



# CHEL TENHAM

## BOROUGH COUNCIL

### Notice of a meeting of Cabinet

**Tuesday, 11 November 2014**  
**6.00 pm**  
**Pittville Room - Municipal Offices**

<b>Membership</b>	
<b>Councillors:</b>	Steve Jordan, John Rawson, Rowena Hay, Peter Jeffries, Andrew McKinlay, Jon Walklett and Chris Coleman

### Agenda

	<b>SECTION 1 : PROCEDURAL MATTERS</b>	
<b>1.</b>	<b>APOLOGIES</b>	
<b>2.</b>	<b>DECLARATIONS OF INTEREST</b>	
<b>3.</b>	<b>MINUTES OF THE LAST MEETING</b> Minutes of the meeting held on 14 October 2014	(Pages 1 - 8)
<b>4.</b>	<b>PUBLIC AND MEMBER QUESTIONS AND PETITIONS</b> These must be received no later than 12 noon on the fourth working day before the date of the meeting	
	<b>SECTION 2 :THE COUNCIL</b> <i>There are no matters referred to the Cabinet by the Council on this occasion</i>	
	<b>SECTION 3 : OVERVIEW AND SCRUTINY COMMITTEE</b> <i>There are no matters referred to the Cabinet by the Overview and Scrutiny Committee on this occasion</i>	
	<b>SECTION 4 : OTHER COMMITTEES</b> <i>There are no matters referred to the Cabinet by other Committees on this occasion</i>	
	<b>SECTION 5 : REPORTS FROM CABINET MEMBERS AND/OR OFFICERS</b>	
<b>5.</b>	<b>ONE LEGAL- EXPANSION AND BREAK CLAUSE REVIEW</b>	(Pages 9 - 14)

		Report of the Cabinet Member Corporate Services	
6.		<b>MOBILE HOMES ACT 2013</b> Report of the Cabinet Member Development and Safety	(Pages 15 - 22)
7.		<b>ALLOCATION OF HEALTH INEQUALITIES AND POSITIVE ACTIVITIES FUND 2014</b> Report of the Cabinet Member Healthy Lifestyles	(Pages 23 - 38)
8.		<b>LGA PEER REVIEW FEEDBACK AND ACTION PLAN</b> Report of the Leader	(Pages 39 - 62)
		<b>SECTION 6 : BRIEFING SESSION</b> <ul style="list-style-type: none"> <li>• Leader and Cabinet Members</li> </ul>	
9.		<b>BRIEFING FROM CABINET MEMBERS</b>	
		<b>SECTION 7 : DECISIONS OF CABINET MEMBERS</b> Member decisions taken since the last Cabinet meeting	
		<b>SECTION 8 : ANY OTHER ITEM(S) THAT THE LEADER DETERMINES TO BE URGENT AND REQUIRES A DECISION</b>	
		<b>SECTION 9 : LOCAL GOVERNMENT ACT 1972 - EXEMPT BUSINESS</b>	
10.		<b>LOCAL GOVERNMENT ACT 1972 - EXEMPT BUSINESS</b> <b>The Cabinet is recommended to approve the following resolution:-</b>  “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 is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public are present there will be disclosed to them exempt information as defined in paragraph 1 and 2, Part (1) Schedule (12A) Local Government Act 1972, namely:  Paragraph 1; Information relating to any individual.  Paragraph 2; Information which is likely to reveal the identity of an individual	
11.		<b>COMPULSORY PURCHASE 30 PENNINE ROAD</b> Report of the Cabinet Member Development and Safety	(Pages 63 - 72)

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### Cabinet

**Tuesday, 14th October, 2014**

**6.00 - 6.40 pm**

<b>Attendees</b>	
<b>Councillors:</b>	Steve Jordan (Leader of the Council), John Rawson (Cabinet Member Finance), Rowena Hay (Cabinet Member Healthy Lifestyles), Peter Jeffries (Cabinet Member Housing), Andrew McKinlay (Cabinet Member Development and Safety), Jon Walklett (Cabinet Member Corporate Services) and Chris Coleman (Cabinet Member Clean and Green Environment)
<b>Also in attendance:</b>	Councillor Tim Harman

### Minutes

**1. APOLOGIES**

There were no apologies.

**2. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**3. MINUTES OF THE LAST MEETING**

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

**4. PUBLIC AND MEMBER QUESTIONS AND PETITIONS**

<b>1.</b>	<b>Question from Mr Ken Pollock to the Leader, Councillor Steve Jordan</b>
	<p>The developer Pre-Submission responses reveal that Hayden has been re-evaluated (as was scheduled) and been declared substantially <u>available now</u> for development within the JCS period, and this less prominent area of greenfield (far less sensitive than inspector-commended Leckhampton) <u>also</u> has the potential to create a section of Cheltenham's much-needed 'Outer Ring Road' to relieve overloaded Princess Elizabeth Way.</p> <p>Considering that the officers' <u>conclusion</u> in their 'Interim Response Report' (disclosed yesterday) is that no further amendment is warranted to the JCS (other than minor "textual corrections"),</p> <p><b>Why has information such as (but not only) Hayden's emergence been concealed, and been withheld from consideration by Cheltenham's elected representatives (including MSG members) during this most critical final period?</b></p>
	<b>Response from the Leader</b>
	Both Severn Trent and their agents made representations in regard to the land to the west of Cheltenham at Hayden for this last round of consultation and on the previous draft JCS. Hayden sewage treatment

	<p>works is the main treatment works for Cheltenham and is a significant constraint to the development of the area.</p> <p>The current Cheltenham Plan identifies a development exclusion zone surrounding the works due to the impact of odour from the site. There has been no change to this position. Severn Trent and their Agents are undertaking ongoing technical work to examine the extent of odour impact from the works and consider whether further mitigation measures could be enacted that would reduce the Development Exclusion Zone. This work will then need to be evaluated by the Councils' environmental health team along with DEFRA and the Environment Agency, where appropriate. Since this work has not been done yet it is right to retain the Development Exclusion Zone as it currently stands, and therefore no further amendment to the JCS is warranted at this time.</p> <p>We need to plan both for our current needs and those into the future, and therefore the opportunity to safeguard this area to the west of Cheltenham for future development will allow sufficient work to be done to ensure that any development here will be of a high quality that offers the opportunity for a good quality of life for residents. If work is completed and reviewed on the impact of odours or changes to the plant in the future, then this will be taken into account when the JCS is reviewed.</p> <p>There was a large response to the JCS pre-submission publication with representations from over 2,800 individuals, groups and companies. Scanning these in, entering details onto a database for the Planning Inspector's use and then reading them has taken some time. We have made them available as soon as we were able, along with an interim summary of the main issues raised. We have done this before we are required to do so, before submission.</p> <p>In a supplementary question Mr Pollock asked the following :          Considering that further information has just become available for <u>non-GreenBelt</u> sites on the east and west sides of Gloucester, which would relieve the pressure for high-population-growth Gloucester to be pushing housing numbers into and across the Green Belt towards Cheltenham, objectors believe many more major disclosures, very relevant to Cheltenham's JCS predicament, have been withheld from due consideration, by the unjust and manipulative <u>officer blackout</u> of the consultation Responses. <b>Specifically, have lead councillors looked at the <u>new</u> evidence for Brookthorpe, as well as for Highnam and Mitton (north of Tewkesbury)?</b></p> <p>In response the Leader stated that proper process had been followed and therefore refuted suggestions that there had been a conspiracy. In terms of detail he confirmed that the whole area had been examined. He was happy to look at the particular places mentioned and undertook to provide a written answer to the supplementary question.</p>
<p><b>2.</b></p>	<p><b>Question from Mr Ken Pollock to the Leader, Councillor Steve Jordan</b></p>
	<p>Considering that it is upon <u>Cheltenham's</u> rural periphery (not around Gloucester's) that the largest total area of countryside is planned for</p>

	<p>development (or "Safeguarding" for development), and considering that most of the Objections (still a huge number, even at this late stage) originate from <u>Cheltenham</u> residents and businesses, <b>shouldn't Cheltenham's greater sensitivity have <u>already</u> resulted in its political leaders insisting on some significant change following the massive well-documented Response, and will this occur <u>now</u> (following the release of the Reponse evidence)?</b></p>
	<p><b>Response from the Leader</b></p>
	<p>There was a significant change to the draft JCS when following the previous consultation the Objectively Assessed Need for housing was reduced from 33200 across the JCS area to 30500 and the Chargrove site was completely removed as a proposed development site.</p> <p>The recent consultation on the Pre-Submission JCS is about whether the plan is sound and initial analysis of the feedback is that there is no reason to think it is not. Other than minor amendments, changes to the JCS will only be made before examination if there is a significant change in the evidence informing the JCS.</p> <p>In a supplementary question Mr Pollock asked the following : Considering that Cheltenham's rural setting is currently set to lose <u>THREE</u> chunks of GreenBelt/greenfield, (namely the three major incursions at: Cheltenham NorthWest, Cheltenham West (Hayden) and Leckhampton), <b>does the Leader agree that <u>ONE</u> (or at most two) Urban Extensions is more than enough (a) to suffice and (b) to be coped with in terms of viably delivering <u>infrastructure</u> and minimising the loss of peripheral countryside amenity ?</b></p> <p>Infrastructure delivery (secondary school and roads) will be more likely to be <u>viable</u> if much of the relatively small Leckhampton site is <u>added</u> to the NorthWest urban extension.</p> <p>In response the Leader of the Council said that in terms of safeguarding areas there would not be the potential to develop until formal decisions had been taken. He undertook to provide a fuller response to Mr Pollock.</p>

**5. SCRUTINY TASK GROUP - HIDDEN DEPRIVATION IN THE TOWN CENTRE**

The Chair of Overview and Scrutiny, Councillor Tim Harman, was invited to address Cabinet. He firstly gave thanks to the work of the Scrutiny Task Group and in particular former Councillors Driver and McClain and Councillor Coleman for their contributions. The intention of the report was to address the fact that there were parts of the town which risked being ignored.

**6. CABINET RESPONSE TO THE SCRUTINY TASK GROUP REVIEW ON HIDDEN DEPRIVATION IN OUR TOWN CENTRE**

The Cabinet Member Healthy Lifestyles thanked the Scrutiny Task Group for its report. She said that whilst it was well documented that the town had areas of social deprivation one that did not come to mind was the town centre and she thanked the scrutiny group for identifying these hidden areas and for producing some practical recommendations as set out in the cabinet response. She

explained that the recommendations cut across several portfolios and they had already been consulted upon.

The Cabinet Member Healthy Lifestyles added that after looking carefully at current and proposed work streams all of the scrutiny recommendations could be included therefore there would be no need for the STG to undertake any further work at this stage. She took the opportunity to thank officers who had supported the work of the task group and Bernice Thomson from Cheltenham West End Partnership.

Members welcomed the work of the STG and in particular the recommendation relating to plans to licence all private rented sector accommodation. The Cabinet Member Development and Safety said that before an effective scheme could be put in place there would need to be an assessment of staff and resources and the aim would be to start in the town centre as a pilot. There were 9500 private sector houses with most not up to decent homes standard.

In terms of the recommendation relating to the night time economy work would be undertaken with the Police and agencies in terms of using late-night levy funds to implement initiatives which would reduce the impact on local residents. Specific proposals would come forward in early 2015.

Summing up, the Leader acknowledged that the private landlord proposal could be a major piece of work. With regard to the other recommendations these would be referred in various directions without the requirement of extra resource.

**RESOLVED THAT**

- 1. the O+S committee's proposal that the recommendations relating to the work of the Town Centre Neighbourhood Coordination Group (NCG) (1,11 and 12) are passed to the Group coordinator to action, be supported;**
- 2. the O+S committee's proposal that the recommendations relating to reducing alcohol related violence (2) and the late night levy (3) are passed to the Cabinet Member Development and Safety to action, be supported;**
- 3. the action relating to developing a collaborative approach to drug dealing (4) is already a commitment within the 2014-15 corporate strategy with the Deputy Chief Executive being the lead officer be recognised**
- 4. the O+S committee's proposal that the recommendation in respect of greater promotion of housing advice services (6) is passed onto the Housing and Communities Manager to action be supported;**
- 5. the Scrutiny Task Group's proposals to licence all private rented sector accommodation in the borough (5) and the**

introduction of a more pro-active enforcement regime (7) are passed to the Cabinet Member Development and Safety and the Cabinet Member Housing to consider within the scope of the commissioning review looking at Environmental and Regulatory Services and its work-strand looking at private-rented sector housing;

6. the Scrutiny Task Group's proposals in respect of Ubico operational matters (8,9 and 10) are passed to the Joint Waste Team and Ubico to investigate and they report back to the Cabinet Member Clean and Green Environment on their feasibility within existing operational budgets.

7. O&S are not required to do any further work at this stage.

**7. 2 GLOUCESTER ROAD**

The Cabinet Member Finance introduced the report and explained that as part of the planning permission for a new retirement development at 2 Gloucester Road a bridge needed to be constructed to allow flat owners easy access onto the Honeybourne line. In order for the bridge to be built, the developer required permission from the Council as owner of the Honeybourne line. The developer had also expressed an interest in acquiring a lease of two embankments for landscaping purposes. He explained that approval was therefore sought from Cabinet to dispose of 2 small pieces of council owned land which were technically public open space.

Members agreed that this was a positive way forward and would encourage the use of the Honeybourne line.

**RESOLVED THAT**

1. the parcels of open space land outlined in green and blue on the attached plan be declared surplus (attached as Appendix A) and the granting of a lease in respect of these two areas of land (together with necessary ancillary rights) to Rusty Shilling Limited for a term of 20 years be approved

2. authority be delegated to the Head of Property and Asset Management, in consultation with the Borough Solicitor, to agree the terms of the leases and the Borough Solicitor be authorised to enter into such documents as she considers necessary or advisable to reflect the terms agreed, and upon such other terms as she considers appropriate to reflect the agreement reached.

**8. BUDGET MONITORING 2014-15 -POSITION AS AT TO END AUGUST 2014**

The Cabinet Member Finance introduced the report which updated Members on

the Council's current financial position for 2014/15. He explained that in terms of negative variations there was a shortfall in income for off street car parking by around £175.6k. This was due to the sale of North Place and Portland Street car parks. A reserve had been set-aside to counterbalance this and once development at North Place and Portland Street commenced the Council would be in receipt of a guaranteed £350k of replacement income per annum from the developer.

The Cabinet Member also reported the downturn in income at the cemetery and crematorium in comparison with the same period in the previous financial year. This had been compounded by loss of income arising from the essential maintenance in July which resulted in a two week shutdown of both cremators. It was anticipated that outturn would be 15 % short of target if the downward trend continued.

In terms of positive news the Cabinet Member reported that the net positive variance for business rates in 2014/15 was estimated at £294 k. He also informed members of a predicted surplus of interest of £70k on treasury management within the General Fund.

Finally, the Cabinet Member paid tribute to the hard work of officers in monitoring and managing the budget situation. He assured Cabinet that further work would be undertaken to bring in a balanced budget at the end of the financial year.

**RESOLVED THAT**

- 1. the contents of this report be noted including the key projected variances to the original 2014/15 budget, and the projected delivery of services within budget.**
- 2. officers be authorised to take corrective action to ensure that the council delivers services within the overall budget for the year if, following the more detailed monitoring process currently being undertaken, a potential overspend is identified.**
- 3. a contribution from general balances of £20,000 be approved to fund additional Joint Core Strategy costs in 2014/15, as recommended in paragraph 2.4.**

**9. BUDGET STRATEGY AND PROCESS**

The Cabinet Member Finance introduced the report which proposed a broad strategy and outlined a process for setting the budget, housing rents and council tax for 2015/16. It outlined a number of principles that needed to be established at this stage to enable budget preparation to commence.

The Cabinet Member explained that over the last 5 years the Council's core funding from Government had been cut by £4.2 million. The starting point for constructing the 2015/16 budget had been a MTFS funding gap of £902k. The MTFS table outlined in Appendix 3 identified £602k prospective savings which included a reduction in senior management costs, sharing services, restructuring Public Protection and transferring leisure and culture services to



the Cheltenham Trust. He explained that there was still some way to go and Cabinet and Council would need to consider using New Homes Bonus money to support the budget. It was likely that this would increase next year by £400k. Meanwhile officers would work hard to present a budget in December to ensure that local services could be delivered to the standard expected and Council tax could be kept to the lowest level feasible.

The Cabinet Member Finance informed members of two amendments to the budget timetable. The November meeting of the Treasury Management Panel would be 17 November and the Council budget setting meeting would be on 26 February 2015.

He then took the opportunity to thank finance officers and all officers who had worked hard to Bridge the Gap and generate the savings needed to maintain services for the people of Cheltenham.

In summing up the Leader of the Council paid tribute to the work that had been done by officers. Consideration would now be given to how best to consult on the budget package once published.

### **RESOLVED THAT**

- 1. the budget setting timetable at Appendix 2 (as amended) be approved.**
- 2. the expected cut in government funding of £835k for 2015/16, the estimated funding gap of £902k and the large amount of work done so far to bridge this gap be noted.**
- 3. the budget strategy outlined in section 5 and appendix 3 be approved.**
- 4. the increases in garden waste charges as at paragraph 5.15 be approved**
- 5. the Section 151 Officer and the Cabinet Member for Finance be requested to consider suggestions from the Budget Scrutiny Working Group in preparing the interim budget proposals for 2015/16 as outlined in section 5.**

### **10. BRIEFING FROM CABINET MEMBERS**

The Cabinet Member Clean and Green Environment informed the meeting that he had attended a meeting that afternoon of the Joint Waste Committee. It was proposed that the partnership and committee meetings would be combined into 1 meeting with Gloucester City and Stroud becoming observers at the committee meetings.

He also reported the news that food waste caddies could now be lined with normal plastic bags which would hopefully encourage residents across town who rarely used the service to use it. He hoped all Councillors would help promote the process.

The Cabinet Member Development and Safety reported that following a consultation a decision had been taken that in future taxis in Cheltenham would be silver. There would be a three month introductory period after which all new taxis would be expected to conform with the new arrangements.

The Leader informed Cabinet that the proposed strike by the unions had been called off. The unions had agreed to consult on new proposals and it was hoped that the negotiations would come to an agreed conclusion shortly.

**Chairman**

**Cheltenham Borough Council  
Cabinet**

**11 November 2014**

**Expansion of One Legal Shared Service and Break Clause review**

<b>Accountable member</b>	<b>Councillor Jon Walklett, Cabinet Member Corporate Services</b>
<b>Accountable officer</b>	<b>Mark Sheldon, Director of Resources</b>
<b>Ward(s) affected</b>	<b>None</b>
<b>Key Decision</b>	<b>No</b>
<b>Executive summary</b>	<p>Cabinet agreed in 2009 to set up a shared legal service with Tewkesbury Borough Council (TBC). The council entered into a section 101 agreement with TBC on 27 November 2009, and the new shared service called One Legal commenced on 30 November 2009. The current arrangement with One Legal runs until 2019 unless terminated by giving 12 months written Notice by 30<sup>th</sup> November 2014.</p> <p>On 15<sup>th</sup> October 2014 Gloucester City Council resolved, subject to a business case, to join One Legal by delegating their legal service functions to TBC as host authority. The Monitoring Officer role is intended to be retained by Gloucester City Council.</p> <p>The governance arrangements for One Legal include a Joint Monitoring and Liaison Group comprising Members and Officers from both the council and TBC and that Group supports the recommendations in this report for the continuation and expansion of One Legal. Cabinet is being asked to support the views of the Joint Monitoring &amp; Liaison Group and to respond to the commitment made by Gloucester City Council by approving this expansion of the partnership subject to the approval of a Business Case.</p>
<b>Recommendations</b>	<p><b>1. To continue the One Legal shared service arrangement with TBC, and</b></p> <p><b>2. Subject to the approval of a Business Case (including the financial case) by the Director of Resources in consultation with the Cabinet Member Corporate Services:</b></p> <ul style="list-style-type: none"> <li>• <b>To approve the joining of Gloucester City Council’s legal services with One Legal.</b></li> <li>• <b>To note the delegation of Gloucester City Council’s legal service functions and the transfer of staff to Tewkesbury Borough Council, as host authority.</b></li> <li>• <b>To delegate authority to the Director Resources in consultation with the Cabinet Member Corporate Services, to enter into the s101 Agreement, other legal documentation and to take all necessary steps to implement the above mentioned resolutions.</b></li> </ul>

<b>Financial implications</b>	<p>The creation of one legal has delivered savings which have increased and now annually total c£80,000 for the council. These savings will continue to be delivered if the Cabinet agrees to continue with the one legal service arrangement.</p> <p>It is anticipated that an expanded service is likely to deliver further service resilience and potential cashable savings from service rationalisation; external spend reduction and maximise opportunities for undertaking third party work (which should reduce the overall cost of the service to the partner authorities).</p> <p><b>Contact officer: Mark Sheldon, <a href="mailto:mark.sheldon@cheltenham.gov.uk">mark.sheldon@cheltenham.gov.uk</a>, 01242 264123</b></p>
<b>Legal implications</b>	<p>As set out in the report.</p> <p><b>Contact officer: <a href="mailto:shirin.wotherspoon@tewkesbury.gov.uk">shirin.wotherspoon@tewkesbury.gov.uk</a>, 01684 272017</b></p>
<b>HR implications (including learning and organisational development)</b>	<p>There are no direct HR implications arising from this report for Cheltenham Borough Council. The employees of Gloucester City Council's legal services team will transfer under the principles of the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) to the employment of Tewkesbury Borough Council, the lead employer for One Legal.</p> <p><b>Contact officer: Julie McCarthy , <a href="mailto:julie.mccarthy@cheltenham.gov.uk">julie.mccarthy@cheltenham.gov.uk</a>, 01242 264355</b></p>
<b>Key risks</b>	<b>As set out in appendix 1</b>
<b>Corporate and community plan Implications</b>	<p>The report supports the corporate objective of ensuring we provide value for money services that effectively meet the needs of our customers. The report meets VFM 11 in the 2014/15 action plan "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".</p>
<b>Environmental and climate change implications</b>	<p>There are no implications arising from this report but in developing the business case environmental and climate change implications will need to be considered as shared services can lead to an increase in car travel.</p>
<b>Property/Asset Implications</b>	<p>None arising from this report.</p> <p><b>Contact officer: David Roberts, <a href="mailto:david.roberts@cheltenham.gov.uk">david.roberts@cheltenham.gov.uk</a>, 01242 264151</b></p>

## 1. Background

**1.1** Cabinet agreed in 2009 to set up a shared legal service with TBC acting as the Host Authority for 'pay and rations' purposes. The council entered into an administrative arrangement through an agreement under sections 101 (1) of the Local Government Act 1972 and under Part 1A Chapter 2 section 9EA of the Local Government Act 2000 and pursuant to the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012 ('the s101 Agreement'). The shared service has delivered savings to the council and TBC in comparison of the pre- 2009 legal budgets.

**1.2** The responsibility for governance of One Legal rests with the Joint Monitoring and Liaison Group comprising two Members, a Client Officer and Finance Officer from each authority. The Group has monitored and reviewed One Legal's performance and has actively encouraged opportunities which have arisen for work to be undertaken for other public authorities. It has been a priority of

the Group during the past year or so to actively seek opportunities for further expansion of One Legal both to maximise use of the staff skills and experience which have been developed and, importantly, to provide greater resilience.

- 1.3 Following discussions which took place with officers from Gloucester City Council in August / September 2014, the Gloucester Cabinet resolved, at its meeting on the 15<sup>th</sup> October 2014, that it would, subject to a business case, join One Legal. Clearly this can be brought into effect only if Cheltenham and Tewkesbury Borough Councils agree and this report seeks the authority of Cabinet to proceed subject to a satisfactory business case and to a resolution being passed in similar terms by Tewkesbury Borough Council. The ambition would be for the new shared service to be implemented on 1<sup>st</sup> April 2015.
- 1.4 Discussions are also ongoing with Gloucestershire County Council and a further report will be brought on that matter at the appropriate time.

## **2. One Legal Performance**

- 2.1 When One Legal was set up a number of local performance indicators were put in place and these have been monitored and refined by the Joint Monitoring & Liaison Group on a year by year basis. The Group has generally been satisfied that One Legal has achieved and / or exceeded the targets which have been set. By way of example, the avoidance of external legal spend over the four complete years of 2010/11 to 2013/14 has achieved an average of 66% against a stretched target of 25-35%. For the same period, overall client satisfaction with good or higher ratings has increased from 73% to 98% and additional fee income has reached an average of 10% against a target of 5%.
- 2.2 Furthermore, the success of the shared service has been demonstrated by being invited to undertake work for a broad spectrum of local authority and other public bodies (such as districts, unitaries and wholly-owned local authority companies) which has resulted in surpluses being delivered to the council and TBC.

## **3. Reasons for Recommendation**

- 3.1 The council already has a huge agenda for change and any decision to look elsewhere for legal services or to bring the service back in house would result in additional cost and significant resources from already stretched commissioning and support service divisions.
- 3.2 The intention is to proceed urgently with the development of a business case for expansion of the partnership to include Gloucester.
- 3.3 The Business Case will consider the benefits to be delivered from an expanded service but will be expected to include: potential cashable savings from service rationalisation; external spend reduction; maximising opportunities for undertaking third party work (which should reduce the overall cost of the service to the partner authorities).
- 3.4 The Business Case will also consider the key objectives of the expanded service which are likely to include the following:-
  - to continue to provide an excellent legal service
  - to add value and provide supportive influence when required, always identifying and embracing the corporate context
  - to refresh and embed robust processes and procedures to ensure good communication including a case management system.
  - to refresh and enhance, in partnership with clients, specific core service standards against which service performance may be monitored.
  - to tailor the case and file management processes to meet clients' needs.
- 3.5 This opportunity should allow the One Legal shared service to be a leading player as the largest shared legal service in the South West with excellent prospects for being the public sector legal supplier of choice in the region, with significant reputational benefits for partner authorities.

Furthermore, the retention and attraction of high calibre legal staff combined with robust management and a business like work ethic will drive improvements in service quality to the benefit of the partner authorities

- 3.6 It is recommended that the expanded shared service will be provided for a term of 10 years but with an option to terminate in November 2019 when the current arrangement between the council and TBC is scheduled for review.
- 3.7 A Joint Legal Services Project team will be established to implement the decision of Cabinet to expand the service. The team will include officers from each authority, including Gloucester City, and One Legal together with client representatives to ensure that client views on the proposals are appropriately incorporated.
- 4. **Alternative options considered**
  - 4.1 The 2020 Vision accepts that partner Councils will have services delivered by other partners or delivery agents, not just those within the 2020 partnership. A review of One Legal should be programmed into the 2020 Vision work programme to coincide with the 2019 review date, so that proper consideration can be given and alternative arrangements considered.
  - 4.2 If other councils have chosen to join One Legal it will give the council time to assess the impact and at the end of the term or the new review date, if One Legal has a greater client base it will be easier for the council to leave should that be the view or, alternatively, for the GO partner councils to join One Legal.
- 5. **Consultation and feedback**
  - 5.1 The JMLG has been kept advised of progress and briefing sessions have taken place with One Legal employees.
- 6. **Performance management –monitoring and review**
  - 6.1 A Joint Project Team will be established which will use programme management tools to ensure that it is managed effectively. Specific monitoring reports will be presented to JMLG.

<b>Report author</b>	<b>Contact officer: Mark Sheldon, mark.sheldon@cheltenham.gov.uk, 01242 264123</b>
<b>Appendices</b>	1. Risk Assessment
<b>Background information</b>	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	Action	Deadline	Responsible officer	Transferred to risk register
1.	If expansion of one legal is established then it may be hard to disaggregate the contractual arrangements.	Mark Sheldon	Oct 2014	2	1	2	R	Put in place clear exit strategies	Dec 2014	Mark Sheldon	
2.	If there is not a clear process for sharing costs and benefits from the outset then it may cause difficulties as these arise.	Mark Sheldon	Oct 2014	3	3	9	R	Cost and benefits schedule to be agreed from outset	Dec 2014	Mark Sheldon	
3.	If there is a diminution in the level of service provided then there is a reputational and legal risk falling on all councils.	Mark Sheldon	Oct 2014	3	3	9	R	Develop a robust business case with clear outcomes / service levels	Dec 2014	Mark Sheldon	
4.	If governance structures are not inclusive then members may not feel that	Mark Sheldon	Oct 2014	2	2	4	R	Review terms of JMLG arrangements to ensure fit for purpose	Dec 2014	Mark Sheldon	

	they can influence the service.										
	If the council does not continue with One Legal then a suitable alternative could not be set up during the 12 months' notice period.	Mark Sheldon	Oct 2014	4	2	8	R	Cabinet to agree to continue with service. Project team to consider alternative ways to seek legal services as part of the business case development	Nov 2014	Mark Sheldon	

**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



**Cheltenham Borough Council  
Cabinet – 11 November 2014  
Mobile Homes Act 2013  
Fee Policy**

<b>Accountable member</b>	<b>Cabinet Member Development and Safety, Councillor Andrew McKinlay</b>
<b>Accountable officer</b>	<b>Mark Nelson, Built Environment Enforcement Manager</b>
<b>Ward(s) affected</b>	<b>Wards containing Mobile Home Parks</b>
<b>Key Decision</b>	<b>Yes</b>
<b>Executive summary</b>	<p>The Mobile Homes Act 2013 introduces new powers allowing local authorities to charge fees for their licensing functions in respect of mobile home parks and to charge for enforcement under the Act.</p> <p>It is at the local authority's discretion whether they charge for all or any aspect of licensing. If fee charges are approved these will be reviewed and adjusted each year to reflect actual costs to the Council. The Council is not expected to make a loss or profit in carrying out its licensing function.</p> <p>The Mobile Homes (Site Rules) (England) Regulations 2014 also allow the council to charge for the depositing of site rules with the council by the Site Owner.</p>
<b>Recommendations</b>	<ol style="list-style-type: none"> <li><b>1. That Cabinet approves the charging of licence fees as laid out in appendix 2, which will be reviewed annually.</b></li> <li><b>2. That Cabinet approves the charging for enforcement action to recover associated costs, which will be calculated on a case by case basis.</b></li> <li><b>3. That Cabinet approve the charge for depositing of site rules under the Mobile Homes (Site Rules) (England) Regulations 2014 Section 16 as contained in appendix 2.</b></li> </ol>
<b>Financial implications</b>	<p>Charging for licensing and enforcement action allows the council to recover costs associated with carrying out functions under the Mobile Homes Act 2013 and for the deposit of site rules by the site owner.</p> <p>The costs of administering the licensing function will be absorbed within existing resources. An income budget of £4,000 can be achieved from 2015/16 which will reduce the cost of service delivery and the level of subsidy from the general fund, contributing to the overall savings target for the REST project.</p> <p><b>Contact officer: Nina Philippidis, Accountant nina.philippidis@cheltenham.gov.uk, 01242 264121</b></p>

<b>Legal implications</b>	The legal implications are set out in the body of the report.  <b>Contact officer: Vikki.fennell@teWKesbury.gov.uk, 01684 272015</b>
<b>HR implications (including learning and organisational development)</b>	None
<b>Key risks</b>	<b>See Appendix 1</b>
<b>Corporate and community plan Implications</b>	A resourced mobile home licensing function helps communities to be safe and feel safe. It also helps to ensure a clean and well maintained environment for residents.
<b>Property/Asset Implications</b>	None

## 1. Background

- 1.1** The Mobile Homes Act 2013 (the Act) came into force on 1<sup>st</sup> April 2014. Powers introduced by the act include powers for local authorities to charge for their licensing functions in respect of relevant protected sites, typically known as residential parks or mobile home parks.
- 1.2** Local authorities can charge:
- A licence fee for applications to grant or transfer a licence or an application to alter the conditions on a licence and;
  - An annual licence fee for administering and monitoring licences.
- 1.3** Before a local authority can charge a fee, it must prepare and publish a fees policy. When fixing a fee the local authority must act in accordance with their fee policy.
- 1.4** Factors in deciding the level of fees for applications for grant or transfer of a licence can include (in addition to Officer time associated with site inspections):
- Initial enquiries;
  - Letter writing/ telephone calls etc to make appointments and requesting any documents or other information from the site owner or from any third party in connection with the licensing process;
  - Sending out forms;
  - Updating hard files/ computer systems;
  - Processing the licensing fee;
  - Land registry searches;
  - Time for reviewing necessary documents and certificates;
  - Downloading photographs;
  - Preparing reports on contraventions;
  - Preparing draft and final licences;
  - Review by manager or lawyers; review any consultation responses from third parties;
  - Updating public register;

- Carrying out any risk assessment process considered necessary;
  - Reviews of decisions or in defending appeals
- 1.5** Factors in deciding the level of fees for setting annual fees can include (in addition to Officer time associated with site inspections):
- Letter writing/ telephone calls etc to make appointments and requesting any documents or other information from the site owner or from any third party in connection with the licensing process;
  - Handling enquiries and complaints;
  - Updating hard files/ computer systems;
  - Processing the licensing fee;
  - Time for reviewing necessary documents and certificates;
  - Downloading photographs;
  - Preparing reports on contraventions;
  - Review by manager or lawyers; review any consultation responses from third parties;
  - Carrying out risk assessment process considered necessary
- 1.6** Factors in deciding the level of fees for application to alter the conditions in a licence can include:
- Sending out and processing the application (including dealing with the initial inquiry)
  - Site inspections
  - Third party consultation
  - Consultation with the site owner
  - Preparing draft licences (with altered conditions);
  - Review by manager or lawyers; review any consultation responses from third parties;
  - Notification of decision (including where appropriate the updated final licence) and
  - Where appropriate up-date of register
- 1.7** Fees have been set according to the officer time associated with and costs incurred with regard to each of the factors listed in paragraphs 1.4 to 1.6 .The time allocated to park inspection reflects the number of mobile homes contained within the parks, which have been placed into four bands for costing purposes.(see appendix 2)
- 1.8** The Act provides that the local authority in setting annual fees must advise the site owner of the extent to which they have had regard to deficits and surpluses from the previous year. In deciding surpluses and deficits a local authority must not make a profit and can only pass on to the site owner their costs incurred in carrying out the licensing functions.
- 1.9** Local authorities can also charge separately for enforcement action which cannot be taken into account when setting licence fees. Expenses in deciding to and in the service of a compliance notice may be recovered on a case by case basis.
- 1.10** Compliance notices may be served to rectify breaches of site licence conditions and where there has been failure to comply and an associated conviction, the Council has the power to carry out work in default. The Council also has the power to carry out emergency action to rectify a breach of condition where there is imminent risk of serious harm associated with the breach. All costs of such action may be recovered by the Council, provided correct legal procedures have been followed.

- 1.11 All enforcement action will be taken in compliance with the Council's enforcement policy.
- 1.12 Under the Act the owner or manager of a relevant protected site must issue prescribed site rules for his/her site. From the 4<sup>th</sup> February 2014 existing site rules on Park Home Sites must be replaced with new ones and these rules deposited with the Council by 3rd February 2015.
- 1.13 The site rules will be subject to consultation between the site owner and mobile home owners and contain procedures with regards to the management and conduct expected on the site. All new site rules must be deposited with the Council.
- 1.14 All Local Authorities, with Relevant Protected Sites must publish a register of all sites that have issued site rules. These rules will be made available for inspection on the Cheltenham Borough Council Website.
- 1.15 The Council can charge for the depositing of these sites rules.

**2. Reasons for recommendations**

- 2.1 To recover costs incurred by Cheltenham Borough Council in carrying out licensing functions in respect of mobile home parks.

**3. Alternative options considered**

- 3.1 Not to charge. Charging is discretionary.

**4. Consultation and feedback**

- 4.1 Fees have been set after consultation with Gloucestershire District Councils.

**5. Performance management –monitoring and review**

- 5.1 Licensing fees will be reviewed on an annual basis having regard to actual costs incurred by the Council.

<b>Report author</b>	<b>Contact officer: mark.nelson@cheltenham.gov.uk, 01242 264165</b>
<b>Appendices</b>	<ul style="list-style-type: none"> <li>1. Risk Assessment</li> <li>2. Fee Charges</li> </ul>
<b>Background information</b>	<ul style="list-style-type: none"> <li>1. Caravan Sites and Control of Development Act 1960</li> <li>2. The Mobile Homes Act 2013</li> <li>3. The Mobile Homes (Site Rules) (England) Regulations 2014</li> </ul>

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 Cabinet does not approve a fees policy, the Council will not be able to charge for carrying out their mobile home licensing function at a time when staffing resource is stretched and service provision is being reviewed. Helping to resource a mobile home licensing service will contribute to maintaining the current high standards that exist in Cheltenham's mobile home parks.	Mark Nelson, Enforcement Manager, Environmental and Regulatory Services		1	2	2		Approve fee policy to ensure that mobile home licensing function is properly resourced		Mark Nelson, Enforcement Manager, Environmental and Regulatory Services	
<p><b>Explanatory notes</b></p> <p><b>Impact</b> – 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><b>Likelihood</b> – 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><b>Control</b> - Either: Reduce / Accept / Transfer to 3rd party / Close</p>											

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**Cheltenham Borough Council Mobile Home Fees Policy**  
(including enforcement charges)

**Annual fee payable - 1<sup>st</sup> January 2015 (and annually thereafter)**

<b>Park Address</b>	<b>Units</b>	<b>Band</b>
Enstone Park, The Reddings, Cheltenham	20	<b>B</b>
Fairhaven Park, The Reddings, Cheltenham	14	<b>A</b>
The Forge, Branch Road, The Reddings, Cheltenham	17	<b>B</b>
Grange Orchard, The Reddings, Cheltenham	22	<b>B</b>
Greenmead Park, Sunnyfield Lane, Up Hatherley, Cheltenham	34	<b>C</b>
Harthurstfield, Gloucester Road, Cheltenham	159	<b>D</b>
Haven Homes, Sunnyfield Lane, Up Hatherley, Cheltenham	31	<b>C</b>
Stansby Mobile Home Site, The Reddings, Cheltenham	12	<b>A</b>
Orchard Park, Hayden Lane, Swindon Village, Cheltenham	17	<b>B</b>
Prestbury Park, 79 New Barn Lane, Prestbury, Cheltenham	13	<b>A</b>
Westside, The Reddings, Cheltenham	12	<b>A</b>
The Woodbines, Sunnyfield Lane, Up Hatherley, Cheltenham	18	<b>B</b>
Woodlands Park, Swindon Lane, Cheltenham	12	<b>A</b>
<b>Totals: 13 Relevant Protected Sites</b>	<b>381</b>	

<b>Band</b>	<b>Number of units</b>	<b>Inspection time</b>
A	<15	1 hour
B	16 - 30	2 hour
C	31 - 45	3 hour
D	> 45	8 hour

**Application to grant a new licence**

Band A	<b>£431.61</b>
Band B	<b>£461.35</b>
Band C	<b>£491.02</b>
Band D	<b>£639.37</b>

**Cost                   £6,086.21**

**Cost per unit       £15.97**

**(cost per unit x number of units in park = fee to grant a new licence)**

**Application to transfer a licence**

Band A	<b>£345.28</b>
Band B	<b>£315.61</b>
Band C	<b>£ 374.95</b>
Band D	<b>£523.30</b>

**Cost**                **£4,577.65**

**Cost per unit**    **£12.01**

**(cost per unit x number of units in park = fee to transfer a licence)**

**Application to alter a licence**

Band A	<b>£345.28</b>
Band B	<b>£315.61</b>
Band C	<b>£ 374.95</b>
Band D	<b>£523.30</b>

**Cost**                **£4,577.65**

**Cost per unit**    **£12.01**

**(cost per unit x number of units in park = fee to alter a licence)**

**Annual fee for an existing licence**

Band A	<b>£271.11</b>
Band B	<b>£300.78</b>
Band C	<b>£ 330.45</b>
Band D	<b>£478.80</b>

**Cost**                **£3999.15**

**Cost per unit**    **£10.50**

**(cost per unit x number of units in park = annual fee for an existing licence)**

**Enforcement Charges**

Costs will be recovered on a case by case basis according to the actual costs incurred in taking enforcement action.

Charges will include the cost to the local authority of taking formal action leading up to and including any enforcement. This includes costs incurred in inspections, preparing the notice and obtaining expert advice on it (including legal costs) and any interest the authority intends to charge. Costs will also be recovered for service of notices in respect of work in default and emergency works, as well as the costs in carrying out the necessary works.

**Cost to lodge Site Rules = £75**

This is calculated on a three hour period to review documents, acknowledge receipt, input data and cover legal costs and monitoring.

This will be payable on every submission of amended rules.



### Cheltenham Borough Council

#### Cabinet – 11 November 2014

### Allocation of Health Inequalities Fund and Positive Activities Fund 2014

<b>Accountable member</b>	<b>Cllr. Rowena Hay, Cabinet Member Healthy Lifestyles</b>
<b>Accountable officer</b>	<b>Richard Gibson, Strategy and Engagement Manager</b>
<b>Ward(s) affected</b>	<b>All</b>
<b>Key Decision</b>	<b>No</b>
<b>Executive summary</b>	<p>Gloucestershire County Council allocated a budget of £40,000 to Cheltenham Borough Council in both 2013/14 and 2014/15 to allocate to local health inequality projects. Last year's funding was allocated via Cheltenham Partnerships and this year's was allocated via a grants round that went live on 18 August 2014. 17 applications were received totalling £71,000. This report sets out how these funds will be allocated.</p> <p>In terms of positive activities grants, Cabinet on 15 July 2014 allocated £46,585 to 15 projects out of the current year's allocation of £50,000. There were three projects where further information was sought. This report sets out how the remaining funds will be allocated.</p>
<b>Recommendations</b>	<p><b>That Cabinet agree the allocation of the Health Inequalities Fund and Positive Activities Fund as set out in appendix 2.</b></p> <p><b>To delegate to the Strategy and Engagement Manager, in consultation with the Cabinet Member Healthy Lifestyles, to award any remaining funds via a second grants round that will go live at the end of November.</b></p>
<b>Financial implications</b>	<p>The County Council's agreed budget for 2014-15 includes an allocation of £50k to support delivery of positive activities for young people and £40k to support health inequality projects. The funding has now been received.</p> <p><b>Contact officer: Des Knight</b>  <b>Accountant</b>  <b>Des.Knight@cheltenham.gov.uk</b>  <b>01242 264124</b></p>
<b>Legal implications</b>	<p>With regards to the grants allocated as part of the county council's funding, the recipients of the grants will be required to enter into a Community Giving Grant agreement with the Authority prior to payment being made.</p> <p>It is recommended that the Authority enters into an agreement with the County Council to regularise this arrangement.</p> <p><b>Contact officer: Donna Ruck</b>  <b>Solicitor – One Legal</b>  <b>donna.ruck@tewkesbury.gov.uk</b>  <b>01684 272696 or 01242 774929</b></p>

<b>HR implications (including learning and organisational development)</b>	None identified
<b>Key risks</b>	If funding is allocated to an organisation that subsequently goes onto use the funding on a fraudulent basis. This is held on the Commissioning Division Risk Register.
<b>Corporate and community plan Implications</b>	The positive activities and health inequalities funding will both help deliver the council's corporate outcomes: <ul style="list-style-type: none"> <li>• Communities feel safe and are safe.</li> <li>• People are able to lead healthy lifestyles</li> <li>• Our residents enjoy a strong sense of community</li> </ul>
<b>Environmental and climate change implications</b>	None identified

## 1. Health Inequality Grants

- 1.1** Gloucestershire County Council allocated a budget of £40,000 to Cheltenham Borough Council in both 2013/14 and 2014/15 to allocate to local health inequality projects. Last year's funding was commissioned via Cheltenham Partnerships and this year's was allocated via a grants round that went live on 18 August 2014. 17 applications were received totalling £71,000. This report sets out how these funds will be allocated.
- 1.2** The Health Inequalities Funding 2013/14 was commissioned via Cheltenham Partnerships to the following projects:
- £7,500 to CBC Sports, Play and Healthy Lifestyles Team – now the Cheltenham Trust.
  - £7,500 to deliver a community-based alcohol harm reduction project in Oakley – allocated to Oakley Neighbourhood Project who are working with local alcohol support agencies.
  - £10,000 to foster skills and capacity for youth providers to promote healthy lifestyles – allocated via the positive activities grants round.
  - £15,000 to develop a school-based peer-support network to support young people lead healthy lives.
- 1.3** Good progress is being made on the Sports, Play and Healthy Lifestyles Team projects and the community-based alcohol harm reduction project. £3,000 of the skills and capacity for youth providers fund was allocated as part of the report to Cabinet on 15 July; leaving £7,000 to allocate.
- 1.4** Following discussions led by the Trust's Sports, Play and Healthy Lifestyles Team; a project has been developed to support the young people of St Paul's. A range of organisations (including CBH, Youth and Community Services and Leisure@) will do this through consultation with young people in the area to identify their perception of what is needed. They will then co-ordinate a gap analysis to understand what provision currently exists for this age group – both in school and out of school, and look to share and promote those services to young people. Based on the gap analysis and mapping activity, as well as the consultation feedback, they will explore new activities based in the local area. It is therefore recommended that the remaining £7k in the skills and capacity for youth providers fund be allocated to support this project.

- 1.5 In terms of the school-based peer-support, the Trust's Sports, Play & Healthy Lifestyles Team will work with Youth and Community Services and the Everyman Theatre to work with young people from Pittville School to create a mentoring programme and educational resource for the school. The project will create peer mentors to provide a sustainable support system of young people whereby the information is cascaded throughout the school year groups. This will promote a culture of positive mental health and healthy lifestyles that is crucial to the social, emotional and intellectual development of children and young people. It is therefore recommended that the remaining £15k be allocated to support this project.
- 1.6 The Health Inequalities Funding 2014/15 was allocated via grants round. This went live on 18 August 2014 and was publicised via a media release and communications via GAVCA. In total, 17 applications were received totalling £71,000.
- 1.7 On 3 October, an assessment panel comprising the Cabinet Member Healthy Lifestyles, Angela Gilbert from GAVCA and Richard Gibson from the Commissioning Division met to assess the applications and make recommendations to Cabinet. The panel made a number of recommendations about the funding that are shown on the attached table – appendix 2.
- 1.8 It is therefore recommended that £20,213.50 of the health inequalities grant be allocated to the four projects as set out in the appendix.
- 1.9 It is also recommended that the remaining £19,786.50 is allocated to a second grants round that will go live at the end of November.

## 2. Positive Activities Grants

- 2.1 In terms of positive activities grants, Cabinet on 15 July 2014 allocated £46,585 to 15 projects out of the current year's allocation of £50,000. There were three projects where further information was sought.
- 2.2 The proposal from the Friends of Naunton Park to continue and develop the youth work that was started last year that runs from the Pavillion in the Park. The panel were aware that the pavillion was going to be subject to some substantial improvements in the next 12 months or so and therefore requested more information from the Council's Property Services team about timescale and from the Friends of Naunton Park about how the potential closure of the pavillion will impact on the delivery of the project.
  - No confirmed timescale has been given for the pavilion works. As a contingency measure, the application has been re-jigged to give the flexibility for the provider to switch to out-reach youth work if the building was to become unavailable. It is therefore recommended that the application for £5,200 is approved.
- 2.3 The proposal from County Community Projects to continue to deliver youth work in the town centre from the youth café. The panel requested more information about the work of the youth café and how it would work with the planned outreach programme in the town centre.
  - A meeting was held with the applicant to ascertain more information about the project and to make suggestions about other funding streams that could be tapped into. No further information has been received from the applicant. It is therefore recommended that application is not approved at this time.
- 2.4 The proposal from Hesters Way Neighbourhood Project to deliver youth work activities in Springbank. The panel had not yet had sight of the organisation's monitoring of the positive activities projects funded in previous years so wanted to reassure themselves that the provision was of high quality and meeting needs in the local area.
  - The monitoring information has now been received and a visit to the Springbank youth club has been scheduled for 20<sup>th</sup> November. It is therefore recommended that, subject to a successful visit to the club, £5,000 is allocated to this project.
- 2.5 If the decision is to proceed with these two projects, they will be funded from under-spends from the previous rounds of positive activities.

<b>Report author</b>	<b>Contact officer: Richard Gibson Strategy and Engagement Manager richard.gibson@cheltenham.gov.uk, 01242 235354</b>
<b>Appendices</b>	<ol style="list-style-type: none"><li>1. Risk Assessment</li><li>2. Funding Recommendations</li></ol>
<b>Background information</b>	

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
CD.2 -	If division does not put proper controls in place for the management of small grants funds, then we run the risk of funds being used inappropriately or even fraudulently	Strategy and Engagement Manager	March 2010	3	2	6	Reduce	implement and monitor small grants protocol	March 2014	Strategy and Engagement Manager	Commissioning Division
<p><b>Explanatory notes</b></p> <p><b>Impact</b> – 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><b>Likelihood</b> – 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><b>Control</b> - Either: Reduce / Accept / Transfer to 3rd party / Close</p>											

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## Health Inequality Funding 2013/14 – proposed commissioned projects

## Appendix 2

Organisation	Project	Description	cost of project	approved funding
Youth and Community Services	Healthy Lifestyles – Peer Support	<p>Youth and Community Services and the Everyman Theatre will work with young people from Pittville School to create a mentoring programme and educational resource for the school. The project will create peer mentors to provide a sustainable support system of young people whereby the information is cascaded throughout the school year groups. This will promote a culture of positive mental health and healthy lifestyles that is crucial to the social, emotional and intellectual development of children and young people.</p> <p>A theatre and possible theatre/music/ film practitioner from The Everyman Theatre would work with an identified school group to create a single or series of creative informative pieces of theatre or film or music that explores health awareness messages. Young people would engage with the subject matter and choose elements that they felt were important to address and then identify the best way for their group to communicate and discuss this with a younger peer audience. Each group would ascertain how this would be produced and the roles they would take within the process, whether it is as a director, performer, producer, technician, film maker etc. If felt appropriate by the group they may also develop their own workshop / discussion session that would run post performance and an education pack that could be used within a follow up class based lesson.</p>	£17,620	<b>£15,000</b>
Youth and Community Services	St Pauls Healthy Lifestyles Project	<p>We are part of a group of local providers who will come together to deliver a project that will support the young people of St Paul's. We will do this through consultation with the young people in the area to identify their perception of the need. We will then co-ordinate a gap analysis to understand what provision currently exists for this age group – both in school and out of school, and look to share and promote those services to young people. Based on the gap analysis and mapping activity, as well as the consultation feedback, we will explore new activities based in the local area.</p> <p>One of the additional aims of the project is the development of better multi-agency working between the partners to promote activities and services to all, and share facilities so that no young people miss out.</p> <p>We are looking to work with the leisure centre to help them develop their Teen Programme which will support some of these YP to get active, utilising activities/sessions from the centre at a more affordable/accessible rate.</p>	£11,640	<b>£7,000</b>

## Health Inequality Funding 2014/15 – proposed allocation of grants

Organisation	Project	Description	cost of project	amount requested	Assessment panel comments	Approved funding
British Red Cross	Everyday First Aid for All	The project involves working in partnership with organisations that support older people and/or alcohol users in deprived areas of Cheltenham. We will provide 12 x 2 hour Everyday First Aid training sessions to people who are at an increased risk of experiencing a first aid emergency. The content of each of the courses is flexible but will be tailored to the specific needs of the group (from a menu of 18 skills). For example, training will include skills to deal with an unconscious casualty for the alcohol groups. Sessions for older people will include first aid related to trips/falls.	£2,160	£2,160	Although the panel were supportive of the project, they concluded that unfortunately it did not meet the criteria.	£0
African Community Foundation UK	Healthy Choices	Most Africans believe in a myth that being fat or obese is a sign of good health – the project intends to bring together members of African Community in Cheltenham to improve their wellbeing by making them understand the impact of diet and exercise on their health and provide a platform to build trust and confidence in order to share health issues that affect their community. By sharing their experiences their overall mental health will be improved.	£4,310	£4,000	The panel were unable to approve this project as there was no information about what the project would deliver, now about the numbers of people that would benefit from it.	Page 30
T.I.C+ (Teens In Crisis)	Free Access Counselling Service	TIC+'s free access counselling service provides counselling and guidance for damaged and disadvantaged children and young people who are struggling with mental health issues living in Gloucestershire. The problems children and young people face are often multiple and complex. All of our trained counsellors travel to locations near to where the young person lives. This means that we are able to reach the most disadvantaged youngsters in our county who wouldn't otherwise be able to access help because their families don't have the resources, or chose not to transport the young people to receive the help they need.	£56,848	£5,000	The panel were happy to support this project on condition that Teens in Crisis work on some our priority projects such as Inspiring Families, Our Place and Oakley domestic abuse project. Accordingly the panel would like to see an implementation plan as part of the grant award condition	£5,000



Cheltenham Borough Homes	Scott House and Edward Wilson House Hub	The Scott and Edward Wilson House hub is located at Edward Wilson House, Princess Elizabeth Way, Cheltenham. The hub serves the local community as a meeting place, from which partners and staff members deliver engaging workshops and activities with a focus on community, health and wellbeing. There are 200+ residents, aged 16 and over with no upper age limit residing in the two buildings, many of whom are socially isolated and disengaged, experiencing mental health illnesses, battling with addiction issues and a multitude of health issues. Many of the residents admit to having bad nutrition and related health concerns.	£7,500	£5,000	The panel were not able to support this project as it was unclear about what CBH were applying money for. As it looks like the programme is already underway there was no evidence that using grant funding would generate any extra added value.	£0
Gloucestershire Young Carers	Healthy Living and Learning	Healthy Living and Learning is an 8-week workshop based programme which comprises activities and information to encourage a healthy approach to eating, safety in the home and the ability to maintain healthy wellbeing. When a young carer is referred to our charity our family workers will meet with the family to assess the needs of the young people in the family, the level of caring they undertake and the impact of that caring role upon the young person's life. We then recommend that the young person is enrolled on a Healthy Living and Learning course		£4,933	The panel felt that the proposed programme was good but felt that there was too little information about how many people would benefit and the fact the majority of the costs were going on transport and staff costs. The panel suggested that Gloucestershire Young Carers re-submit a revised application as part of the second bidding round.	Page 31
Vision 21	Reclaim Furniture Re-Use Project	To keep the 3 old vehicles of Reclaim's Furniture Re-use Project on the road. Experience shows that we need a minimum of £1k/year/van to keep them roadworthy (taxed, MOT'd, tail lift inspected, tyres, insured and service repairs). They are used 5 days/week, for the collection and delivery of furniture and without them the project would come to a stand still.	£90,500	£3,000	The panel were not able to support this project as it does not meet the criteria	£0

Gloucestershire Wildlife Trust	Rooted Youth at the Rock	This pilot project will work with young people through the Rock Centre who are excluded or at risk of exclusion from mainstream education to improve their health and wellbeing, skills and self esteem by strengthening their engagement with nature. We will provide a programme of exploring, filming and recording nature, encouraging wildlife to thrive locally through wildlife gardening and habitat enhancement, as well as visits to Coombe Hill nature reserve and the Hatherley Brook to discover habitat management and wildlife identification	£5,213	£4,463	The panel liked the project but were not convinced that it met the criteria or represented good value for money. The panel suggested that Gloucestershire Wildlife Trust re-submit a revised application as part of the second bidding round.	£0
Gloucestershire Life Education Trust (GLE)	Life Education - helping children make healthy choices	Our project will deliver the UK's leading health and drug programme (Life Education) to children and young people (5 – 11), empowering them with the skills/knowledge needed to make healthy choices. Our trained educators go on the road, working from our purpose-built mobile classrooms, delivering evidence based health programmes which is age-appropriate both in its content and its means of delivery. The interactive mobile classroom provides a perfectly tailored learning environment, using technology, drama, role-play and puppetry. We aim to: Deliver programmes via 10 Cheltenham schools, Work with 1400 beneficiaries and 100 teachers, Communicate health messages to over 700 families	£4,700	£4,500	The panel were supportive of the work of the Life Education programme but would have liked to have seen more information from the identified schools that this is of real need and of use to promote healthy lifestyles. The panel concern was that the grant would be funding GLE's core work with a risk of no added value. The panel suggested that Gloucestershire Life Education Trust re-submit a revised application as part of the second bidding round.	Page 32

Youth and Community Services	Healthy Lifestyles Project	Our Healthy Lifestyles Project's aim is to enhance the understanding of the young people living within Cheltenham and the surrounding areas with regards to the health and wellbeing issues affecting them. A primary focus will be aimed at four distinct areas; reducing obesity, harm caused by alcohol, improving mental health and well being, encouraging young people to take an active role in positive activities to improve their own wellbeing. Youth and Community Services will provide training to all staff and volunteers to ensure their good quality youth work has a primary focus on health. Specific themes will be introduced into each of the sessions, and these will be linked to ongoing existing campaigns and will be led by the needs of the young people	£24,928	£5,000	The panel felt that this is core work for Youth and Community Services and that they are funded elsewhere via positive activity grants. So they could not approve this.	£0
People and Places in Gloucestershire CIC	five ways to wellbeing	Five ways to wellbeing is a simple and straightforward set of actions that positively enhances mental health and wellbeing: Connect, Be Active, Take Notice, Keep Learning and Give. This project will aim to: promote this Public Health message to all sectors of the community across Cheltenham Borough; raise awareness of the five ways to wellbeing, particularly with vulnerable people and those at risk of developing poor mental health and low levels of wellbeing; establish five ways to wellbeing 'Champions' in partner organisations and agencies to embed this message in all working practices, and specifically frontline workers.	£8,265	£4,989	The panel found this application very difficult to understand and were uncertain about whether this was a work-place based project or one delivered with communities? The panel also felt that this work probably happens and that it does not fully meets the criteria. The panel suggested that People and Places re-submit a revised application as part of the second bidding round.	Page 33

<p>Relate Gloucestershire and Swindon</p>	<p>Over 50's Free Relationship MOT</p>	<p>The project will offer couples over the age of 50 a free relationship MOT, which consists of 1 consultation and 2 separate hourly counselling sessions. The project will fund 16 couples and aim to improve their mental well-being at a time when external issues (such as retirement, health issues, change in sex lives, empty nest syndrome etc) may have caused significant change in their lives and relationships which if not managed can spiral into depression, loneliness or relationship break down.</p>	<p>£3,292</p>	<p>£3,292</p>	<p>The panel were unable to support this project as they felt that it was very expensive for 16 couples and were uncertain that it met the criteria.</p>	<p><b>£0</b></p>
<p>Cheltenham Borough Homes (CBH)</p>	<p>Lively Lounges</p>	<p>'Lively Lounges' is a project to engage seniors in physical activity. It will complement the work of CBH Community Hubs and be supported by CBH and its partners. The aim is to co-ordinate and deliver a comprehensive age-appropriate range of social group fitness programmes on a structured and regular basis within sheltered housing scheme communal lounges. The sessions will target disengaged and/or isolated seniors who may be at risk of, or rehabilitating from, chronic disease and who are currently inactive. 'Lively Lounges' will improve their overall physical and mental health and wellbeing, reduce social isolation and loneliness, and promote independence.</p>	<p>£10,000</p>	<p>£5,000</p>	<p>The panel liked the project, and were happy to approve it. They would like to see evidence that CBH is considering how they can use the same instructors across the duration of the project so that they can develop better working relationships with the residents.</p>	<p><b>£5,000</b></p>
<p>Mindsong – music for dementia</p>	<p>Volunteer Community Singing Groups in Care Homes and Day Centres</p>	<p>To embed trained, dementia-aware volunteers into care homes &amp; day centres providing specially devised dementia-friendly singing groups for people with mid to late-stage dementia. Geographically sensitive hubs are formed in care homes; local volunteers are recruited and trained. Each hub forms a choir, with volunteers gaining practical training in working with people who have dementia. Supportive teams are formed, leaving to work in other homes in the area. New volunteers join the hub. Ongoing support provided by dementia specialists and music therapists. The aim: to have a team singing in all suitable care homes in the Borough within 3 years.</p>	<p>10940</p>	<p>4000</p>	<p>The panel really like the project and were happy to approve this application</p>	<p><b>£4,000</b></p>

Cheltenham Borough Council	Encouraging Takeaways in Low-income Communities to Serve Healthier Food	A number of studies have found that take away food outlets are often located in areas of higher socio economic deprivation. This project is aimed at encouraging small takeaway businesses in low income communities to implement simple procedural changes to the way they fry food with the aim of producing a healthier product. Such businesses may face particular challenges and a specialist initiative focusing on a single issue such as 'healthy chips' works best. The project will centre on working with businesses on a one to one basis by reducing oil absorption into deep fried food by educating food businesses on the type of cooking oil, size of the cut chip, the oil temperature, the cooking time, the loading of the fryers the draining of the product and the frequency of oil changing.	3251	3251	The panel liked this project, the focus on supporting takeaways serving food in some of our poorer communities makes good sense.	<b>3251</b>
Community Roots CIC	Cooking healthy sauces on a budget	To teach 20 individuals how to produce healthy cooking sauces on a budget which anyone can learn and can continue to use the skills beyond the project. This is a pilot project initially to run over 6 weeks where participants will learn 6 different, basic, healthy sauces that they can produce confidently on a budget. This will be led by a Volunteer Community organiser who is a trained chef. The Community Organiser will be acting in a supporting role to enable the pilot to take place. This will include networking, promotion, printing recipes, hand outs and organising the sessions	4162	4042	The panel were unable to support this project as it felt that this project was very expensive for the proposed outputs.	Page 35
Oakley Residents Association	Oakley Sports 2015	Providing 9 sports sessions (for 48 children aged 8 to 14), each for 2 hours, based in Clyde Crescent Park in the school holidays (Easter, half term and summer) and a 'family fun' session. A range of sports including rounders, football, Quick Cricket, Team Building Games and Basket Ball will be offered. Delivery will be through professional coaches but it is hoped local residents will become involved (local five a side football team interested). The coaches will do team building and training sessions with residents prior to the session delivery with a	4630.9	£2,962.50	The panel were happy to approve this project, on condition that residents association do not stop seeking funds from elsewhere for the project.	<b>£2,962.5</b>

		view to the residents taking on more of the delivery in future years.				
Gloucestershire College	Chefs on Tour - Cheltenham	Chefs on Tour - Cheltenham is a dynamic, interactive educational cookery roadshow which engages and inspires young people to get involved in cooking. It is targeted across primary and secondary school children and mapped against the school curriculum The focus of the roadshow is how to eat healthily using fresh produce and emphasising that cooking is enjoyable, fun and not as time consuming or as difficult as they might think. Pupils are encouraged to bring in produce, particularly produce they have grown, or that has been grown locally, to see how it can be incorporated into nutritious and tasty meals.	£6,000	£5,000	The panel were sympathetic to this project but were uncertain about which schools they were going to work with, and whether parents would be involved in acknowledgement of their role in sustaining healthy diets for young people. The panel suggested that Gloucestershire College re-submit a revised application as part of the second bidding round.	
				<b>£71,079</b>		<b>£20,213.50</b>

## Positive Activity Grants 2014/15 – Proposed allocations to projects where further information was sought.

Organisation	Project	Description	cost of project	amount requested	Positive activities Funding recommended for approved
Friends of Naunton Park	Naunton Park Youth Project	To continue and develop the youth work that Youth and Community Services began as a Pavilion Youth Work initiative last year. We will work in partnership with their youth work team to build further relationships with the young people aged 11 – 19 years of the Naunton Park area, utilising our resources located in the Pavilion. The youth work will focus on developing a sustainable community-based project enabling young people to develop socially and emotionally as they take an active and positive role in their community. The project will consist of a weekly youth work session of 2.5 hours at the Pavilion with a programme of positive activities that the young people are empowered to plan and deliver with the experienced youth work team.	£10,080	£5,200	<b>5,200</b>
County Community Projects	Cheltenham Youth Café	We deliver sessions two evenings a week, available to children and young people in Cheltenham Town Centre, primarily, but not exclusively, targeting disadvantaged young people. The service provides a much-needed Town Centre venue for young people to meet their peers and engage in a range of structured activities, including games, music, arts, film screenings, table tennis, pool, trips, community projects and more. Through consultation the structure and direction of sessions are designed by the young people themselves. Additionally, young people access information, advice & guidance services, and other relevant services, including counselling	21500	5500	<b>None at this time</b>
Hesters Way Neighbourhood Project.	Time to Grow Phase II	The project is to underpin the continuing professional development of the Spring bank Youth Club which caters for 8 to 19 year olds. We would like to employ two qualified youth workers who would work together to build upon the successes of the youth worker employed over the last 15 months. They will train volunteers, recruit new volunteers and, with our team of volunteers and young people, develop and deliver session plans that meet the needs and aspirations of the young people so they are better prepared for life and all its challenges and opportunities	10240	5000	<b>5,000</b>

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## Cheltenham Borough Council Cabinet – 11 November 2015 LGA Peer Challenge Review

<b>Accountable member</b>	<b>Councillor Steve Jordan, Leader</b>
<b>Accountable officer</b>	<b>Andrew North, Chief Executive</b>
<b>Ward(s) affected</b>	<b>None</b>
<b>Key Decision</b>	<b>No</b>
<b>Executive summary</b>	<p>Between 16 and 19 September 2014 an LGA peer challenge review was undertaken. Peer challenges are improvement-focussed and tailored to meet individual council's needs. They are designed to complement and add value to a council's own performance and improvement focus.</p> <p>The peers used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read. The team provide feedback as critical friends, not as assessors, consultants or inspectors, and we have now received their final draft report which is attached at appendix 2. It is pleasing to note that they were very positive about the council saying that we have clear ambitions for place and driven by the needs of the customer and community. They recognised that there is a clear demonstration of community leadership by members and an empowered organisational culture with a dedicated, passionate, focused and motivated workforce.</p> <p>They did however make a number of suggestions as to how we could improve our performance particularly bearing in mind the pace of change and challenges that we face. The findings have been reviewed by the senior leadership team and an action plan has been prepared to address the issues which the peer team raised. The findings from the peer review team were also considered by overview and scrutiny committee at their meeting on 3 November and their views will be fed back verbally.</p> <p>We are grateful for the work of the review team, and were impressed with the way in which they managed the review. We would also like to thank all those individuals who gave up their time to meet with the peer review team.</p>
<b>Recommendations</b>	<p><b>To consider the draft report and to approve the draft action plan as set out in appendix 3</b></p> <p><b>To request the LGA to undertake a follow up review in six months' time</b></p> <p><b>To consider any views from the Overview and Scrutiny committee which can feed into the action plan and to request them to oversee the monitoring of the action plan.</b></p>

<p><b>Financial implications</b></p>	<p>There are no direct financial implications arising from the report.</p> <p>The recommendations in respect of risk and project management have the potential to improve the management of scarce resources which in turn, may assist in protecting public money.</p> <p>In view of the commentary and recommendations in respect of ICT, whilst there is an existing and fully funded ICT infrastructure upgrade strategy, this may need to be revisited in order to deliver better outcomes for staff and external customers which may result in the need for additional investment which would need to be approved by council.</p> <p><b>Contact officer: Mark sheldon, director resources</b>  <b>mark.sheldon@cheltenham.gov.uk, 01242 264123</b></p>
<p><b>Legal implications</b></p>	<p>No legal implications arising from this report</p> <p><b>Contact officer: Sara Freckleton, borough solicitor and monitoring officer</b>  <b>sara.freckleton@tewkesbury.gov.uk, 01684 272010</b></p>
<p><b>HR implications (including learning and organisational development)</b></p>	<p>It is important that additional work load demands on officers named in the action plan at appendix 3 is monitored and resourced appropriately</p> <p><b>Contact officer: Julie McCarthy, GOSS HR</b>  <b>julie.mccarthy@cheltenham.gov.uk, 01242 2643551</b></p>
<p><b>Key risks</b></p>	<p>There are no significant risks associated with this decision which need to be included on the corporate risk register.</p> <p>Specific actions will be picked up by relevant service managers and any associated risks in ensuring that actions are progressed will be monitored through service risk registers</p>
<p><b>Corporate and community plan Implications</b></p>	<p>The suggested areas for improvement will assist the council in meeting its corporate and community plan objectives.</p>
<p><b>Environmental and climate change implications</b></p>	<p>None</p>
<p><b>Property/Asset Implications</b></p>	<p>None arising from the report</p> <p><b>Contact officer: David Roberts@cheltenham.gov.uk</b></p>

## 1. Background

- 1.1 The peer review team comprised Dr Pav Ramewal, Chief Executive, Sevenoaks District Council, Councillor Stuart Bray, Leader of Hinckley and Bosworth Borough Council (Liberal Democrat), Councillor Tony Jackson, Leader of East Hertfordshire District Council (Conservative), Laura Taylor, Director of Commissioning and Governance, Basingstoke and Deane Borough Council and Paul Clarke, LGA Programme Manager.
- 1.2 The peers were on site between 16 and 19 September and reviewed a range of information to ensure that they were familiar with the council, the challenges it is facing and its plans for the future. During the 3.5 days they spoke to over 90 people including a range of council staff together with councillors and external stakeholders, they gathered information and views from more than 30 meetings, telephone calls, visits to key sites and additional research and reading.
- 1.3 They collectively spent more than 220 hours to determine their findings – the equivalent of one person spending over 6 weeks in Cheltenham. At the end of the onsite visit they provided some initial feedback which has been followed by a draft report which is attached at appendix 2.
- 1.4 A copy of the slides from the presentation given by the team at the end of the peer review visit was sent to all participants, all members and a copy placed on the intranet for employees, so that they could see the key messages and what issues the peer team had identified.

## 2. Reasons for recommendations

- 2.1 The peer review has been a positive experience and has provided the council with an opportunity to reflect on what it is doing. The recommendations within the report have been considered by cabinet and officers and a response to the recommendations along with proposed actions has been drawn up. This action plan is set out in appendix 3.
- 2.2 There are a number of positive observations which the peer team have identified which are set out below, and it is important that the council maintains these strengths whilst undergoing a period of change.
  - Clear ambitions for place and council
  - A council that is outcome focused and is recognised by partners in delivering big projects
  - Strong partnership focus - £2.9m pa
  - Collaborative working with communities
  - Clear political leadership from Leader and cabinet
  - Clear demonstration of community leadership by members
  - A determined focus on regeneration and growth
  - An empowered organisational culture
  - Sound financial planning
  - Ambition for an innovative Joint Core Strategy
  - Cheltenham Development Task Force – highly effective delivery model
  - A 2020 Vision that, if delivered enables the protection of services for local people
  - Driven by the needs of the customer and community
  - Scrutiny works-needs an effective work programme
- 2.3 The peer team identified a number of suggestions as to how we might improve which are set out below. The action plan at appendix 3 identifies either action which is already in place to address the issue or areas of activity which will need to be undertaken.
  - Align strategies and plans in line with your new corporate plan and then effectively communicate to all

- Consider longer term financial planning, greater level of sensitivity analysis and scenario planning
- Reflect how you utilise the considerable talents that members bring
- Consider how Scrutiny might reappraise its work programme with particular reference to the opportunity to play a part in scrutinising the progress of critical projects
- Clarify and communicate the purposes, accountabilities and key personnel for your range of 'delivery vehicles'
- Consider a fundamental review of project management, risk management and procurement
- Reassess how you effectively manage the interface between priorities and capacity
- Consider ways to engage and consult more widely the public and customer through consultation
- Consider a staff survey and keep focus on staff morale through change
- Keep your IT requirements and plans front and centre

2.4 The action plan at appendix 3 also includes the key messages which arose from the staff focus group and the proposed actions which executive board are to take to address these.

### 3. Alternative options considered

3.1 As the peer review is not a formal inspection process there is no requirement upon the council to take any action resulting from the report. However as a significant amount of time has been invested by the peer team on a voluntary basis and that the council is always prepared to learn from others it would be a wasted opportunity to not formally consider the findings and determine what action may need to be taken.

### 4. Consultation and feedback

4.1 The senior leadership team on 30 September considered the key findings which emerged from the initial feedback specifically so any urgent items could be addressed. The overview and scrutiny committee will be considering the report at their meeting on 3 November and any views will be fed back verbally to this meeting of cabinet.

### 5. Performance management –monitoring and review

5.1 It is important that having identified a course of action to address the suggested areas for improvement that action is taken and that it is monitored. The executive board will monitor the plan but it is proposed that it is reviewed periodically by the overview and scrutiny committee to ensure that issues are progressing as planned.

5.2 The peer review team have also proposed a follow up review and it is suggested that this is taken up and invite them back in six months to assess how we are progressing.

<b>Report author</b>	<b>Contact officer: Andrew North, Chief Executive andrew.north@cheltenham.gov.uk, 01242 264100</b>
<b>Appendices</b>	1. Risk Assessment 2. Corporate peer challenge 16 – 19 September 3. Action plan
<b>Background information</b>	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	Action	Deadline	Responsible officer	Transferred to risk register	
1.	If the council does not address the issues raised by the peer review team there is a risk that it is not addressing key issues which may impact on performance	Andrew North	October 2014	3	2	6	R	Action plan to be developed to address key issues Action plan to be monitored LGA to be requested to undertake follow up review	March 2015	Andrew North		
<p><b>Explanatory notes</b></p> <p><b>Impact</b> – 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><b>Likelihood</b> – 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><b>Control</b> - Either: Reduce / Accept / Transfer to 3rd party / Close</p>												

**Guidance**

Types of risks could include the following:

- Potential reputation risks from the decision in terms of bad publicity, impact on the community or on partners;
- Financial risks associated with the decision;
- Political risks that the decision might not have cross-party support;
- Environmental risks associated with the decision;
- Potential adverse equality impacts from the decision;
- Capacity risks in terms of the ability of the organisation to ensure the effective delivery of the decision
- Legal risks arising from the decision

Remember to highlight risks which may impact on the strategy and actions which are being followed to deliver the objectives, so that members can identify the need to review objectives, options and decisions on a timely basis should these risks arise.

**Risk ref**

If the risk is already recorded, note either the corporate risk register or TEN reference

**Risk Description**

Please use “If xx happens then xx will be the consequence” (cause and effect). For example “If the council’s business continuity planning does not deliver effective responses to the predicted flu pandemic then council services will be significantly impacted.”

**Risk owner**

Please identify the lead officer who has identified the risk and will be responsible for it.

**Risk score**

Impact on a scale from 1 to 5 multiplied by likelihood on a scale from 1 to 6. Please see risk [scorecard](#) for more information on how to score a risk

**Control**

Either: Reduce / Accept / Transfer to 3rd party / Close

**Action**

There are usually things the council can do to reduce either the likelihood or impact of the risk. Controls may already be in place, such as budget monitoring or new controls or actions may also be needed.

**Responsible officer**

Please identify the lead officer who will be responsible for the action to control the risk.

For further guidance, please refer to the [risk management policy](#)

**Transferred to risk register**

Please ensure that the risk is transferred to a live risk register. This could be a team, divisional or corporate risk register depending on the nature of the risk and what level of objective it is impacting on

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Cllr Steve Jordan and Andrew North  
Cheltenham Borough Council  
Municipal Offices,  
Promenade,  
Cheltenham,  
GL50 1PP

14 October 2014

Dear Steve and Andrew

**Cheltenham Borough Council  
Corporate Peer Challenge 16-19 September 2014**

On behalf of the peer team, I would like to say what a pleasure and privilege it was to be invited to Cheltenham to deliver the recent corporate peer challenge as part of the LGA offer to support sector led improvement.

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected your requirements and the focus of the peer challenge. Peers were selected on the basis of their relevant experience and expertise and agreed with you. The peers who delivered the peer challenge at Cheltenham were:

- Dr Pav Ramewal, Chief Executive, Sevenoaks District Council
- Councillor Stuart Bray, Leader Of Hinckley and Bosworth Borough Council (Liberal Democrat)
- Councillor Tony Jackson, Leader Of East Hertfordshire District Council (Conservative)
- Laura Taylor, Director of Commissioning and Governance, Basingstoke and Deane Borough Council
- Paul Clarke, LGA Programme Manager

**1. Scope and focus of the peer challenge**

You asked the peer team to pay particular attention to the following areas as part of the challenge:

- The effectiveness of your Governance arrangements and scrutiny
- The effectiveness of your approaches to risk and decision making and project management
- The potential challenges and opportunities of the future operating model(s) of the council

All of the above we have addressed within the core components looked at by all corporate peer challenges which are outlined below.

1. Understanding of the local context and priority setting: Does the council understand its local context and has it established a clear set of priorities?
2. Financial planning and viability: Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
3. Political and managerial leadership: Does the council have effective political and managerial leadership and is it a constructive partnership?
4. Governance and decision-making: Are effective governance and decision-making arrangements in place to respond to key challenges and manage change, transformation and disinvestment?
5. Organisational capacity: Are organisational capacity and resources focused in the right areas in order to deliver the agreed priorities?

We hope the feedback provided, which is structured to address the areas you wanted us to focus on, will help CBC build upon your self-evident strengths and stimulate your future plans.

## **2. The peer challenge process**

It is important to stress that this was not an inspection. Peer challenges are improvement-focussed and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement focus. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared for the peer challenge by reviewing a range of documents and information in order to ensure they were familiar with the Council and the challenges it is facing.

This letter provides a summary of the peer team's findings. It builds on the feedback presentation provided by the peer team at the end of their on-site visit. In presenting feedback to you, they have done so as fellow local government officers and members, not professional consultants or inspectors.

## **3. Summary of feedback: overall observations and messages**

Cheltenham Borough Council (CBC) has significant ambitions for Cheltenham, the place and the council. These ambitions are achieved through a resolute focus on proactive partnerships that deliver tangible outcomes.

We were very impressed with the clear political leadership. Every person who commented upon the leader of the council did so in glowing terms. We attended a cabinet meeting where we saw very effective portfolio holders with a clear grasp of their responsibilities. From what we saw and heard there was a real demonstration of community leadership by all members.

Although referred to as 'a town within a park' and with a proud Regency character, the council and its partners are nevertheless focused on regeneration and growth. The Cheltenham Development Task Force helps drive this growth and helps deliver significant change which is keeping the place prosperous.

The council itself has a workforce focused upon outcomes. Its commissioning culture is embedded and people know what is expected of them and they are empowered to deliver.

The council has like many, a track record for delivering financial savings. An effective medium term financial plan exists and is regularly reviewed and updated in the light of new priorities and financial challenges.

Although we did not specifically focus on this as part of our challenge we were impressed with the ambition underpinning the delivery of a Joint Core Strategy (JCS) between Cheltenham, Gloucester and Tewkesbury. This is notable practice and it is important to recognize the real innovation and ambition.

The peer team found an effective approach towards Scrutiny. The chair is pragmatic, purposeful and focused. This approach permeates throughout the scrutiny members we met with. They feel as we do, that a fresh look at the work programme and a focus on helping to deliver the council outcomes we referred to above and scrutinize the significant changes in store for the council would be beneficial.

The production of the new corporate plan provides the ideal opportunity to refresh and align a number of strategies and plans that we saw. In our view a common timetable and focus will be a positive step. This will particularly help with communicating a clear and consistent message to your stakeholders.

The above is of particular relevance when considering the scope and the speed of change we saw at the council. Our reflection is as one stakeholder told us 'we all aren't on the same page'. This reflection did not amount to an unwillingness to be, but rather confusion about how plans for change related to each other e.g. the county wide Troubled Families versus the Borough wide Inspiring families programmes. This is something the council should address.

The sound financial planning referred to, we believe, can be augmented further. In our view longer term financial planning, further sensitivity analysis and scenario planning

could all be utilized to a greater extent to enhance and future proof the change plans the council is considering.

The member cadre is an impressive and engaging resource. We felt and several of them remarked, that it would add capacity at a time of change if the council could find proactive ways and means to utilise the considerable talents they possess.

We felt that some important systems that the council utilizes to support change need an overhaul. This maybe about process, it may be about culture but it is certainly about application. In our view a fundamental review of project management, risk management and procurement would benefit the council

The council and stakeholders employ many and creative approaches to engagement. We didn't always see how effectively that was coordinated or indeed the employment of a wider public and customer consultation. This is something the council may want to reflect upon

Staff and managers we met with were a joy. Our reflection is that they are engaged and 'up for change'. At the same time we detected some uncertainty about the future and some fatigue with change. We are certain the council is aware and will address this. Our thoughts were that it would be wise to survey the views of staff about this and refresh that evident enthusiasm. In our view this might just be one part of a package of proactive actions to ensure that the council is keeping a weather eye on the organisation culture, morale and officer resource.

IT is holding back the organisation's capacity and more importantly capability. The council is acutely aware of this and our reflections are that this 'Achilles heel' needs significant attention.

Overall therefore CBC is an impressive council. It is self-aware and the challenges we have outlined above are very much within their line of sight.

### **3.1 Local Context and Priority Setting**

CBC's Corporate Strategy for 2010-15 outlines a clear vision, ambitions and priorities for Cheltenham and the council. This is updated and reviewed through an annual action plan. The council has many, varied and focussed ways of proactive engagement with the communities in Cheltenham and this helps drive its developing new corporate plan from 2015 onwards.

The Council demonstrates good knowledge of the local area and its characteristics; including the constraints it works within (Green Belt, AONB, ageing population, outflow of young people) and the challenges it faces (economic development, housing and affordable housing).

The Council has developed plans to ensure these are addressed and is moving to ensure these are all outcome based. It adopted a determined strategy to become a 'Commissioning Council' several years ago. This pervades all council activities from effecting financial savings to seeking new ways to deliver its services. This includes the establishment of a Housing ALMO, a relatively recent leisure and cultural Trust and a variety of shared working models and involvement of the Voluntary and Community Sector (VCS) in delivering services. .

The council is forward thinking and innovative in working in partnership across the public and private sector and we came across several significant examples:

- The County wide economic growth joint committee, a fantastic development between the county council and the six Gloucestershire districts. The growth deal to which it relates will help to create up to 5000 jobs and generate up to £40 million in public and private investment.
- There is a strong focus on outcomes, for example 'Cheltenham has a strong and sustainable economy'<sup>i</sup> , we saw translated into the thriving Brewery development. This makes the delivery of priorities clear and tangible
- Our team were very impressed with the 'Cheltenham Development Taskforce' a very small (one inspiring employee) arm's length body, with key skill inputs helping plan and deliver significant projects for the town, for example a strategy for Cheltenham's high street upgrade.
- The relationship between the council and Cheltenham Borough Homes was mature, challenging and achieving strong and sustainable outcomes. Again the delivery of the excellent social housing project in St Pauls is a manifestation of this.

The council is rightly preoccupied with delivering value for money. A core ambition is the 2020 project. The council working with its GOSS partner councils (Cotswold, Forest of Dean and West Oxfordshire DCs) is now considering the creation of a single employment model as the natural progression to the shared services arrangements. It is at an early stage but again this reflects the ambition and focus on CBC.

All of the above bodes well and our advice in terms of priority setting is about focus and communication. Understandably at a time of change a range of plans and strategies which underpin the councils priorities have developed. However, the timescales and messages don't always overlap. The production of the new corporate plan provides an ideal opportunity for the council to streamline and focus these.

The 2020 proposals we know are developing, but many people we spoke to expressed uncertainty and a lack of clarity in respect of this. In line with the above remarks about plan alignment we would advise a clear, concise and consistent communication and change plan to underpin 2020. Additionally this partnership is both highly innovative and radical. It will be important that as this progresses that the

council is both aware and manages the corporate risks that this will create. We are sure they will.

We didn't always see how effectively you coordinated or indeed employed a wider public and customer consultation. The last significant consultation took place in 2009 in relation to management of government funding cuts and resident priorities. This is something the council should reflect upon as the scale and significance of change occurs and the potential for this to impact upon services delivery increases.

In our view your reducing organisational capacity needs to be squarely focused on the right outcomes. We detected some confusion about the relative importance/rating of priorities for various initiatives. For example, the council has a Regulatory and Environmental Service transformation (REST) project, so people asked us how this relates to its 2020 proposals. Furthermore, the council is focussed on delivering its 'Inspiring Families' project, so again stakeholders reflected how does this relate to the county wide 'troubled families' plans. We only beg a question, with an emphasis on being clear on your priorities and deploying your capacity to deliver them.

A final thought relates to the increasing significance nationally for all councils, including districts to focus attention on delivering the 'health agenda'. During our 4 days we heard very little about how you were doing this and in our view it merits further reflection.

### **3.2 Financial strategy and viability**

We were very impressed with both your track record in terms of finance and your future plans. You should be applauded for your achievements of delivering a fundamental savings programme over the last 6 years, amounting to current annual savings of £7.5m, with a further £1.7m identified for the next 3 years.

We spent time with your lead finance officers and through them and the effective stewardship of the Council members we equally recognise you have a robust Medium Term Financial Plan and a clear strategy in place to deliver projected savings.

Your 2020 vision will help bridge the currently identified £1.2m gap in finance and you have used your capital programme and ear-marked reserves both imaginatively and prudently. The recent sale of two of the Council's car parks is a significant example where the Council has been able to consider a range of economic development and regeneration projects that will be funded by the capital receipt.

The Commissioning approach we have already referred to has enabled all of these savings to be realised at very minimal impact to the delivery of services to the community. This is an outstanding achievement.

As referred to you plan fastidiously in terms of finance. Indeed you have a 'Bridging the Gap' strategy, which is regularly reviewed and updated. We noticed that this had a high degree of red or amber risks. However, on exploring this with officers, it became clear that these risk ratings were largely due to the Council not being able to meet the saving in the relevant year, but it was clear to us that in many cases the saving would be achieved in later years. Therefore, the Council may wish to reconsider the classification and criteria for high risk savings to avoid causing unnecessary confusion and concern.

We felt that you could consider scenario planning as a more prominent feature of your future financial plans. At a time of significant change we felt this would be a useful discipline. This would allow you with member oversight to really spend time looking at options relative to your priorities, capacity and financial capability. An example of this might be how you might scenario plan for and employ strategies should, your ambitions within the 2020 vision not be met.

You have effective financial stewardship and a realistic medium term plan. A next step maybe to consider even longer term financial planning, at least in line with your 2020 vision and ideally over a ten year period. In our view this could really help the council take the next progressive progression on your journey of effective stewardship.

None of us underestimates the size of the financial challenges ahead. We did detect that your systems and people are as one stakeholder said 'starting to creak'. Again a timely reflection upon the financial capacity within the Council we believe would be wise.

### **3.3 Political and managerial leadership**

We were very impressed with the sustained and visible political leadership at CBC. Everybody we spoke to expressed their real confidence in the leader of the council. We saw properly briefed and confident cabinet members. Your reputation for delivering through partnership and the leadership this portrays is undisputable.

From our short time with you we were very clear that the chief executive and his senior team are committed to innovation and change. They are on the front foot, making this happen, not passively responding to circumstances. We are also clear that the empowering style that they seek to promote does exist throughout the council. People know what is expected and they for the most part deliver well within this framework.

We received very positive feedback in relation to your first line managers and front-line staff. They felt, despite IT and capacity issues, that they had the latitude and freedom to operate in a way that allowed them to be productive and effective and that there was good communication with the senior team.

We saw good member and officer relationships at play and the member mentoring scheme, employed for new members, which offers them a senior officer as a key link in their early period as a member is to be commended.

Your approach to scrutiny in our view is effective and progressive. The chair of scrutiny is keen that the management and governance of scrutiny helps both inform the future policy of the council and takes an active challenging role in the performance of the council.

The 2020 project will have real significance for the council, its staff and its operating model. We sensed a real commitment from the senior leaders to this and we are confident they will progress this with the strategic pragmatism which they constantly employ.

A request of the peer challenge team from the council was to focus on how open and transparent the council is. From our best endeavours after four days with you and from what we read and heard it is our view that the council and its leadership really does seek to be both. We heard about a scrutiny process which encourages open debate. We were told about regular political group leaders' meetings with the chief executive. We saw, read and were told about member briefings, seminars and engagement at all levels in the organisation. All of the above and much more besides reinforced our view.

A reflection we had from the peer challenge was that CBC should refresh its thinking about when and how members are involved in issues and doing this at the 'right time'. This is about effective leadership, decision making and good governance and will reinforce positive intent. One suggestion might be to take, for example the Crematorium or Museum projects, where it is fair to say there have been issues about engagement and communication. We advise you reflect on how, when and why members could and should have been engaged. This will be good organisational learning and can also be used to focus attention on key issues relating to accountability and use of information.

Some members expressed the need for clarity about as one of them said 'who does what?' You have a range of delivery vehicles and partnership arrangements and members would benefit from being kept sufficiently informed about their purpose and changes. In truth this relates to officers too, as we attended meetings or discussions with your officers where confirmation was sought from them about which person and which organisation was responsible for certain activities. Again we raise this as a core communication issue.



### **3.4 Governance and decision making**

You put in place new constitutional arrangements from April 2012. It is clear and well understood.

We saw strong political commitment to support good governance. The administration respects and promotes effective scrutiny and policy development. Your 'call in process' appears both practical and effective. Indeed we heard about an inclusive and progressive scrutiny culture and process including a strong cross-party commitment and involvement.

You have a clear performance management framework in place. From this we were easily able to see strong and sustainable links to your corporate plan and MTFP

Whilst all the above is a strong base, again there were areas where we thought you could reflect upon. For example, there was some evidence that scrutiny groups are resource hungry. You have a commitment to review and set an effective work programme for scrutiny and our advice is to ensure scrutiny focusses on high value areas and through this you will make better use of the resources you have available.

You are an organisation in constant change and this has kept you on 'the front foot'. However, it brings challenges and we have made reference to some uncertainty from members and staff about who is doing what, when and how. One stakeholder told us, 'Sometimes we drop the ball'. As a consequence you have had some significant project management issues. Where these have gone wrong it is important that you learn from your mistakes and through doing so reinforce your openness and transparency. We have also made reference to projects such as the Wilson Art Gallery and Museum. Your approaches to procurement and risk equally merit attention.

This openness comes with accountability too. We did see empowered staff but you do need to be confident that they also know when to ask for help and recognise their own mistakes or project failures. This is something we would encourage you to reflect upon.

We felt that it would be very worthwhile to begin a debate within the council about what and how effective governance through adapting to change should look like and be managed. Again, this presents an ideal opportunity for your scrutiny governance arrangements and your projects, risk and procurement practices, including the relevant control, monitoring and approval mechanisms being used.

A final reflection from us is again back to a key area from the challenge and that was about communication effectively through change. A strong message from many stakeholders and especially staff was a request for more effective information sharing about corporate work streams to ensure staff and members are up to speed.

### 3.5 Capacity

Your approach to proactively dealing with capacity was neatly summed up by one of your external stakeholders. You have a 'Coalition of the willing'. You are preoccupied by building capacity, resilience and efficiency through partnerships, for example: The significant back office work through GO shared services, managing the housing challenge through Cheltenham Borough Homes, waste management through Ubico, leisure and cultural provision through a trust and at a community level, the VCS in delivering some services.

In recent years you have seen a 55% reduction in workforce with little impact on frontline services. Much of this reduction has been achieved through new and different delivery arrangements but nevertheless it is very impressive.

You understand change very well and the peaks and troughs that this brings. We saw that you would both plan longer term and support shorter term when demand and pressure on retained staff occurs. You are proactive in addressing your resource capacity and capability.

The Council has a number of projects and priorities running which will create demand and pressure on the retained workforce. The Council is also very clearly moving in to areas of work and managing services that will be unfamiliar to many that work in local government. This in itself is creating a skills and capacity gap and therefore, training, effective approaches to organisational development and managing change will have increasing relevance.

There are areas where we believe you could help improve your capacity challenges. In overall terms we felt you should identify some core approaches to delivering member and customer expectations. You are undergoing significant change; it is a good time to engage with your key stakeholders about managing demand.

You have been making changes but not in all cases have your processes kept apace. We recognise your need to employ due process and employ good governance but we didn't feel that for all your arrangements this was proportionate and it would be useful for you to reflect upon this. The advent of the new Leisure Trust might be an area to use as good learning.

We have said you have empowered staff and that is a strong positive. We were a little surprised that you do not regularly through change test the 'organisation temperature' through staff surveys. Again, this is something for you to reflect upon.

You will know we heard more disquiet about your IT effectiveness and the lack of IT investment than anything else from staff during our four days. Anecdotes abounded about its ineffectiveness. This is a major issue that is sapping your scarce resources

and needs to be addressed in order that you are able to maintain and sustain the pace of change to date.

We had a thoroughly engaging staff focus group and made a commitment to them to highlight some key messages that would promote positive engagement as you embark on further change, we believe the following 'staff asks' will merit your reflection and attention:

- Greater visibility of the senior team
- Ensuring appraisals are effective and make a difference to staff
- Promote more effective working with members
- Develop a communication plan for change (you said... we did)

### **Key suggestions and ideas for consideration**

The peer team developed some suggestions for you to consider. These are based on what we saw, heard and read and we fed the list below back to you at our feedback session on the last day. Drawing on our experience of the sector and knowledge of local government improvement, the following are things we think will help you to make best use of your skills and experience, deliver some quick wins, and develop the strengths you will need to see your change agenda through:

- Align strategies and plans in line with your new corporate plan and then effectively communicate to all
- Consider longer term financial planning, greater level of sensitivity analysis and scenario planning
- Reflect how you utilise the considerable talents that members bring
- Consider how Scrutiny might reappraise its work programme with particular reference to the opportunity to play a part in scrutinising the progress of critical projects
- Clarify and communicate the purposes, accountabilities and key personnel for your range of 'delivery vehicles'
- Consider a fundamental review of project management, risk management and procurement
- Reassess how you effectively manage the interface between priorities and capacity
- Consider ways to engage and consult more widely the public and customer through consultation
- Consider a staff survey and keep focus on staff morale through change
- Keep your IT requirements and plans front and centre

### **Next steps**

You will undoubtedly wish to reflect on these findings and suggestions made with your senior managerial and political leadership before determining how the council wishes to take things forward. As part of the peer challenge process, there is an offer of continued activity to support this. In the meantime we are keen to continue the relationship we have formed with you and colleagues through the peer challenge to date. We will endeavour to signpost you to other sources of information and examples of practice and thinking.

I have included the contact details for Andy Bates who, as you know, is our Principal Adviser (South West). Andy can be contacted via email or telephone at [andy.bates@local.gov.uk](mailto:andy.bates@local.gov.uk) (07970914345). He is the main contact between your authority and the Local Government Association. Hopefully this provides you with a convenient route of access to the Local Government Association, its resources and any further support.

All of us connected with the peer challenge would like to wish you every success going forward. Once again, many thanks to you and your colleagues for inviting the peer challenge and to everyone involved for their participation.

Yours sincerely

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On behalf of the challenge team

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Corporate peer challenge – 16 to 19 September 2014

Action plan

Key suggestion and ideas for consideration	Management Comments	Proposed action	Lead officer
Align strategies and plans in line with your new corporate plan and then effectively communicate to all	The corporate strategy for 2015/18 is currently being developed.	In developing the new corporate strategy ensure alignment to existing strategies and plans. Once strategy is drafted and approved ensure that it is communicated clearly to stakeholders and employees.	Richard Gibson Strategy and engagement strategy.
Consider longer term financial planning, greater level of sensitivity analysis and scenario planning	The council currently produces a three year plan on the basis that it is hard to estimate beyond this period. Production of a plan for a longer period which could cut across several borough and general election periods would be significant work. However the proposal is an interesting one which will be considered.	Obtain copy of the MTFS produced by Sevenoaks DC to ascertain the level of detail and to talk to the finance team to ascertain how it is prepared. BTG group to consider how scenario plans and sensitivity analysis can be used on the strategy to ensure that options are fully tested and understood.	Mark Sheldon Director of resources
Reflect how to use the considerable talents that members bring	There is a wealth of talent within the member pool and they bring a range of skills and knowledge. Members are engaged in working groups both cabinet and scrutiny. Overview and scrutiny committee to consider what actions they feel are appropriate.	Ask members to complete an audit of skills Cabinet to use this when setting up working groups Cabinet and managers to consider how members could be engaged on an informal basis through workshops to help support policy development	Rosalind Reeves Democratic services manager
Consider how scrutiny might reappraise its work programme with particular reference to the	The committee are considering the report at their meeting on 3 November and will consider the proposal	Action to be determined by O&S at their meeting on 3 November.	Rosalind Reeves Democratic services manager

opportunity to play a part in scrutinising the progress of critical projects			
Clarify and communicate the purposes, accountabilities and key personnel for your range of delivery vehicles	This had already been identified by members and managers are taking steps to ensure that members are aware of the roles and accountabilities.	Appropriate member seminars and through useful information leaflets.	Pat Pratley Deputy CEX
Consider a fundamental review of project management, risk management and procurement	There have been reviews undertaken on both the AG&M project and the cemetery and crematorium – both of which provide useful lessons learnt as to whether it is the process, culture or application. The peer review team are right to suggest that given the direction of travel it is important to ensure that our risk management, procurement and project management processes are able to support the pace of change.	SLT/SM to have a session considering the lessons learnt from both the cemetery and crematorium project and the AG&M project and consider what lessons learnt mean for existing processes. Risk management training is already planned for all managers at the end of October. Consideration should be given to separate risk sub groups for key programmes and projects.	Mark Sheldon Director of resources
Reassess how you manage the interface between priorities and capacity	The senior leadership team undertake a resource management process which reviews capacity and priorities. Given the pace of change and the reduction in capacity within the organisation it is agreed that it is important to undertake a review of our approach.	Reassess the approach to resource management to ensure that it is appropriate. The review to be aligned to the development of the new corporate strategy and to be in place by 31 March 2015.	Ken Dale Business improvement manager
Consider ways to engage and consult more widely the public and customer through consultation	Consultation is undertaken on specific issues rather than a blanket approach on all services. This has been found to be more effective as it targets specific issues and is a more cost effective way of engaging with the public.	As part of the development of the corporate strategy for 2015/18 undertake a consultation exercise to ensure that there is wider engagement on the strategic direction of travel for the council.	Richard Gibson Strategy and engagement strategy.
Consider a staff survey and keep focus on staff morale through change	GO shared services have recently appointed a new head of HR. This will be discussed with her as to how best this could be achieved in an effective and meaningful way. Employees do have the ability to post comments on the	Employee sessions to be held in November and the idea of regular staff surveys or other means of engagement to be tested out with them at these sessions	Andrew North Chief Executive

	intranet and this is a useful way of testing opinion on specific matters.		
Keep your IT requirements and plans front and centre	Since the peer review was undertaken further work has been undertaken on the infrastructure of the network which has helped to stabilise the current systems. Support has been provided through our GO partners to assist the shared service in helping to improve the current infrastructure.	IT Business relationship manager post created for period of six months to support the shared service with service redesign and transformation. Regular updates to users Infrastructure upgrades to stabilize the system Regular updates to SLT on progress	Mark Sheldon Director of resources

<b>Key messages from staff focus group</b>	<b>Management comments</b>	<b>Proposed action</b>	<b>Lead officer</b>
Greater visibility of the senior team	As there are now fewer direct employees nearly all of which are based in the municipal offices this will be easier to manage	Employee sessions to be held in November and exec board to test out with employees as to what they want via visibility	Andrew North Chief Executive
Ensuring appraisals are effective and make a difference to staff	Appraisal process has been updated. Session held with service managers to get feedback on the process	Employee focus group to be set up to ascertain how the process worked this year and what other improvements are required.	Pat Pratley Deputy Chief Executive
Promote more effective working with members	Member/officer relationships are key to a successful organisation.	Training sessions have already been organised for employees on report writing, O&S and working with members	Rosalind Reeves Democratic services manager
Develop a communication plan for change (you said...we did)	There is already the Cheltenham Futures programme which has a communication strand, and work is ongoing to develop an engagement and communication plan for 2020 Vision	Develop appropriate communication strategies for key change programmes	Pat Pratley Deputy Chief Executive

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