



CHELtenham

BOROUGH COUNCIL

Notice of a meeting of Council

Monday, 31 March 2014
2.30 pm
Council Chamber, Municipal Offices

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

Agenda

1.	APOLOGIES	
2.	DECLARATIONS OF INTEREST	
3.	MINUTES OF THE LAST MEETING Minutes of the meeting of 28 February 2014	(Pages 1 - 10)
4.	COMMUNICATIONS BY THE MAYOR	
5.	COMMUNICATIONS BY THE LEADER OF THE COUNCIL	
6.	PUBLIC QUESTIONS These must be received no later than 12 noon on the fourth working day before the date of the meeting	
7.	MEMBER QUESTIONS	
8.	PROCESS FOR APPROVAL OF THE GLOUCESTERSHIRE STRATEGIC ECONOMIC PLAN Report of the Leader	(Pages 11 - 18)
9.	ACQUISITION OF LAND FORMING THE FORMER SHOPFITTERS SITE AND LAND AT SYNAGOGUE LANE, AND DISPOSAL OF FORMER CAR PARK LAND AT ST JAMES STREET	(Pages 19 - 66)

	Report of the Cabinet Member Finance <i>**Please note that should members wish to discuss exempt elements of the report they will need to go into closed session under part 1, Schedule 12A of the Local Government Act 1972</i>	
10.	ACCOMMODATION STRATEGY Report of the Cabinet Member Finance	(Pages 67 - 74)
11.	CORPORATE STRATEGY-DRAFT 2014-15 ACTION PLAN Report of the Leader	(Pages 75 - 106)
12.	COUNCIL DIARY 2014-15 Report of the Cabinet Member Corporate Services	(Pages 107 - 124)
13.	NOTICES OF MOTION	
14.	TO RECEIVE PETITIONS	
15.	ANY OTHER ITEM THE MAYOR DETERMINES AS URGENT AND WHICH REQUIRES A DECISION	

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

Andrew North
Chief Executive

Council

Friday, 28th February, 2014

2.30 - 4.00 pm

Attendees	
Councillors:	Wendy Flynn (Chair), Colin Hay, Andrew Chard, Ian Bickerton, Nigel Britter, Chris Coleman, Bernard Fisher, Jacky Fletcher, Rob Garnham, Les Godwin, Penny Hall, Rowena Hay, Peter Jeffries, Steve Jordan, Paul Massey, Helena McCloskey, Andrew McKinlay, John Rawson, Anne Regan, Rob Reid, Chris Ryder, Diggory Seacome, Duncan Smith, Charles Stewart, Klara Sudbury, Pat Thornton, Jon Walklett, Simon Wheeler (Vice-Chair) and Roger Whyborn

Minutes

1. APOLOGIES

Apologies were received from Councillors Barnes, Driver, Harman, Hibbert, Holliday, McLain, Prince, Stennett and Williams.

2. DECLARATIONS OF INTEREST

Councillor Ryder declared a possible future pecuniary interest in a section of the white land in Agenda Item 8 –Petition to Save the Leckhampton Fields.

Councillor Garnham declared a pecuniary interest in Agenda Item 8-Petition to Save the Leckhampton Fields and the Joint Core Strategy.

3. MINUTES OF THE LAST MEETING

In response to a question from Councillor Hall the Chief Executive explained that the issue raised would be included in next year's annual Pay Policy Statement.

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

4. COMMUNICATIONS BY THE MAYOR

The Mayor was pleased to announce that Cheltenham Borough Council had received accreditation for Investors in People, which it had now held for 18 years. She explained that the Managing Director of Investors in People South had said that Cheltenham was a great example of what could be achieved. She then presented the award to the Chief Executive.

5. COMMUNICATIONS BY THE LEADER OF THE COUNCIL

The Leader of the Council also congratulated officers for achieving IIP accreditation.

The Leader informed Members that the shadow Gloucestershire Economic Growth Joint Committee had held its first meeting yesterday. A report would be brought to Council on the process for approval of the Gloucestershire Strategic

Economic Plan. He reported that a roadshow would be organised in March to provide an update on the strategic plan which would be submitted to the Government at the end of March. The County Council would also be inviting district representatives to their scrutiny meeting as this would be a countywide scrutiny process.

6. PUBLIC QUESTIONS

There were no public questions.

7. MEMBER QUESTIONS

1.	Question from Councillor Andrew Chard to Cabinet Member Finance, Councillor John Rawson
	Can the Cabinet Member for Finance tell me what he expects to raise in the next Financial Year from the Late Night Levy in view of the number of licensed premises which are seeking minor variations in their license to avoid the Levy, compared to the figure he originally budgeted for?
	Response from Cabinet Member
	<p>I have heard it said several times by members of the public that the Late Night Levy is a device to balance the Borough Council's budget, but it is disappointing that a member of the Council, especially a member of the Licensing Committee, should believe this, or affect to do so. The amount of Late Night Levy income factored into the Borough Council budget for 2014/15 is precisely nil. This is because the proceeds of the Levy will be paid into a freestanding, ring-fenced fund that will be spent specifically on alleviating the problems associated with the night-time economy.</p> <p>The levy payments will be collected over a 12 month period starting on the 1st of April. Currently, all licensed premises pay an annual fee due on the anniversary of the issue of the licence. The levy will be due at the same time as the annual fee.</p> <p>The gross annual income from the Levy (taking into account the New Year's Eve exemption) is estimated to be £170,313. Deducting £23,000 for premises eligible for the 30 per cent reduction, £20,204 for variation applications received to date, and £3,153 for likely permitted costs, the net income is likely to be in the region of £124,000, though this is subject to any variation applications yet to be submitted. I would re-emphasise that this money was not included in the budget I presented on 14th February</p> <p>In terms of arrangements for spending the money, officers are currently working on a Memorandum of Understanding between Cheltenham Borough Council and the Police and Crime Commissioner. The Memorandum is likely to set up a joint advisory group to advise on how the money should be spent. The money will be spent retrospectively, so there is no possibility that we will spend or budget for money that we cannot collect.</p>

	<p>It was anticipated from the outset that some enterprises would vary the terms of their licences in order to cease serving alcohol after midnight and avoid the Late Night Levy. This is a generally positive outcome, as it contributes to reducing the problems associated with late night drinking. As I have already explained, there is no way that this could create a gap in the Borough Council budget or indeed affect it in any way at all.</p> <p>In a supplementary question Councillor Chard asked what the cost of administering all requested variations had been.</p> <p>In response the Cabinet Member Finance undertook to provide the information to the member in detail by email. He explained that 22 establishments had applied for variations in their licence to avoid the Late Night Levy and highlighted that the third paragraph of his response incorporated the figures for the reduction in premises varying their licences.</p>
2.	Question from Councillor Andrew Chard to the Leader, Councillor Steve Jordan
	<p>Will the Leader of the Council urgently review the implementation of the Late Night Levy in Cheltenham?</p>
	Response from Cabinet Member
	<p>Councillor Chard may be prone to panicking, but I'm not sure why he expects everyone to join in. The implementation of the Late Night Levy is progressing as anticipated so I'm not clear why he thinks it should be reviewed now before it has actually started.</p> <p>In a supplementary question Councillor Chard asked whether a non Cabinet member would have a seat on the joint advisory group.</p> <p>In response the Leader explained that the process for establishing the group was underway but he undertook to respond to the member in due course.</p>
3.	Question from Councillor Garnham to Cabinet Member Sustainability, Councillor Roger Whyborn
	<p>During his budget speech on the 14th February the Cabinet Member for Finance spoke of incurring a fine of £50,000.00 (fifty thousand pounds) for not having a workable abatement system at the Crematorium. This was the first time many Councillors were aware of this penalty being imposed on this Council. Can Cllr Whyborn, tell this council how much has actually been paid in fines (or due to be paid) since the new Cremators were installed and when he envisages this Council no longer having to pay this fine?</p>
	Response from Cabinet Member
	<p>The Council is not liable to incur fines. Cremators may be operated legally and safely without abatement, indeed the previous system did not have abatement. What the cabinet member for Finance actually said was that once immediate priorities were achieved "it would be important to look at the abatement system so that the council could avoid paying the £50,000 contribution for not abating mercury."</p>

	<p>It is however the case that costs will be incurred by the Council of the order of magnitude which you cite, if we do not re-instate abatement. The situation is that DEFRA provides guidance to the cremation industry on abating cremations to have mercury removed. Legislation requires the abatement of 50% of all cremation per annum carried out in this country by end of December 2012 or if crematoria are unable to abate, they can purchase abated cremation through the CAMEO burden sharing scheme. The Council had installed abatement equipment with the view to abating 100% of its cremations. This would have netted an income for the council from selling the additional 50% of abated cremation above the legal requirement. However, as the system has not been commissioned fully the council cannot confirm any abated cremation since the requirement came into force in December 2012. Therefore, the council is required to contribute to the burden sharing scheme by purchasing its required 50% abated cremations. The abatement system bequeathed to the council by the now bankrupt contractor, Crawfords is either not fit for purpose, or requires substantial expenditure to make it effective.</p> <p>This is matter of high priority investigation by officers, and is closely allied to the current evaluation as to whether or not to replace the cremators themselves; in other words it may not be cost-effective or sensible to retrofit a new abatement system. I have issued a member briefing note on this subject, and intend to make a definitive statement to members in the late Spring as to the intended way forward. In the meantime, officers are closely monitoring the refurbishment programme with a Crawfords abatement system at another very large crematorium, and proceeding with other necessary works on the main cremator plant.</p> <p>In a supplementary question Councillor Garnham suggested that the cost of approximately £2500 per week based on 50 cremations was a result of the inability of the Cabinet Member to manage his own portfolio. He asked whether it was time for the Cabinet Member Sustainability to apologise over this state of affairs.</p> <p>In response the Cabinet Member Sustainability stated that the assumption with regard to the figures expressed by the member was incorrect. He made reference to his recent briefing note circulated to members and stated that the cost was approximately £70 000 per year based on 1000 funerals per year out of a total of 2000 for which £45 was paid per unabated cremation. He did not believe that an apology was necessary. The situation was beyond the control of both officers and members and he paid tribute to the efforts of officers to recover the situation.</p>
<p>4.</p>	<p>Question from Councillor Garnham to the Leader, Councillor Steve Jordan</p>
	<p>This year sees the centenary of the start of the Great War. Will the Leader please ensure that some money gained from the capital receipts of the sale of North Place be ring fenced to provide for the refurbishment of the Cenotaph in the front of the Municipal offices, and that consideration be given to extending this work to other war memorials in the town.</p>

	Response from Cabinet Member
	The refurbishment of the Cenotaph is already scheduled to take place this year with a tendering process under way. The intention is to complete this work without any need to use the capital receipts from North Place/Portland Street. So far as other war memorials are concerned, we are happy to look at these as part of either the planned maintenance programme or the capital programme. Proposals for an expanded capital programme, using capital from the North Place/Portland Street sale, are intended to come to Council in July.

8. PETITION DEBATE-SAVE THE LECKHAMPTON FIELDS

A member asked for guidance on behalf of members of the Planning committee in participating in the debate bearing in mind that a planning application for the Leckhampton site had been submitted.

In response the Head of Legal Services, advised Members that they may be wearing several hats in relation to this matter. Firstly as a member of Council they were considering this petition, secondly all Members were formally involved in approving the JCS as a member of Council and thirdly some members would be dealing with the planning application for this land as a member of the Planning committee. It was common practice for members of a local authority to wear more than one hat and therefore he saw no impediment which would prevent any member from participating in the debate on this petition. What was important was that members recognised their respective role in each of these processes and kept an open mind as they moved from one process to another. On that basis a member could participate in the debate on the petition and still take part in a future debate at Council on the JCS as well as dealing with a planning application at Planning Committee in respect of this land.

The chair of the Planning Committee, Councillor Coleman, stressed that he was very capable of keeping an open mind. He was concerned that the advice just given appeared to contradict legal advice that the developers for this site could not attend a recent member seminar as this could prejudice future decisions on the application.

The Head of Legal Services explained the difference in status between the petition debate and the recent member presentation (which had been in private) and said that the subject of developer presentations was being taken forward as part of the current review of the Authority's planning code of conduct. He stressed that it was a personal decision for all members as to whether to participate in the petition debate and he repeated his advice that it would not be necessary for any member of Planning Committee to exclude themselves from this debate simply because of their involvement in the impending decision on the planning application for the land.

Other members of the Planning committee felt the guidance was not clear and on that basis Councillors Coleman, Fisher, Jeffries and Fletcher left the meeting.

The petitioner, Chris Nelson, introduced the petition.

He stated that the petition had received over a thousand signatures and it had been relatively easy to get people to sign it. He was confident that with a bit more time he could easily have got the support from 80% of residents in the Leckhampton ward, i.e. at least 4 000 people. The most significant concerns of residents were the traffic problems that the developments would cause in Shurdington and Church Road. A 40% increase in housing numbers in the ward would have a significant impact on the local infrastructure and compromise business and local traffic in the area.

He referred to the recent debate at Budget Council and he highlighted the comments made by members about their pride in the town and excellent work being done on new projects such as the Wilson. He questioned how this vision for Cheltenham's future would be affected if an extra 10,000 new homes were built in the town's remaining green spaces. Whilst accepting the need for a housing strategy and more affordable homes, the North West of Cheltenham, in the proposed Elms Park development, was a much more sustainable location from a traffic point of view. Failure to accept the demands of this petition would risk losing the unique character of Cheltenham creating a cramped environment with a distinct lack of green space. On that basis he urged members to listen to the comments made by the MP Martin Horwood, the conservative contender, Alex Chalk, the CPRE, the Cheltenham Chamber of Commerce, Estate Agents, LEGLAG, local parish councils, the local pig farming family and the individual objections on the JCS website and support the petition.

The Mayor invited the Leader, Councillor Steve Jordan to introduce his report.

The Leader thanked all those who had organised and signed the petition and he understood their concerns. He explained that the council was obliged to comply with the national planning policy framework (NPPF) which required the council to assess housing needs. This process had resulted in an assessment for 33,200 and new homes across the JCS area. In his personal view this figure was too high and his administration would be trying to influence the administration of the other two councils to reduce this figure as any new evidence became available. He entirely supported looking at brown field sites first but there was only a limited capacity in Cheltenham and the council was constrained by the NPPF. He reminded members that the JCS was a partnership and therefore he couldn't support unilaterally removing any potential development land from that process. However he would support officers doing further work regarding this land at this stage and coming back to Council in April with further advice for Members.

Regarding the traffic concerns raised by the petitioner, he considered these were entirely reasonable and the council was awaiting the results of further work by Highways at the county. If the results were not satisfactory then the development would not be allowed.

He referred to the recommendation in his report which was seconded by Councillor Rawson. He acknowledged the amendment proposed by Councillor Chard which had been circulated to Members at the start of this item and indicated that he was happy to accept the amendment. On that basis the following became the substantive motion.

“This Council directs that the JCS Team reconsider the status of Leckhampton and Up Hatherley as strategic sites within the JCS and explores the possibility of withdrawing these locations from the Strategy and report back to Council in April.”

In speaking for the amendment members made the following points:

- There had been over a thousand objections from local residents regarding these two sites and in relation to the planning application for Leckhampton there had already been over 600 objections with only five letters of support. This was an indication that these were the two most unpopular sites in the JCS and 50% of opposition related to these two sites. It would be misguided to ignore such strong public opinion backed up by some very strong reasons and would be a failure of local democracy risking future engagement with people in the south of Cheltenham.
- There was evidence that the development at Leckhampton would be a major risk to traffic flow on a highways network which was already close to capacity and had a high accident rate.
- Development on the Leckhampton Site would remove any flood protection which these fields offered to the surrounding area and destroy valuable farmland. The balancing ponds proposed by officers were not felt to be sufficient to alleviate this risk.
- Residents in the South West of Cheltenham would not accept houses being built in the green belt and Up Hatherley had originally been intended as a Green Belt boundary and also provided separation between Gloucester and Cheltenham. The prospect of 800 homes adjacent to Up Hatherley Way was horrendous to most people in the area. Once the green belt was destroyed it could never be restored.
- The need for more housing particularly in respect of young people and affordable housing was recognized but that new developments must have the right housing mix and be in the right location. There was evidence to suggest that South Cheltenham was the wrong place.
- A ward member wished it put on record that he suggested that the Chargrove land should be removed from the JCS.
- A ward member representing Swindon Village thought the motion was an entirely sensible approach but felt the council should be encouraging residents across Cheltenham to be united in working together to get the overall housing numbers in the JCS reduced rather than encouraging particular groups to get their areas removed.
- A member added a note of caution that the developments referred to in the motion were partly on Tewkesbury Borough Council land so the removal of these sites was not entirely a decision for this council.
- A member of the JCS Planning and Liaison scrutiny group expressed his disappointment that the amendment he proposed at Council on 5 September 2013 to remove these sites had not been accepted and consequently six months had been wasted
- A member urged the Leader to make it clear to the Leaders of the two other councils in the JCS partnership that he wanted to remove these areas from the JCS.

Councillor Chard, as proposer of the amendment, was delighted with the support from members of Council.

In his summing up, Councillor Jordan thanked members for their comments. In responding to the points made during the debate, he confirmed that his aim was to reduce housing numbers in the JCS and he hoped this would open up the possibilities for removing some sites. If this was the case he would be happy for all sites to be reconsidered. He noted that the two sites referred to in the amendment crossed into Tewkesbury borough and he acknowledged the need for him to work with the administrations in Gloucester and Tewkesbury and seek to persuade them if Cheltenham felt there was a need to change.

A recorded vote having been requested, upon a vote the recommendations in the report were all CARRIED.

RESOLVED THAT

This Council directs that the JCS Team reconsider the status of Leckhampton and Up Hatherley as strategic sites within the JCS and explores the possibility of withdrawing these locations from the Strategy and report back to Council in April.

Voting For 23: Councillors Bickerton, Britter, Chard, Flynn, Godwin, Hall, R Hay, C Hay, Jordan, Massey, McCloskey, McKinlay, Rawson, Regan, Reid, Seacome, Smith, Stewart, Sudbury, Thornton, Walklett, Wheeler, Whyborn

Against 0

No Abstentions

9. COUNCIL TAX RESOLUTION 2014-15

The Cabinet Member Finance introduced the report, the purpose of which was to enable the Council to set the Council Tax for 2014/15. The Council agreed its budget and level of Council Tax for 2014/15 at a meeting on 14 February 2014 and now it was required formally to approve the total Council Tax for residents of Cheltenham, including the Council Tax requirements of the precepting organisations, Gloucestershire County Council (GCC) and Gloucestershire Police.

The Cabinet Member Finance highlighted an error at Table E, Appendix 2 of the report in terms of the Council tax increase for the parish of Swindon Village which should read 7.61 %.

A recorded vote having been requested, upon a vote the recommendation in the report was unanimously CARRIED.

Voting for 24 : Councillors Britter, Chard, Coleman, Fisher, Flynn, Garnham, Hall, C Hay, R Hay, Jeffries, Jordan, Massey, McCloskey, McKinlay, Rawson, Regan, Reid, Seacome, Stewart, Sudbury, Thornton, Walklett, Wheeler, Whyborn

Against : 0

Abstentions: 0

10. NOTICES OF MOTION

The Leader of the Council introduced the motion as outlined on the agenda and explained that there had never been simultaneously the right solution and the right funding for the A417 "Missing Link". There was now however the opportunity to seek a single solution which would work for Gloucestershire. He explained that there was a county wide campaign to persuade the Government to fund the A417 Loop to the order of £255 million. This funding could not be achieved locally but it would now appear that there may be a chance that this project could be added to the national scheme of major road improvements to the benefit of all.

The Leader thanked Councillor Garnham and Godwin for their support. Councillor Garnham, as seconder of the motion urged the Cheltenham MP, Martin Horwood, to express his view.

Members supported the motion and highlighted how the accident figures for the stretch of the A417 concerned were significantly higher than the rest of the A417. They were unanimous in their view that safety was of paramount importance. In addition, the delays on this part of the A417 affected not only the economy of Gloucestershire but also of surrounding counties. Whilst other options had previously been suggested, this current option represented the only one which was likely to be taken forward.

Upon a vote the motion outlined was unanimously CARRIED.

RESOLVED THAT :

The campaign to complete the "Missing Link" by seeking government funding for the A417 Loop which will improve safety, reduce pollution and help the economy, be supported.

11. TO RECEIVE PETITIONS

No petitions were received.

12. LOCAL GOVERNMENT ACT 1972 - EXEMPT INFORMATION

RESOLVED that

In accordance with Section 100A(4) Local Government Act 1972 the public be excluded from the meeting for the remaining agenda items as it was likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public were present there will be disclosed to them exempt information as defined in paragraphs 1 and 3, Part (1) Schedule 12 A Local Government Act 1972, namely :

Paragraph 1 : Information relating to any individual

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

13. EXEMPT MINUTES

The exempt minutes of the meeting held on 14 February 2014 were approved and signed as a correct record.

Wendy Flynn
Chair

**Cheltenham Borough Council
Cabinet – 18th March, 2014 (updated)
Council – 31st March, 2014**

Process for approval of Gloucestershire Strategic Economic Plan

Accountable member	Councillor Steve Jordan – Leader of Council
Accountable officer	Andrew North - Chief Executive
Ward(s) affected	All
Key Decision	No
Executive summary	<p>This paper is an amended version of the report that went to Cabinet on 18th March, 2014. It now incorporates the information contained in the supplemental paper tabled at that meeting.</p> <p>The Gloucestershire Local Economic Partnership (GFirstLEP) is currently developing a Strategic Economic Plan (SEP) to support a bid for Growth Plan funding to the Government in March 2014. The Council, together with all the other local authorities in Gloucestershire, is a key partner in the plan development and bid process. The Council will be required to work with others to support the delivery of the SEP once it is approved and funded by Government. The SEP is in line with both the Council's policy framework and its broader economic development aims.</p> <p>The Council's support for the SEP will require further decisions in respect of governance arrangements and potential financial support. Reports on these matters will be brought to future meetings.</p> <p>The short timescales involved in the production of the SEP mean that it will be necessary for the Leader of the Council to sign it off in consultation with other appropriate lead Cabinet Members and Group Leaders.</p>
Recommendations	<p>Cabinet is recommended to:-</p> <ol style="list-style-type: none"> 1. Note that the Leader of the Council, intends to consult with the Cabinet members for Built Environment and Finance and Group Leaders, to sign off the Gloucestershire Strategic Economic Plan, subject to: <ol style="list-style-type: none"> a) its proposals remaining within the Council's policy framework; and b) no resource support being required which is in excess of existing approved budgets; 2. Agree to the establishment of the Gloucestershire Economic Growth Joint Committee (GEGJC) in accordance with ss 101(5), 102 Local Government Act 1972 and under Part1A Chapter 2

Section 9EB of the Local Government Act 2000 and pursuant to the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012.

- 3. Delegate authority to the Chief Executive in consultation with the Leader to finalise and complete the Inter Authority Agreement (including the Constitution) and other documentation on terms to be approved by the Borough Solicitor and to take all necessary steps to create the GEGJC;**
- 4. Agree that the above recommendations will not be effective until equivalent resolutions have been passed by all the Gloucestershire Councils; and**

Upon the establishment of the GEGJC:

- 5. Authorise the delegation to the GEGJC of this Council's functions as described in detail in paragraph 4.3 of this report but subject to the protocols as set out in paragraph 4.4.1 of this report;**
- 6. Agree that the Leader be the Authority's representative on the GEGJC and that he appoints a substitute.**

THAT COUNCIL resolves:

To **Note and Consider** the proposal to establish the Gloucestershire Economic Growth Joint Committee.

Financial implications	None relating directly to this report. Further economic growth has the potential to increase business rates yield, which the council may directly benefit from as a result of the new regime for local retention of business rates. Contact officer: Mark Sheldon, mark.sheldon@cheltenham.gov.uk, 01242 264123
Legal implications	None arising from the recommendations in this report. Advice in respect of the governance arrangements will be included in the future report proposed (see Governance paragraph contained in this revised report). Contact officer: Shirin Wotherspoon, shirin.wotherspoon@teWKesbury.gov.uk, 01684 272017
HR implications (including learning and organisational development)	Officer time in supporting the SEP development and associated governance arrangements. Contact officer: Richard Hall Richard.Hall@cheltenham.gcsx.gov.uk, 01594 812634

<p>Key risks</p>	<p>If the Council does not sign off the SEP and/or work in partnership to ensure its success, the Borough and wider county area may miss out on funding opportunities to support economic growth.</p> <p>The SEP should not be in conflict with the Joint Core Strategy as, should that be the case, the process of both plans could be threatened. Officers are working with GFirst and our JCS partners to ensure that both plans are complementary.</p> <p>If the Council does not sign off the final SEP in March 2014, then the whole Gloucestershire growth deal bid will not be unanimously supported and will be seriously compromised. This will raise significant reputational risks for the Council and the county's approach to partnership working.</p>
<p>Corporate and community plan Implications</p>	<p>The SEP will be the overarching economic strategy for the county and will have strong links to Cheltenham corporate plan aspirations, including in particular two of the identified community objectives of:</p> <ol style="list-style-type: none"> 1. strengthening our economy; and 2. strengthening our communities
<p>Environmental and climate change implications</p>	<p>None relating directly to the recommendations in this report.</p>
<p>Property/Asset Implications</p>	<p>None.</p> <p>Contact officer: David Roberts david.roberts@cheltenham.gov.uk 01242 264151</p>

1. Background

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

2. Reasons for the recommendations

- 2.1 The approach of the Leader signing off the SEP will allow this to take place within the required timescale.

3. The current position

- 3.1 During January and February, GFirstLEP received feedback in respect of the December draft of the SEP from Ministers and civil servants. This has been generally positive and constructive. The overall thrust set out in the SEP December draft was welcomed and the comments received related mainly to layout, clarity, supporting information and information in respect of the local authority contribution to the delivery of the plan.
- 3.2 The GFirstLEP has been advised by government that the substantive content of the December draft of the SEP, i.e. the principal proposals, should not be changed in the final draft, which is due to be submitted in March 2014. Work is underway to complete the SEP. However, the next draft will not be available until 16 March and furthermore, it is likely that further drafts will follow dating up to the final submission deadline at the end of that month.
- 3.3 Work is underway to develop the local authority contribution in support of the delivery of the SEP. This contribution will include partnership working and could also include contributions delivered through housing or economic provision. It is considered likely that in time, financial contributions will be required and officers from all Councils in Gloucestershire are working to develop options for consideration. However, although financial support for the SEP may be needed at some point, in the view of officers, resource contributions beyond the existing budget allocations need not be considered at this time.

4. Governance

- 4.1 The following is in place of the original paragraph 3.4 relating to governance.

The GEGJC would be established under Section 101 and 102 of the Local Government Act 1972, section 20 of the Local Government Act 2000 and the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2000.

- 4.2 It is proposed that the GEGJC will comprise of 1 Member from each council.

4.3 The specific functions proposed for the GEGJC are as follows:

- Each Council empowers the Joint Committee to discharge on their behalf the power to do anything it considers likely to achieve the promotion or improvement of the economic well-being of the area of Gloucestershire together with such additional functions as the respective constituent Councils may determine from time to time.
- To facilitate and enable collaboration between the local authorities on economic development and associated activities.
- In conjunction with the GFirst LEP Board, to formulate and agree the GFirst LEP Plan (and Implementation Plans), the GFirst LEP EU Structural and Investment Fund Strategy, the Gloucestershire Strategic Economic Plan and other plans and strategies related to economic growth , and to work jointly to ensure their delivery.
- To lobby and carry out other activities that help achieve the promotion or improvement of the economic well- being of the area of Gloucestershire.
- To promote the vision contained in the Gloucestershire Strategic Economic Plan and to make recommendations to the GFirst LEP Board on any matter relating to the economic well- being of Gloucestershire.
- To have insight and the opportunity to review the GFirst LEP Board's activities and consider any further measures necessary to strengthen the relationship with the GFirst LEP Board.
- To seek the allocation of resources to achieve the promotion or improvement of the economic well- being of the area of Gloucestershire.
- To ensure a co-ordinated approach to and liaise with the:-
 - Local Transport Board
 - County Strategic Planning and Infrastructure Group
 - LEP Investment Panel
 - EU Structural and Investment Fund Board
 - Business Rates Pool Arrangements

and other relevant Groups/Boards as the respective constituent Councils may determine from time to time.

- To provide political and democratic accountability by:
 - Monitoring the delivery of each priority, plan, project or programme included in the SEP and by ensuring that action is taken to review and prepare revised action plans as necessary
 - Monitoring the annual SEP budget
 - Reviewing the Annual SEP Report of GFirst LEP
 - Advising and making recommendations to the Accountable Body.

4.4 Protocols

4.4.1 As a Joint Committee, resolutions will be passed and decisions made on a majority voting basis. It is possible, therefore, that the GEGJC will make a decision which affects a constituent council’s area without the agreement of that council. To mitigate against this situation it is proposed to include a protocol in the IAA which will provide that a constituent council must be in favour of a decision which has an impact in their area. Furthermore, the GEGJC Terms of Reference do not preclude or constrain constituent councils from promoting economic wellbeing in their own areas, even where this entails the adoption of a position at variance with that of the area of Gloucestershire. To mitigate against this situation, it is proposed to include a protocol in the 101 which provides that a constituent council will not act in this manner without first advising the GEGJC.

5. Alternative options considered

5.1 None.

6. Consultation and feedback

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

7. Performance management –monitoring and review

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

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

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

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Cheltenham Borough Council

Cabinet 18 March 2014

Council 31 March 2014

Acquisition of land forming the former Shopfitters site and land at Synagogue Lane and disposal of former car park land at St James Street

Accountable member	Councillor John Rawson, Cabinet Member Finance
Accountable officer	David Roberts, Head of Property & Asset Management
Ward(s) affected	Lansdown
Key Decision	Yes
Executive summary	<p>For many years the former Shopfitters site at St Georges Place has remained derelict. Gloucestershire County Council (GCC) acquired the site as part of a road scheme that is no longer to be implemented. GCC now wishes to sell the site along with open land at Synagogue Lane, which Cheltenham Borough Council (CBC) has been granted rights to use as a staff car park.</p> <p>Officers of CBC have negotiated with GCC to acquire the freehold of both sites in exchange for a capital sum and transfer of land that has been leased to GCC for use as a school playground associated with St John's School.</p> <p>Acquiring the site will give CBC freehold ownership of a substantial brownfield site that may, in the short-term, provide additional car parking space in the town centre to manage those vehicles displaced from North Place and Portland Street and thereafter capable of an appropriate mixed use development.</p>
Recommendations	<p>That Cabinet:</p> <p>Authorises the Head of Property & Asset Management to proceed with the following, in accordance with the terms outlined in the Exempt Appendix III which accompanies this report:</p> <p>1.1 The acquisition from GCC of Synagogue Lane and the former Shopfitters site on St Georges Place (as outlined in red on the plan accompanying this report in Appendix II).</p> <p>1.2 The transfer of former car park land at St James Street which is currently leased to GCC</p> <p>1.3 The submission of an appropriate planning application to demolish the buildings and perimeter walls of the former Shopfitters site, and obtain change of use to a public car park of all the land outlined in red on the plan referred to above.</p> <p>1.4 In consultation with Cabinet Member Finance to approve additional, alternative or amended heads of terms provided the figures</p>

set out in the Appendices are not exceeded

1.5 And that the Borough Solicitor be authorised to enter into any deeds and documents (including ancillary provisions) she considers necessary or advisable to carry into effect the terms of the transaction

Recommends to Council:

That the amount of useable capital receipts (outlined in the Exempt Appendix III) is set aside to cover the cost of acquisition, planning application, demolition, site remediation and construction of a temporary surface public car park and all ancillary costs.

<p>Financial implications</p>	<p>This report proposes that funds be allocated from unapplied capital receipts to cover the cost of acquisition, planning application, demolition, site remediation and construction of a temporary surface public car park.</p> <p>Contact officer: paul.jones@cheltenham.gov.uk, 01242 775154</p>
<p>Legal implications</p>	<p>When disposing of land, the Council is under a statutory obligation to obtain the best consideration that is reasonably obtainable; whilst there is no actual matching obligation in respect of land acquisitions, the Council is under a general obligation to act prudently.</p> <p>The Council has a general power under s120 of the Local Government Act 1972 to acquire land by agreement for the purposes of any of its functions, or for the benefit, improvement or development of the Council's area. Furthermore, s120(2) provides that the Council can acquire land (for any purpose for which it is authorised) which is not immediately required for such purpose, and in the interim period use it for any of the Council's functions.</p> <p>In general terms, therefore, the Council has statutory power to enter into the proposed transaction.</p> <p>It will be essential to ensure that Cheltenham Borough Council receives a "clean" title and adequate access rights. More detailed legal comments on the proposed Heads of Terms are included in Exempt Appendix III.</p> <p>Contact officer: rose.gemmell@tewkesbury.gov.uk, 01684 272014</p>
<p>Key risks</p>	<p>As with any land acquisition, risks are associated with the appropriate use and design for the site. These have been identified within the report and are recorded as being:</p> <ul style="list-style-type: none"> • That an appropriate planning consent is not achievable for the site • That the expected income does not satisfy projections • That any future development or sale of the land will not match or exceed the acquisition price • That unknown factors such as contamination or ground conditions result in escalated development costs

<p>Corporate and community plan Implications</p>	<p>Acquisition of the site supports the Council’s key objectives of:</p> <p>Strengthening our Economy</p> <p>Ensuring we provide value for money services that effectively meet the needs of the customer</p>
<p>Environmental and climate change implications</p>	<p>None</p>

1. Background

- 1.1 For many years CBC, in agreement with GCC has enjoyed occupation of the car parks East and West of Synagogue Lane for use as staff parking, as part of a land-swap at St James’s Street car park where CBC has leased to GCC land to enable St John’s school to have sufficient hard surface external play area to meet its OFSTED requirements.
- 1.2 Whilst this arrangement has been effective for many years, the paper trail held by both parties is sparse and the arrangement not fully documented.
- 1.3 GCC have now advised they wish to dispose of Synagogue Lane car parks along with the former ‘Shopfitters’ site and would like to secure a receipt by the end of this current financial year.
- 1.4 Although time scales are challenging and will require CBC to accelerate normal decision-making processes, the opportunity does offer strategic advantages
- 1.5 The advantages can be identified as
 - It enables the Council to deliver some additional car parking in the south-west quadrant of the town which is perceived as being short of parking. The whole site could deliver 80 spaces depending upon layout.
 - It abuts the popular Chelt Walk car park and provides the opportunity to merge the two in the short term thereby generating additional income; which in turn could help offset the shortfall in parking income arising from the closure of Portland Street and North Place during redevelopment.
 - It resolves a long-standing undocumented land swap arrangement
 - It allows the Council to clear the former Shopfitters site which is currently derelict and in a poor state or repair and condition.
 - It allows the Council to assemble a significant town centre site with substantial development potential which may include options to build out new Municipal Offices and other public facilities.

2. Reasons for recommendations

- 2.1 Acquisition of the site will realise to the Council a substantial brownfield site suitable for development in the short-term as off street public car parking, and offer wider opportunities thereafter for future development of the site in part or whole.

3. Alternative options considered

- 3.1 Do nothing. This is not considered a viable option as both CBC and GCC seek resolution of the on-going situation relating to the occupation of Synagogue Lane and part of St James Street car

park.

- 3.2 The Borough Council could choose not proceed with acquiring the site thus saving itself a capital outlay. However this would not alleviate the anticipated pressure for car park space that the town centre will experience resulting from the closure of North Place and Portland Street. Nor will it allow the Council to assemble a valuable site with development potential.
- 3.3 CBC could consider transferring the former car park land at St James Street to GCC for a capital sum but this would not result in the creation of additional town centre parking.
- 3.4 CBC could consider serving notice on GCC to surrender the lease at St James Street. However such a proposal would deprive the school of the playground land which would impact upon its compliance with OFSTED standards.
- 3.5 If CBC were to serve notice upon GCC as outlined in 4.4 above, then because of the nature of agreement between GCC and CBC concerning Synagogue Lane, CBC would then be required to vacate the land at Synagogue Lane, resulting in no gain of parking space

4. Consultation and feedback

- 4.1 The Borough Council’s Executive Board has been consulted with and is in support of the proposed acquisition. The council’s Asset Management Working Group considered the proposal at a meeting on 6th March 2014 and agreed the proposals thereon.

5. Performance management – monitoring and review

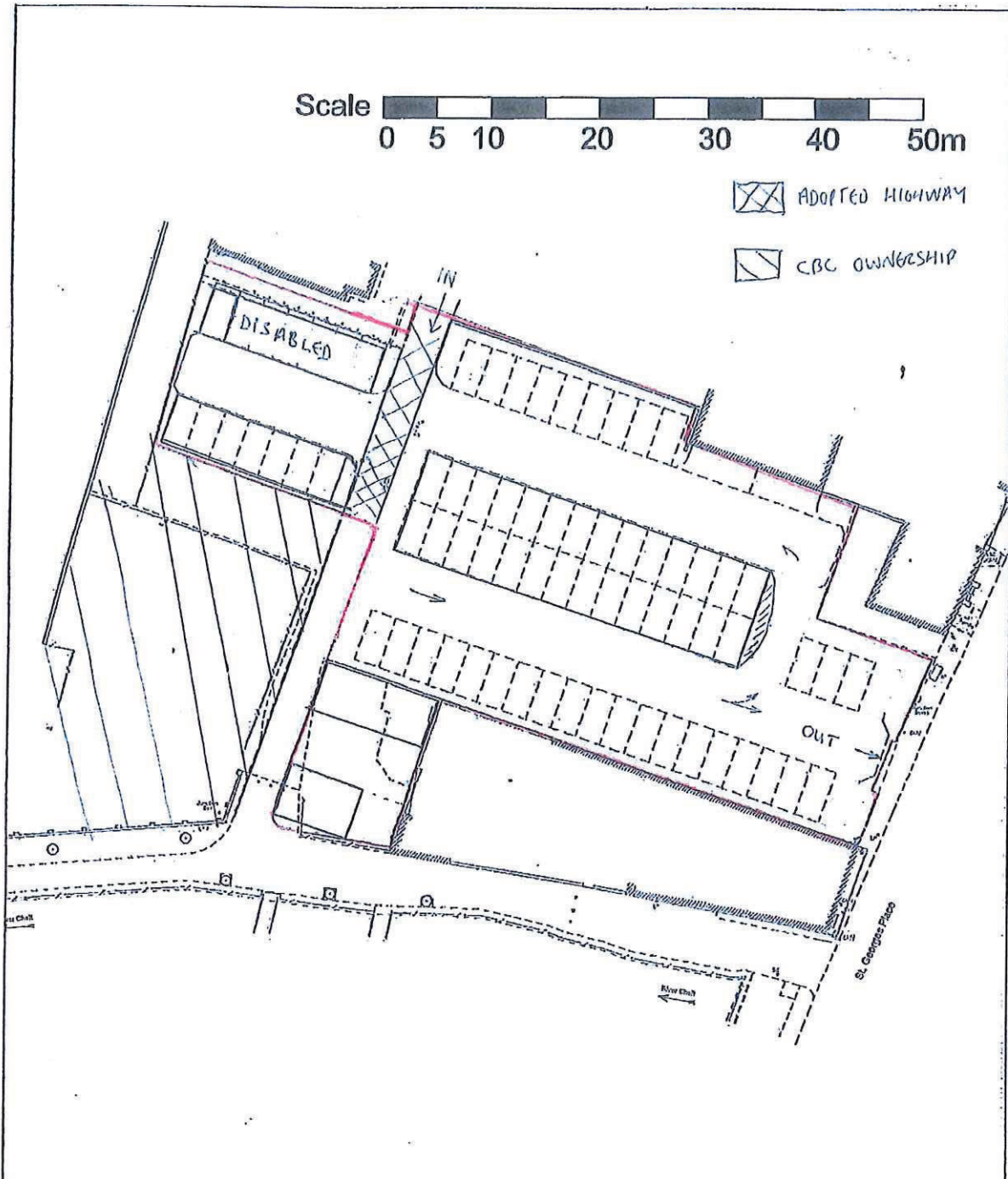
- 5.1 Via the council’s Asset Management Working Group.

Report author	Contact officer: chris.finch@cheltenham.gov.uk 01242 264109
Appendices	<ul style="list-style-type: none"> 1. Risk Assessment 2. Location plan showing site and possible parking layout 3. Exempt Appendix
Background information	<ul style="list-style-type: none"> 1.

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
1	If the derelict site has become inhabited by protected species, then this will require investigation mitigation and a management plan	DR	27/02/2014	4	3	12	Accept	Site to be assessed and appropriate measures taken to manage any bat nests	31/03/2015	CF	
2	If the planning application is refused.	DR	27/02/2014	5	2	10	Accept	Pre-application discussions have taken place to manage outcomes	31/03/2015	CF	
3	If adverse ground conditions affect development, this could impact capital value.	DR	27/02/2014	4	1	4	Accept	Detailed geo-technical assessment to inform design parameters	31/03/2015	CF	
4	If the site becomes subject to trespass/squatting, then there will be a delay in any proposed redevelopment	DR	27/02/2014	3	3	9	Accept	Ensure site is adequately secure and protected	31/03/2015	CF	
5	If site is not be available as an unencumbered freehold, then this may restrict the scope of redevelopment	DR	27/02/2014	3	3	9	Accept	GCC to provide adequate guarantee that site is available with full vacant possession and unencumbered by any adverse rights.	31/03/2015	CF	
6	Site is partially covered in vegetation then no demolition works may proceed until after the nesting season	DR	27/02/2014	2	4	8	Accept	Demolition will not commence until after the nesting season has completed	31/03/2015	CF	

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PLAN 1



Gloucestershire
 COUNTY COUNCIL

Corporate Property Services
 Shire Hall, Westgate Street,
 Gloucester. GL1 2TG
 Tel : (01452) 425750 Fax : (01452) 427129
 www.gloucestershire.gov.uk

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DRAWN	SCALE	DATE
TJM	1:500 @ A4	08.12.06

DRAWING NUMBER	REVISION
18494-B	

SITE
 Shopfitters Site,
 Cheltenham.

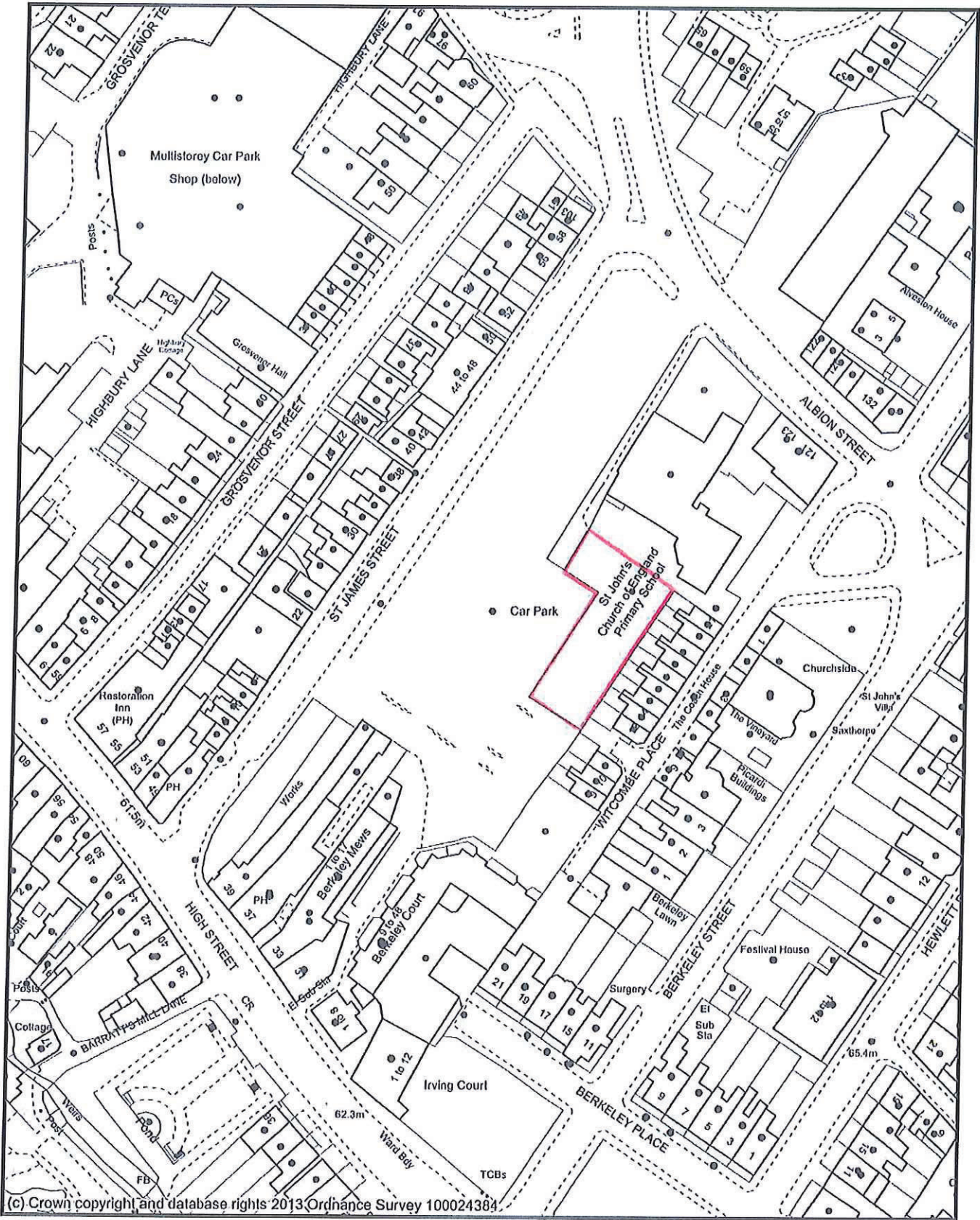
PROJECT

DRAWING
 Possible Car Parking Layout

REV	DESCRIPTION	DATE

NOTES
 THIS DRAWING IS NOT TO BE SCALED.
 ALL DIMENSIONS ARE IN METRES UNLESS STATED OTHERWISE.
 ALL DIMENSIONS ARE TO BE CHECKED ON SITE.
 THIS DRAWING IS TO BE READ IN CONJUNCTION WITH ALL OTHER RELEVANT DOCUMENTS, DRAWINGS, ETC.

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LAND AT
ST JAMES STREET
GLOUCESTERSHIRE

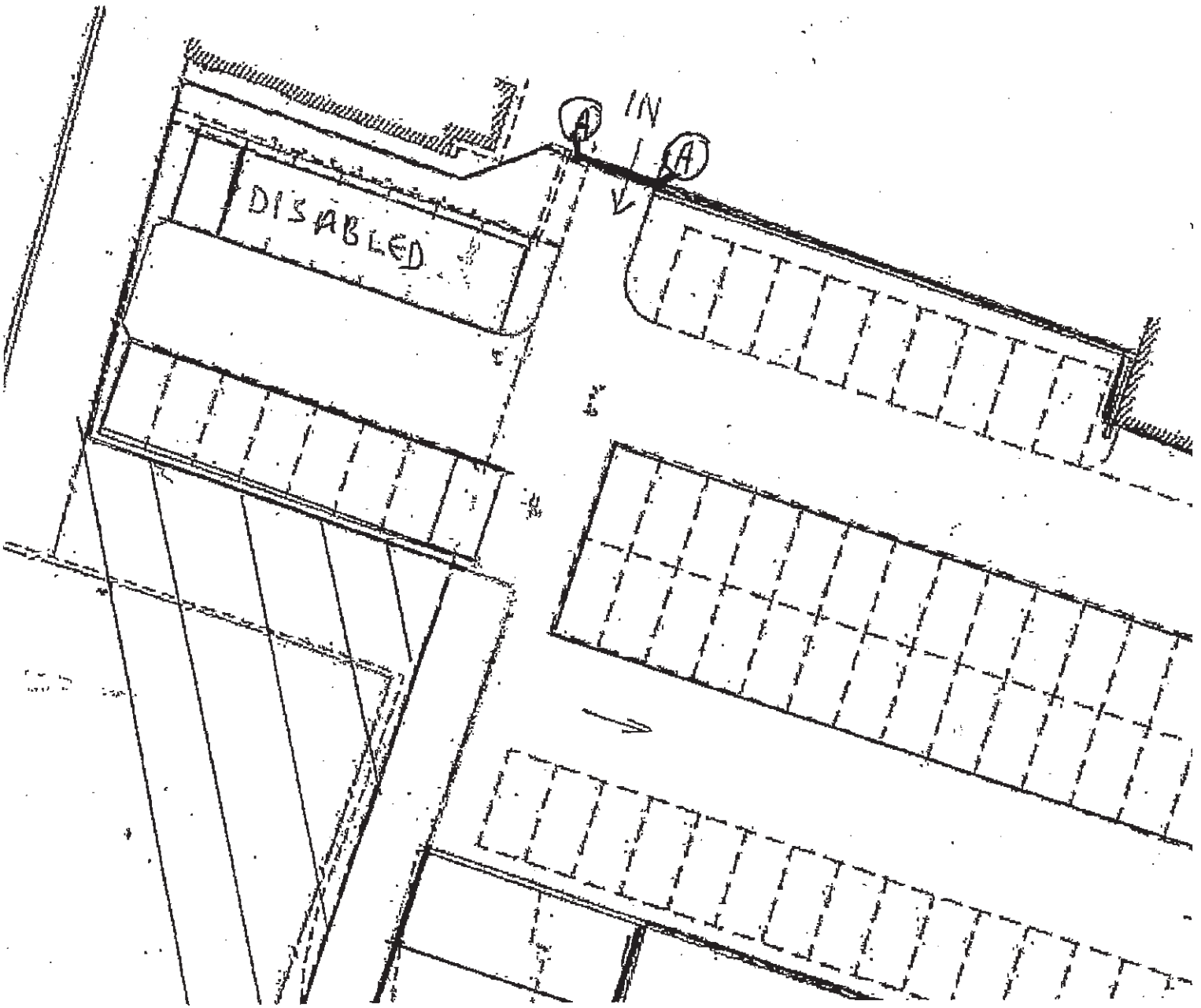
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03 March 2014

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PLAN 3



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**Cheltenham Borough Council
Cabinet 18 March 2014
Council 31 March 2014
Accommodation Strategy**

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

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

1. Background

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

1.2 In July 2011 Cabinet approved the following :-

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

The Cabinet also resolved that:-

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

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

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

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

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

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

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

2. Future space requirements

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

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

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

3. Revised accommodation brief

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

4. Reasons for recommendations

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

5. Alternative options considered

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

6. Consultation and feedback

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

7. Performance management –monitoring and review

- 7.1** Progress monitored by consultees at 7.1.

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

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

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2010 to 2015 Corporate Strategy

2014-15 draft action plan



CHEL TENHAM
BOROUGH COUNCIL

www.cheltenham.gov.uk

Ensuring we provide value for money services that effectively meet the needs of our customers

Enhancing the provision of arts and culture

Strengthening our communities

Strengthening our economy

Enhancing and protecting our environment

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

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

Communities feel safe and are safe

People have access to decent and affordable housing

Cheltenham has a strong and sustainable economy

Cheltenham has a clean and well-maintained environment

Our residents enjoy a strong sense of community

People are able to lead healthy lifestyles

Cheltenham's natural and built environment is enhanced and protected

Carbon emissions are reduced and we adapt to climate change

- Revenues and benefits review
- Customer services review
- Legal services review
- Property services review
- Cemetery and Crematorium
- Revenues and benefits service improvements
- 'Bridging the Gap' programme
- Asset Management Plan and Capital strategy
- Cheltenham Futures Programme
- Accommodation Strategy
- Transformation project
- ICT infrastructure
- Agresso upgrade
- ICT security
- Sponsorship and advertising

- Investing in the Town Hall

- Public Protection and Private sector housing
- Reduce harms from alcohol and drug misuse
- Reduce incidents of anti-social behaviour

- Delivery of affordable housing
- St Paul's regeneration programme – phase 2
- Private rented sector housing

- Cheltenham Development Task Force
- Local Enterprise Partnership
- Gloucestershire airport
- Business Advisory Service

- Engaging with customers
- improvements to waste and recycling services
- Efficiency savings and maximising income

- Green environment commissioning review
- Building control service
- Joint Core Strategy
- Cheltenham Plan
- New allotments

- Reducing Carbon Emissions
- Awareness raising and behaviour change

Our objectives

Our outcomes

Our improvement actions

Welcome

Welcome to the fourth annual update of Cheltenham Borough Council's corporate strategy 2010-2015.

The development of the 2014-15 action plan has, like subsequent years' plans, taken place against the background of the international financial crisis which has resulted in significant cuts in public expenditure in the United Kingdom. Consequently, the budget for 2014-15 has had to bridge a financial gap of just over £1m.

The over-arching priority for the 2014-15 corporate strategy therefore will be the continued delivery of value for money services for local tax-payers.

Our Vision

The Corporate Strategy 2010-2015 continues its support for the Cheltenham's community strategy twenty year vision for Cheltenham which sets out an aspirational goal for the long-term future of Cheltenham:

"We want Cheltenham to deliver a sustainable quality of life, where people, families, their communities and businesses thrive; and in a way which cherishes our cultural and natural heritage, reduces our impact on climate change and does not compromise the quality of life of present and future generations."

Progress over the past year – becoming a commissioning council

The Council is now a commissioning council which puts a strong focus on understanding the needs of Cheltenham and its people in designing outcomes for our services. By using a strategic commissioning approach we are seeking to improve the outcomes for people who rely on the council and the wider public sector whilst at the same time creating opportunities for financial savings.

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

As part of our commitment to this vision we are exploring different ways of delivering services that meet the needs of our customers and deliver value for money.

Input from partnerships

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

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

The council's action plan includes specific commitments to support the delivery of these priorities.

This action plan also constitutes the council's crime reduction strategy to comply with Section 17 of the Crime and Disorder Act 1998. The Act places a statutory duty on each Responsible Authority to work together in partnership to formulate and implement local crime reduction strategies. Along with the current partnership action plan and many of the actions listed out below, we have a well-rounded approach to reducing crime and the fear of crime in Cheltenham.

Meeting needs in our communities

Under the Equality Act 2010, the council now has to comply with the public sector equality duty which came into force in April 2011. The Equality Duty ensures that all public bodies play their part in making society fairer by tackling discrimination and providing equality of opportunity for all. As part of this we have a duty to set and publish equality objectives every four years; this was done in the first instance in the 2012-13 Corporate Strategy. We developed three objectives that we felt were most important in promoting equality and diversity:

- Listening and responding to a wide-range of communities.
- Promoting fair access to our services;
- Ensuring fair employment practices;

These three objectives relate back to our corporate equality and diversity policy that was agreed by the council in March 2008. The actions we will take forward in the coming year are as follows:

Listening and responding to a wide-range of communities.

Our commitment

We will provide a framework for the consultation and engagement with communities in the commissioning of our services so that we are better able to provide services that are responsive to the needs of our customers.

Actions

- Develop and implement engagement mechanisms that pay regard to people who share the protected characteristics covered by the equality duty.
- Continue to work in partnership with the police, housing providers and the voluntary sector to respond to incidents of hate crime through the Cheltenham Anti-Social Behaviour Working Group and the Gloucestershire Hate Crime Group.

Promoting fair access to our services

Our commitment

We will ensure that customers, service users and the wider community of Cheltenham have fair access to our services and are not discriminated against in any aspect of our service delivery.

Actions

- Continue to use an equality impact assessment process to assess the impacts of key decisions and policies on different groups of people.
- Embed equality considerations into commissioning and our procurement approach to ensure that relevant equality issues are taken into account when designing and procuring services.

Ensuring fair employment practices

Our commitment

We will ensure fair and equal opportunity in all areas of employment, including recruitment and selection, appraisals, learning and development and the career development of our employees.

Actions

- Commit to the regular publication of workforce intelligence reports that will help monitor trends in our workforce in terms of recruitment, retention, turn-over and sickness absence.
- Provide equality and diversity training for our employees so that they are able to help implement our equality objectives.

Enhancing and protecting our environment

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

Who is accountable for this outcome

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.

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

Strategic project	Key milestones	Dates	Lead
ENV 1 We will engage with customers on litter, waste and recycling issues	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
	Implement the findings from the dog fouling review (subject to cabinet approval)		Rob Bell (managing director Ubico) and Redman re enforcement
ENV 2 We will make improvements to our waste and recycling services	Implement the findings from the review of bring sites	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)
ENV 3 We will drive out efficiency savings and maximise income from our waste and recycling services	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 2014-15

Type of Indicator	Measured by this indicator	Baseline (March 2011)	March 2015 Target	Lead
Delivery partner indicators - measuring activity that a delivery partner is responsible for yet we remain accountable for	<ul style="list-style-type: none"> Residual household waste per head Percentage of household waste recycled and composted Percentage of collections completed on schedule (of total collections) Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting) Percentage of assisted collections completed on schedule (of total collections) Percentage of service complaints received (of total collections) 	590 kg 34.4% 99% 6.7% 99.5% 1%	464 kg 46% 99% 6.7% 99.5% 1%	Scott Williams (Joint waste team)

Enhancing and protecting our environment			
Cheltenham is able to balance new development with enhancing and protecting the natural and built environment			
Who is accountable for this outcome			
Cabinet lead:	Cabinet Member Sustainability / Cabinet Member Built Environment		
Commissioner lead:	Andrew North		
Provider lead:	Mike Redman		
What are the risks to the delivery of this outcome and where are they captured?			
CR33 - If the council does not keep the momentum going with regards to the Joint Core Strategy, the policy vacuum left by the abolition of the Regional Spatial Strategy and the resultant delay in projections and framework could result in inappropriate development.			
How the council commissions this outcome to secure longer-term delivery of this outcome, deliver improved value for money and to address risks			
Following a commissioning review, the council agreed in 2011 to continue providing built environment services through its in-house provider. These services are as follows: Building Control (shared with Tewkesbury), Strategic Land Use, Development Management, Urban Design and Heritage and Conservation. The in-house service will be tested against the market in 2014.			
What are our planned improvement actions in 2014-15 to deliver this outcome and to address risks?			
Commissioning Reviews	Key milestones	Dates	Lead
ENV 4 We will implement findings from the Green environment commissioning review Project carried forward from 2013-14	Report to cabinet on the findings from the green environment commissioning review Implement findings from the review	July 2014 March 2015	Jane Griffiths Mike Redman
ENV 5 We will develop options for the delivery of our building control service Project carried forward from 2013-14	Business case to be brought to Cabinet Review current shared arrangement with Tewkesbury Borough Council and explore the potential to expand the shared service to include Gloucester City Council.	July 2014 November 2014	Mike Redman
Strategic Projects	Key milestones	Dates	Lead
ENV 6 We will move towards the adoption of the Joint Core Strategy Project carried forward from 2013-14	Pre-submission JCS approved by Council for consultation	April 2014	Mike Redman
ENV 7 We will commence preparation of the Cheltenham Plan Project carried forward from 2013-14	Milestones and dates to be agreed	TBA	Mike Redman
ENV 8 We will work to identify and bring forward new allotments to meet demand	The Council is in the process of identifying appropriate and suitable currently available land in order to provide approximately 80 new allotment plots. Several strands of work are being progressed and a report is expected to be available for Cabinet in July 2014.	July 2014	Adam Reynolds

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

Enhancing and protecting our environment			
Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change.			
Who is accountable for this outcome			
Cabinet lead:	Cabinet Member Sustainability		
Commissioner lead:	Jane Griffiths		
Provider lead:	Dave Roberts, Head of Property Services		
What are the risks to the delivery of this outcome and where are they captured?			
<ul style="list-style-type: none"> • 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 			
How the council commissions this outcome to secure longer-term delivery of this outcome, deliver improved value for money and to address risks			
The council will continue to set the strategic framework for this outcome, but will work with partners to develop solutions and responses to climate change.			
What are our planned improvement actions in 2014-15 to deliver this outcome and to address risks?			
Strategic Project	Key milestones	Dates	Lead
ENV 9 We will implement the recommendations of the November 2012 cabinet report, setting out how we will meet the 30% carbon reduction target by 2015 and our aspiration to reduce carbon emissions by 40% by 2020 Project carried forward from 2013-14	Installation of energy efficient lights at Leisure@(swimming pool), Regents Arcade car park and Town Centre East car park	March 2015	David Roberts
	Tender for energy contract	May 2014	David Roberts
	Explore opportunity for solar power installations on council owned land and buildings	October 2014	David Roberts
ENV 10 We will promote awareness raising and behaviour change	Explore introduction of electric charging points in and around the town	March 2015	Mike Redman via Gloucestershire County Council
	Green travel plan using assistance from the LSTF funded programme	March 2015	Mike Redman

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

Strengthening our economy				
Cheltenham has a strong and sustainable economy				
Who is accountable for this outcome				
Cabinet lead:	Leader of the Council			
Commissioner lead:	Andrew North			
Provider lead	Mike Redman			
What are the risks to the delivery of this outcome and where are they captured?				
There is a risk that cuts to our funding reduce our ability to promote and sustain Cheltenham's economic growth; not being committed to an economic growth agenda could lead to a loss of investment in the town, with a resultant impact on the people's jobs and lives, and the desirability of the town as business/tourism destination. In addition, with the introduction of business rates retention, the council finances are now more directly linked to economic growth in the town.				
CR45 - If sites identified within former Civic pride programme do not generate sufficient net receipts then the wider aspirations e.g. public realm will not be deliverable				
How the council commissions this outcome to secure longer-term delivery of this outcome, deliver improved value for money and to address risks				
The council will continue to directly provide an economic development function but has already commissioned Cheltenham Development Task Force (CDTF) to take the lead in bringing forward plans for the revitalisation of our town centre. The council will also work in partnership with businesses and their representative bodies who make up Cheltenham Business Partnership, Cheltenham Chamber of Commerce and the Gloucestershire Local Enterprise Partnership to deliver against this outcome.				
What are our planned improvement actions in 2014-15 to deliver this outcome and to address risks?				
Strategic projects	Key milestones	Dates	Lead	Page 86
ECON 1 We will continue to support Cheltenham Development Task Force	Provide support for the private sector Brewery development Phase 2 which will link Phase 1 directly to the High Street, improving the economic performance of the centre and securing a significant street scene improvement	Dec 2015	Mike Redman	
	We will implement Phase 1 of the pedestrian way-finding project, replacing all the existing finger posts with improved map-based signage	June 2014	Mike Redman	
	We will refurbish the ten listed red telephone boxes in the Promenade, working in partnership with the Art Gallery and Museum to re-use them for the display of public art	Oct 2014	Mike Redman	
ECON 2 We will support the Local Enterprise Partnership deliver the Strategic Economic growth plan for Gloucestershire	We will work with the Local Enterprise Partnership and other stakeholders to develop and deliver the Strategic Economic Plan (SEP) for Gloucestershire, seeking alignment with the housing and economic objectives in the emerging Joint Core Strategy	in line with JCS milestones	Andrew North	
	We will support delivery of priorities within the SEP, including exploring feasibility of junction 10 improvements	March 2015	Mike Redman	
	We will support implementation of the joint economic committee for Gloucestershire to co-ordinate local authority input into the SEP.	March 2015	Andrew North	

ECON 3 We will provide oversight over Gloucestershire airport	Working with Gloucester City Council (joint shareholders) we will have progressed the recommendations of the York Aviation Report	March 2015	Pat Pratley	
ECON 4 We will commission a Business Advisory Service to support local businesses	Extend Business Advisory Service for 12 months when current contract ends in May 2014 and review best way of delivering service after that possibly as part of Growth Hub at county level	June 2014	Mike Redman	
How will we know what difference we have made in 2014-15				
Type of Indicator	Measured by this indicator	Baseline	March 2015 Target	Lead
Community-based indicators measuring activity that a range of partners will contribute to and that we are not directly accountable for.	Unemployment levels - claimant rate	3.3% (January 2012)	no target to be set; quarterly data to be monitored and reported on	Richard Gibson, Strategy and Engagement Manager
	% of young people not in education, employment or training	5.7% (January 2012)	no target to be set; quarterly data to be monitored and reported on	Richard Gibson, Strategy and Engagement Manager
	Footfall rate in town centre	Baseline to be measured with new footfall counters	no target to be set; quarterly data to be monitored and reported on	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?			
<p>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.</p> <p>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.</p>			
How the council commissions this outcome to secure longer-term delivery of this outcome, deliver improved value for money and to address risks			
<p>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.</p> <p>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.</p>			
What are our planned improvement actions in 2014-15 to deliver this outcome and to address risks?			
Commissioning Review	Key milestones	Dates	Lead
COM 1 We will undertake a commissioning review of our Public Protection and Private sector housing services	Report to cabinet with findings from commissioning review	April 2014	Jane Griffiths
	Implementation of the commissioning review	March 2015	Mike Redman
Strategic Projects	Key milestones	Dates	Lead
COM 2 We will coordinate activity to reduce harms from alcohol and drug misuse	Agree outcomes, advisory body and process for the allocation of the Late night Levy	June 2014	Pat Pratley
	Commission two projects to reduce alcohol related harm in Cheltenham	June 2014	
	Develop a more collaborative approach to tackling drug dealing through joining up enforcement and support agencies working on identified hot-spots	September 2014	
COM 3 We will continue to work in partnership to reduce incidents of anti-social behaviour and alcohol-related violence and the harm these cause to communities.	Understand and respond to the provisions of the new Anti-Social behaviour legislation.	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 2014-15				
Type of indicator	Measured by this indicator	Baseline (March 2012)	March 2015 Target	Lead
Service indicators – measuring activity that we are directly responsible for and that we will be accountable for.	% of licensed premise inspections undertaken	20%	100	Louis Krog, Licensing Manager
	% of food premises, which are broadly compliant with Food Safety Legislation	96.7%	98	Barbara Exley & Yvonne Hope, Head of Public Protection
Community-based indicators measuring activity that a range of partners will contribute to and that we are not directly accountable for.	Total volume of recorded crime per annum	9565	9187 (2% reduction pa). No targets set for the remainder, monitored by Positive Participation Partnership	Richard Gibson, Strategy and Engagement Manager
	Number of anti-social behaviour incidents	5548		
	Serious acquisitive crime incidents	2366		
	Domestic burglary incidents	1453		
	Incidents of recorded violence in the Town Centre (Friday & Sat eve.)	262		

Strengthening our communities.

People have access to decent and affordable housing.

Who is accountable for this outcome

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

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

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

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

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

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

Strategic Projects	Key milestones	Dates	Lead
COM 4 We will enable the delivery of more affordable housing	Work with CBH to deliver up to 52 affordable units from the regeneration of vacant sites and underused en-bloc garages within our estates	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
COM 5 We will bring forward plans for implementing the second phase of the St Paul's regeneration programme	Affordable units completed and HCA grant secured	March 2015	Pat Pratley
COM 6 We will explore how to improve conditions for tenants living in private rented sector housing	Explore the feasibility of increasing enforcement and licensing arrangements following on from the scrutiny review of hidden deprivation in the town centre (subject to cabinet approval)	November 2015	Mike Redman

How will we know what difference we have made in 2014-15				
Type of indicator	Measured by this indicator	Baseline	March 2015 Target	Lead
Service indicators – measuring activity that we are directly responsible for and that we will be accountable for.	The number of households living in Temporary Accommodation	13 as at Dec 2012	15	Martin Stacy, Housing & Communities Manager
	The number of homelessness acceptances	45 (estimate 2011/12)	30	Martin Stacy, Housing & Communities Manager
	Number of disabled persons able to stay in their own home	100	100	Mark Nelson
	Number of empty dwellings bought back into use as a direct result of council action	85	90	Mark Nelson
	Number of private sector dwellings made safe as direct result of council action	220	220	Mark Nelson
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

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

Strategic Projects	Key milestones	Dates	Lead
COM 8 We will move to implement the Sports Facility Strategy and Prince of Wales Feasibility Study as agreed by Cabinet in July 2013	Business cases for capital development will be progressed following the establishment of Cheltenham LCT	January 2015	Sonia Phillips
	Conclude discussions with tenants and key users to negotiate future use arrangements at the Prince of Wales Stadium prior to the establishment of Cheltenham LCT	Sept 2014	Sonia Phillips
COM 9 We will work in partnership to enable people to lead healthy lives	Implement social prescribing project that will support people attending GP practices with non-medical issues in partnership with the Cheltenham locality of the Clinical Commissioning Group	September 2014	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
	Attendance free under 16 swim	48,400	53,000	Stephen Petherick, Commercial Manager
	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	new performance measure	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?			
Uncertainty around capacity required to support parish councils or community organisations if they decide that they want to undertake neighbourhood plans.			
How the council commissions this outcome to secure longer-term delivery of this outcome, deliver improved value for money and to address risks			
<ul style="list-style-type: none"> We will use the opportunities presented in the Localism Act to empower local people and to ensure that we use community engagement to support commissioning exercises. We will engage in neighbourhood management in order to address issues of local concern and to strengthen communities. 			
What are our planned improvement actions in 2014-15 to deliver this outcome and to address risks?			
Strategic projects	Key milestones	Dates	Lead
COM 10 We will ensure that our communities are able to adapt to changes in the welfare system	Positive Participation Partnership to keep impacts of welfare reform under review	March 2015	Mike Redman / Jane Griffiths
COM 11 We will work with others to devise an ongoing programme to commemorate the Centenary of World War 1	Commemorate Centenary of WW1; ongoing programme of activity including paving slabs, war memorial project with Annecy and Gottingen, commemorative flowering in parks and gardens, programme of activity through AG&M.	Ongoing until 2018	Pat Pratley
COM 12 We will implement changes to our neighbourhood management arrangements to ensure that local residents are actively involved in their communities	Gain cabinet agreement to revised neighbourhood management plans	July 2014	Jane Griffiths
	Agree Big Local Plan to secure £1m investment into St. Peters and the Moors	July 2014	
COM 13 We will implement Individual Electoral Registration	Data matching to DWP	June 2014	Andrew North
	Send out registration letters to residents	July 2014	
	Publication of register	Dec 2014	
COM 14 We will manage the 2014 district and European elections	Elections	22 May	Andrew North
	Counts completed	25 May	
	Member training completed	July 2014	

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

Enhancing the provision of arts and culture.				
Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment.				
Who is accountable for this outcome				
Cabinet lead:	Cabinet Member Sport and Culture			
Commissioner lead:	Pat Pratley			
Provider lead	Sonia Phillips			
What are the risks to the delivery of this outcome and where are they captured?				
Town Hall Feasibility Study: <ul style="list-style-type: none"> 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 2014-15 to deliver this outcome and to address risks?				
Strategic Projects	Key milestones	Dates	Lead	
A&C 1 We will progress plans to invest in the Town Hall	Subject to capital funding, the Town Hall Feasibility Study will be progressed to RIBA Stage B	March 2015	Sonia Phillips	
How will we know what difference we have made in 2014-15				
Type of indicator	Measured by this indicator	Baseline (2011/12)	March 2015 Target	Lead
Service indicators – measuring activity that we are directly responsible for and that we will be accountable for.	Art Gallery and Museum footfall figures (partial year)	39,067 (visitor figures to the AG&M for the last full opening – equivalent period)	115,000	Jane Lillystone, Museum, Arts and Tourism Manager
	<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 2014-15 to deliver this outcome and to address risks?			
Commissioning Reviews	Key milestones	Dates	Lead
VFM 1 We will undertake a commissioning review for our Revenues and benefits service	Develop an options appraisal and business case to support a decision which determines the future delivery vehicle for the service. Implement an action plan to deliver the approved option for revenues and benefits service	July 2014 March 2015	Mark Sheldon Jayne Gilpin
VFM 2 We will develop a plan for how we provide customer services	Develop and approve a roadmap outlining the future direction of customer services for retained and commissioned services and partner organisations linked to the accommodation strategy Implement first phase of customer services roadmap	June 2014 March 2015	Mark Sheldon Judy Hibbert
VFM 3 We will review the way we currently provide legal services via the shared service with Tewkesbury.	Review S101 agreement for provision of services from one legal	March 2015	Mark Sheldon
VFM 4 We will look at options for the delivery of our property services function	Explore the potential and develop the business case for a shared service	September 2014	Mark Sheldon
Strategic Projects	Key milestones	Dates	Lead
VFM 5 We will explore options for the two cremators at the Cemetery and Crematorium	Explore cost effective options for resolving the cremator problems	March 2015	Mark Sheldon

VFM 6 We will ensure our revenues and benefits service is able to respond to national and local policies	Agree the local council tax support scheme for 2015/16 for consultation in the summer of 2014 and approval by council in December 2014.	Nov 2014	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.	March 2015	Paul Aldridge
VFM 7 We will implement the 'Bridging the Gap' programme and budget strategy for meeting the MTFS funding gap	Develop the budget strategy, including an updated MTFS, for 2015/16 for approval by Cabinet	Oct 2014	Mark Sheldon
	Identify further savings / income to close gap for 2015/16 and residual MTFS budget gap.	Feb 2015	Mark Sheldon
	Support the management of the Gloucestershire business rates pool for 2014/15, determine whether to pool in 2015/16 and evaluate the impact on the MTFS of business rates retention.	Sept 2014	Paul Jones
	Update the fees and charges policy with GO partners	Nov 2014	Paul Jones
VFM 8 We will agree an Asset Management Plan and Capital strategy	Develop and approve an Asset Management Plan and funding strategy, including use of the North Place receipt, which captures the investment aspirations for the council's property portfolio.	July 2014	Mark Sheldon
VFM 9 We will continue to progress the Cheltenham Futures Programme	cultural strand	Sept 2014	Andrew North /
	Review of support to residual SLT	Oct 2014	Mark Sheldon
VFM 10 We will agree an Accommodation Strategy	Review options for alternative office accommodation based on the revised brief agreed by Cabinet in March 2014 and develop and approve the business case for the preferred option.	March 2015	Mark Sheldon
VFM 11 We will explore new ways of working with our partner councils via the transformation project	Receive a report on whether there are further savings which might be delivered through the expansion of shared services and delivery models.	July 2014	Jane Griffiths
VFM 12 We will continue to invest in our ICT infrastructure	Implement the next phase of the ICT infrastructure upgrade strategy and identify any opportunities for further rationalisation and alignment of CBC/FOD infrastructure.	March 2015	Mark Sheldon
	Finalise development and testing of ICT business continuity arrangements	Sept 2014	Bryan Parsons
	Achieve Public Services Network (PSN) accreditation including BPSS checks	July 2014	Bryan Parsons
VFM 13 We will upgrade Agresso	Rollout upgrade of Agresso to all clients (GO councils, Ubico, CBH, and L&C trust)	March 2015	Mark Sheldon
VFM 14 We will invest time and effort in ensuring that our information and communication systems are secure and well managed	Implement the action plan arising from the 2013 PSN process and achieve PSN compliance for 2014.	June 2014	Bryan Parsons
	Agree a vision and roadmap for the rationalisation of information / data storage to support an office relocation based on reduced physical storage space and implement plan.	March 2015	Bryan Parsons

VFM 15 We will explore more opportunities to raise income via sponsorship and advertising	Develop and agree a policy for the sponsorship and advertising of council owned assets Procure a partner to work with the council to identify sponsorship and advertising opportunities	Sept 2014 March 2015	Mark Sheldon	
VFM 16 We will agree a car parking strategy	Following sale of North Place car park, develop a car parking strategy to determine the where council investment in car parking should be directed.	Sep 2014	Mike Redman	
How will we know what difference we have made in 2014-15				
Type of indicator	Measured by this indicator	Baseline (2011-12)	March 2015 Target	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	7.5 days per FTE	
	% staff appraisals completed	100%	100%	
	▪ number of stage 3 complaints	8	8	
	▪ number of complaints forwarded to the Local Government Ombudsman.	10	10	
	▪ number of Freedom of Information reviews	1	1	

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Cheltenham Borough Council
Council – 31st March 2014
Corporate Strategy – 2014-15 action plan
Report of the Leader of the Council

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

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

1. How we have prepared the draft strategy

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

2. Proposed improvement actions 2014-15

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

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

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

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

4. Consultation and feedback

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

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

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

5. Next Steps

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

Report author	Richard Gibson Strategy and Engagement Manager 01242 235354 richard.gibson@cheltenham.gov.uk
Appendices	1. Risk assessment 2. Draft Corporate Strategy action plan 2014-15
Background information	1. 2010-2015 Corporate Strategy, Report to Council, 29 th March 2010.

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

Cheltenham Borough Council

Council – 31 March 2014

Council Diary September 2014 to August 2015

Accountable member	Cabinet Member Corporate Services, Councillor Jon Walkett
Accountable officer	Chief Executive, Andrew North
Accountable scrutiny committee	Not applicable
Ward(s) affected	All
Significant Decision	No
Executive summary	<p>The proposed diary of Council meetings for September 2014 to August 2015 is attached as Appendix 1.</p> <p>The dates and times for the Cabinet are shown for information only as it is for the Leader of the Council to determine the Cabinet meeting dates. However they follow the pattern of time and frequency followed in previous years.</p> <p>If it is necessary to make any subsequent amendments to the draft diary, these will be reflected in the published diary.</p>
Recommendations	<p>I therefore recommend that</p> <p>1. The draft Council Diary of meetings for September 2014 – August 2015 be approved.</p>

Financial implications	<p>No Financial Implications Contact Officer: Mark Sheldon E-mail mark.sheldon@cheltenham.gov.uk Tel 01242 264 123</p>
Legal implications	<p>No specific legal implications arising from the recommendation Contact Officer: Peter Lewis E-mail peter.lewis@tewkesbury.gov.uk</p>
HR implications (including learning and organisational development)	<p>Start and end times of Council meetings may impact on officer working hours, which may need to be adjusted through flexible working practices use of flexitime or additional paid hours which may have cost implication. Could be potential health and safety risk for very late meetings for those travelling, in particular in winter period.</p> <p>Contact Officer: Amanda Attfield E-mail: amanda.attfield@cheltenham.gov.uk</p> <p>Tel 01242 264186</p>

Key risks	None
Corporate and community plan Implications	The diary of council meetings supports the democratic process.
Environmental and climate change implications	None

1. Background

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

- As far as possible meetings of a particular committee are scheduled on the same day of the week.
- Easter, August and Whitsun half terms and Friday evenings will be avoided wherever possible.
- Evening meetings have been scheduled for 6 pm to facilitate Members' attendance after the working day. Asset Management Working Group has also been put back to a 6 pm start to bring it in line with other evening meetings, but councillors and officers can agree an alternative start time to suit the membership of the working group, once the membership has been decided.
- The start time for planning view meetings is again omitted to give greater flexibility in arranging an appropriate start time dependent on the time of the year and number of sites to be visited.
- Under the new standards regime adopted in 2012, three regular meetings of the Standards Committee have been scheduled in the diary per year. Due to the nature of the committee, there may be a need for adhoc meetings during the year to deal with specific issues.
- The dates and times for the Cabinet are shown for information only as it is for the Leader of the Council to determine the Cabinet meeting dates. However they follow the pattern of time and frequency followed in previous years.
- Generally, once a working group has been established it will be permitted to schedule meetings at a time to suit those members involved so working group meetings are not included in the diary.
- Six meetings have been scheduled for Overview and Scrutiny Committee. These are timetabled to cover key events during the year likely to require scrutiny involvement including the budget consultation, review of the corporate strategy and agreeing the annual work plan. The meetings have been scheduled wherever possible with a sufficient delay before the next Cabinet meeting to allow any recommendations to be finalised ready for publication with the Cabinet agenda.

2. Consultation and feedback

- 2.1 The draft diary was circulated to relevant councillors and officers in February as part of the consultation and feedback was also sought from Cheltenham Borough Homes to avoid any clashes. Minor changes were made as a result of the feedback received and these are outlined below.
- 2.2 At the request of several members, Licensing has been brought forward to a 2 pm start. One member requested a 6 pm start but not on a Friday. However an afternoon meeting facilitates the attendance of businesses and solicitors during the working day.

- 2.3 Some members requested a 5 pm or 5.30 pm start to evening meetings, however from replies received the majority favoured remaining with 6 pm to facilitate attendance for those who work.
- 2.4 The start time of Asset Management Working Group and Appointments Committee has reverted to 6 pm to bring it in line with other evening meetings, but officers and councillors can agree an alternative time to suit the members of the working group/committees once the membership has been decided.
- 2.5 A number of members favoured a later start time to Council meetings, ranging from 3 – 6 pm to negate the need for members who work full time to take time off work and to facilitate more members of the public to be able to attend. Looking at the length of council meetings over the past two years, five meetings lasted nearly 4 and a half hours; 3 meetings lasted between 3-4 hours; 5 meetings lasted between 2-3 hours and 5 less than 2 hours, hence with a 6 pm start, eight meetings would have finished after 9 pm and five of those after 10.30 pm. In the draft diary Council meetings have been left as starting at 2.30 pm but members may wish to debate this further.
- 2.6 In consultation with Cheltenham Borough Homes, the dates of CBH Board meetings are included in the diary for information. It is recognised that there is a clash in September and March with Audit committee, but CBH suggested that Audit remain as it is, as their Board membership may significantly change.
- 2.7 In 2015 there are no Borough elections, but there could be a General election. The diary is relatively free in April and May to accommodate this, except for regulatory meetings.

3. Performance management –monitoring and review

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

Report author	Rosalind Reeves E-mail rosalind.reeves@cheltenham.gov.uk Tel 01242 774937
Appendices	1. Draft Council Diary September 2014 – August 2015

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DRAFT

September 2014 to August 2015

September 2014

Start of School Term 1

Monday 1		
Tuesday 2		
Wednesday 3		
Thursday 4		
Friday 5	Licensing	2.00 pm
Monday 8	O&S	6.00 pm
Tuesday 9		
Wednesday 10	Member Development	6 00 pm
Thursday 11		
Friday 12		
Monday 15	Appointments Committee	6 00 pm
Tuesday 16	Planning View Cabinet	6 00 pm
Wednesday 17	Public Art Panel	6 00 pm
Thursday 18	Planning	6 00 pm
Friday 19		
Monday 22		
Tuesday 23		
Wednesday 24	Audit	6 00 pm
	<i>CBH Board (for information)</i>	5 30 pm
Thursday 25	Asset Management Working Group	6 00 pm
Friday 26		
Monday 29	<i>Deadlines for Council motions</i>	<i>12 noon</i>
	Treasury Management Panel	6 00 pm
Tuesday 30	<i>Deadline for Council questions</i>	<i>12 noon</i>
	Budget Scrutiny Working Group	6 00 pm

Note: September 14 is Battle of Britain Sunday.

October 2014

Wednesday 1		
Thursday 2	Planning Training	1 00 pm
Friday 3	Licensing	2 00 pm
Monday 6	Council	2 30 pm
Tuesday 7		
Wednesday 8		
Thursday 9	Member Development	6 00 pm
Friday 10		
Monday 13		
Tuesday 14	Cabinet	6 00 pm
Wednesday 15		
Thursday 16		
Friday 17		
Monday 20		
Tuesday 21	Planning View	
Wednesday 22	Standards	2 00 pm
	<i>CBH Board AGM (for information)</i>	5 30 pm
Thursday 23	Planning	6 00 pm
Friday 24		
Monday 27	<i>School Half Term all week</i>	
Tuesday 28		
Wednesday 29		
Thursday 30		
Friday 31		

November 2014

<i>Start of School Term 2</i>		
Monday 3	O&S	6 00 pm
Tuesday 4	Budget Scrutiny Working Group	6 00 pm
Wednesday 5		
Thursday 6		
Friday 7	Licensing	2 00 pm
Monday 10	Member Development	6 00 pm
Tuesday 11	Cabinet	6 00 pm
Wednesday 12	Public Art Panel	6 00 pm
Thursday 13		
Friday 14		
Monday 17	Treasury Management Panel	6 00 pm
Tuesday 18	Planning View	
Wednesday 19		
Thursday 20	Planning	6 00 pm
Friday 21		
Monday 24		
Tuesday 25		
Wednesday 26	<i>CBH Board (for information)</i>	5 30 pm
Thursday 27		
Friday 28		

Remembrance Sunday 9 November

December 2014

Monday 1		
Tuesday 2	Budget Scrutiny Working Group	6 00 pm
Wednesday 3		
Thursday 4	Asset Management Working Group	6 00 pm
	Planning Training (open to all councillors)	6 00 pm
Friday 5	Licensing	2 00 pm
Monday 8	<i>Deadline for Council motions</i>	<i>12 noon</i>
	Appointments Committee	6 00 pm
Tuesday 9	<i>Deadline for Council questions</i>	<i>12 noon</i>
	Cabinet	6 00 pm
Wednesday 10	<i>CBH Board Away Day (for information)</i>	
Thursday 11	Member Development	6 00 pm
Friday 12		
Monday 15	Council	2 30 pm
Tuesday 16	Planning View	
	Cabinet (Budget proposals)	6 00 pm
Wednesday 17		
Thursday 18	Planning	6 00 pm
Friday 19		
Monday 22	<i>Start of School Christmas Holidays</i>	
Tuesday 23		
Wednesday 24		
Thursday 25	Christmas Day	
Friday 26	Boxing Day	
Monday 29	<i>School Christmas Holidays</i>	
Tuesday 30		
Wednesday 31		

January 2015

Thursday 1	New Year's Day	
Friday 2		
Monday 5	Start of School Term 3	
Tuesday 6	Budget Scrutiny Working Group	6 00 pm
Wednesday 7		
Thursday 8		
Friday 9	Licensing	2 00 pm
Monday 12	O&S	6 00 pm
Tuesday 13	Cabinet	6 00 pm
Wednesday 14	Audit	6 00 pm
Thursday 15		
Friday 16		
Monday 19	Treasury Management Panel	6 00 pm
Tuesday 20	Planning View	
Wednesday 21	Public Art Panel	6 00 pm
Thursday 22	Planning	6 00 pm
Friday 23		
Monday 26		
Tuesday 27	Member Development	6 00 pm
Wednesday 28	<i>CBH Board (for information)</i>	5 30 pm
Thursday 29		
Friday 30		

February 2015

Monday 2		
Tuesday 3		
Wednesday 4		
Thursday 5		
Friday 6	<i>Deadline for Council Motions Licensing</i>	<i>12 noon 2 00 pm</i>
Monday 9	<i>Deadline for Council Questions</i>	<i>12 noon</i>
Tuesday 10	Cabinet (Budget)	6 00 pm
Wednesday 11		
Thursday 12		
Friday 13	Council (Budget)	2 30 pm
Monday 16	<i>School Half Term all week</i>	
	<i>Provisional additional Council (if required)</i>	2 30 pm
Tuesday 17	Planning View	
Wednesday 18		
Thursday 19	Planning	6 00 pm
Friday 20	<i>Deadline for Council motions</i>	<i>12 noon</i>
Monday 23	<i>Start of School Term 4</i>	
	<i>Deadline for Council questions</i>	<i>12 noon</i>
Tuesday 24		
Wednesday 25	Standards	2 00 pm
	<i>CBH Board (for information)</i>	5 30 pm
Thursday 26		
Friday 27	Council Tax Setting	2 30 pm

March 2015

Monday 2	O&S	6 00 pm
Tuesday 3		
Wednesday 4		
Thursday 5	Asset Management Working Group	6 00 pm
Friday 6	Licensing	2 00 pm
Monday 9		
Tuesday 10	Race Week	
Wednesday 11		
Thursday 12		
Friday 13	Gold Cup Day	
Monday 16		
Tuesday 17	Cabinet Planning View	6 00 pm
Wednesday 18	Public Art Panel	6 00 pm
Thursday 19	Planning	6 00 pm
Friday 20		
Monday 23	<i>Deadline for Council motions</i> Member Development	<i>12 noon</i> 6 00 pm
Tuesday 24	<i>Deadline for Council questions</i>	<i>12 noon</i>
Wednesday 25	Audit <i>CBH Board Away Day (for information)</i>	6 00 pm
Thursday 26		
Friday 27		
Monday 30	Council <i>Start of School Easter Holidays</i>	2 30 pm
Tuesday 31		

April 2015

Wednesday 1		
Thursday 2		
Friday 3	Good Friday	
Monday 6	Bank Holiday School Easter Holidays	
Tuesday 7		
Wednesday 8	Member Development	6 00 pm
Thursday 9		
Friday 10	Licensing	2 00 pm
Monday 13	Start of School Term 5	
Tuesday 14	Cabinet	6 00 pm
Wednesday 15		
Thursday 16		
Friday 17		
Monday 20		
Tuesday 21	Planning View Budget Scrutiny Working Group	6 00 pm
Wednesday 22		
Thursday 23	Planning	6 00 pm
Friday 24		
Monday 27	O&S	6 00 pm
Tuesday 28		
Wednesday 29		
Thursday 30		

May 2015

Friday 1	Licensing	2 00 pm
Monday 4	Bank Holiday	
Tuesday 5		
Wednesday 6		
Thursday 7		
Friday 8		
Monday 11	Annual Council	5 00 pm
	Inauguration of Mayor	6 30 pm
Tuesday 12	Cabinet	6 00 pm
Wednesday 13	Public Art Panel	6 00 pm
Thursday 14		
Friday 15		
Monday 18	Member Development	6 00 pm
Tuesday 19	Planning view	
Wednesday 20		
Thursday 21	Planning	6 00 pm
Friday 22		
Monday 25	School Half Term all week Bank holiday	
Tuesday 26		
Wednesday 27		
Thursday 28		
Friday 29		

June 2015

Monday 1		
Tuesday 2		
Wednesday 3		
Thursday 4		
Friday 5	Licensing	2 00 pm
Monday 8	Treasury Management Panel	6 00 pm
Tuesday 9		
Wednesday 10		
Thursday 11	Member Development	6 00 pm
Friday 12		
Monday 15	<i>Deadline for Council motions</i>	<i>12 noon</i>
Tuesday 16	<i>Deadline for Council questions</i>	<i>12 noon</i>
	Cabinet	6 00 pm
	Planning View	
Wednesday 17	Audit	6 00 pm
Thursday 18	Planning	6 00 pm
Friday 19		
Monday 22	Council	2 30 pm
Tuesday 23		
Wednesday 24	Standards	2 00 pm
Thursday 25	Asset Management Working Group	6 00 pm
Friday 26		
Monday 29	O&S	6 00 pm
Tuesday 30		

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July 2015

Wednesday 1	Member Development	6 00 pm
Thursday 2		
Friday 3	Licensing	2 00 pm
Monday 6		
Tuesday 7	Budget Scrutiny Working Group	6 00 pm
Wednesday 8	Public Art Panel	6 00 pm
Thursday 9		
Friday 10		
Monday 13	<i>Deadline for Council motions</i>	<i>12 noon</i>
Tuesday 14	<i>Deadline for Council questions</i> Planning View	<i>12 noon</i>
	Cabinet	6 00 pm
Wednesday 15		
Thursday 16	Planning	6 00 pm
Friday 17		
Monday 20	Council	2 30 pm
	<i>School summer holidays</i>	
Tuesday 21		
Wednesday 22		
Thursday 23		
Friday 24		
Monday 27	<i>School summer holidays</i>	
Tuesday 28		
Wednesday 29		
Thursday 30		
Friday 31	Licensing	2 00 pm

August 2015

Monday 3	School summer holidays	
Tuesday 4		
Wednesday 5		
Thursday 6		
Friday 7		
Monday 10	School summer holidays	
Tuesday 11		
Wednesday 12		
Thursday 13		
Friday 14		
Monday 17	School summer holidays	
Tuesday 18	Planning View	
Wednesday 19		
Thursday 20	Planning	6 00 pm
Friday 21		
Monday 24	School summer holidays	
Tuesday 25		
Wednesday 26		
Thursday 27		
Friday 28		
Monday 31	Bank Holiday	

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