) then it will find it increasingly difficult to prepare budgets year on year without making unplanned cuts in service provision			
How the council commissions this outcome to secure longer-term delivery of this outcome, deliver improved value for money and to address risks			
The council has commissioned GO Shared Services to deliver its financial, human resources, payroll and procurement services and has a shared services arrangement with Forest of Dean District Council for the delivery of its ICT services			
What are our planned improvement actions in 2013-14 to deliver this outcome and to address risks?			
Commissioning Reviews	Key milestones	Dates	Lead
Revenues and benefits commissioning	Develop an options appraisal and business case to support a decision which determines the future delivery vehicle for the service.	31/07/14	Mark Sheldon
	Implement an action plan to deliver the approved option for revenues and benefits service	31/03/15	
Customer services roadmap	Develop a roadmap outlining the future direction of customer services for retained and commissioned services and partner organisations linked to the accommodation strategy	30/06/14	Mark Sheldon
	Implement first phase of customer services roadmap	31/03/15	
One Legal	Review S101 agreement for provision of services from one legal	31/03/15	Mark Sheldon
Strategic Projects	Key milestones	Dates	Lead
Cemetery and Crematorium – cremators	Explore cost effective options for resolving the cremator problems	31/03/15	Mark Sheldon
Revenues and benefits – service improvements	Agree the local council tax discount scheme for 2015/16 for consultation in the summer of 2014 and approval by council in December 2014.	30/11/14	Mark Sheldon
	Support the transition to the 'universal credit' benefits system for new claimants to be administered by DWP and to determine the impact on the residual benefit service.	31/03/15	Paul Aldridge
Bridging the gap and budget strategy	Develop the budget strategy, including an updated MTFS, for 2015/16 for approval by Cabinet	30/10/14	Mark Sheldon
	Identify further savings / income to close gap for 2015/16 and residual MTFS budget gap.	31/02/15	
	Support the management of the Gloucestershire business rates pool for 2014/15, determine whether to	30/11/14	Paul Jones

	pool in 2015/16 and evaluate the impact on the MTFS of business rates retention.		
Cheltenham Futures Programme	cultural strand	30/09/14	Andrew North / Mark Sheldon?
Accommodation Strategy	<p>Depending on outcome of current negotiations, either :</p> <ul style="list-style-type: none"> Following the acquisition of new office accommodation of the council, develop a strategy for the ownership and management of the building and negotiate and agree partner commitment to an alternative office location. Determine space requirements to support the 'future council' and assess future business needs, including meeting and front of house requirements, in relocated offices. Determine the business ICT requirement / strategy for new offices Develop and commence implementation of the action plan to facilitate an office move Develop and approve the business case for redevelopment of the Municipal Offices. Complete the marketing exercise of the Municipal Offices for redevelopment <p>Or: Locate alternative office accommodation based on the revised brief agreed by Cabinet in March 2014 and prepare and approve the business case for acquisition.</p>	<p>30/09/14</p> <p>31/03/15</p> <p>31/03/15</p> <p>31/03/15</p> <p>31/09/14</p> <p>31/03/15</p> <p>31/03/15</p>	<p>David Roberts</p> <p>David Roberts</p> <p>Matt Thomas</p> <p>Mark Sheldon</p> <p>Mark Sheldon</p> <p>Jeremy Williams</p> <p>Mark Sheldon</p>
Transformation project	Receive a report on whether there are further savings which might be delivered through the expansion of shared services and delivery models.	31/07/14	Jane Griffiths
ICT infrastructure	<p>Implement the next phase of the ICT infrastructure upgrade strategy and identify any opportunities for further rationalisation and alignment of CBC/FOD infrastructure.</p> <p>Finalise development and testing of ICT business continuity arrangements</p>	<p>31/03/15</p> <p>30/09/14</p>	Mark Sheldon
ABW upgrade	Rollout upgrade of Agresso to all clients (GO councils, Ubico, CBH, and L&C trust)	31/03/15	Mark Sheldon
Information security / management	<p>Implement the action plan arising from the 2013 PSN process and achieve PSN compliance for 2014.</p> <p>Agree a vision and roadmap for the rationalisation of information / data storage to support an office relocation based on reduced physical storage space</p>	<p>30/06/14</p> <p>31/03/15</p>	<p>Mark Sheldon</p> <p>Mark Sheldon</p>
Sponsorship and advertising	<p>Develop and agree a policy for the sponsorship and advertising of council owned assets</p> <p>Procure a partner to work with the council to identify sponsorship and advertising opportunities</p>	<p>30/09/14</p> <p>31/03/15</p>	Mark Sheldon

Car parking	Following sale of North Place car park, develop a car parking strategy to determine the where council investment in car parking should be invested in the future.	30/09/14	Mike Redman
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How will we know what difference we have made in 2013-14

Type of indicator	Measured by this indicator	Baseline (2011-12)	March 2015 Target	Lead
Service indicators – measuring activity that we are directly responsible for and that we will be accountable for	No. days lost due to sickness absence	8 days per FTE	8 days per FTE	
	% staff appraisals completed	100%	100%	
	<ul style="list-style-type: none"> ▪ number of stage 3 complaints ▪ number of complaints forwarded to the Local Government Ombudsman. 	8 10	8 10	
	<ul style="list-style-type: none"> ▪ number of Freedom of Information reviews 	1	1	

Information/Discussion Paper

Review of the council's performance to the end of quarter 3 (Oct-Dec 2013)

Overview and Scrutiny Committee

3 March 2014

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 third 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 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:
- 24 (26%) of milestones are complete.
 - 51 (54%) of milestones are on target to be completed at the end of the year
 - 9 (9%) milestones are red and are therefore not likely to be achieved by the end of the year. Five of these relate to the accomodation strategy and the search for suitable alternative accomodation whist the remaining four relate to building control commissioning review, Cheltenham plan, bridging the gap programme.
 - 10 (11%) milestones are amber (not on track at the moment) though should be recoverable by the end of the year.



The 9 red milestones are:

Improvement Action	Milestone	End Date	Lead	Status	Progress
ENV 4 We will undertake a Commissioning Review of our Building Control Service	ENV4c Formulate proposals and finalise report to cabinet	Sat-30-Nov-13	<u>Mike Redman</u>		The business case report will be available to be presented to cabinet in July 2014, and the corporate strategy for 2014/15 has been updated to reflect this. The review has involved working with neighbouring councils and ensuring that there is alignment to a robust business case.
	ENV4d Commence implementation of recommendations	Mon-31-Mar-14	<u>Mike Redman</u>		Cabinet will consider the business case in July 2014 and the implementation of any agreed recommendations will happen after this time.
ENV 6 We will commence preparation of the Cheltenham Plan	ENV6b Commence public consultation on draft Cheltenham Plan (non-statutory)	Wed-30-Apr-14	<u>Tracey Crews</u>		Resources available to progress Cheltenham Plan wholly transferred to deliver work programme of JCS. Work on Cheltenham Plan on hold. Following agreement of Pre Submission version of JCS and consultation the work programme of the Cheltenham Plan will need to be revisited within the context of resources available.
VFM3 We will implement the 'Bridging the Gap' programme and budget strategy for meeting the MTFS funding gap	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	<u>Mark Sheldon</u>		MTFS gap has been updated for the period 2014/15 - 2017/18 as a result of the provisional finance settlement for 2014/15 and the impact of the decision to freeze council tax in 2014/15 and has risen to £3.8m. The BtG group continues to work with Cabinet, SLT and service managers to identify further options. The cross party budget scrutiny working group endorsed the Cabinet approach to key aspects of the 2014/15 interim budget proposals. Key steps have been made on many workstreams in the budget strategy including the establishment of the trustees for the leisure and culture trust.
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	<u>Mark Sheldon</u>		Q3: Work continues to review accommodation needs including member requirements and alternative office locations are being investigated.
VFM5 We will agree an Accommodation Strategy	VFM5b Negotiate and agree partner commitment to an alternative office location	Wed-23-Apr-14	<u>David Roberts</u>		Q3 - as above; discussions continue re the acquisition of a suitable alternative property
VFM5 We will agree an Accommodation Strategy	VFM5c Complete the marketing exercise of the Municipal Offices for redevelopment	Tue-24-Jun-14	<u>David Roberts</u>		Q3 - delayed since marketing exercise is linked to identification of suitable alternative premises for CBC.
VFM5 We will agree an Accommodation Strategy	VFM5d Determine the business ICT requirement / strategy for new offices	Mon-31-Mar-14	<u>Matt Thomas</u>		Q3: 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. Project delayed since an alternative office location has yet to be secured.
VFM5 We will agree an Accommodation Strategy	VFM5f Agree a vision and roadmap for the	Mon-31-Mar-14	<u>Mark Sheldon</u>		Q3: No further update - pending outcome of the accommodation strategy and

Strategy	rationalisation of information / data storage to support an office relocation based on reduced physical storage space				FOD/CBC ICT infrastructure alignment. However, the new microsoft agreement includes the sharepoint product which will facilitate the rationalisation of the information storage.
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4. Performance indicators








4.1 In the 2013-14 action plan, we identified 55 key indicators to track our progress. Out of these:

- 46 were indicators which CBC is directly accountable for and targets have been set.
- 1 was an indicator which CBC is directly accountable for and no target has been set
- 9 were community-based indicators for economic development and community safety

4.2 Out of the 46 CBC indicators with targets:

- 31 (67%) are green and on target to be achieved
- 4 (9%) are currently amber
- 11 (24%) are currently red, meaning that they did not meet targets. (Note one indicator is shown as red (license premises inspections) but this is incorrect and should be green, and this has been taken account of within the above figures)

Name	Status	end of year target	Actual	Commentary
Percentage of household waste reused, recycled and composted (quarterly)		46%	45.21%	This is the running average for the year. Recycling performance is running at slightly lower than target. This is a national trend due to the packaging industry reducing the size of packages and the reduction in the number of newspapers and magazines purchased by households. In Cheltenham there are specific factors such as the hot summer which meant there was not so much garden waste and some residents still not using the recycling facilities. Work is ongoing to promote the recycling scheme and encouraging those that do not recycle to make use of the facilities. The revised forecast for the year is 45%.
Number of planning applications refused (cumulative)		60	48	Numbers refused equals 48, which is just over the Q3 target of 45
Percentage of food premises which are broadly compliant with Food Safety Legislation		98	97	Target is 98%, which the team still expect to achieve by the end of the year
Overall footfall at leisure@ (quarterly & cumulative)		307,000	211,505	Footfall fell in Q2 in relation to swimming and play activities whilst in Q3 footfall was down due to reduced footfall on U16 free swims. Whilst the drop earlier in the year as reported will not be recovered the levels of activity have returned to expected levels in general. Other activities have exceeded expectations and therefore overall income levels are

Name	Status	end of year target	Actual	Commentary
				due to come in on target.
Attendance at Active Life sessions (quarterly & cumulative)		59,000	43,016	Attendances were ahead of target within Q3 helping to reduce the shortfall from earlier in the year. Whilst it is anticipated that business will continue to be at least on target and there is a strong chance that the shortfall will be recovered from Q1 & Q2.
Number of Free Under 16 swims (quarterly & cumulative)		53,000	33,859	Free swims by accompanied under 16 yr olds remains below target. The shortfall of 1500 in the third quarter accounting for virtually all the footfall shortfall in that period. The shortfall will not be recovered in the year.
Number of GP referrals (quarterly & cumulative)		420	293	Q3 referrals were at 80 patients against a target of 84. Whilst it cannot be guaranteed to achieve the annual target the rate of referrals is set to increase in Q4 and so we would expect a reduction in the current level of shortfall.
Universal card holders		950	836	University did not purchase 250 cards as last year reflecting the reduction in Sport England funding and therefore we do expect to see the target achieved within Q4. The addition of Gloucestershire College to the scheme will help with that development.
No. days lost due to sickness absence		7 days per FTE	5.58 days per FTE	The year to date averages across the council is; Chief. Executives 1.6 days, commissioning 3.06 days, built environment 4.72 days, resources 6.44 days, wellbeing and culture 11.31 days. The council has a sickness absence policy which includes return to work interviews, home visits for long term absences and the ability for phased return to work where appropriate.
Number of Freedom of Information internal reviews		1	4	Internal reviews are undertaken if the person is unhappy that information has not been released because of exemptions. The four reviews were in ICT, property services and two in development control. In two cases, the information has been supplied, in the other two, our exemptions were upheld
Percentage of staff appraisals completed		100	91	The outstanding appraisals are in areas where changes to the structure have inhibited the formal process. The individuals involved have received feedback informally.

Background Papers

2013-14 Corporate Strategy action plan, Report to Council, 25th March 2013.

Contact Officer

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Accountability







Cllr. Steve Jordan, Leader of the Council

Cllr. Jon Walklett, Cabinet Member Corporate Services

Corporate Performance Quarter 3 (October to December 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	6
Cheltenham has a strong and sustainable economy	9
Communities feel safe and are safe.	12
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.....	25

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		Q3 The 2013/14 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. Work is ongoing with the 2014/15 business plan and actions are being incorporated into our own corporate strategy. The business plan for the committee will be considered in February
	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		Q3 The original date for this was ambitious given that the first committee meeting was not until July. 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.
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		Q3 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. Consideration is being given within the bring site review as to whether there is any scope to include within the range of materials which are collected
	ENV2b Review of bring site facilities	Thu-31-Oct-13	Jane Griffiths		Q3 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. Ubico have been considering the capacity they have within the bring site facilities to identify whether alternative materials can be collected. It is hoped that a report could be brought forward within this financial year with implementation in 2014/15
	ENV2c Review of bulky waste collections	Thu-31-Oct-13	Jane Griffiths		Q3 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 2014/15.
	ENV2d Ongoing awareness campaigns	Thu-31-Oct-13	Jane Griffiths		Q3 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. Green points scheme running on a trial basis in Up Hatherley

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
On Target



G = On Target









A = Below target but recoverable







R = Serious concerns

Service Indicators



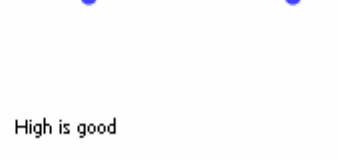
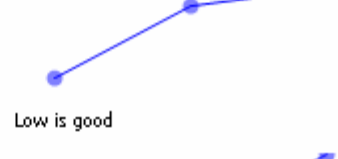
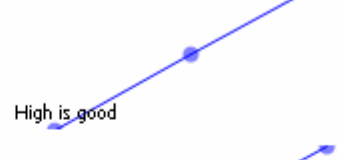



Indicator	Baseline	Target	Current	Comments	Status
Percentage of collections completed on schedule (of total collections)		100.00%	99.96%		A High is good
Residual household waste per head of population (kg/head) - (quarterly)		116.0	116.0		G Low is good
Percentage of service complaints received (of total collections)		49.00%	0.00%		G Low is good
Percentage of household waste reused, recycled and composted (quarterly)		46.10%	45.21%	recycling performance is running at slightly lower than target. This is a national trend due to the packaging industry reducing the size of packages and the reduction in the number of newspapers and magazines purchased by households	R High is good
Percentage of assisted collections completed on schedule (of total collections)		99.60%	99.86%		G 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.	Sun-30-Jun-13	Grahame Lewis		Q3 There have been delays in the commissioning review specifically with regards to the nursery. This is due to capacity issues within property, finance and the commissioning team. The review is underway and it is anticipated that a report will be brought to cabinet by April 2014.
	ENV3b Begin consultation with relevant stakeholders	Wed-31-Jul-13	Grahame Lewis		Q3 Consultation to this point is limited to working with elected members via member working group and with Ubico as a delivery partner.
	ENV3c Formulate draft proposals about most appropriate organisational fit for retained activities and report to Cabinet	Thu-31-Oct-13	Grahame Lewis		Q3 A report is being presented to Cabinet in April
	ENV3d Implement preferred option	Mon-31-Mar-14	Grahame Lewis		Q3 Following the report to cabinet the findings will need to be implemented. An action has been put into the corporate strategy for 2014/15
ENV 4 We will undertake a Commissioning Review of our Building Control Service (currently a 10 year shared-service agreement with Tewkesbury BC which commenced November 1st 2009, though there is a 5 year review which will be carried out in 2014)	ENV4a Commence commissioning review process, formalise Member engagement and carry out initial scoping	(not specified)	Mike Redman		Q3 - Actively developing business plan for extension of Building Control shared service with Tewkesbury BC to include Gloucester City. This has been subject to discussions at JMLG and will be the subject of a report to Cabinet in due course, probably in Q1 2014-15.
	ENV4b Commence consultation with internal and external customers and assess the internal and external appetite for developing alternative delivery models	Sat-31-Aug-13	Mike Redman		Q3 - extended shared service option being progressed
	ENV4c Formulate proposals and finalise report to cabinet	Sat-30-Nov-13	Mike Redman		Q3 - business case report will not be available before Q1 2014-15
	ENV4d Commence implementation of recommendations	Mon-31-Mar-14	Mike Redman		Q3 - 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		Q3 - Consultation completed December 2013. Q2 - JCS preferred option consultation started 15 October.
	ENV5b Preferred option consultation	Fri-29-Nov-13	Mike Redman		Q3 - completed December 2013
	ENV5c Secretary of State decision	Wed-31-Dec-14	Mike Redman		Q3 - work streams currently delivering against agreed programme milestones. There are risks associated with the programme which are being managed by the JCS Programme Board. Detailed work on programme and its dependencies currently being undertaken to identify any required changes to the programme. Next key stages * Pre Submission (agreement by council 9 April) * Submission (scheduled Autumn 2014) *Examination (scheduled Winter 2014)
	ENV5d Adopt JCS as the strategic level of the Cheltenham Local Plan	Fri-30-Jan-15	Mike Redman		Q1 - Q 4 - 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		Q 3 - Consultation complete on scope of Cheltenham Plan - 55 responses received and these will be considered by members.
	ENV6b Commence public consultation on draft Cheltenham Plan (non-statutory)	Wed-30-Apr-14	Tracey Crews		Q3 - Resources available to progress Cheltenham Plan wholly transferred to deliver work programme of JCS. Work on Cheltenham Plan on hold. Following agreement of Pre Submission version of JCS and consultation the work programme of the Cheltenham Plan will need to be revisited within the context of resources available.

Service Indicators




Indicator	Baseline	Target	Current	Comments	Status	Figure
Percentage of planning appeals allowed		34.0%	25.0%		G	 <p>Low is good</p>
Number of days to process an application from receipt to issuing of decision		59	55		G	 <p>Low is good</p>
Number of projects implemented as a result of working with local interest groups on street redesign projects		0	2	Same as Q2; still working with Friends of Pittville and Bath Road Traders	G	 <p>High is good</p>
Number of planning applications appealed (cumulative)		21	17		G	 <p>Low is good</p>
Number of planning applications approved (cumulative)		1,126	1,246		G	 <p>High is good</p>
Number of planning applications determined (cumulative)		1,201	1,294		G	 <p>High is good</p>
Number of planning applications received (cumulative)		1,351	1,685		G	 <p>High is good</p>
Number of planning applications refused (cumulative)		44	48		R	 <p>Low is good</p>


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	Mon-31-Mar-14	David Roberts	 Q3 - 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.
	ENV7b Continue to explore other initiatives to deliver financial and carbon savings	Mon-30-Jun-14	David Roberts	 Q3 - Currently looking at PV installation options across the portfolio, especially Ham Hill and Barn Farm
	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	Wed-30-Sep-15	David Roberts	 Q3 - progress underway, boiler cannot be installed until contract on existing boiler finishes in September 2015
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	 Q3 - The POQ for L&C 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

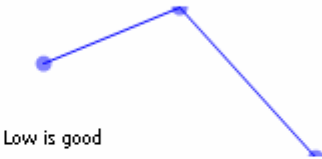



Serious concerns 
 Below Target but recoverable 
 On Target 

 = On Target






 = Below target but recoverable








 = Serious concerns

Service Indicators

Indicator	Baseline	Target	Current	Comments	Status
Water useage	NB only metered sites included (revised Jan14 when more	0	9,699		
Reduction in CO2 emissions from energy use, fuel use		0		annual figure	
Gas and electricity consumption	kWh (March 2012, excludes gas from sheltered housinn	2,266,941	3,203,948	Consumption is above Q1 2011, 2011/12 being the baseline year. This may be accounted for by differences in the weather.	 

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	Sat-28-Feb-01	Jeremy Williamson	 Q3 - Planning consent issued and land transfer completed 31st January 2014. Homes by Skanska – sub-sale partner have advertised residential site along with whole housing portfolio. 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	Tue-30-Apr-13	Mike Redman	 Q3 - The focused off-street parking service is performing well, with enforcement levels significantly improved on 2012-13. Income across car parks is generally holding up much better in 2013-14, with Regent Arcade performing well in relation to the position before installation of the automatic number plate recognition (ANPR) system. Some health and safety issues identified in conjunction with the Council's health and safety advisor which are being addressed.
	ECD1b On-going monitoring and review	Tue-31-Dec-13	Grahame Lewis	 Q3 - on-going monitoring and service improvement arrangements have now been embedded and will be further reviewed in conjunction with the implementation of the new structure for the Environmental and Regulatory Services division from 1st April, 2014.
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	Tue-30-Apr-13	Martin Quantock	 Q3 96 advice clinics delivered 6 clinic clients (businesses) referred on to High Growth Start up Programme 241 Cheltenham residents supported through Cheltenham Enterprise Club and Business Start up courses 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 interview: and of those 5 job offers were made.
	ECD2b Work with LEP, Chamber of Commerce and Cheltenham Business Partnership to ensure we maximise economic benefits for Cheltenham	Mon-31-Mar-14	Martin Quantock	 Q3 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. Positive meetings with CBP / CoC to explore possible Business improvement district

ECD 3 We will continue to support Cheltenham Development Task Force	ECD3a Carry out a review CDTF business plan and assess performance and report findings to the CDTF Board and then to Cabinet.	Sat-31-Aug-13	Jeremy Williamson		Q1 Business plan 2013 – 2015 adopted by cabinet
	ECD3b Work with developers to enable them to start construction work on the Brewery / High Street site	Mon-31-Mar-14	Jeremy Williamson		Q3 - Brewery scheme continues to progress. Planning permission issued. Shop re-location and boarding-up beginning as part of preparatory works. First phase - demolition anticipated 2nd quarter 2014.
	ECD3c Work with developers to enable them to bring forward planning applications for the Albion Street block	Thu-31-Oct-13	Jeremy Williamson		Q3 - Negotiations on-going with residential house builders. Demolition works being prepared.
	ECD3d Work with GCC over implementation Local Sustainable Transport Fund including, Pedestrian way-finding, Cycle routes, Junction improvements, Modal shift, Boots Corner	Mon-31-Mar-14	Jeremy Williamson		Q3 - Consultation carried out by GCC. Special CBC Council meeting on 18th November 2013 - along with a petition relating to same, considered issues and recommended GCC progress to Traffic Regulation Order stage as well as establish a liaison group for residents with concerns.
	ECD3e Work with a range of partners to enable a programme of public realm improvements to be carried out - Pedestrianised Promenade	Mon-31-Mar-14	Jeremy Williamson		Q3 - Prom works phase 3 completed. Agreed with GCC to focus on High Steet (Pittville to Winchcombe) for 2014. Prom phase 4 will be designed but not delivered. If High Street works successful approach will be adopted for wider High Street and Boots Corner / Imperial Circus subject to TRO process..
	ECD3f Work with a range of partners to enable a programme of public realm improvements to be carried out - Promenade phase 3	Tue-30-Apr-13	Jeremy Williamson		Q3 - BT transfer to CBC agreed. Listed building consent secured. Refurbishment to proceed once contractor selection exercise concluded. Prom phase 3 completed, except area in front of Neptune's Fountain.
	ECD3g Work with a range of partners to enable a programme of public realm improvements to be carried out - St Mary's churchyard	Mon-31-Mar-14	Jeremy Williamson		Q3 - St Mary's - positive public consultation event. Next steps include further liaison with Diocese over approach to car parking.

Overall Summary

Serious concerns
Below Target but recoverable
On Target



G = On Target

A = Below target but recoverable

R = Serious concerns


Community Indicators

Indicator	Baseline	Target	Current Comments	Status
Unemployment claimant rate			2.2% The claimant rate is 2.2% down from 2.5% at end of Q2; highest ward is Hesters Way with 4.7% claimant rate.	 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			4.3% 120 young people are NEET out of a total cohort of 2773; Cheltenham has the second highest rate of NEETs in the county after Tewkesbury at 4.5%	 Low is good

Communities feel safe and are safe.

Communities feel safe indicators - 1




Community Indicators


Indicator	Baseline	Target	Current	Comments	Status
Incidents of recorded violence in the Town Centre (Friday & Sat eve.)			61.00	increase by 12 incidents from Q2	
Domestic burglary incidents			250.00	Increase in 23 incidents from Q2	
Number of anti-social behaviour incidents			1,030	slight decrease by 5 incidents from Q2	
Number of incidents of domestic abuse				Data not yet available from new Maiden reporting system	
Number of Repeat incidents of domestic abuse				Data not yet available from new Maiden reporting system	
Total volume of recorded crime per annum		7,030	1,990	slight increase of 67 incidents from Q2	
Serious acquisitive crime incidents			418	up by 19 incidents since Q2	


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 %	77.0 %	The 100 % is an annual target and the service is currently on track to meet this target	
Percentage of food premises which are broadly compliant with Food Safety Legislation		98.0 %	97.0 %		



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	 Q3 The housing options team transferred to CBH on 1 December. Lessons learnt session and post project evaluation scheduled for January 2014.
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	 Q3 The private sector housing review has been combined with the review of public protection. A member working group has been established and there is an officer project team. the intention is to take a report on outcomes and delivery model options to cabinet in April 2015.
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	 Q3 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. 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	 Q3 CBH have outlined plans for how the HRA funding investment is being used to support welfare reforms and progress is being followed through the liaison meetings between the council and CBH. Although arrears have risen above target, this is less than for other ALMOs.
	COM07c To ensure a smooth transition to the new direct access for rough sleeping contract	Tue-30-Apr-13	Martin Stacy	 Q3 Monitoring continues to be undertaken in the working group 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. P3 are now part of the Housing & Support Forum, and 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 - NEWLY ADDED for 2013 work		Q3 Contract has been signed. Arrangements are in hand to ensure that site is cleared by January and that stopping up order is in place in order to meet the conditions precedent. Project management arrangements are being put in place to ensure that both CBC and CBH are well briefed on project risks and actions and a lessons learnt session held.
	COM08b Work commences on the garage sites	Tue-30-Apr-13	Paul Stephenson - NEWLY ADDED for 2013 work		Q3 Work has commenced on site and is progressing as planned.
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 - NEWLY ADDED FOR 2013 Work		Q3 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 - NEWLY ADDED FOR 2013 Work		Q3 Seacome & Lewis Road: on programme for completion in Jan 2014. Coates & Elgar - 60% majority agreement obtained works commence Dec 2013
	COM09c Non traditional stock upgrade - £260k investment	Mon-31-Mar-14	Chris Williams - NEWLY ADDED FOR 2013 Work		Q3 Options appraisals work is still being undertaken
	COM09d PV panels on roofs - £1.3m investment	Mon-30-Sep-13	Chris Williams - NEWLY ADDED FOR 2013 Work		Q3 Contractors are on site and are installing systems. Programme due to complete October 2014 as per revised programme schedule
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 - NEWLY ADDED FOR 2013 WORK		Q3 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		Q3 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. Report due to be taken to CBH board in January setting out the proposals and timescales.

People have access to decent and affordable housing.

Overall Summary

Serious concerns
Below Target but recoverable
On Target



G = On target



A = Below target but recoverable

R = Serious concerns






Service Indicators

Indicator	Baseline	Target	Current	Comments	Status
Number of disabled persons able to stay in their own homes		0	29		G High is good
Affordable housing completions		0	19		G High is good
Number of empty dwellings brought back into use as a direct result of council action		0	29		G High is good
Number of households living in temporary accommodation		19	8		G Low is good
Number of private sector dwellings made safe by the council		0	58		G High is good
Number of homelessness acceptances		11	0		G 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		Q3: Trustee recruitment successfully completed. Shadow board first official meeting took place on 6 Jan 2014. Jo Stringer appointed as shadow board chair. Budget for set up costs reviewed and request for additional funding being made via budget report to Cabinet on 14 Jan. New trust legal advisers being appointed. Shadow board have agreed to continue with a single programme plan and to utilise same programme manager resource to oversee programme interdependencies and ensure both the shadow trust and CBC are working towards achieving the launch date. Informal meetings between shadow chair and cabinet lead plus lead officers being diarised. Cheltenham LCT confirmed as "working title" by the shadow board of trustees.
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)		41,300	33,859	Free swims by accompanied under 16 yr olds remains below target. The shortfall of 1500 in teh third quarter accounting for virtually all the footfall shortfall in that period. The shortfall will not be recovered in the year.	 High is good
Number of GP referrals (quarterly & cumulative)		310	293	Q3 referrals were at 80 patients against a target of 84. Whilst it cannot be guaranteed to achieve the annual target the rate of referrals is set to increase in Q4 and so we woudl expect a reduction in the current level of shortfall.	 High is good
Overall footfall at leisure@ (quarterly & cumulative)		226,000	211,505	Q3 footfall overall was short by 1586 of which 1532 was wholly U16 free swims. Whilst the drop earlier in the year as reported will not be recovered the levels of activity have returned to expected levels in general.	 High is good
Universal membership		191	248	Membership growth within UNiversal continues to perform well. The scheme has been extended to include Gloucestershire College with Q3 which should see an increase in uptake from that student body also.	 High is good
Total Attendances at sport and play holiday programmes	--- -- overall holiday programme attendance: during	8,001	9,053	this informal Street Games sessions continued to take place in Hesters Way, Oakley and St Pauls with a combined attendance of 50 young people. Due to the late break up of schools for Christmas, no school holiday sessions were delivered this year - although instead a childrens Christmas event at Leisure@ was organised and delivered which attracted	 High is good
Universal card holders		940	836	University did not purchase 250 cards as last year reflecting the reduction in sport england funding and therefore we do expect to see the target achieved within Q4. The addition of Gloucestershire College to teh scheme will help with that development.	 High is good
Attendance at Active Life sessions (quarterly & cumulative)		43,900	43,016	Attendances were ahead of target within Q3 helping to reduce the shortfall from earlier in the year. Whilst it is anticiapted that business will continue to be at least in target and there is a strong chance that the shortfall will be recovered from Q1 & Q2.	 High is good

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

Improvement Action	Milestones	End Date	Lead		Progress
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	COM14a Help create a resident-led partnership that will coordinate the lottery-funded Big Local project in the St. Peters and the Moors area	Mon-30-Sep-13	Richard Gibson		Q3 - Newsletter circulated to all households in the area, Positive meeting held with University, £20k getting started funding secured, Maiden produced first draft of area profile, Adverts gone out for big local workers – closing date 20 Jan 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.
	COM14b Support the asset-based community development projects in The Elms and Springbank to produce community-owned plans for their areas	Mon-30-Sep-13	Richard Gibson		Q3 - ABCD learning sites continue to be supported, Community Builder/connectors concentrating their work on the Moors and working on town centre NCG project re: community integration as a means to engage with minority ethnic communities across The Elms. Community builders in Springbank have begun the street mapping of Peter Pennell Close / Blakecroft and Carrol Grove and continue to run the community café and connectors meeting point
	COM14c Provide advice, information and support to the five parish councils and other neighbourhood groups that are interested in developing neighbourhood plans	Fri-31-Jan-14	Richard Gibson		Q3 -Leckhampton with Warden Hill PC completed their neighbourhood plan.
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	COM15a Inspiring Families project to gain consent of 150 Families to be part of the programme	Mon-31-Mar-14	Tracy Brown		Q3 Inspiring Families continues to work with 30 families, 2 families have now met the criteria and come off the list - payment by results being claimed. 5 are waiting to be validated. Inspiring Families project no 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
	COM15b Inspiring Families to have started working with 100 Families on their single family plan	Mon-31-Mar-14	Tracy Brown		Q3 - as above Q1 - as above; IF will work with 35 families this year as part of the families first programme
	COM15c Review of delivery in Cheltenham and submission of	Tue-31-	Tracy Brown		Q3 as below Q2 Delivery of families first in Cheltenham has now been bolstered by the commissioning of County

	revised proposals to secure third year funding	Dec-13			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
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	COM16a To agree an legacy strategy with County Community Projects and other partners to sustain outcomes from the building resilience project	Sat-31-Aug-13	Richard Gibson		Q3 Project has now moved to deliver an agenda on young people and healthy lifestyles; task and finish group has now been set up and will come forward with proposals to commission projects in the new year. Review of the building resilience project held on 18 Sept; number of issues raised:
	COM16b To allocate the 2013 allocation of positive activities funding to VCS providers of youth activities	Wed-31-Jul-13	Richard Gibson		Q2 Funding allocated to 12 projects Q1 fund launched and 19 applications received by end of June 2013
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	COM17a Scoping report to Council setting out initial options for the number of elected members and electoral cycle	Wed-31-Jul-13	Jane Griffiths		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

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

Overall Summary

Serious concerns
Below Target but recoverable
On Target



G = On target









A = Below target but recoverable

R = Serious concerns

Community Indicators

Indicator	Baseline	Target	Current	Comments	Status
Number of VCS organisations supported by GAVCA		0	15		G High is good
Percentage of troubled families who no longer meet the criteria		0.0%	30.0%	7 out of the 23 families first families no longer meet the criteria	G High is good
Number of residents directly engaged with the Springbank community project		81	80		A High is good
Number of residents directly engaged with the The Elm / Big Local community project		81	80	80 residents are being on via The Elms ABCD project and 40 residents involved in the Big Local project	A 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	 Q3: Trustee recruitment successfully completed. Shadow board first official meeting took place on 6 Jan 2014. Jo Stringer appointed as shadow board chair. Budget for set up costs reviewed and request for additional funding being made via budget report to Cabinet on 14 Jan. New trust legal advisers being appointed. Shadow board have agreed to continue with a single programme plan and to utilise same programme manager resource to oversee programme interdependencies and ensure both the shadow trust and CBC are working towards achieving the launch date. Informal meetings between shadow chair and cabinet lead plus lead officers being diarised. Cheltenham LCT confirmed as "working title" by the shadow board of trustees.
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	 Q3 - The recanting for the main exhibitions and gallery spaces were successful.
	A&C2b We will host the Open West Exhibition	Mon- 30- Sep-13	Jane Lillystone	 Q3 - The Open West Exhibition successfully opened on the 12th October.
	A&C2c We will host the Colin Reed Exhibition	Thu- 31- Oct-13	Jane Lillystone	 Q3 - The Colin Reid Exhibition was opened on the 5th October and will be closing on the 5th January. The exhibition has been extremely popular. Q
	A&C2d We will hold an official opening ceremony	Tue- 31- Dec-13	Jane Lillystone	 Q3 - Plans are progressing. 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.
A&C3 We will conclude the Town Hall feasibility study	A&C3a We will have a developed feasibility study for the Town Hall for approval by Cabinet	Wed- 31-Jul- 13	Gary Nejrup	 Q2 - The Feasibility Study was presented and recommendations approved by Cabinet on 16th July.
A&C4 We will conclude the box office procurement exercise & implement the new system	A&C4a We will award the box office contract	Tue- 30- Apr-13	Gary Nejrup	 Tender complete. Updated inhouse provision awarded with savings made to BtG
	A&C4b We will work with the new service provider to implement the new box office	Sat-31- Aug-13	Gary Nejrup	 Box office tender decision to remain in house.

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

Overall Summary

Serious concerns
Below Target but recoverable
On Target

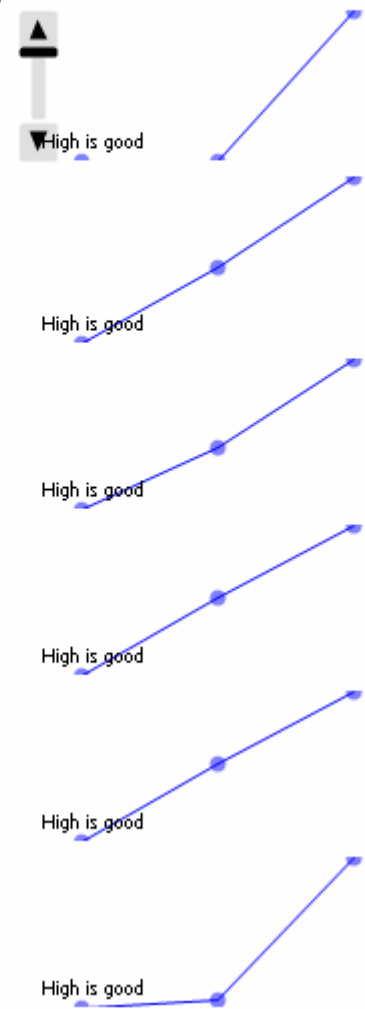
G = On Target

A = Below target but recoverable







R = Serious concerns







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.	G
Town Hall/PPR hire income generated (quarterly & cumulative)		269,251	278,940	Quarter 3 had a number of good hirers including Hupe Christmas Parties	G
Town Hall/PPR website visits (quarterly & cumulative)		105,001	210,694		G
Town Hall/PPR total income (quarterly & cumulative)		407,401	493,132		G
Town Hall/PPR catering commission (quarterly & cumulative)	109200	82,051	132,483	Catering has done exceptionally well this year with the Garden Bar in the summer and the introduction of Hype Christmas Parties in December	G
Town Hall/PPR ticket sales (quarterly & cumulative)		56,101	81,709	October & November were excellent months for promotions with some big star names and the comedy festival	G






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		June 2013: ICT Staff TUPED to FOD on 1/4/13. Task complete.
	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		Q3: Further process made in upgrading infrastructure and delivering improvement in service including: • PSN compliance achieved • Testing of 2010 desktop currently underway by key users • Upgraded Citrix environment rolled out to all users • 'First time fix' helpdesk process implemented • Service restructure completed, staff transitioning to new roles, vacancies yet to be advertised • Ipad trial rolled out for members and key officers • New GIS system (Aurora and Earthlight) rolled out • Customer satisfaction survey undertaken and results published on intranet
	VFM1c Implement reciprocal business continuity arrangements for ICT disaster recovery with FoDDC	Fri-31-May-13	Mark Sheldon		Q3: No further update on the testing plan. Budget proposals for 2014/15 include investment in generator in FOD server room to add resilience / improve DR backup for the service. 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.
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		June 2013: New structures agreed and implemented. BtG saving of £88k for 2013/14 delivered.
	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		Q3: consultation on standstill scheme concluded. Final budget proposals will include a recommendation to maintain the current scheme for 2014/15.
	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		Q3: Continued delays in government rollout of universal credit impacted on local timescales. Discussions with DWP continue.







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		Q3: Cabinet approved an interim budget for 2014/15 in December 2014 for consultation, based on a cut in funding in 2014/15 of £844k (13.6%) which resulted in a budget gap of £1.4m for 2014/15 and included savings / additional income to close the gap for 2014/15. Proposals included freezing council tax and car parking charges, additional use of NHB money and a reduction in the revenue contribution to the capital programme. Final budget proposals are being drawn up in response to the consultation to be considered by Cabinet / Council in February 2014.
	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		Q3: MTFS gap has been updated for the period 2014/15 – 2017/18 as a result of the provisional finance settlement for 2014/15 and the impact of the decision to freeze council tax in 2014/15 and has risen to £3.8m. The BtG group continues to work with Cabinet, SLT and service managers to identify further options. The cross party budget scrutiny working group endorsed the Cabinet approach to key aspects of the 2014/15 interim budget proposals. Key steps have been made on many workstreams in the budget strategy including the appointment of trustees for the leisure and culture trust.
	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		Q3: more recent modelling appears to confirm that pooling modelling appears to indicate that pooling has benefited Gloucestershire. A recommendation to continue, endorsed by the CFO's and Chief Executives across the county, has also been endorsed by the budget scrutiny working group and will be included in the final budget proposals for consideration by the Cabinet / Council in February 2014.
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		Q3 - £150K savings have been captured as planned from 2014/15 onwards. £90K has been delivered in 2013/14 and this is as a result of delays in implementing staffing structures, etc.
	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. Q1 - on target; s.4 report drafted and will go to council on 22 July for approval. 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		Q3: Work continues to review accommodation needs including member requirements and alternative office locations are being investigated.

	VFM5b Negotiate and agree partner commitment to an alternative office location	Wed-23-Apr-14	David Roberts		Q3 - as above; discussions continue re the acquisition of a suitable alternative property
	VFM5c Complete the marketing exercise of the Municipal Offices for redevelopment	Tue-24-Jun-14	David Roberts		Q3 - delayed since marketing exercise is 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		Q3: 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. Project delayed since an alternative office location has yet to be secured.
	VFM5e Determine space requirements to support the 'future council' and assess future business needs, including meeting and front of house requirements, in relocated offices	Tue-24-Jun-14	David Roberts		Q3: Work continues to ascertain current and future needs linked to the customer services roadmap and to include member requirements.
	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		Q3: No further update - pending outcome of the accommodation strategy and FOD/CBC ICT infrastructure alignment. However, the new microsoft agreement includes the sharepoint product which will facilitate the rationalisation of the information storage.
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		Q3 - 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		Q3: AMP being developed to capture the aspirations for property portfolio but dependant on the sale of North Place car park. Anticipated that the updated AMP will be considered / approved by Council in March 2014
	VFM6c Develop and approve a funding strategy to support the Asset Management Plan	Fri-28-Feb-14	Mark Sheldon		Q3: North Place sale imminent which will determine the resources available to support the AMP.

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

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

Service Indicators

Indicator	Baseline	Target	Current	Comments	Status	Figure
Number of Freedom of Information internal reviews		0	4	The four areas were in ICT, property services and two from development control. In 2 cases, the info has been supplied, in the other 2, our exemptions were upheld	R	
Amount of savings delivered by Go Shared Services		0	258,000	CBC saving target of £258k achieved via GOSS new structure and ERP system reduced / shared costs	G	
Percentage of staff appraisals completed		100.00%	91.00%	The outstanding appraisals are in areas where changes to the structure have inhibited the formal process. The individuals involved have received feedback informally.	R	
Number of stage 3 complaints		5	2		G	
No. days lost due to sickness absence		5.24	5.58	The year to date averages across the council is; C.execs 1.6 days, commissioning 3.06 days, built env 4.72 days, resources 6.44 days, wellbeing and culture 11.31 days,	R	
number of complaints forwarded to the LGO complaint investigation decisions		0		data not available until the end of the year		

KEY	STG in progress	New topics not yet started		Review completed but awaiting further input outside O&S before recommendations are considered for approval or review progressed
O&S Task group	Purpose	Agreed nominations/member ship Chairs in bold	Cabinet Member	Update
Review of Public Art Governance	To review the current structure of the Public Arts Panel and its accountability (a request from Cabinet)	None	Leisure & Culture Cllr Rowena Hay	No members have come forward for this review so O&S decided in their January meeting that they would request volunteers for the task group again later in the year.
Rewiring of Public Services	To review the proposals from the LGA for changing the relationship between local and national government.	Cllrs Colin Hay, Harman	Leader Cllr Jordan	This review has not been progressed due to the priority of other task groups and an additional member would be welcome.
Performance measures at Cemetery & Crematorium - Now & in the future	To consider performance and efficiency of new cremators and policy in case of shut down of cremators. Increase car parking, consider policy on planting of large bushes / trees and 'duty of care' policy to staff.	Cllrs Ryder , McCloskey, Driver, Reid	Sustainability Cllr Whyborn	The task group met with the Funeral Directors on 15 January and held a further meeting on 31 January where the task group questioned officers and the Cabinet Member Sustainability. A further meeting is planned for 20 February when the group will be reviewing the project documentation. O&S requested an update from the chair at their March meeting.
Review of Section 106 monies and enforcement	To review consultation on how and where 106 monies are spent; and review of enforcement procedures	Cllrs Driver, Britter , Fletcher	Built Environment Cllr McKinlay	The first meeting was held on 21 January 2014 and Tracey Crews and Mark Nelson were in attendance to discuss members' requirements for this review. In view of the current resource situation it was agreed that the focus would be on the enforcement aspects. As the JCS Planning and Liaison STG were due to look at this it was suggested that members of this task group could be co-opted to the JCS Task Group when these matters are considered.
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	Sustainability Cllr Whyborn	The group last met on 10 October. The final report has been drafted and scheduled to come to the March meeting of O&S.
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.	Finance Cllr Rawson	The recommendations of the BSWG were endorsed by O&S in January and have been forwarded to Cabinet. The Director of Resources has commented that the group is now working very effectively and the Cabinet Member Finance has welcomed their input to the budget 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	Leader Cllr Jordan	This STG has been used to create the framework within which the Cheltenham Plan will be progressed. At the November meeting the vision and objectives of the Cheltenham Plan were agreed following a scoping consultation during October 2013. The vision and objectives to be published on the website. Due to focussing of resources of the planning policy team on the JCS, the STG activities around the Cheltenham Plan will be limited in the first quarter of 2014, however it is expected that this will pick up in the second quarter.
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 Bernice Thompson as a co-optee and Caroline Walker from CBH. Councillor Walklett as an observer (as a relevant ward member)	Leisure and Culture Cllr Hay	The group continue to meet on a regular basis and the chair will give a full update at the March meeting.
ICT review (STG) - ICT Network issue - Recording of council meetings	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, Simon Wheeler and Colin Hay .	Corporate Services Cllr Walklett	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. The task group met on 18 December and the chair updated O&S at their January meeting. There were no recommendations that the task group wished to make there was no requirement for them to meet again.
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	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 .	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 was scheduled for O&S in January 2014 but it was agreed that as a first step the chair would review the July report to Cabinet and come up with a series of questions for officers and the Cabinet Member regarding the implementation of the recommendations.

O&S Task group	Purpose	Agreed nominations/member ship Chairs in bold	Cabinet Member	Update
Allotments (STG)	Review allotment strategy Identify lessons learnt from Weaver's Field.	Cllrs Regan , Smith, McCloskey, Britter , Stewart and Hay	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,	Sustainability Cllr Whyborn	Recommendations approved by Cabinet in December 2012 and a follow-up on the recommendations was reported to this committee in September 2013.
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	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. An update was reported to O&S in January 2014..

Organisation and planning
Consultation
networking and partnership working
Listening and questioning
Analytical thinking
Interpeting data and evidence
Interperreting financial/economic data
Report writing
Presentation

x x x x x x x x x

x x

x x x x x x x

x

x x

Chairing skills
Team working
Negotiation and influencing

x x x

x

x xx

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Cheltenham Borough Council
Overview and Scrutiny committee – 3 March 2014
Progress report on recommendations from
 Allotments Scrutiny Task Group

Accountable member	Cabinet Member Sustainability, Councillor Roger Whyborn
Accountable officer	Grahame Lewis – Executive Director
Ward(s) affected	All
Key Decision	No
Executive summary	<p>A review of allotments was initiated by the Overview and Scrutiny (O & S) Committee in July 2012 and a task group set up with defined terms of reference.</p> <p>Following a number of meetings and site visits, the report and recommendations of the scrutiny task group were considered by the Overview and Scrutiny Committee on 10 January 2013.</p> <p>The report was considered by Council on 22 February 2013, at which time it was resolved that £600,000 of the Midwinter receipt would be set aside to fund the provision of additional allotments in Cheltenham.</p> <p>The report was considered by Cabinet on 12 March 2013, at which time it was resolved that the recommendations of the Allotments Scrutiny Task Group would be approved, subject to feasibility and resources, that the Council would enter into new tenancy agreements with allotment holders and it was noted that the O & S committee would undertake a review of the recommendations in 12 months.</p>
Recommendations	To consider progress against the recommendations and identify any issues where the committee has concerns that recommendations are not being progressed as planned.

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1. Background

- 1.1 The Overview and Scrutiny Committee set out to clarify the legal position for allotment provision, both in terms of reviewing the processes for identifying the need for allotments and how this is allocated between parish and non-parish areas. The need for additional provision against available capital receipts was reviewed, as was the Allotments Strategy and the proposals for allotments on Weavers Field. These were detailed within the O & S report.
- 1.2 The Overview and Scrutiny Committee put forward 11 recommendations in their report. It was resolved that the Committee would review the implementation of the recommendations after 12 months. Set out below are the recommendations and the progress to date.

2. Strategic context

The provision of allotments helps to support the Council's aims that people are able to lead healthy lifestyles and that Cheltenham's natural and built environment is enhanced and protected. There is a statutory requirement to provide allotments.

3. Progress against the recommendations

3.1 The strength of local opposition to a proposal for a new allotment site should be a key consideration should such a situation arise again

The importance of local support for any new allotment site has been incorporated into the Council's approach to new provision. This was demonstrated in the consultation for proposed new allotments at Priors Farm. Several hundred local households were leafleted with details of a tentative proposal (a copy of the leaflet is available in the appendices) and feedback was sought via a pre-paid postcard. It was agreed that a positive response was required in order to take the proposals forward.

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

3.4 *The Green Space Development team, working with the Property and Asset Management department, undertook mapping and feasibility studies, including consultation with local residents and people on Council waiting lists for allotments. In total, over 80 people expressed initial interest in having an allotment in that location and most of the neighbouring residents responded positively to the proposal.*

3.5 *Initial interest does not always translate into plot tenancy and turnover amongst new plot-holders can be high (20% or more). The Council would want to be confident of sustainable future demand in the area in moving forward. The final phase of development on the (adjacent) former GCHQ site should provide for additional demand. Current sustainable size of site is estimated to be about 40 plots.*

3.6 That the Cabinet Member Sustainability maintains dialogue with the Parish Councils in terms of their responsibilities for addressing allotment waiting lists.

3.7 *The Cabinet Member Sustainability has had face to face and/or written communication with all the C5 Parish Councils in 2013, discussing the results of the legal enquiries into the issues surrounding allotment provision in parishes. Allotment related issues continue to be addressed by the Leader via the C5 meetings and also via a new meeting set up by the allotment officer in conjunction with the Parish Councils currently providing allotments (Prestbury, Charlton Kings, Swindon Parish).*

The initial meeting took place in November 2013, with the next scheduled for March 2014.

Further discussions are required to finalise the procedures for applicants from parish areas where there is no current allotment provision (Up Hatherley and Leckhampton with Warden Hill).

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

The enforcement procedures were reviewed and the main issue identified was that of serial offenders who neglected their allotments but responded to letters of enforcement with a flurry of activity such that they passed the subsequent inspection, only to neglect the plot again afterwards. This could happen many times. A three strikes and out policy was adopted, allowing for an automatic Notice to Quit on the third breach.

Volunteer site wardens detailed specific problems they were dealing with on their sites that they wished to see addressed in the new tenancy agreement. Draft copies were circulated to site wardens, local allotment association and all allotment holders for whom the allotment department holds an e-mail address. The new agreement provides more detail on cultivation requirements, permitted activities, amended bonfire rules and more. It also addresses specific problematic behaviours experienced at some sites.

Notice was served on all allotment holders in January 2013 and new tenancy agreements issued in January 2014 to all council allotment tenants. With 800 individualised agreements to issue, in duplicate, signed and witnessed by both parties, the Green Space Development team was pleased to report that over 90% of documents had been returned by end January 2014 and the team continues to chase the remaining documents to ensure that all allotment holders have a valid, current agreement with the council.

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

3.14 It is anticipated that site visits will become more regular in the spring and summer, which will coincide with allotment holders more likely to be on site. Working relationships between allotment officer and volunteer site wardens are good. With weekly or sometimes daily contact with some wardens, issues are quickly identified and resolved. The allotment officer would like to propose that the site wardens are included in any future review of allotments, as they are integral to the management of the sites and are well placed to comment on the relationship between the council and its tenants and the effectiveness of council policies.

3.15 Additional support for allotments should be considered in the Green Space Development Team

As the Cabinet Member Sustainability responded at the Council meeting of 22 February 2013, when the recommendations were discussed, limited resources are available to provide additional support for allotments and the Council would look to achieve its aims with the assistance of the voluntary sector.

To this end, the allotment officer has been working with the volunteer site wardens to see what additional activities or responsibilities they might be willing or able to take on. Several have now taken on the waiting list for their site, contacting those on the waiting list to invite them to a plot viewing. Some are now organising plot viewing sessions where several people can view the site at the same time. Some have taken on plot measuring and splitting / combining tasks. All of these measures are designed to ensure that high standards can be maintained, given a 45% increase in tenant numbers over the last 6 years.

3.17 To review current lines of communication with allotment stakeholders and the Council's allotment service

As a result of the review, an allotment providers meeting has been established for Parish Councils and the borough council to meet, discuss issues, share approaches etc. The wardens indicated that they were happy with the frequency of the quarterly meetings. The Green Space Development Manager communicated to the local Allotment Association that they could request meetings when there were issues to discuss or matters that their members would like clarified. Meetings were duly organised in 2013 at the Depot, when requested, including with the Cabinet Member.

It is likely that the writing of the next allotment strategy will see the Council clarify its key stakeholders for allotments and ensure that a structure is in place for input into the new strategy and consultation thereafter.

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

The information on the website was reviewed and a link installed to the National Allotment Society website. Commitment required to work an allotment was discussed at the wardens meeting and the overwhelming response was that the television programmes made it look too easy and it didn't matter how much people were told otherwise, they believed what they saw on the television (that people can manage an allotment in half an hour a week), until it was proven otherwise through actual experience.

A new leaflet was written detailing the commitment required and giving advice on getting started. The existing tick-list was reviewed, with the wardens given the choice of which one they wanted to use when talking to prospective tenants. The old (ticklist) and new leaflet are included in the appendices.

The Green Space Development team concluded that there were insufficient internal resources to manage online notice and discussion boards but that the many online allotment Forums fulfilled the function of supplying information and discussion opportunities for new and existing plot holders.

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

The provision of allotments is now being discussed with developers at the planning stage, with the proposed development in South Cheltenham being a prime example. Previous discussions with developers of a care home facility in Windsor Street have resulted in the creation of 12 small allotment plots in the grounds of the care home, for the use of local residents. These are now up and running.

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

Allotment site wardens have been approached for their suggestions on how such a scheme could work. They have advised that there are usually only a very few months when allotment holders have surplus produce but a box could be located at the gate for donations to be collected. They felt that it would be difficult to ensure any kind of regularity of supply and that most allotment holders distribute their surplus among friends, family and neighbours.

Additional information

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Allotment demand has fallen somewhat in the last few years, both locally and nationally. However, there are still over 300 people on a waiting list for a Cheltenham Borough Council allotment, mostly in the south of the Borough. The allotment strategy will be reviewed in 2014, prior to a new strategy being written in 2015.

Report author	Contact officer: Fiona Warin, green space and allotment officer, fiona.warin@cheltenham.gov.uk 01242 774672
Appendices	<ol style="list-style-type: none">1. Consultation leaflet for Priors Farm2. Tick-list for prospective allotment holders3. Leaflet for prospective and new allotment holders
Background papers	Report and minutes of O&S committee 10 January 2013 Report to Council on 22 February 2013 Report and minutes of Cabinet meeting on 12 March 2013

Why Priors?

The field in question is agricultural land and so is suitable for growing.

There is a lot of new housing in this area and no CBC allotment provision for residents who want to grow food.

The land is not located immediately adjacent to houses.

The land is owned by the Council but is not currently being used. It costs a lot less for the Council to develop allotments on land it already owns, than have to purchase land.

Concerns you may have

Some people might be worried about loss of access to the field. There are no plans to restrict access for walkers along public rights of way (see plan).

Please use the postcard provided or e-mail us to let us know your views and any issues that ought to be taken into consideration.

You can come and meet council staff to discuss the proposal at Priors Pavilion from 3pm to 7pm on Thursday 8th August.

Why you might be in favour

You might be interested in having a plot or support local food-growing initiatives. You might be on a waiting list already and keen to see the Council increase the provision of plots in the Borough.

Allotments score highly in terms of bio-diversity and sustainability. They can also benefit those who work them: home-grown vegetables, fresh air and exercise, new friends...

Next Steps

Notices about the proposal will be in The Echo on 9th & 16th August.

If you want to support or object to the proposal, you can use the postcard, e-mail us or use an on-line form: www.cheltenham.gov.uk/info/510/allotments

If planning permission is later sought, you would be able to support or object to the plans again during the planning application process.

.....
Cheltenham Borough Council
Green Space Development Team
Central Depot
Swindon Road
Cheltenham
GL51 9JZ
Email: allotments@cheltenham.gov.uk



Allotments

Information about a proposal for allotments on land at Prior's Farm

Background

There has been a high demand for allotments in Cheltenham for several years and the Council is looking at possible locations for a new site.

A piece of land at Prior's Farm (see map) may be suitable but we want to get public opinion before deciding whether to explore this option further.

Please take a look at the map and the proposal and let us know your thoughts using the form enclosed.

What is proposed?

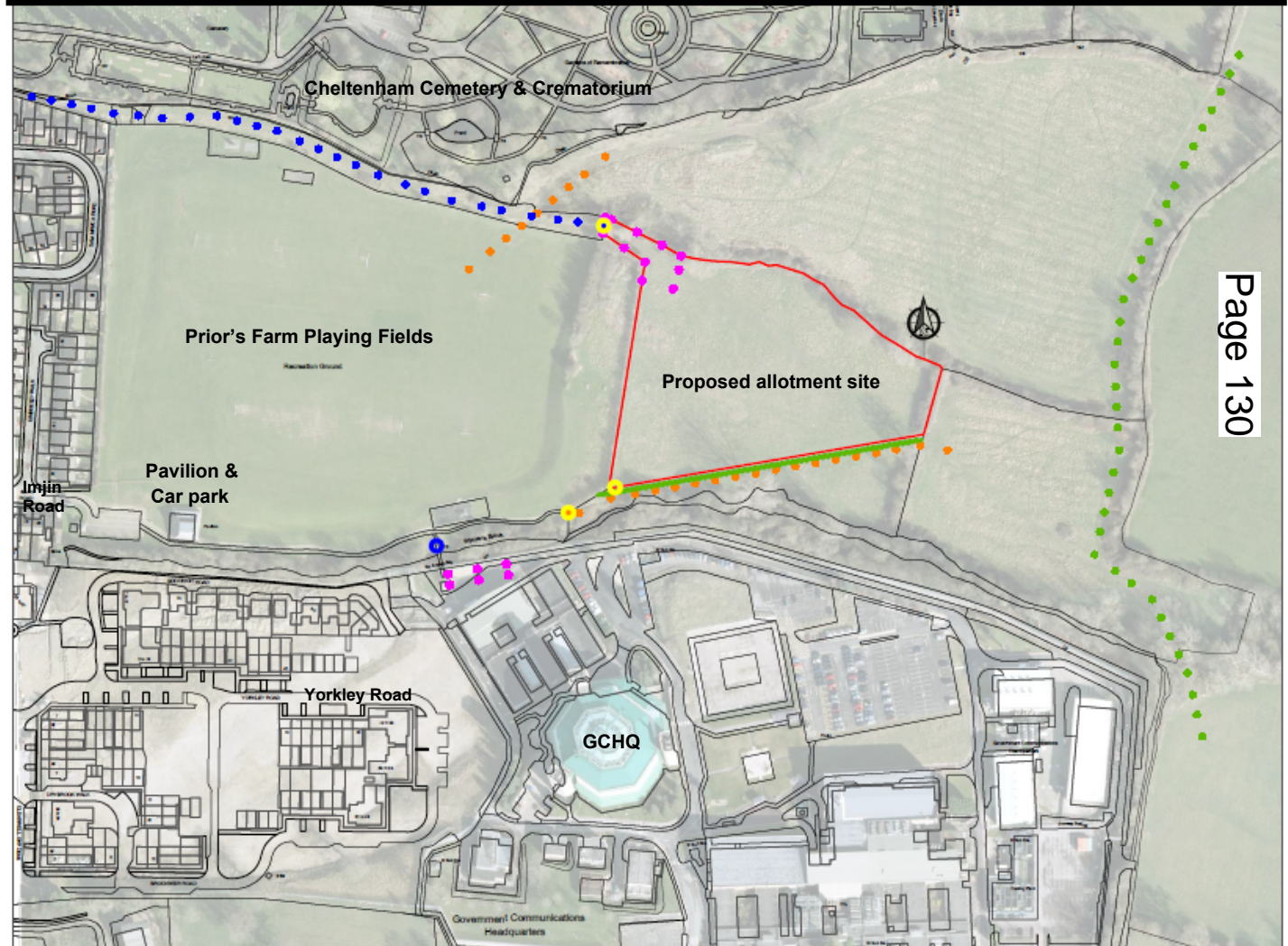
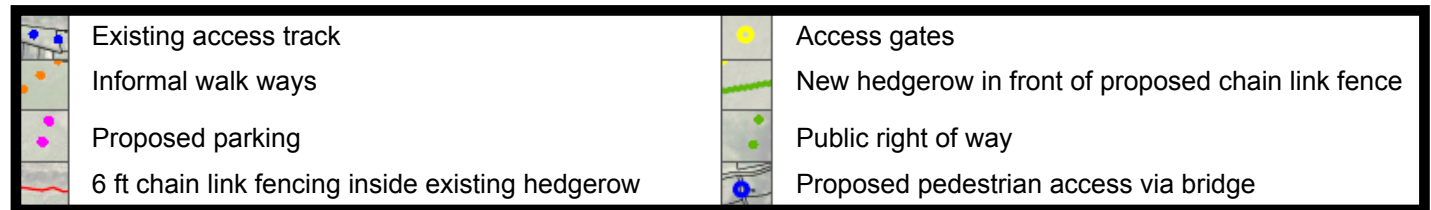
If the feedback shows demand for plots in this area, the Council would look to earmark the land and develop part of it (perhaps 50 plots).

Further development of plots would depend on future demand.

A driveway would be opened up (as shown) and the allotment area would be fenced where required. Existing hedges could also act as boundaries.

Public rights of way would be protected so that dog walkers and recreational walkers could continue to use the area as they do now.

Proposal Plan



SITE WARDENS

Site wardens are experienced plot-holders who have volunteered to show people around the vacant plots, offer advice and let the council know about any problems. They are in a good position to advise as they have usually been on site for a while.

NOT SURE ABOUT TAKING A PLOT?

If you are struggling to maintain a small garden then a large allotment may be a step too far at this moment in time. Feel free to speak to the site warden or other plot holders to find out more about the time commitment or start with a very small plot. The council policy is 'Size to Suit' and we are happy to split plots. We want people to have a plot they can easily maintain and cultivate, without stress.

GETTING UP AND RUNNING

The council expects to see good progress fairly quickly so don't take on a plot if you know you won't be able to get onto it for several weeks, especially if the growing season is fast approaching or in full swing.

WHERE ELSE TO GO FOR ADVICE

There is a local allotment organisation: The Cheltenham & District Allotment Holders Association (C&DAHA). They hold meetings with invited speakers and run a discounted seed scheme. Membership is currently £5.00 (annually) and includes public liability insurance and 10% discount at a local garden centre.

Some of the allotment site wardens are members of this group and so will be able to give you further information.

EVEN MORE ADVICE

There are some short video clips on the council's website showing interviews with plot-holders talking about the commitment of having an allotment and offering advice.

The internet is a veritable treasure trove of information about allotments, how to get started, what to grow, how to deal with particular issues and problems etc.

The allotment officer is an experienced allotment gardener (not necessarily very good at growing vegetables but tries hard) and is happy to talk about life on the plot.

CONTACTS

Cheltenham Borough Council

Allotment Officer: 01242 774672

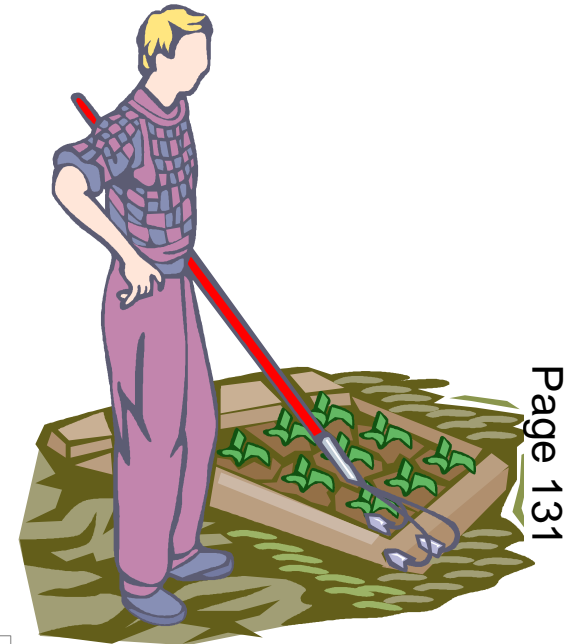
Cheltenham & District Allotment Holder's Association

Colin Smith (Treasurer): 01242 523740

With particular thanks to Dennis Sutton of C&DAHA for helping with the information provided in this leaflet.

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Allotments

**Things to think about
when taking on a plot**

**Tips for getting started
on an allotment**

THINGS TO THINK ABOUT

Time Commitment

Cultivating an allotment can be a rewarding, enjoyable and healthy pursuit. However it requires considerable time and effort (on a regular basis) to prepare the soil, plant and tend crops, control weeds and harvest.

During the spring, summer and autumn, you should set aside several hours each week, over at least two visits. Autumn and winter is the time to get the plot cleared and rough dug in preparation for the following year and you would need to visit at least once a week to harvest any winter crops such as leeks, sprouts, parsnips and broccoli (if growing).

Remember, the time commitment is likely to be much greater at the beginning when you are first getting the plot up and running.

You are also responsible for maintaining sheds and structures on your plot as well as the paths between plots. For grass paths, this means mowing throughout the summer.

Costs

As well as plot rent and shed hire, there is an administration fee and key deposit to pay in the first year. There will also be the costs associated with tools for cultivation and for mowing paths (can be shared with others), seeds and plants, manure and/or fertiliser.

We do not advise buying a greenhouse, shed or other expensive item until you have had a year on the plot. Many people give up in the first year, so best not to splash out...

Fertiliser

To ensure good quality crops, you will need to invest in some fertiliser. Compost, manure or plant food will be necessary to replenish the nutrients taken up by previous crops. Some people sow a 'green manure' over the winter but it needs to be dug in promptly before seeding or you will have a new weed!

Harvesting

Factor in the time to harvest and prepare the fruits of your labour. This needs to be done regularly to get the best of the vegetables; twice weekly for runner beans, once a week for peas and every 2 / 3 days for courgettes.

Maintenance of the Plot

There is an on-going obligation to maintain the allotment. Weeds should be kept under control and not allowed to set seed or spread. If you are ill or unable to visit your plot for any period of time, you will need to make arrangements until you are able to return. You may have to find a friend or relative to help.

Rewards

The pleasure of eating fresh vegetables picked in their prime is a great reward for all the effort. You would need to grow quite a lot to see a benefit financially but, for many, the quality is sufficient reward. It is a healthy outdoor activity, offering some peace, fresh air, a sense of community and some great-tasting fruit and vegetables.

TIPS FOR GETTING STARTED

Clearing the Plot

Strim or cut the weeds down and rough dig the plot. Before digging, some people apply an appropriate weed-killer to get on top of perennial weeds such as bind-weed / couch grass. If used, this should be applied using a watering can (not a spray, due to risk of drift)

Starting on Clay Soil

Impossible to dig when wet and when dry, can set like concrete. It is very important that the plot gets a rough dig in the autumn. Some people dig little trenches and holes that they fill with compost so that they can make good use of the plot in the first year. Lots of organic matter will be required.

Some people find raised beds are a good option for lower-maintenance gardening but use of growing space should be maximised (large beds, tiny paths, not the other way round...) and you will need a supply of soil.

Best Crops for a New Plot

Potatoes are a great crop to break up the soil. Some people cover a part of the plot (with a tarpaulin or ground covering fabric) and then dig a small trench or pit at one side and fill it with yummy compost or manure. You can then plant trailing squashes such as pumpkins and butternut squash in it. The weeds are being suppressed while you grow a fine crop of squashes across the plot.

Courgettes and beans crop in abundance and salad leaves are rewarding to grow.



New Tenant Checklist

Cheltenham Borough Council allotment sites are thriving, with many happy and successful vegetable growers. You are now in a position to join them and are possibly feeling quite excited to have reached the top of the waiting list!

However, many plots are being taken on and then handed back because the reality of having an allotment can be very different from how it is imagined or how it can be portrayed on the television. Not only can this be disappointing, people find they have spent money renting a plot (and on tools and seeds) only to realise that they do not have the time or resources an allotment requires. This checklist is to help you decide.

Are you aware of the time it takes to manage an allotment plot?



If you work, do you have many weekday evenings and weekends free? Your plot will probably need several visits per week. Plots get overgrown very quickly and require constant attention. Many plots are being taken on and then handed back because the time needed to manage them has been seriously underestimated. Do ask the warden or other tenants about how often they visit their plots and how many hours they spend at the site.

Are you aware of your obligations as an allotment tenant?

As well as growing vegetables, you need to keep the plot free from weeds to prevent spread to neighbouring plots and to maintain the paths. This requires additional time you may not have factored in.

Do you have the resources to clear and manage a plot?

Initial clearing of a plot requires a lot of hard work. Do you have the capacity yourself or with the help of friends or family, to take this on?

Have you got access to tools and equipment?

If the site has grass paths between plots, do you have access to tools to keep them cut and cleared? Have you thought about what equipment will be needed to maintain an allotment plot year-round?

Have you grown vegetables before?

Have you filled your garden? Used up all the pots and grow-bags? Covered the patio? Emptied the flower bed? You might like to start small and build some experience before tackling an allotment.

Do you need an allotment plot?

This may seem like a silly question but many new tenants take on a plot only to realise that what they can or want to achieve can be done at home. Potatoes can be grown in sacks and even runner beans can be grown in pots, with the convenience of it all being on the doorstep.

Hopefully, you can now decide if you are well placed to take a plot on. You also have the option to stay on the waiting list for a plot in the future if you decide that now is not the best time. Please contact the warden with your decision:

_____ on tel: _____

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SCRUTINY TASK GROUP REPORT

DOG FOULING IN CHELTENHAM

MARCH 2014



1. INTRODUCTION

A review of dog fouling in Cheltenham was initiated by the Overview and Scrutiny Committee in June 2013, the background to which was a question Councillor Penny Hall had raised at the Council meeting held in March 2013. This was in response to local residents, community organisations and some Parish Councils expressing concern with increasing dog fouling of streets and green spaces in the Borough.

- 1.1 Nationally dog fouling is a huge area of concern with the general public. In April 2011 there were approximately 10.5 million owned dogs in the UK and 39% of UK households own at least one dog. Although the vast majority of dog owners are responsible there are a small minority who allow their dogs to foul and do not take responsibility for this by clearing it up. As a consequence pavements, alleyways, parks, sports pitches and beaches can be blighted by dog mess, which is not only unpleasant but potentially dangerous, particularly to young children. Annually, local authorities spend millions of pounds each year on cleaning up dog mess and many communities are suffering the consequences of the minority of those irresponsible dog owners.
- 1.2 There is clearly a need for new and innovative approaches to tackle the problem and the Scrutiny Task Group were keen to explore them. Efforts to reduce dog fouling in Cheltenham are in accordance with the council's commitment to a clean and well maintained environment.

2. MEMBERSHIP AND TERMS OF REFERENCE

2.1 Membership of the task group:

- Councillor Penny Hall (Chair)
- Councillor Nigel Britter
- Councillor Barbara Driver
- Councillor Jacky Fletcher
- Councillor Helena McCloskey
- Councillor Suzanne Williams

2.2 Terms of Reference agreed by the Overview and Scrutiny Committee:

Local residents and community organisations have expressed concern with increasing dog fouling of streets and green spaces.

The issues that this scrutiny topic aimed to consider were:

- Management of the dog bin collection services
- The "existing policy position on the provision of dog bins",
- Changes on actual numbers and sites of dog bins across Cheltenham over the last 3 years
- The role of the Community Protection Officers who work hard to engage with dog owners in prevention and investigation of actual incidents. Their workload is reported to be increasing.
 - Would provision of more bins free them up to take on other areas of their workload?
 - What are the cost implications?
- Risk assessments on Public Health and Safety which are impacted by dog fouling
- Provision of dog bins by Parish Councils /Community Associations.

3. METHOD OF APPROACH

The scrutiny task group (STG) met on 3 occasions and several site visits were also undertaken to Pittville Park and Beeches playing field, the Depot and to King George V playing field and Clyde

Crescent for the CBH Fido Fiestas. During their work the STG received some press coverage in the Gloucestershire Echo and this is to be found at Appendix 2.

3.1 The group contacted and spoke to a range of people, namely :

- Trevor Gladding – Community Protection Officer Team Leader, CBC
- Clive Evans – Community Protection Officer, CBC
- Duncan Turner-Community Protection Officer, CBC
- Brian Daughtrey-Community Protection Officer, CBC
- Adam Reynolds-Green Space Development Manager, CBC
- Scott Williams-Commissioning Client Officer Ubico
- Waste operatives, Ubico
- John Rees – Environmental Maintenance Manager, Ubico
- Rob Bell – Managing Director, Ubico
- Jane Harris-Senior Neighbourhood Housing Manager, Cheltenham Borough Homes
- Paul Tuckey-Safer Estates Manager, Cheltenham Borough Homes
- Sarah Farooqi-One Legal
- Councillor Roger Whyborn-Cabinet Member Sustainability
- Councillor Peter Jeffries-Cabinet Member Housing and Safety

3.2 We were supported in the review by the following officers:

- Jane Griffiths – Director of Commissioning: Sponsor for the task group
- Bev Thomas – Democratic Services Officer: Facilitator for the task group
- Sam Howe – Democratic Services Assistant: Facilitator for the task group

3.3 The task group reviewed a variety of evidence including:

- Verbal accounts of the work that community protection officers carry out
- Updates from the Environmental Maintenance Manager and the Managing Director, Ubico
- Questionnaires distributed amongst Residents' Associations, Community Groups and Parish Councils and to attendees of events attended by certain members of the STG
- Risk Assessments for the emptying of dog bins by bin emptying operatives
- Accompanying community protection officers and bin emptying operatives on patrol
- Visit to the Depot
- Research from other local councils

3.4 Members would like to thank everyone who attended the task group meetings and contributed to the review and also thank those officers who provided support to the work of the group. Particular thanks also go to those respondents of the questionnaire and those members of the public who we spoke to on our site visits.

4. OUR FINDINGS

4.1 Roles and Responsibilities

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

- **Ubico** is the local authority owned company which is commissioned by Cheltenham Borough Council to provide environmental services. Servicing litter and dog bins therefore comes under its remit. Where incidences of dog fouling are reported crews are diverted to clear it up and this may be followed by jetwashing and mechanically sweeping the area concerned.
- **Community Protection Officers (CPOs)** are CBC employees who undertake high visibility foot patrols in problematic areas to deal with identified environmental issues appropriately, including giving suitable advice and possibly the issue of fixed penalty notices where offences take place. Their role is also seek to educate the public (including schools) about environmental crime and raise the profile of the issue e.g. education days/press campaigns.
- **The Green Space Development Team** are CBC employees and include Parks inspectors and rangers who work closely with the Community Protection team in Parks and Gardens in order to focus efforts to tackle particular problems, for example by distributing leaflets, erecting more signs. The team also host the “Paws in the Park” event which promotes responsible dog ownership.
- **Cheltenham Borough Homes (CBH)** is the Council’s Arms Length Management Organisation with the responsibility for the maintenance and management of the Council’s housing stock. CBH have been promoting responsible dog ownership on their estates and clauses were included in tenancy agreements relating to dog ownership.
- **Cabinet Member Housing and Safety** has responsibility under his portfolio for the delivery of community safety and community development
- **Cabinet Member Sustainability** has responsibility under his portfolio for waste collection and parks development

4.2 The Extent of the problem

- 4.2.1** One of the highest sources of complaints by the public to local councillors (parish and borough) concern dog fouling but these complaints are not taken into account in the formal complaints the council receives. Between April 2012 and March 2013, 77 formal complaints were made to the CBC Environmental health team directly with one coming in to customer relations. Between April 2013 and December 2013, 7 complaints came into environmental health and one into customer relations.
- 4.2.2** Dog fouling is not only unpleasant it is dangerous presenting amenity and public health risks. The biggest threat to public health from dog faeces is toxocariasis which is an infection of the roundworm *toxocara canis*. The eggs of the parasite can be found in soil or sand contaminated with faeces and if swallowed, result in infection that lasts between six and 24 months. Symptoms include eye disorders including loss of sight, vague ache, dizziness, nausea, asthma and, in extremely rare cases, seizures/fits. Often the eggs are ingested when passed to the mouth by the hands, but this can also occur through contact with dogs or other inanimate objects including the wheels of toys and the soles of shoes. Infected soil samples are often found in childrens play areas and as a result, toxocariasis most commonly affects children between 18 months and five years. (Source Keep Britain Tidy).
- 4.2.3** Upon taking evidence from Adam Reynolds, the Green Space Development Manager, Members were concerned that recent guidance from government had suggested that whilst some children’s play areas were fenced in there was more play value in allowing children to access a wider space. Whilst it is recognised that fenced play areas are important, play designers should recognise the importance of encouraging children to play in natural environments which cannot always be achieved within defined fenced spaces. Funds were therefore shared more equally between

providing both types of experience for children, and focusing on achieving high play value at all times. Members were concerned that this approach could expose more children to dog fouling and its associated health risks. The unfenced play area on the Honeybourne Line was highlighted as an area where irresponsible dog owners let their dogs foul. Members were told that despite signs telling people not to take their dogs into childrens play areas there were sometimes dogs in these areas at night, although occurrences are thought to be rare and the rules are generally well observed by the majority of dog owners.

- 4.2.4** CPOS and Green Space team informed Members that the worst dog fouling offences took place in the early morning or at dusk and the problem was particularly prevalent during the winter months as in the summer walkers have more opportunity to walk into open fields rather than the streets and alleyways. Lanes and alleyways were generally worse than playing fields themselves as a dog generally fouled within 5 minutes of going out for a walk and often on the approach to a green space. Ubico informed members that due to the length of some alleyways, servicing bins would be considerably more costly. In addition dog bins were earth anchored rather than cemented and therefore difficult to site in alleyways where there were particular problems. Whilst it is clear that it was only the minority who were irresponsible, if one considered that a dog is typically walked 2-3 times along the same route each day, dog fouling can have quite a significant impact. There were specific tensions in green spaces, an example of which is King George V playing field where the footballers have to sweep the pitch of dog fouling in order to use it.
- 4.2.5** Members also noted that there was a particular issue with professional dog walkers as they take many dogs out at a time and could not possibly watch all the dogs.
- 4.2.6** Members heard from both Ubico and the Green Space team that dog bins were no longer distinguished apart from litter bins, and that both could be used to deposit bagged dog foul. The Green Space Team report that evidence from sites suggests that most people are aware of this although a few people still associate a red bin with dog waste and brown and green with litter. The green space team felt that the majority of dog owners were responsible and picked up after their dogs, those that did not were simply inconsiderate and further bins in parks were unlikely to change their behaviour. Members believed that this lack of awareness would benefit from a notice of some kind as this could also prevent those owners filling bags with dog waste and throwing them into hedgerows or other peoples back gardens. The outer wards, rather than the centre of town, were the worst areas for clearing up dog waste. Evidence has also suggested that despite the council withdrawing free dog bags several years ago, people were purchasing and using their own which were now very widely available for as little as £1 for 200 bags.
- 4.2.7** Members also learned about the contributions users can make in terms of enforcement. The example of Springfield Park was given where the Friends of the Park had played a key role in shaping the landscape of the park, and by generating greater use and interest in the space, littering and dog fouling has subsequently decreased.

4.3 Legislation and Enforcement

- 4.3.1** Members received a briefing note from One Legal informing them about dog fouling legislation which is reproduced in this report as follows :
- 4.3.2** The Clean Neighbourhood and Environment Act 2005 (CNEA) gives local authorities the opportunity to introduce dog control orders. By introducing orders a local authority can seek to control to control dogs, control dog fouling and restrict access on to land by dogs.
- 4.3.3** In 2006 Cheltenham Borough Council introduced a number of dog control orders in Cheltenham. In respect of dog fouling the Council introduced an order that made it an offence for a person who is in charge of a dog to fail, without reasonable excuse, to pick up faeces deposited by their dog.

The order applies (subject to some exceptions) to all land in the borough of Cheltenham that is open to the air and to which the public are entitled or permitted to have access with or without payment.

- 4.3.4** The introduction of dog control orders under CNEA means that the authority can, as an alternative to prosecution, offer a fixed penalty to a person who has committed an offence under the order.
- 4.3.5** Fixed penalties are an alternative to prosecution. If the authority is satisfied that an offence has been committed, it has the option to offer an offender a fixed penalty. Fixed penalties can be issued by authorised officers of the Council and by persons not employed by the council such as PCSOs.
- 4.3.6** Local authorities have been given discretion, within a set range, to set at local level the level of their fixed penalty notices. A local authority can also apply a discount in respect of early payment of the fixed penalty. The range for fixed penalty notices for offences under dog control orders is £50-£80. Cheltenham Borough Council set the level of the fixed penalty for offences under the dog control orders at £80 and set a discounted rate for early payment of £50.
- 4.3.7** Once a fixed penalty has been issued the Council can not prosecute for the alleged offence if the fixed penalty is paid within the period set for payment. If payment is not received or an offender refuses to accept a fixed penalty the Council can prosecute. The Council is not required to offer a fixed penalty as an alternative to prosecution. The Council can go straight to prosecution in appropriate circumstances i.e. the person is a persistent offender. The Council will consider its own enforcement strategy when considering what action if any to take.
- 4.3.8** A prosecution is issued through the local Magistrates' Court. The penalty to be provided in relation to any offence in a dog control order is, on summary conviction, a fine not exceeding level 3 on the standard scale.
- 4.3.9** The Community Protection team informed the STG that between 1 January 2012 and 1 June 2013 three penalty notices had been issued in the Borough. One penalty notice had been paid in Charlton Kings, one penalty notice had been issued in Whaddon but false details had been given and one penalty notice had been issued in the town centre which resulted in the person being taken to court. This person received a £200 penalty from the court. A fixed penalty cost £80. A Fixed Penalty notice (FPN) was issued in Charlton Kings in September 2013 and was paid in full.
- 4.3.10** Representatives from Cheltenham Borough Homes informed Members of the STG that the Safer Estates Team had successfully gained injunctions against a couple of tenants in the Hesters Way area regarding dog fouling. To achieve this, the Neighbourhood warden had worked closely with the Safer Estates Team collecting evidence. There were clauses in tenancy agreements relating to dog ownership and as such breaches could lead to legal action. Dog fouling was a particular issue in communal gardens of blocks of flats. CBH try to resolve this informally first by visiting the tenant; warning issues are then issued but then legal remedies are available for CBH to pursue should there be no other support needs to consider. Four people have had successful injunction action taken against them in the last 18 months as a result of failing to control their dog. Action could only be taken against tenants on CBH land (i.e. enclosed land within a housing block not open land for public use) or where it was affecting its housing management function. If the party concerned then breached the injunction it would be in contempt of court and could face fines, further warning, or possible imprisonment.
- 4.3.11** Information received from Gloucester City Council showed that 1 FPN had been issued in 2012/13 but a number of proactive projects that tackled dog fouling were initiated and tri-signs were erected in those areas where repeat complaints are received. 4 FPNs had been issued in Cotswold district in 2012-13.

4.3.12 Members were informed that in addition to enforcement, CPOs hold education days, undertake educational school visits and erect signs where there are particular problem areas in an attempt to deter offenders. The officers use stencil markers to demonstrate to dog owners that their actions are being monitored and they distribute leaflets and speak with dog owners. CPOs go on patrol around problem hotspots where time allows and there are now “PACT” (Partners and Communities Together) volunteers that act as the eyes and ears in the community.

4.4 Policy concerning dog bin collection and evidence taken from Ubico regarding management of the service

4.4.1 The STG were provided with the following information from the Council’s waste policy :

4.4.2 The council aims to provide adequate coverage of litter receptacles across the town, and despite tight budgetary constraints, to empty and maintain the bins on a regular basis and to do this without favour to parished or non-parished areas.

4.4.3 Litter bins are provided in many areas e.g. at bus stops, road crossings, outside schools and generally areas which have a higher degree of footfall, to encourage the responsible disposal of litter. The litter bins are emptied on a regular basis based on usage. These bins are not provided for the disposal of domestic waste and this should be presented in the relevant refuse bin on collection day. Litter bins are serviced and replaced where necessary. Customer requests for new litter bins at locations without one are appraised, and if judged to be beneficial, a new litter bin would be installed.

4.4.4 Essentially the location and type of bins, and the regime for servicing them is determined by officers on the basis of need, and of best matching needs to resources, though within the overarching policies for street cleaning. From time to time it will be necessary to install new bins, or remove or relocate them. For examples, bins are often located near takeaway and other food stores, but not in residential streets unless they have particular features.

4.4.5 From time to time Community Groups and Parish Councils may request new litter bins (or dog bins) or the like, and may offer to pay for them. Very often the ‘sponsoring group’ is able and willing to pay for the bin, but not to pay for its servicing. There are two issues, and their financial resolution is not always identical.

a) If in the view of officers the provision of a bin at the selected location is “nice to have” or “useful to have” rather than “necessary to provide adequate coverage” the Borough will not normally pay for the servicing of it, so it can only be installed if the group requesting it can fund its emptying and servicing. The ongoing cost of providing a bin varies according to location, so each is dealt with on a case-by-case basis.

b) Officers may agree that the bin is needed, but may not have the budget to install it. This can sometime be overcome by the group or Parish Council paying for the installation and other non-recurring costs. This action might well be carried out in conjunction with the removal of a less useful bin elsewhere, or alternatively by re-locating an existing bin.



Site visit to Pittville Park with Ubico representatives

4.4.6 Ubico provided the following further information to the STG :

- All bins are serviced on average three times per week including weekends throughout the summer period in all major parks and town centre locations.
- It has been estimated that there have been 12 new dog bins installed in parks over the past three years.
- Dog bins are usually red in colour with general waste bins for litter etc being green or black, however all the litter bins, irrespective of colour, will contain dog waste
- Dog bins are regularly serviced and all waste is returned to the depot and placed in skips which are then sent to landfill as mixed waste. Members undertook a visit to the depot and learned that 6-8 tonnes of dog waste is collected each week which accounted for 6/8 skips. Operatives are advised on tetanus and Hepatitis B vaccinations and also receive audiometric and breathing tests. The Cabinet Member Sustainability informed Members that the cost of transfer and haulage of the waste from dog bins is £5630 per annum. There is currently no cost for final disposal.



Site visit photos: red dog bin at Pittville Park and skip at the Depot

- Environmental management services do not have the resources to go around collecting dog faeces from open green space– in practice dog deposits are usually dispersed when mowing teams cut the grass. Members were informed that in certain communal areas dog fouling is such that the crews are unable to mow. If crews do mow over areas with significant dog fouling this spreads the risk to a much wider area and in addition the vehicle and mowing equipment then has to be thoroughly disinfected. Operatives were often concentrating so much on operating a piece of machinery safely that they found it hard to see dog faeces in the grass. There were guards on the machinery to stop anything flying in the face of operatives. Operatives wear the appropriate personal protective equipment (PPE) but Members recognised that nevertheless this must be very unpleasant for them.
- Members received information on the risk assessments that Ubico uses on a day to day basis. These risk assessments related to the disposal of mixed waste and there were separate risk assessments for grass cutting. The purpose of the risk assessment was to identify hazards and to identify a risk rating. There were protocols in place to try to reduce the level of risk which included the use of PPE. Members were informed that employees are required to go through the risk assessments with their manager on an annual basis.
- Hot spots for dog fouling are Hester’s Way Park, Winston Churchill Memorial Gardens, Jenner Gardens, Benhall open space and Hatherley Park.
- When the waste management team receive notification of dog faeces on footpaths or pavements they immediately send a crew to clear it up and this may be followed by jetwashing and mechanically sweeping the area concerned. This is a costly operation as crews are often diverted from other responsibilities; up to 2 hours can be lost in the day for this purpose at a cost of approximately £200-£300 per incident.
- There were 496 bins in the borough in alleys, gardens, parks and on grass verges, of which 192 were dog bins. There were a further 470 bins on hard standing. Dog bins were serviced on average 3 times a week including weekends and were taken to the depot and placed in mixed waste skips. Ubico was sceptical as to whether more bins would alleviate the problem of dog fouling. The Cabinet Member Sustainability informed members that it costs £300 to £320 to install a litter bin and £380 to £400 to install a dog waste bin. All bin locations were plotted and this information was held by Ubico and was shared with members. The cost of emptying street litter bins is included in the total cost of street cleaning. It would be difficult to accurately separate these costs and the answer could only be a rough estimate. The annual cost of cleaning parks and green open spaces, emptying litter bins in those areas and emptying all dog waste bins is £129,000 per annum. The policy was to allow community groups to pay for the installation and servicing of additional bins and this would be a realistic fee but no requests had come forward as yet. Tewkesbury Borough Council have a similar policy in that when requests for dog bins are made by parish councils, the borough council sources the bin and installs it in an agreed location. The cost of the bin and installation are charged to the parish as are the cost of any repairs or replacement. The bin emptying service is provided by the borough council at no cost to the parish.

4.5 The Questionnaire and its findings

- 4.5.1** The STG was of the view that the opinions expressed by representatives of the community were vital to evaluating the situation. Therefore, to establish public perception about dog fouling in Cheltenham, at its first meeting the STG asked for a survey to be carried out. The survey, consisting of 10 questions, was distributed around local residents associations, parish councils and community groups. These representative groups cover the majority of Cheltenham. Attendees at two Cheltenham Borough Homes dog shows, “Fido Fiestas”, were also asked their views on how dog fouling should be combated. In total, 34 completed questionnaires were

received .The questionnaire can be found as appendix 3 to this report.



Attendance at CBH Fido Fiesta

- 4.5.2** The questionnaire asked a number of questions relating to how often they received complaints about dog fouling and what their organisation does about it. There were also asked how they thought dog fouling should be tackled and whether they were aware of the work of Community Protection Officers (CPOs).
- 4.5.3** When asked how often the respondent's organisation received complaints about dog fouling, a range of responses were received. Some organisations said they regularly received complaints about dog fouling issues and others said they never received any complaints. Many community groups suggested that this was an issue that regularly came up at their meetings. Representatives from the police said that dog fouling was an issue they received a lot of complaints about when they attended parish council meetings.
- 4.5.4** The questionnaire asked what action their organisation takes to tackle dog fouling. A lot of respondents said that they inform the council or CPOs. Some community groups suggested they put notices up to warn against dog fouling and other organisations clear up dog mess. Some organisations also publish articles about the problems of dog fouling in their literature or on their website. Local residents at dog shows said that they may be willing to tell someone to pick up after their dog, but that it very much depended on the person in question. The majority of respondents said that they were aware of the laws surrounding dog fouling.
- 4.5.5** The questionnaire asked respondents how they thought resources should be allocated to tackle dog fouling. The provision of bins was the most popular answer, followed by money being spent on publicity and education. Interestingly, fixed penalty notices was the least popular option even though the majority of respondents felt that dog fouling offenders should be named and shamed in the press if they are first convicted in an open court. In a similar regard to these results, when asked what should be done to encourage good dog ownership, a lot of respondents thought that money should be spent on education and publicity. Some respondents suggested that there should be 'good dog ownership classes'. Many respondents suggested that the council should tackle dog fouling through a mixture of patrols, fixed penalty notices and publicity and educational campaigns.

4.5.6 Respondents to the questionnaire were asked whether they knew about the work of Community Protection Officers and only a few respondents said that they did. Equally, only a few respondents were aware of the Partnerships and Communities Together (PACT) initiative.

4.5.7 Overall, the questionnaire gathered a range of different views from a number of different respondents. There is not one clear view on how dog tackling should be managed, however a lot of groups believe that resources should be best spent on publicity and education rather than on enforcement – although many believe this has its place. The results of the questionnaire would suggest that the work of CPOs is not prominent enough and this may be down to cuts in the services, equally the work of Partnerships and Communities Together could be more highly publicised, although its work may become more known with time as the PACT becomes operational in more areas.

4.6 Current Promotion of Responsible Dog Ownership

4.6.1 Members recognised that catching dog fouling offenders was very much about being in the right place at the right time and noted that only a relatively low number of Fixed Penalty Notices had been issued by Community Protection Officers. It was important however that the council continued to raise and increase awareness about the penalties associated with dog fouling and that enforcement action was taken against offenders. Whilst press releases were apparently released (the STG had received conflicting information as to whether this actually happened) the fact that FPNs were not issued very often, meant that they had little impact. In addition to the provision of a satisfactory bin service and increasing the number of FPNs issued, the group felt that education of offenders in terms of promoting responsible dog ownership was of paramount importance.

RECOMMENDATION 1 : Ensure press releases are issued to provide information about the council's efforts to tackle dog fouling and successful enforcement action. These should include the level of fine each offender is ordered to pay and whether additional costs were incurred.



Evidence of Dog fouling on a site visit



The majority of dog owners are responsible

Members learned from Ubico, the Green Space Development Manager and the CPOs that there was a perception among the public that dog waste could not be disposed of in a normal litter bin and as a result there was a perception that there were insufficient designated dog bins. It was important therefore to highlight to the public that normal litter bins could be used to dispose of bagged dog faeces and if a bin was not accessible then the bagged dog waste should be taken home and disposed of responsibly.

- 4.6.2** Members learnt of initiatives introduced in neighbouring districts where bin stickers had been designed and produced to highlight that bagged dog waste could be disposed of using standard public litter bins. Sponsoring of bins could also fund the operating costs of bins. In return sponsors would receive a number of benefits including relevant messaging and logo placement on the bins. All sponsoring partners should be relevant with declared interest in dogs and/or wider community and the messaging should be professional, appropriate and respectful of the surrounding environment. Members had seen in the press that a vet from Bishop's Cleeve has teamed up with the parish council to start providing dog bins in the village by sponsoring four dog bins for £400 in a bid to stop fouling problems.



Example of stickered bin, Loch Ness

RECOMMENDATION 2 :Introduce bin stickers to highlight that bagged dog waste could be disposed of using standard public litter bins / investigate sponsorship opportunities of bins

- 4.6.3** The Community Protection Team had advised members that providing visible and prompt responses to concerns raised about dog fouling in a specific area could be undertaken by means of :

- use of dog floor stencils-Members thought that spray painting stencils onto pavements/paths at strategic locations was a creative method of communication to convey anti-fouling messages in specific locations and that this should be expanded.
- blue spray circling- Members were informed by a CPO that one thing that was regularly done in worst affected areas where possible was to circle the dog faeces in blue spray then a week later spray subsequent fouling yellow to gauge the new fouling against the old. This method seemed to be proving successful in back alleyways, although a small minority of the public objected to painting on the pathways



RECOMMENDATION 3: Increase the use of dog floor stencils /blue spray circling

4.6.4 Members learned from CBH that it had installed dog bag dispensers in estates which were particularly badly affected by dog fouling. These are free and filled and paid for by CBH and the Neighbourhood wardens monitor these. Feedback received to date was that the bags were being used. CBH was looking to roll the pilot out to other blocks which were known hotspots. CBH has done this via funding from the Crime and Disorder Reduction Partnership, and this was clearly having an impact. Members heard from the Cabinet Member Sustainability that when free dog bags were introduced in the borough, it was not intended to be a provision for all time. The cost of dog bags was increasing at a time of great financial stringency. Also increasing environmental awareness meant that CBC was faced with either continuing with the regime as it was in 2010 - namely bags which were not fully biodegradable, rather they were designed to disintegrate over time - or to go to a fully biodegradable bag, which would have been even more expensive. It was therefore decided to cease provision of dog bags, placing the onus of responsibility for their provision with the dog owner. The Cabinet Member believed that given the lapse of time since free dog bags were withdrawn, it cannot be evidenced that withdrawal of free dog bags has led to

increased dog fouling. Members suggested that consideration should be given to reintroducing free dog waste bags in targeted hot spot areas (as undertaken by CBH) and officers should investigate opportunities for funding to facilitate this.

RECOMMENDATION 4 : Investigate funding streams or sponsorship to reintroduce free dog waste bags in targeted hot spot areas

- 4.6.5 Whilst the STG was informed by CPOs that campaigns were being undertaken they felt there was little evidence of this around the town and thus there had been very little publicity. Members believed that advertising deterrents should be used to urge careless owners to clean up after dogs and educate people that dog fouling is socially unacceptable. This was a non confrontational way to change attitudes about dog fouling and make people think about their actions.

RECOMMENDATION 5 : Initiate hard-hitting anti-dog fouling campaigns

- 4.6.6 It was felt that the Council's web pages relating to dog ownership issues including fouling should be improved. The online reporting system is not really used to report incidences of dog fouling. In the view of the STG it needs to be redesigned to provide an easily accessible means of reporting. This reporting system did provide the public with an anonymous means of informing the council of offenders with details of what time they are operating. It would be for the council to decide whether to act upon it.
- 4.6.7 Members suggested that social media could be used, particularly Twitter and Facebook to spread any publicity campaigns to as many local residents as possible. Such campaigns could be humorous to persuade offenders. A member of the STG had informed the group of a fun educational video produced by Wakefield Council called "pooper scooper"
<http://youtu.be/5h7Oah7VMzQ>.



CBH Poster to tenants

RECOMMENDATION 6 : Provide better information on website/use social media to get the anti-dog fouling message across

- 4.6.8 Members were only too aware that dog fouling was an emotive issue of concern to many groups. They were aware that where possible CPOs attended community and parish council meetings. This provided the community with an opportunity to give information and feedback to council staff and find out what steps have been taken to tackle problems in area. In the summer members of the STG attended some of the "Fido Fiestas" organised by Cheltenham Borough Homes and it is

this kind of event that can also provide members of the public with information and raise awareness of what dog related anti-social behaviour and welfare issues are. Paws in the Park is a CBC organised event which is also used as a means to encourage responsible dog ownership.

RECOMMENDATION 7 : Continue to encourage and attend community organised events

4.6.9 The STG recognised the good work that CPOs undertake in schools to educate children, the “dog owners of tomorrow” about the issue of dog fouling. Children should be made aware that on their walk to school or when they play in the park they can be exposed to dog fouling which is potentially dangerous. As they get older some children take on the role of walking the family dog, so by educating them they can be better equipped by taking bags with them to pick up after their dog.

CPOs had organised a poster competition in some local schools last year and winning posters had been displayed in the park local to the schools but they had been very quickly vandalised so had very little impact. Ubico had offered at meetings of the STG to sponsor a future poster competition and Members believed that an effective poster should highlight the health hazards associated with dog fouling and be more “harder hitting”. Members also thought that consideration should also be given to targeting the competition at secondary schools where a more “professional poster” was likely to be produced. It was also suggested that CCP or the Rock could be involved in this.

The STG believes that continuing the proactive work done in schools should continue and children themselves should play a role in directly suggesting ways of encouraging responsible dog ownership.

RECOMMENDATION 8 : Introduce a regular programme of visits and work by Community Protection Officers in schools

4.6.10 Members learned from witnesses and from research undertaken of other authorities that where possible the council should use intelligence from the community to target resources to catch persistent dog fouling offenders. The group recognised that encouraging individual members of the public to report offenders was not a simple task. You may feel safe telling someone you know that they should not allow their dog to foul but if you do not know the person it is important not to confront them if you think that your personal safety may be at risk. Community protection officers are empowered and trained to deal with offenders so if a member of the public did not feel comfortable in this role then contact should be made with a CPO. If given an approximate 2 hour slot by the public as to when the dog fouling was occurring, CPOs could go and monitor the area. People were habitual and intelligence led enforcement would greatly improve the situation.

4.6.11 Members learned that through the PACT initiative in operation along the Honeybourne line, the council has already sought to develop community groups to act as the “eyes and ears” of the community working with the council to catch offenders and clean and maintain local streets and parks. In return for the community’s help the council promises to activate the appropriate action as quickly as possible and feedback to the group on its response so they are kept aware of what they are doing.

4.6.12 Similarly Members heard from CBH that neighbourhood wardens were an integral part of their service and represented the “eyes and ears” of CBH. Members noted the activities CBH and believed there should be more joined up working on this, CBH were for example working with junior wardens in school with a focus on dog fouling.

4.6.13 Members also learned of a new scheme in Gloucester and Stroud called “Paws on Patrol” which is working well in encouraging dog owners to report anti social behaviour and pick up any dog

fouling they see which has been left or if they see it occurring.

RECOMMENDATION 9 : Encourage public involvement in tackling dog fouling/Build on the Partners and Communities Together (PACT) initiative

RECOMMENDATION 10 : Trial a Multi-agency approach-undertake some joint patrols with CPOs and PCSOs to demonstrate positive cross service support for the exercise; work together with Cheltenham Borough Homes on this issue

4.6.14 Members considered whether mobile CCTV could be used as a highly visible deterrent to be positioned at various locations providing visual and technical support to staff on the ground. The Council had the power to use its Regulatory Investigatory Powers to use this as a tool. A prime example where mobile CCTV could be deployed would be an area of Pittville Park where local residents had clearly been collecting up dog faeces from their garden in carrier bags and depositing at the gates of the park. On their site visit to Pittville Park Members of the STG were horrified by the dumping of approximately 6 bags of dog waste inside the park and were informed that this was a regular occurrence. This was an extremely harmful activity which must be stopped.

CBH had informed the group that CCTV was being installed in certain council owned properties for the purposes of monitoring any antisocial behaviour issues which may include dog fouling in the communal area.

RECOMMENDATION 11 : Investigate opportunities to use mobile CCTV in dog fouling hotspot areas ; Improve signage along with targeted enforcement in hotspot areas

4.6.15 Community Protection Officers are, in the view of the STG, the “Unsung Heroes” of the Council. Their role is diverse and each CPO covers a wide area in the borough, which has now been increased as 2 CPOs have been seconded to the licensing team and 1 to environmental health. The STG recognised the pressure they were working under and the nature of their very diverse role. There was a lack of public knowledge about the very good work being undertaken by CPOs, as shown by the questionnaire.

Members suggested publicising their work in the form of “A day in the life of a CPO”. If additional resource was given to the team and/or CPOs were not diverted to duties elsewhere in the division, more progress could be made in tackling dog fouling in terms of having the resource to adopt new and innovative approaches to tackle the problem as well as to carry out enforcement duties including targeted patrols. When the STG asked about the cuts in the number of CPOs the Cabinet Member Housing and Safety explained that the Council still had 5.5 officers. One of them has been seconded to fill a much needed vacancy and was covering low level environmental crime and environmental protection issues. The Cabinet Members suggested that some of the work they were covering would be work they would have done anyway. 1.5 CPO's have been moved into licensing and will undertake all the licensing work they already have in their job description.

RECOMMENDATION 12 :Ensure the Community Protection Team has the resources to fulfil its duties in this area including seeking external sources of funding

RECOMMENDATION 13 : Publicise the good work Community Protection Officers undertake across the borough



Site visit to the Beeches Playing Field, Charlton Kings with a Community Protection Officer and representatives from Ubico

5. RECOMMENDATIONS

5.1 Members of the Dog fouling scrutiny task group are aware of the current strategic commissioning project on public protection. As commissioning is very much outcomes based the STG felt it pertinent to present its overarching recommendations in those terms.

5.2 OUTCOMES:

- Protect and enhance Cheltenham's environmental quality and heritage-educate and raise awareness about the importance of reducing dog fouling.

5.3 DETAILED RECOMMENDATIONS :

- 1. Ensure press releases are issued to provide information about the council's efforts to tackle dog fouling and successful enforcement action. These should include the level of fine each offender is ordered to pay and whether additional costs were incurred.**
- 2. Introduce bin stickers to highlight that bagged dog waste could be disposed of using standard public litter bins / investigate sponsorship opportunities of bins**
- 3. Increase the use of dog floor stencils /blue spray circling**
- 4. Investigate funding streams or sponsorship to reintroduce free dog waste bags in targeted hot spot areas**
- 5. Initiate hard-hitting anti-dog fouling campaigns**
- 6. Provide better information on website/use social media to get the anti-dog fouling message across**
- 7. Continue to encourage and attend community organised events**

8. Introduce a regular programme of visits and work by Community Protection Officers in schools
9. Encourage public involvement in tackling dog fouling/Build on the Partners and Communities Together (PACT) initiative
10. Trial a Multi-agency approach-undertake some joint patrols with CPOs and PCSOs to demonstrate positive cross service support for the exercise; work together with Cheltenham Borough Homes on this issue
11. Investigate opportunities to use mobile CCTV in dog fouling hotspot areas ; Improve signage along with targeted enforcement in hotspot areas
12. Ensure the Community Protection Team has the resources to fulfil its duties in this area including seeking external sources of funding
13. Publicise the good work Community Protection Officers undertake across the borough

Report author	Bev Thomas, Democracy Officer, 01242 775049
Appendices	<ol style="list-style-type: none">1. Terms of reference2. Press coverage, Gloucestershire Echo, August 20133. Questionnaire

**(DRAFT) SCRUTINY REVIEW – ONE PAGE STRATEGY**

FOR COMPLETION BY THE OVERVIEW AND SCRUTINY COMMITTEE	
Broad topic area	Dog Fouling.
Specific topic area	Management by CBC of services to prevent dog fouling of streets and green spaces throughout Cheltenham.
Ambitions for the review	<p>Local residents and community organisations have expressed concern with increasing dog fouling of streets and green spaces.</p> <p>The issues that this scrutiny topic aims to consider are:</p> <ol style="list-style-type: none"> 1. Management of the dog bin collection services 2. The “ existing policy position on the provision of dog bins”, 3. Changes on actual numbers and sites of dog bins across Cheltenham over the last 3 years 4. The role of the Community Protection officers who work hard to engage with dog owners in prevention and investigation of actual incidents. Their workload is reported to be increasing. <ol style="list-style-type: none"> a. Would provision of more bins free them up to take on other areas of their workload? b. What are the cost implications? 5. Risk assessments on Public Health and Safety which are impacted by dog fouling 6. Provision of dog bins by Parish Councils /Community Associations
Outcomes	<p>Much cleaner streets and green areas of Cheltenham.</p> <p>An improved dog bin/bin collection service.</p> <p>Dog owners express satisfaction with the facilities.</p>
How long should the review take?	6 months.
Recommendations to reported to:	Penny Hall, Nigel Britter, Barbara Driver, Jacky Fletcher, Helena McCloskey, Suzanne Williams.

Membership:	
FOR COMPLETION BY OFFICERS	
Officers experts and witnesses	
Sponsoring officer	Jane Griffiths
Facilitator	Beverly Thomas, Sam Howe.
FOR COMPLETION BY THE SCRUTINY TASK GROUP	
Are there any current issues with performance?	No
Co-optees	
Other experts and witnesses	
Other consultees	
Background information	
Suggested method of approach	By interviewing a range of officers and expert witnesses and reviewing research into the work of other councils on the matter. Also by requesting information from witnesses and reviewing waste contracts etc.
How will we involve the public/media? Or at what stages	
Preferred timing for meetings	6pm



WESTGANTON: Chesham Borough Council dog fouling scrutiny group, from left, councillors Barbara Drive and Penny Hall, John Rees from Uxoe, Sam How, democracy assistant with CBC and Keith Hatton from Uxoe

Bid to tackle dog foul issue

SOLUTIONS to dog-fouling in Chesham are being actively investigated.

A working party from Chesham Borough Council's scrutiny committee were touring Pitville Park in an effort to gather evidence of the scale of the problem.

The group is led by Councillor Penny Hall (C Chesham Park). She said: "We are in the evidence-gathering phase at the moment, we were walking with Uxoe staff who maintain the grounds and also looking for dog-fouling hotspots.

"We were talking to dog-owners as well, most of whom had their little bags prominently displayed. They said how disappointed they were when they saw other dog owners more away when they didn't clear up after their dogs."

She added that the group was still looking at what the scale of the problem was, before it makes any recommendations about possible solutions. She added: "We are definitely making a concerted effort and looking at ways of improving the dog-fouling situation in public parks, and verges and pavements."

DOG FOULING SURVEY

This survey has been issued on behalf of the Scrutiny Task Group to review dog fouling in Cheltenham.

<p>Name of Parish Council/Residents Association/Community Group:</p>	<p>What area of Cheltenham does your organisation cover?</p>
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1. How often do you receive complaints about dog fouling?

2. What action does your organisation take to tackle dog fouling?

3. Are you aware of the laws surrounding dog fouling?

4. How should resources be allocated? Please number in order of preference:

Publicity Education Patrols Provision of bins Fixed Penalty Notices

5. Do you think that greater provision of dog bins would help the dog fouling situation?

6. What do you think should be done to encourage good dog ownership?

7. Should dog fouling offenders be named and shamed in the press if they are first convicted in an open court?

8. How do you think the council should tackle dog fouling?

9. Are you aware of the work of Community Protection Officers?

10. Are you aware of PACT (Partnerships and Communities Together) and their work to prevent dog fouling?

**Please return Completed Questionnaires to: Sam Howe, Cheltenham Borough
Council, Room 128, Municipal Offices, Promenade, Cheltenham, GL50 1PP**

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Item	Purpose	Outcome	What is required?	Lead Officer
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MEETING DATE: 3 March 2014				
STG-Dog fouling	Scrutiny	Make any recommendations to Cabinet	Report from the Dog fouling STG	Bev Thomas, Democracy Officer Chair, Councillor Penny Hall
STG- Allotments Group	Follow up	Review implementation of any recommendations agreed by Cabinet in March 2013	Update report	Beverly Thomas, Democracy Officer Chair, Councillor Anne Regan
DRAFT Corporate Strategy 2013-14	Scrutiny	Review DRAFT strategy prior to Cabinet	Report in March	Richard Gibson, Strategy and Engagement Manager
Q3 Performance Report	Perf monitoring	Review Q3 performance results and identify any items for further scrutiny	Update report	Richard Gibson, Strategy and Engagement Manager
MEETING DATE: 3 April 2014				
STG-Events	Follow up	Review implementation of any recommendations agreed by Cabinet in July 2013	Update report	Rosalind Reeves, DSM Chair, Councillor Penny hall
STG- JCS and Planning and Liaison working group	Update	Understanding of the aims of the working group and timescales and an opportunity to ask questions	Update	Tracey Crews, Head of Planning Chair, Councillor Tim Harman
Public protection and private sector housing commissioning review –	Info	Understanding of the aims of the working group and timescales	Update	Jane Griffiths, Director Commissioning Cabinet Member Housing and Safety,

O&S Committee 2014/15 work plan

Item	Purpose	Outcome	What is required?	Lead Officer
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member working group		and an opportunity to ask questions		
MEETING DATE: 3 July 2014				
Review of working groups process and update from non scrutiny working groups			Summary	Rosalind Reeves, Democratic Services Manager

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