



CHELTENHAM

BOROUGH COUNCIL

Notice of a meeting of Overview & Scrutiny Committee

Monday, 2 March 2015
6.00 pm
Pittville Room - Municipal Offices

| Membership | |
|---------------------|---|
| Councillors: | Tim Harman (Chair), Colin Hay (Vice-Chair), Nigel Britter, Chris Mason, Sandra Holliday, Helena McCloskey, Dan Murch, John Payne, Chris Ryder and Max Wilkinson |

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

Agenda

| | | |
|-----------|---|--------------------|
| 1. | APOLOGIES | |
| 2. | DECLARATIONS OF INTEREST | |
| 3. | MINUTES OF THE LAST MEETING 12 January 2015 | (Pages 1 - 10) |
| 4. | PUBLIC AND MEMBER QUESTIONS, CALLS FOR ACTIONS AND PETITIONS | |
| 5. | MATTERS REFERRED TO COMMITTEE | |
| 6. | FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED Gloucestershire Health Community and Care O&S Committee / Gloucestershire Economic Growth O&S Committee – verbal update from Councillor Clucas Police and Crime Panel (5 Feb) - verbal update from Councillor Murch | |
| 7. | CABINET BRIEFING | (Pages 11 - 12) |
| 8. | PROJECT INITIATION DOCUMENT (PID) Cemetery and Crematorium – Ken Dale (Members to consider the PID and decide how and when they want to scrutinise the project) | (Pages 13 - 24) |
| 9. | DEVELOPMENT OF THE CORPORATE STRATEGY | (Pages |

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|------------|--|---|-----------------|
| | | 2015-16 Discussion paper by the Strategy and Engagement Officer (consider the draft strategy and comment as necessary) | 25 - 46) |
| 10. | | INFORMATION SECURITY POLICY Report of the Cabinet Member Corporate Services – an opportunity for O&S to comment on the report before it goes to Cabinet on 17 March 2015. | (Pages 47 - 80) |
| 11. | | UPDATES FROM SCRUTINY TASK GROUPS | (Pages 81 - 82) |
| 12. | | REVIEW OF SCRUTINY WORKPLAN | (Pages 83 - 86) |
| 13. | | DATE OF NEXT MEETING 27 April 2015 | |
| 14. | | BRIEFING NOTES (FOR INFORMATION ONLY) <ul style="list-style-type: none"> • Race week arrangements | (Pages 87 - 88) |
| | | | |

Contact Officer: Saira Malin, Democracy Officer, 01242 775153
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Overview & Scrutiny Committee

**Monday, 12th January, 2015
6.00 - 7.55 pm**

| Attendees | |
|----------------------------|--|
| Councillors: | Tim Harman (Chair), Colin Hay (Vice-Chair), Chris Mason, Sandra Holliday, Helena McCloskey, Dan Murch, John Payne, Max Wilkinson and Klara Sudbury (Reserve) |
| Also in attendance: | Rowena Hay (Cabinet Member Healthy Lifestyles), Steve Jordan (Leader), Saira Malin (Democracy Officer), John Rawson (Cabinet Member Finance), Ros Reeves (Democratic Services Manager), Wilf Tomaney (Townscape Manager), Jon Walklett (Cabinet Member Corporate Services) and Shirin Wotherspoon (Solicitor, One Legal) |

Minutes

1. APOLOGIES

Councillors Ryder and Britter had given their apologies. Councillor Sudbury attended as a substitute for Councillor Britter.

2. DECLARATIONS OF INTEREST

No interests were declared.

3. MINUTES OF THE LAST MEETING

The minutes of the last meeting had been circulated with the agenda.

Upon a vote it was unanimously

RESOLVED that the minutes of the meeting held on the 3 November 2014 be agreed and signed as an accurate record.

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

No questions, calls for action or petitions had been received.

5. MATTERS REFERRED TO COMMITTEE

No matters had been referred to the committee.

6. FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED

Councillor Clucas was unable to attend the meeting and had therefore produced a short update on a recent meeting of the Gloucestershire Economic Growth O&S Committee and an upcoming meeting of the Gloucestershire Health, Community and Care O&S Committee (Appendix 1). The Chairman advised that he would be attending a meeting of the latter scheduled for the following day (13 January) and he would be happy to feedback any comments.

Councillor Hay, as the Chairman of the Gloucestershire Economic Growth O&S Committee explained that the committee, which had only met twice, was established to scrutinise the county growth deal, which had been signed only a few days prior to this meeting. He noted that Gloucestershire was the only county to have been awarded the total sum for which it had applied and full details of how these monies would be used, were on the Gloucestershire County Council website. As he had explained at the last meeting, economic development at a local level remained the responsibility of each authority and though this was undertaken by the Local Enterprise Partnership (LEP) in the main, he suggested that this committee may want to consider the revised Economic Strategy before it is tabled for approval.

Councillor Sudbury asked whether it would be possible to invite the NHS to a meeting of this committee to provide an update on A&E, given that residents of Cheltenham were now being taken to Gloucester. The Chairman would make enquiries as to whether this could be arranged.

Councillor Murch had produced an update on the last meeting of the Police and Crime Panel (6 November) which he had attended on behalf of Councillor McCloskey. This is attached at Appendix 2. The Chairman advised members that the Police and Crime Commissioner for Gloucestershire, Martin Surl, had been invited to attend the June meeting of the committee. Councillor McCloskey understood that there were plans for a major reorganisation of the Police force and asked that the committee be provided with any information in advance of his visit. Councillor Hay suggested that the conclusion of a review by the County Council into two murders, may raise issues for this council to consider in relation to what it, and its commissioned services were doing to identify and prevent domestic abuse and/or what they should be doing.

7. CABINET BRIEFING

The Leader referred members to the briefing which had been circulated with the agenda. Regarding the suggestion that the Economic Strategy should come to scrutiny he advised that it was due to be considered by the Joint Planning and Liaison Group on the 11 February. He hoped that members had found the recent 2020 seminars useful: this was a major piece of work with Cabinet having agreed in December, in principle, to move forward. The Chairman referred members to the set of questions which had been circulated in advance of the meeting (Appendix 3), particularly question 5 which asked how would members of scrutiny would like to be involved in the 2020 vision project. The Leader explained that there would be three areas for scrutiny; the project itself, the process of deciding which services would be included and monitoring the outcomes. Given the various arrangements for service delivery that the council now had in place, there was also a question about whether a standardised approach should be adopted or was it acceptable that there were a variety of approaches for the various arrangements.

Members preferred seminars as a means of keeping all members informed about the 2020 vision project, feeling that it was important that all members were aware of what was happening, not simply members of the O&S Committee. Members did however, feel, that these seminars should also include break-out groups, smaller groups to take particular issues forward and that a note of any views expressed by members at the seminars and break-out groups should be captured and circulated to all members. A member

commented that scrutiny needed to get to grips with the detail of the 2020 vision project so that they would be better informed when Council was asked to make important decisions regarding the business case for 2020 vision later this year. He suggested this could be done in smaller groups focussing on particular areas.

A member voiced concerns if different councils were to require alternative reporting arrangements this could cause difficulties for the service provider.. He felt that the reporting mechanism should be the same for each council.

The Chairman agreed that effective scrutiny input was important and suggested that the wider issue of an approach to scrutinising existing and future service delivery arrangements would require further consideration and discussions with the Leader. The Leader advised that Cheltenham had nominated a member to the role of Observer on the Board of Ubico from the outset, but when the Board considered the matter of increasing the number of partners, they recommended that this did not continue. However, given the ongoing concerns expressed to Ubico over discontinuing the Member Observer role, Ubico directors had indicated that they would now accept that the role of Observer could continue. A meeting between relevant members would be arranged before the end of January and the issue of the Observer, or alternative arrangements, would be discussed.

8. BUDGET RECOMMENDATIONS 2015-16

Councillor Babbage, a member of the Budget Scrutiny Working Group (BSWG), referred members to the recommendations, which had been circulated in advance of the meeting, but separately to the agenda. He explained that the group had considered the process by which the budget proposals were produced and made observations. He then offered some background information to each of the recommendations;

2. The approach to the NHB currently being adopted by the council was less aggressive than that of other councils.
3. The group was supportive of the council remaining in the business rates pool, as long as it was in its financial interest to continue to do so.
4. The group welcomed a continuation of the council tax freeze in a time when it was difficult to do so.
6. The group welcomed the adoption of the methodology it had suggested to the Section 151 Officer in relation to the presentation of the options for use of the receipt from the sale of North Place Car Park.

Some members of the committee voiced concerns about the BSWG's suggestion that the council adopt a riskier approach to the NHB. Councillor Babbage assured members that the NHB had been a topic of much in-depth discussion by the group and explained that it was the assumption of many councils that, were the NHB to be scrapped, it would be replaced by something else.

The Cabinet Member Finance took this opportunity to thank the BSWG for their work, which had culminated in a useful set of recommendations. He did however, have some reservations about recommendation 2, which he had expressed to the group. He had serious reservations about linking the NHB projections to the JCS. There was no guarantee that these houses would be built in any particular timeframe and he was aware that there were issues

pertaining to planning applications being approved and no building work being undertaken. Since his time as Cabinet Member Built Environment, he had felt strongly that planning decisions should not appear to be driven by finance and that any linkage would be dangerous. He felt that a cautious, though highly sensible approach had been adopted, with the previous year's performance being used to calculate these projections.

Councillor Sudbury raised the request of the Gull Group which had requested that the budget for dealing with the issue, be increased, to make it more manageable. The Cabinet Member Finance acknowledged that this issue had not been included in the wider consultation. He explained that the suggestion was that there should be an £8.5k increase, some of which would be one-off funding and if there was public support for this, then he would like to see it happen.

The Chairman thanked Councillor Babbage for presenting the recommendations and the BSWG for their hard work and reminded members that this discussion formed part of an ongoing consultation process, which would inform any council decision.

9. LGA PEER REVIEW

The Democratic Services Manager introduced the paper as circulated with the agenda. Following feedback from the LGA Peer Review which took place in September 2014, Officers devised an action plan and was approved by Cabinet at their December meeting. Cabinet had also resolved to request that the O&S Committee oversee monitoring of the action plan and it was for the committee to decide how they intended to do this. The LGA, at the request of the council, had looked at scrutiny in particular and felt that it was working well, acknowledging the achievements of the scrutiny task groups.

They did however, feel that the committee needed to reappraise their work programme and focus on high value areas and have more involvement in key projects. They also queried whether member talents were being properly utilised and in response to this Officers planned to undertake a member skills audit, which was attached at appendix 2 of the report and had been simplified from when it was previously attempted.

The Chairman felt that the review had been a useful process, which acknowledged the committee's hard work but highlighted some deficiencies which required consideration. Given that the peer team had been asked to undertake a review in June time, he suggested that it would be useful for the committee to consider progress against the action plan in April.

Member comments included;

- A member felt their comments to the LGA team regarding listening to public consultation had not been included in the final feedback. Another member felt there was always room for improvement in relation to how consultations were approached but it was important to be clear that it is not a referendum and whilst views will be taken into account, they will not necessarily affect the final decision. This needed to be made clear to the public and their expectations managed.
- Whilst the committee had a role to play in major projects, perhaps the focus should be on overview rather than scrutiny, with updates

provided at dates set out on the PID. But if project teams were going to be asked to do this, they must be given the resources to do so.

- The 'high value focus' should not relate solely to financial value but also issues which are important to residents within the town.

The Chairman thanked the Democratic Services Manager for her paper and asked when she would be in a position to commence the skills audit. She confirmed that this would be circulated immediately.

10. MEMBERS' ICT POLICY

Councillor Babbage, Chair of the Task Group, introduced the report which set out a number of recommendations. Having considered the draft policy, which was broadly in line with the previous policy, the task group were fully supportive, being of the opinion that it provided clarity on the ICT provision for members, as well as what was expected of members in their use of ICT. Having given consideration to the business case for iPads the group had agreed to the inclusion of an agreement form, which amongst other things, set out the members commitment, in accepting a council iPad, to moving to paperless meetings. This was not a decision taken for primarily financial reasons but the group were of the opinion that members with an iPad should not be asking Officers for copies of papers which had been circulated electronically.

One member commented that it was not unreasonable, having provided an expensive piece of kit in the form of an iPad, to cease the issue of paper copies, though there may well be occasions when officers took the decision that some documents were better presented on paper. Another member queried why there was no mention of members that chose to use their own iPad, not being provided with paper copies. She felt that this should be the case across the board whether a member is using a council issued iPad or their own.

A member suggested that 3G capability should be available to members on the council iPad as this would facilitate the use of the iPad at other external meetings outside the council offices.

The Democratic Services Manager, along with the Cabinet Member Corporate Services and Councillor Babbage, provided the following answers to member questions;

- Devices which were 3G enabled were 25% more expensive to buy and had monthly charges associated with them.
- The option of paying Members an ICT Allowance under the Members Allowance Scheme, which would enable them to buy their own equipment to use for carrying out council business, was explored by the Members Allowance panel earlier in 2014. However advice from One Legal at the time advised that such an allowance was not allowed within the Members Allowance legislation. The recommendations from the panel to Council in December 2014 acknowledged that there was still a need for Members to have access to a PC at home/or in the Council offices for their council work as well as WiFi and home telephone and allocated a sum of £100 per annum to support those facilities as part of the basic allowance. This was agreed by Council.
- The iPad was never meant as a replacement for a PC, it was only meant for data consumption rather than data creation. Citrix access was still available to members who wanted to be able to access their account at

home. There was also an option for members to purchase their own equipment, which the report highlighted, would probably be favourable to most members who wanted to use their iPad to its full capability.

- Modern.Gov did offer an application which would allow access to pink papers but there was an annual fee of £6k associated with this, which was why it was not currently available. Democratic Services would undertake to negotiate this figure.
- Two training sessions had been held and Saira Malin, Democracy Officer, had produced a guide to the iPad and Modern.Gov app which was available upon request. She was also happy to undertake one to one training if members felt that they needed more help, but all technical queries would need to be put directly to ICT.

The Chairman commended the task group for their work. He acknowledged that this would be a difficult adjustment for some members and that it was therefore important to support them through this period of change. Given that there were 3 committee members who were also County Councillors, he urged that the integration of devices be further investigated by the Cabinet Member Corporate Services.

Upon a vote it was unanimously

RESOLVED that the recommendations set out in the Scrutiny Task Group Report be endorsed and Cabinet be recommended to;

- 1. Endorse the Members' ICT Policy and publicise it to all members, thereby demonstrating Cabinet's support for the move to paperless meetings.**
- 2. The recommendations in respect of Members signing up to the policy before accepting a council iPad (including the retrospective requirements) be implemented by the Democratic Services Manager.**
- 3. The recommendation regarding encouraging Members to participate in training and development designed to enhance their use of ICT equipment and applications provided is taken forward by the Cabinet Member Corporate Services in liaison with ICT and Democratic Services.**
- 4. The recommendation regarding Members' ICT provision being kept under review in order to take advantage of new developments in technology is taken forward by the Cabinet Member Corporate Services in liaison with ICT and Democratic Services.**

11. PUBLIC ART PANEL SCRUTINY TASK GROUP

Councillor Payne, a member of the task group, introduced the report. The issue had been raised by the Cabinet Member Healthy Lifestyles and the committee had decided that a one-off workshop with representatives from O&S and the members of the Public Art Panel should be arranged. The workshop gave everyone that attended a feel for how it worked and the recommendations provided a framework for how it should work moving forward.

At this stage, Councillor Sudbury declared an interest, as she was a newly elected member of the Public Art Panel, though she noted that she had not yet attended any meetings.

The following responses were given to questions from members of the committee;

- The £6k figure for refreshing the Public Art Strategy was an estimate based on discussions with two individuals who had previously drafted a Public Art Strategy. Previous Legal advice was that no sums could be top sliced from the 106 monies to support strategy development, but consideration was being given to whether this could be done in the future if included within the 106 agreement with the developer.
- In the past, decisions had been captured within the minutes of meetings of the panel, but these were only available on the intranet and not visible to the public. This process would be formalised as part of the officer/member decision process.
- The members' fortnightly briefing would be used to publicise achievements by the panel and an annual report/update could be produced for the committee if it so wished.
- The ToR would be amended to clearly demonstrate that the panel received public art funding from the 106 monies, rather than, as it currently suggested by the existing wording, all 106 monies.
- The panel were aware that project management was important and whilst this had been weak in the past, there had been improvements. The word 'evolve' related to the piece of art itself, rather than the project, as until an artist was appointed, there was an element of uncertainty as to what the piece of art would actually be.

The Cabinet Member Healthy Lifestyles was pleased with the recommendations of the group, which had addressed her concerns by providing transparency to the process, where previously there was none. She was grateful to officers and members and commended the work of the panel.

The Chairman thanked the group and officers for their work on bringing the report together.

Upon a vote it was unanimously

RESOLVED that the recommendations set out in the Scrutiny task Group Report be endorsed and it be recommended to Cabinet that;

- i. The achievements of the Public Art Panel to date in support of Public Art in the borough be commended.**
- ii. The revised terms of reference for the Public Art Panel as set out in the Appendix be approved for adoption by the Public Art Panel at their next meeting and that the revised terms be communicated to the organisations represented on the Public Art Panel.**
- iii. A representative from the Cheltenham Trust be invited to the Public Art Panel and if accepted, the membership of the Public Art Panel be extended accordingly.**

- iv. **The non-councillor members of the Public Art Panel be formally appointed at the next meeting of the Public Art Panel and a review date set for 3 years (2018).**
- v. **A sum not exceeding £6000 be allocated to enable the Director of Environmental and Regulatory to carry out a refresh of the Public Art Strategy.**
- vi. **The Public Art Panel be consultees on the Community Infrastructure Levy project.**
- vii. **The project management process for Public Art be reviewed by officers with the council's business development team.**
- viii. **Officers supporting the Public Art Panel work with Democratic Services and One Legal to agree when and by whom decisions are being taken and which decisions should be published as part of the democratic process.**
- ix. **The Townscape Manager use the Members Briefings following Public Art Panel meetings to provide an update to all Councillors and make minutes of the Public Art Panel available on the intranet subject to any confidentiality and produce an annual report on behalf of the panel.**

12. SCRUTINY OF PROJECTS

The Democracy Officer introduced the paper as circulated with the agenda. The committee had considered the LGA Peer Review feedback at their last meeting and their suggestion that the committee reappraise its work programme with particular reference to the opportunity to play a part in scrutinising the progress of critical projects. Members voiced concerns about scrutiny of critical projects at the time, but no conclusions were reached as to how the committee wanted to approach this. Following that meeting, the Democracy Officer met with the Business Development Manager and discussed options for scrutiny of projects in the future. Officers were mindful that the existing arrangements weren't considered effective and developed the proposed approach being discussed today, which was best demonstrated on the diagram on page 61.

The Solicitor from OneLegal urged members to be mindful that scrutiny was not a decision making body and should therefore be cautious about participating in a gate review.

Members did not agree that having an observer at gate reviews for projects would allow for effective scrutiny and would instead put that member in a difficult position. Members felt that the PID should still be considered by the committee at an early stage and a view taken, on a project by project basis, as to what involvement the committee wanted. Instead of attending a gate review, members asked that a report be produced after each gate review, which set out what decisions had been taken, why, and set out any associated risks. There was also a suggestion that a template of scrutiny questions could be developed.

The Chairman asked that a working proposal be produced for consideration by Cabinet at future date, yet to be determined.

13. UPDATES FROM SCRUTINY TASK GROUPS

The Chairman referred members to the task group update which had been circulated with the agenda and noted that there was no further progress to report.

In addition to this, the Democracy Officer explained that;

The Cheltenham Spa Railway Station STG hoped to arrange a meeting with First Great Western and Network Rail to establish their position with regard to the council's formal response to the Western Route Study, which was submitted in advance of the deadline last week.

The Chairman of the Cycling and Walking STG, Councillor Wilkinson, had met with Officers this morning (12 January) to agree a work programme for the group, with the current suggestion being that the group would be in a position to take a report to Cabinet in June 2015.

14. REVIEW OF SCRUTINY WORKPLAN

The Chairman referred members to the work plan which had been circulated with the agenda. He alerted members to the fact that he had asked for two items to be added to the work plan. Firstly, the Police and Crime Commissioner had been invited to attend a meeting, which had been scheduled for June 2015 and secondly, a presentation from the Lido Trust. Members would be aware that the Council had a major stake in the Lido, but perhaps lacked the full understanding of how this arrangement worked. This had not yet been scheduled.

Councillor Hay asked that a review of the Economic Strategy be added to the work plan, in order that the committee could consider how well positioned the town was to attract European monies, how well the strategy meshed with the Tourism Strategy and how it fit with the current thinking of the Chamber of Commerce. This request would be discussed at the next chairs briefing.

Councillor Sudbury suggested that it might be useful to arrange for a presentation, at the next meeting (2 March) by the Public Protection team on their arrangements for race week. This request would be discussed at the next chairs briefing.

The work plan would be updated accordingly.

15. DATE OF NEXT MEETING

The next meeting was scheduled for the 2 March 2015.

Tim Harman
Chairman

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Cabinet Briefing Overview and Scrutiny Committee – 2 March 2015

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

Economic Development

The role of Cheltenham Business Partnership Manager is jointly funded by CBC and other partners on the CBP. Prior to Martin Quantock's retirement from the role, the Partnership had agreed to carry out a feasibility study, again jointly funded with CBC, into setting up a Business Improvement District. Martin has agreed to continue his work on this 1 day a week alongside consultants to ensure the feasibility study is completed. In the meantime, CBP has appointed Kevan Blackadder to the CBPM role 3 days a week for an initial 6 month period. This should allow time for a wider discussion about whether aiming for a BID is right for Cheltenham; what contribution local businesses are prepared to make; and what should the role of CBPM be going forward. John Forward, Chairman of CBP is also retiring in June so a process to find a replacement is underway among the business partners.

The Cheltenham Economic Development Strategy has been discussed by the Planning & Liaison Working Group and will be subject of a members' seminar on 16th March. It will form part of the evidence base for phase 1 of the Cheltenham Local Plan with a report due at Cabinet in April. However, there are also actions we will want to pick up straight away.

The role of strategic overview of tourism has now moved to Pat Pratley's team and a Tourism Forum has been set up to allow wider discussion of tourism issues in Cheltenham. Clearly tourism is has a significant input to the Cheltenham economy.

The future need to for Economic Development resource will be assessed based on the priorities emerging from the EDS and tourism review. In particular the currently vacant Economic Development post will be redefined.

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Cemetery and Crematorium

PROJECT INITIATION DOCUMENT

| | |
|---------------|---|
| Author | Business Development Manager |
| Owner | Director of Environmental & Regulatory Services |

DOCUMENT HISTORY

| | |
|---------------------------|--|
| Document Location: | S:\Special Projects\Cheltenham Crematorium Options Appraisal 2014\Start Up and Closure |
|---------------------------|--|

| Version Number | Version Date | Summary of Changes |
|-----------------------|---------------------|--|
| 0.1 | 03/10/2014 | First draft – numerous gaps |
| 0.2 | 08/10/2014 | Second draft |
| 0.3 | 10/11/2014 | Third draft – including stabilisation workstream |
| 1.0 | 17/11/2014 | Version approved by Project Board |
| 1.1 | 19/11/2014 | Change to Legal lead |
| 1.2 | 12/01/2015 | Addition of appendix A (link to consultants brief); various changes proposed by Project Team; clarification of approach to updating timeline; some additions to responsibilities |

Approval of this document by Project Board will be recorded in the ‘Summary of Changes’ above and in the project’s Decision Log.

This document may be accessed by all project team members [here](#).

1. Project Background

Cheltenham Cemetery opened in 1863 and its crematorium was added in 1938. The buildings and the majority of the grounds have Grade II listed building status because of their architectural and historical interest.

The site is fully owned and operated by Cheltenham Borough Council.

In April 2010 a project was launched to improve the chapel; to replace the three old cremators with two new cremators; and to also introduce a mercury abatement system.

However, the cremator replacement project has not delivered the expected environmental, financial and operational outcomes and has led to a period of ongoing service interruptions and operational difficulties.

Independent technical assessments were undertaken in October & December 2013 and a further condition report was commissioned in September 2014. The Council has been advised that the existing cremators have at best a 5 year life span.

This project includes both an appraisal of options for the long-term future of the cemetery and crematorium and the completion of stabilisation work on the existing cremators.

Following the agreement of a long-term strategy it is intended that a further project is created to deliver it.

2. Project Definition

2.1 Project Objectives

The objectives of the Project are

1. CBC Cabinet, by June 2015, to agree the strategy for the future of the Cemetery and Crematorium.
2. Reduction of the risks associated with the stabilisation of the Cemetery and Crematorium operation. (This is to be interpreted as the removal of all red (scoring 16 or over) operational risks which are not 'accepted' - or an alternative criterion to be defined by Project Board.)

Objective 1 links to objective VFM 5 in the 2014/15 and draft 2015/16 CBC Corporate Plans.

2.2 Method of Approach

The objectives will be met by two workstreams within a single project structure managed according to Prince2 standards. The workstreams are brought together in order to facilitate:

- an integrated approach to management
- a consistent approach to engagement with stakeholders
- management of their interdependencies

Options Appraisal

An external consultant is to be commissioned to undertake a feasibility study into the future of the Cemetery and Crematorium. The brief for the consultant is at Appendix A.

The consultant's draft report will be considered by relevant CBC members and officers and consultation will take place with key external stakeholders.

A report with recommendations will then be taken to Cabinet. If additional capital expenditure is required to implement agreed recommendations a further report will be taken to Council.

Stabilisation

Stabilisation work on the existing cremators is being led by the council's Bereavement Services team and supported by Property Services and other council teams.

2.3 Key Project deliverables

Options Appraisal

A Cabinet report with recommendations, incorporating the consultant's report.

Potentially a Council report requesting additional funding to implement recommendations.

Stabilisation

An updated risk log with a record of actions taken to reduce risk.

Other supporting deliverables are listed in section 10 below.

2.4 Project Scope

Options Appraisal

The scope of the options appraisal is all land, buildings and facilities within and adjoining the Cemetery and Crematorium located at Bouncers Lane, Cheltenham.

The options appraisal will not consider:

- fundamental changes to the design of the services or to the service delivery model or;
- building facilities at a new site.

The implementation of an agreed strategy is outside the scope of this project.

Stabilisation

Once the stabilisation objective (see above) has been met, further work to reduce operational risks will be transferred into 'business as usual'.

2.5 Constraints

| | |
|-----------|---|
| Financial | A budget of £30,812 is in place to cover the costs of the options appraisal. Costs of stabilisation work will be met from within operational budgets. |
| Time | A decision on the strategy must be taken by June 2015 |
| Resource | No constraint on resource identified |
| Quality | Planning conditions attached to the Cemetery and Crematorium. The buildings and a part of the gardens have Grade II listed status and a number of trees are protected. The site is close to the boundary of the Cotswolds Area of Outstanding Natural Beauty. Environmental and other statutory requirements (note that environmental standards may change during the lifetime of the project) |

The Project Manager is required to report to Project Board if the project is likely to fail to meet the above constraints.

2.6 Dependencies

The project has potential interdependencies with:

- REST programme – which may impact the management structure within Environmental & Regulatory Services
- 2015/16 budget setting – information on potential future revenue and capital costs will be required
- CBC Asset Management Strategy – information from the project will inform the strategy

Additionally there are interdependencies between the two workstreams within this project:

- Outcomes of the stabilisation work may impact the range of viable options
- Outcomes of the stabilisation work may impact timescales for delivering a strategy

3. Initial Business Case

This project will deliver the following benefits:

- a sustainable future for the Cemetery and Crematorium
- improvement to the financial and environmental performance of the Cemetery and Crematorium
- increase to the contribution of the service to the delivery of CBC's Medium Term Financial Strategy
- maximisation of the potential of the Cemetery and Crematorium site contributing towards positive outcomes for Cheltenham and its community.

Anticipated financial costs of the options appraisal are external consultant costs of up to £30,000, subject to further discussions with consultants. There may be small additional costs if, for example, external expertise is required to support the selection of a consultant.

These costs will be met from the payments retained by CBC when the original cremator suppliers went into voluntary liquidation.

Note that a £1M initial capital budget is to be included within the 2015/16 capital programme as a contribution to future spend resulting from an agreed strategy.

Resource requirements from CBC and its partners are to be estimated and included in the corporate resourcing exercise.

4. Project Organisation

| <u>Project Board</u> | <u>Roleholder</u> | <u>Summary of Responsibilities</u> |
|--|---|---|
| Project Sponsor | Director of Environmental & Regulatory Services | Overall accountability for the project. Represents the project to CBC executive board. |
| Cabinet Member - Clean and Green Environment | Cabinet Member - Clean and Green Environment | Represents the project at Cabinet and leads Cabinet decision-making. Chairs the Cabinet Member Working Group |
| Senior User | Bereavement Services Manager | Ensures that the requirements of the service are clearly stated. Ensures that the key deliverables (stabilisation work and the recommendations of the options appraisal) meet the needs of the service. |
| Senior Supplier (Options Appraisal - to be invited to selected project boards) | Consultant to be selected | As specified in the consultants brief |
| Senior Supplier (Property Services) | Senior Property Surveyor | Responsible for day-to-day maintenance of the buildings and plant. Provides property advice to the options appraisal. Arranges for purchase orders to be raised and approved. |
| Senior Supplier (Planning) | Team Leader – Development Management | Provide advice and guidance on planning issues including liaison with consultant. |
| Project Manager | Business Development Manager | Day-to-day management of the project, including management of plans, budget, timescales, risks and issues and project documentation; liaising with project board, project team and all stakeholders as appropriate. |
| Assurance | Governance, Risk, Compliance Officer | Providing an independent view to project board of the project's ability to meet its business case and deliver its objectives. |
| | | |
| <u>Project Team</u> | <u>Lead</u> | <u>Responsibilities</u> |
| Bereavement Services | Bereavement Services Manager | As per Senior User above |

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Cemetery and Crematorium Project Initiation Document

| | | |
|-------------------------|---------------------------------------|--|
| Property | Senior Property Surveyor | As per Senior Supplier (property Services) above |
| Planning | Planning Officer | Provides further advice and guidance on planning issues. |
| Conservation & Heritage | Conservation and Heritage Manager | Provide advice and guidance on conservation and heritage issues including liaison with consultant. Commissions Statement of Significance. |
| Trees | Senior Trees Officer | Provides advice and guidance on issues involving trees, liaising with consultant as appropriate. |
| Procurement | Business Partner – Procurement | Provides support and advice on the procurement of a consultant |
| Financial | GOSS Accountant | Provide advice on current costs and the financial implications of future options. Support management of the project budget. |
| Legal | One Legal Solicitor | Agree a contract with the consultant and provide legal advice on the facilities and future options. |
| Health & Safety | GOSS Health & Safety Business Partner | Provides advice on the health and safety issues at the Cemetery and Crematorium. Ensures that regular health and safety audits take place. |
| Insurance | GOSS Insurance Officer | Provides advice on insurance requirements for consultants. |
| HR | To be confirmed as and when necessary | Provides HR advice |
| Communications | Communications & Web Team Leader | Provides support and advice on external communications |
| Business Change Manager | Role not required at this stage | |

The Project Board will meet at a frequency to be decided by the Project Sponsor and will be responsible for:

- Making and / or ratifying decisions
- Ensuring that adequate resources are available to the project
- Ensuring that the risk profile of the project is acceptable and that corporate risks are escalated
- Ensuring that major stakeholders are engaged

The Project Board will routinely receive:

Cemetery and Crematorium Project Initiation Document

- An updated status report (for subsequent review by Operational Programmes Board)
- A report on the project's budgetary position
- An updated decision log
- Updated risks and issues registers
- Updated stakeholder engagement plan

Roles of project sponsor, senior user, senior supplier, project manager and assurance are set out in more detail in CBC's project management guidelines.

The project team will be required to meet together in whole or in part, at intervals to be decided, to monitor progress, agree future plans, ensure cross-project co-ordination and deal with relevant issues and risks.

A monthly meeting focussed on Stabilisation Risks (and associated actions) will be attended by the Senior User, Senior Supplier (Property Services), Assurance Lead and Project Manager. The Project Sponsor's attendance is optional.

In all meetings, deputies should be provided if named individuals are not available.

5. Stakeholder Analysis and Engagement Plan

A Stakeholder Engagement Plan will be created and reviewed by Project Board.

The main stakeholders are:

- Cabinet Member Working Group
- Other members
- Public
- Media
- Funeral Directors
- Bereavement Services staff
- Institute of Cemetery & Crematorium Management
- Parish Councillors
- CBC Senior Leadership Team

As set out in the brief, the selected consultant will be required to engage with key stakeholders, namely Cabinet Member Working Group and Funeral Directors (as well as the Project Board and members of the Project Team).

6. Quality Plan

The Cabinet report will use the standard CBC template.

Cemetery and Crematorium Project Initiation Document

The standards for the consultant's report, including the criteria against which options are to be assessed, are set out in the brief.

The consultant's report and / or the Cabinet Report will be subject to Gate Review.

The project will apply the learning and recommendations from the [Scrutiny Task Group review of the cremator replacement project](#).

Standard procurement processes in accordance with the Council's Contract Procedure Rules will be used to select the consultant to deliver the brief.

Contracts are be drawn up using the Council's standard contracts

See section 9 below for information on the project management approach.

7. Initial Project Timeline

| Milestone | Date |
|---|--------------------|
| Appoint consultant | Early January 2015 |
| Delivery of the draft report (including a presentation to the Cabinet Member Green and Clean Environment) | March 2015 |
| Presentation to Cabinet Member Working Group | April 2015 |
| Final report | April 2015 |
| Approval by Cabinet | May 2015 |

This initial timeline will **not** be updated as the project progresses.

For an up-to-date timeline, consult the more detailed plan which will be managed by the Project Manager and approved by Project Board or the project's most recent status report.

8. Change Control

Any substantive changes to the consultants' brief, once issued, will require the agreement of project board.

The options appraisal will be subject to standard version control during its drafting and updating.

The stabilisation risk log is subject to continual updating. The date at which it has last been updated will be recorded on its footer.

9. Project Controls

The project will comply with CBC's standard project management guidelines, based on PRINCE2.

Although the costs of this project will be well below the threshold criteria for triggering greater project management formality, the conclusions of this project could lead directly to expenditure well in excess of the criteria. Therefore the standards applicable to large complex high risk projects will be used.

A status report on the project will be provided to Operational Programmes Board every four weeks following review by the Project Sponsor.

A verbal update will be provided weekly to Executive Board by the Project Sponsor.

| <u>Deliverables (including project deliverables)</u> | <u>Sign off</u> |
|--|--|
| Cabinet Report | Cabinet Member – Clean and Green Environment Project Sponsor |
| Consultant's Report | Cabinet Member – Clean and Green Environment Project Sponsor Senior User |
| Consultants' Brief | Cabinet Member – Clean and Green Environment Project Sponsor Senior User |
| Cabinet Member Working Group Terms of Reference | Cabinet Member – Clean and Green Environment |
| Project Initiation Document | Project Board |
| OPB Status Reports | Project Sponsor |

Plans for consultation with other parties on the above deliverables will be covered in the stakeholder engagement plan.

10. Risk Management

Risks and associated mitigation plans will be reviewed regularly at project board meetings.

Corporate risks will be included in the Corporate Risk Register in accordance with the Council's risk management policy.

Cemetery and Crematorium Project Initiation Document

Responsibility for the risk management process within the project rests with the project manager. Advice on risk management will be provided by the Assurance Lead.

11. Project Documentation

Project documentation will be held electronically at

[\\MUDATA\Shared Data\Special Projects\Cheltenham Crematorium Options Appraisal 2014](#)

available only to project team members.

This initiation document, risks and issues logs and any other documents which need to be shared more widely internally will be held electronically at

[\\MUDATA\Shared Data\Special Projects\Cheltenham Crematorium public folders](#)

Appendix A – Consultants' Brief

The brief sent out to all consultants on 4th December 2014 can be accessed [here](#).

Alternatively a copy is available from the Project Manager.

Information/Discussion Paper

Overview and Scrutiny Committee 2 March 2015

Development of the corporate strategy 2015-16

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

1. Why has this come to scrutiny?

- 1.1 The corporate strategy action plan for 2015-16 is being prepared and is due to go to full council for approval on 30 March 2015. To ensure that the views of elected members are captured in the process, the draft strategy is being considered by the Overview and Scrutiny Committee. The draft action plan is attached as appendix A.

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

- 2.1 The corporate strategy sets out the following:
- A proposed vision statement;
 - The four priority outcomes that we will be working towards;
 - The context for the year ahead in terms of needs, challenges and opportunities and proposed commissioning intentions;
 - The council's priority actions to deliver the outcomes;
 - The milestones, indicators and risks by which progress will be measured.

3. How we have prepared the draft strategy

- 3.1 Officers and cabinet members have been fully involved in the development of the corporate strategy.
- 3.2 The corporate outcomes now focus on three high level place-making outcomes covering social, environmental and economic, with an internal "transformation" outcome covering commissioning, asset management, business improvement and financial management.
- 3.3 Each outcome has an introductory section which sets out the context and an analysis of needs, together with a summary of challenges and opportunities. There is then a statement of the council's commissioning intentions in regard to that outcome.
- 3.4 To reflect the change in the way the council delivers its services, each outcome has a section that identifies which organisations have been commissioned to deliver that outcome, the organisations we will work in partnership with and the CBC services areas that will make a direct contribution.
- 3.5 Alongside the priority actions and milestones, thought has also been given to measuring progress through outcome measures (how we will measure these positive change to the outcome) and service measures (how we will measure the direct contribution of our activity). Finally, the relevant corporate risks to the delivery of that outcome have been listed.

4. Questions for Scrutiny

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- 4.1 Are there any improvements you would make to the proposed vision statement?
- 4.2 Does the introductory section to each outcome help you understand the direction the council is proposing? Are there any improvements you would like to see to this section?
- 4.3 Do the proposed priority actions and milestones capture an ambitious yet realistic programme for the delivery of the four outcomes? Are there any actions missing that you feel should be included?
- 4.4 Do the proposed outcome and service measures provide a robust framework for the measurement of progress? Are there any measures that you would like to see included?

5. Next Steps

- 5.1 Comments from Scrutiny will be addressed in the revised draft corporate strategy action plan which will go to Cabinet on 17 March 2015 before the final version goes to Council on 30 March for final approval.

Background Papers

| | |
|--------------------------|--|
| Contact Officer | Richard Gibson, Strategy and Engagement Manager, 01242 235 354, richard.gibson@cheltenham.gov.uk |
| Accountability | Leader of the Council |
| Scrutiny Function | All |
| Attachments | Appendix A –Draft Corporate Strategy Action plan 2015-16 |



CHELTENHAM
BOROUGH COUNCIL

Draft Corporate Strategy 2015-16

Consultation Draft

February 2015

Introduction

Every year, the council publishes its annual corporate strategy. The document sets out the following:

- A proposed vision statement;
- The four priority outcomes that we will be working towards;
- The context for the year ahead in terms of needs, challenges and opportunities and proposed commissioning intentions;
- The council's priority actions to deliver the outcomes;
- The milestones, indicators and risks by which progress will be measured.

Our proposed vision statement

As part of this strategy, we have developed a proposed vision statement setting out our aspirational goals for the long-term future of Cheltenham.

Our vision is of a Cheltenham that delivers the very best quality of life for its people. We believe that key elements in achieving this vision are to protect and enhance the built heritage and green spaces that have shaped the unique character of the town; to create the conditions in which businesses can thrive, innovate and provide good quality jobs; to make the town a world-class cultural and learning centre which is outward-looking and welcoming to visitors; to build strong, safe and healthy communities for residents and their families; and to accept our responsibility to present and future generations to live within environmentally sustainable limits.

Our proposed outcomes

For the purposes of corporate strategy 2015-16, we have focused our efforts on three high level outcomes covering the issues that matter most to our residents, businesses and visitors. We also have an internal "transformation" outcome covering commissioning, asset management, business improvement and financial management. The outcomes are:

- Cheltenham's environmental quality and heritage is protected, maintained and enhanced
- Sustain and grow Cheltenham's economic and cultural vitality
- People live in strong, safe and healthy communities
- Transform our council so it can continue to deliver our outcomes for Cheltenham and its residents

Background to the draft strategy

Each outcome has an introductory section which sets out the context and an analysis of needs, together with a summary of challenges and opportunities. There is then a statement of the council's commissioning intentions in regard to that outcome.

To reflect the change in the way the council delivers its services, each outcome has a section that identifies which organisations have been commissioned to deliver that outcome, the organisations we will work in partnership with and the CBC that will directly contribute.

Alongside the priority actions and milestones, thought has also been given to measuring progress through outcome measures (how we will measure these positive change to the outcome) and service measures (how we will measure the direct contribution of our activity). Finally, the relevant corporate risks to the delivery of that outcome have been listed.

Consultation Questions

1. Do you support the proposed vision statement?
2. If no, are there any improvements you would make to the proposed vision statement?
3. Does the introductory section to each outcome help you understand the direction the council is proposing? Are there any improvements you would like to see to this section?
4. Do the proposed priority actions and milestones capture an ambitious yet realistic programme for the delivery of the four outcomes? Are there any actions missing that you feel should be included?
5. Do the proposed outcome and service measures provide a robust framework for the measurement of progress? Are there any measures that you would like to see included?

What happens next?

Consultation feedback will be addressed in the revised draft corporate strategy action plan which will go to Cabinet on 17 March 2015 before the final version goes to Council on 30 March for final approval.

Our environmental outcome

Cheltenham's environmental quality and heritage is protected, maintained and enhanced

Strategic Direction:

Context and needs analysis

Cheltenham has the most complete 19th town plan in England, and the plan together with many of the original tree planting schemes, makes the Borough unique. It is this special town plan together with the historic parks; squares and tree lined avenues, which has given it the title of "a town within a park". The borough is home to 2,600 listed buildings, of which five are grade 1 listed and seven conservation areas.

There are 461 green space sites covering an area of 620 Ha, comprising 13% of total borough area. There are 2 ancient woodlands and 60,000 trees. These parks, gardens and tree lined avenues have been nationally recognised as some of the best in the country. The provision ranges from small formal gardens and churchyards, to allotments, playing fields, equipped play areas, local nature reserves, and large areas of accessible countryside on the urban fringes. Spaces are also linked by recreational and wildlife corridors such as the Chelt Walk.

Challenges looking forward

- Moving forward with the adoption of the Joint Core Strategy and bringing forward the Cheltenham Plan
- Continuing to increase recycling rates for Gloucestershire; currently at 48%, in the context of reducing residual waste per capita tonnages
- Investment in parks and gardens

Commissioning intentions

The strategic direction for our environmental outcome will be set out in Joint Core Strategy and Cheltenham Plan. We will also bring forward an allotments strategy in 2015.

We have commissioned Ubico to deliver a range of environmental management services and have endorsed the expansion of the number of shareholders of Ubico from April 2015.

We are working with the Joint Waste Committee focusing on residual waste and in particular reducing residual waste per capita from 273kg to a target of 228kg per capita by 2020. In the context of the per capita reduction in residual waste we will seek to achieve a target of 60% for recycling and composting by 2020.

We are currently undertaking a commissioning review of our environmental and regulatory services (detailed within the Transformation outcome) that will shape how we directly deliver the services in the future so that they are:

- More customer focused – delivering services in a more convenient manner for the customer
- More supportive of economic growth
- More efficient - with joined up services provided at optimal cost

We will also continue to invest in our physical assets; in 2015 we will progress two high profile projects the restoration of the War Memorial and the improvement of the Pittville Park Play area.

Our environmental outcome

Cheltenham's environmental quality and heritage is protected, maintained and enhanced

What are we doing already to deliver this outcome:

| We have commissioned the following: | To deliver the following: | We work in partnership with: | On the following activities: | We will deliver directly through these teams: | Delivering the following activities: |
|-------------------------------------|--|---|---|---|--|
| Ubico | Waste and recycling collections, household and commercial Household recycling centre and bring sites Street cleaning Public toilet cleaning Grounds & cemetery maintenance Nursery operations Fleet management and maintenance | Joint Waste Committee Gloucester City and Tewkesbury Borough Councils Cheltenham Development Task Force | Strategic approach to Waste and recycling activity across Gloucestershire including client management of Ubico Joint Core Strategy Town Centre sites Sustainable Transport | Public Protection Green Team Development Management Building Control Townscape Built Environment Enforcement Bereavement Services | Pollution Control Contaminated Land Green Space management Development control Strategic planning Building Control Urban Design Landscape Architecture Heritage Arboriculture Planning enforcement Cemetery and Crematorium |

What are our plans to deliver this outcome in 2015-16?

| Priority actions | Key milestones | Dates | Lead Commissioner | Cabinet Lead |
|--|--|--|---------------------------------|--|
| We will put in place the statutory development plan for Cheltenham, including adoption of the JCS and preparation of the Cheltenham Plan | <ul style="list-style-type: none"> • Examination of JCS • Adoption of JCS • Consultation – Cheltenham Plan issues and options including Green Space designations • Consideration of Community Infrastructure Levy • Cheltenham Plan – consideration given to the role of neighbourhood groups and parishes in bringing forward neighbourhood plans. | July 2015 Dec 2015 May 2015 November 2015 January 2016 | Head of Planning | Leader of the Council |
| We will review and revise the ten year Cheltenham Allotment Strategy. | <ul style="list-style-type: none"> • Allotment tenants and stakeholders consulted • Revised strategy written and approved by cabinet. | June 2015 December 2015 | Green Space & Allotment Officer | Cabinet Member Clean and Green Environment |

| | | | | |
|--|---|--|--|---|
| <p>We will deliver CBC's commitments contained within the Joint Waste Committee plan</p> | <ul style="list-style-type: none"> • Implement the decision regarding the second phase review of the Cheltenham bring site provision with the outcome of increased recycling at the sites • Review garden waste charging systems • Swindon Road recycling centre review • Implement the decision taken with regard to recycling materials bulking review and support the mobilisation of the Ubico bulking facilities • Proactively increase public awareness by implementing a range of different education and publicity initiatives to reduce landfill and increase recycling and reuse. • Assist Ubico to assess business case for new recycling vehicles • Actively explore options for adding new materials such as cardboard, plastics and cartons within kerbside collections. | <p>June 2015</p> <p>Sept 2015</p> <p>Sept 2015</p> <p>October 2015</p> <p>March 2016</p> <p>March 2016</p> <p>March 2016</p> | <p>Strategic Client Officer - Joint Waste Team</p> <p>Strategic Client Officer - Joint Waste Team</p> <p>Strategic Client Officer - Joint Waste Team</p> <p>Strategic Client Officer - Joint Waste Team</p> <p>Strategic Client Officer - Joint Waste Team and Customer Relations and Research Manager</p> <p>Strategic Client Officer - Joint Waste Team</p> <p>Strategic Client Officer - Joint Waste Team</p> | <p>Cabinet Member Clean and Green Environment</p> |
| <p>We will develop a project to replace the children's play area in Pittville Park.</p> | <ul style="list-style-type: none"> • Request for internal project management and capital bid to deliver project. • Subject to the above, develop a PID • Project procurement and implementation • Completion | <p>April 2015</p> <p>May 2015</p> <p>April 2016</p> <p>June 2016</p> | <p>Green Space Development Manager</p> | <p>Cabinet Member Clean and Green Environment</p> |
| <p>We will restore Cheltenham's War Memorial that sits in the Long Gardens</p> | <ul style="list-style-type: none"> • Conservator work commences • Cabinet decision to proceed • Fundraising commences • Award of contract for restoration • Completion of restoration | <p>April 2015</p> <p>June 2015</p> <p>June 2015</p> <p>March 2016</p> <p>November 2018</p> | <p>Deputy Chief Executive</p> | <p>Cabinet Member Finance</p> |

How will we measure our progress to achieving this outcome?

| Type of Indicator | Measured by this indicator | Baseline (date) | March 2016 target | Lead |
|-----------------------------|---|-----------------|-------------------|------|
| Outcome measures | <ul style="list-style-type: none"> An increase in the number of Cheltenham buildings and spaces that have national, regional and local recognition. Increase the number of sites managed to Green Flag park standard Increase in number of volunteer hours given to support community and environmental projects | TBA | TBA | TBA |
| Key service measures | <ul style="list-style-type: none"> Percentage of household waste recycled and composted Residual household waste per head Average number of days to process a planning application Number of improvement schemes to parks, streets and spaces Number properties improved in terms of built environment heritage as a result of council action. | TBA | TBA | TBA |

What are the corporate risks associated with this outcome?

CR33 - If the council does not keep the momentum going with regards to the JCS The policy vacuum left by the abolition of the RSS and the resultant delay in projections and framework could result in inappropriate development.

CR81 - If the Council does not progress as quickly as possible to preparing the Cheltenham Plan, then the Borough will be exposed to the risk of inappropriate development.

CR91 - If the Council does not take effective remedial action to control any identified infestations of Japanese Knotweed in areas on CBC land it could have a detrimental impact on any future plans to sell the private properties and therefore on the timing of any capital receipts.

Our economic outcome:

Sustain and grow Cheltenham's economic and cultural vitality

Strategic direction

Context and needs analysis

Cheltenham has a relatively affluent economy; it supports 72,000 jobs in a range of industries including defence, aerospace, electronics and tourism businesses. It generated between £2.4bn and £2.7bn in economic output, but it is recognised that economic growth has been below national growth rates. The public administration, education and health sector is the largest contributor by GVA to the economy (21.8%), closely followed by Production (20.4%), though in terms of job numbers, business administration (8,800), health (8,200) and retail (8,100) are the most significant sectors.

Cheltenham has gained an international reputation as a thriving centre for culture and is home to a number of festivals that take place throughout the year. The four festivals put on by Cheltenham Festivals bring in nearly a quarter of a million people per annum. Cheltenham Racecourse is home to the National Hunt festival season and hosts sixteen events every year including the Gold Cup Festival with over 500,000 visitors per annum. The borough also plays host to the Everyman Theatre and the Playhouse Theatre, both of which put on a rich and varied programme of professional and amateur performing arts. The Wilson has national recognition as a museum with an outstanding collection.

Cheltenham also has a vibrant night-time economy, the largest such economy between Bristol and Birmingham with an estimated 285 licensed premises in the town centre area out of 460 in whole borough. Our NTE is bolstered by the presence of around 10,000 students at the University of Gloucestershire and from the many sporting events; particularly the Cheltenham Gold Cup Festival which brings many visitors to Cheltenham – the Gold Cup day itself attracts around 67,000 people to the racecourse itself.

Challenges / opportunities looking forward

- Meeting demand for office and business accommodation
- Junction 10 upgrade to unlock the economic potential of land at north west Cheltenham
- Consistent and joined-up approach across economic development, tourism and regeneration activities

Commissioning intentions

The strategic direction for our economic outcome will be set out in the emerging economic development strategy which will be developed as part of the Cheltenham Plan. Alongside a strategy to bring forward employment sites, the strategy will set out how we use direct delivery, influence and leadership to sustain and grow Cheltenham's economic and cultural vitality. Programmes that we will seek to influence will include:

- Gloucestershire LEP
- Cheltenham Development Task Force which is leading the regeneration of town centre sites
- Cheltenham Transport Plan which will deliver improvements to traffic flow and public transport linkages with the town centre
- Cheltenham Trust – delivery of arts, culture and tourism services
- Cheltenham Partnerships – linkages with Job Centre Plus, schools and advice providers
- Late Night Levy to fund night-time economy initiatives

Now that tourism services are now provided by the Cheltenham Trust, we feel that there is need for the council to develop its strategic approach to tourism so that we are clearer about the how we grow this critical part of the economy. We also want to explore the opportunity of establishing a Business Improvement District that will create a pot of funding to sustain our quality approach to the town centre.

Our economic outcome:

Sustain and grow Cheltenham's economic and cultural vitality

What are we doing already to deliver this outcome?

| We have commissioned the following: | To deliver the following: | We work in partnership with: | On the following activities: | We will deliver directly through these teams: | Delivering the following activities: |
|--|--|---|---|---|--------------------------------------|
| The Cheltenham Trust Gloucestershire Enterprise | The Wilson Town Hall Pittville Pump Room Leisureat Cheltenham Sports Play and Healthy Lifestyles Business advice clinics | Local Enterprise Partnership Cheltenham Business Partnership Cheltenham Chamber of Commerce | Strategic Economic Plan for Gloucestershire | E&RS | Economic development function |

What are our plans to deliver this outcome in 2015-16?

| Priority actions | Key milestones | Dates | Lead Commissioner | Cabinet Lead |
|--|--|---|--|-----------------------|
| We will support Gloucestershire Local Enterprise Partnership (LEP) in the delivery of the Strategic Economic Plan for Gloucestershire | <ul style="list-style-type: none"> We will take forward the statement of co-operation agreed between the LEP and JCS authorities in the consideration of land safeguarded for development at junction 10 M5 We will work with the LEP, Tewkesbury Borough Council and Highways Agency to investigate the delivery of an all movements junction 10 M5 We will support the implementation of the Gloucestershire Economic Growth Joint Committee We will identify employment land through the JCS and work with the LEP to bring this to the market. | March 2016 | Chief Executive | Leader of the Council |
| We will work in partnership with key stakeholders to agree a strategic approach to deliver our economic outcome; including how best we use the Joint Core Strategy and Cheltenham Development Task Force activities. | <ul style="list-style-type: none"> Publish consultancy advice on economic development Consult with key stakeholders Report to Cabinet with recommended actions | April 2015 May 2015 July 2015 | Director Environmental and Regulatory Services | Leader of the Council |
| We will implement the revised and updated governance arrangements for Gloucestershire Airport Ltd | <ul style="list-style-type: none"> Implementation of shareholder forum Implementation of updated articles of association and shareholder agreement | July 2015 July 2015 | Deputy Chief Executive | Leader of the Council |

Our economic outcome:

Sustain and grow Cheltenham's economic and cultural vitality

| | | | | |
|--|---|--|------------------------|--|
| We will support delivery of the Cheltenham Development Taskforce business plan | <ul style="list-style-type: none"> Support the County Council in the implementation of the Cheltenham Transport Plan Continue implementation of public realm works. Commence implementation of projects arising from High Street Analysis Report (subject to available funding) Work with Gloucestershire Local Transport Board, Network Rail and First Great Western on the delivery of upgrades at Cheltenham Spa Railway station Support delivery of key sites such as Brewery II, and Regency Place and seek outcomes where challenges exist eg North Place Support property services in securing interim upgrade to Royal Well bus provision | June 2015 June 2015 Mar 2016 Mar 2016 Mar 2016 Dec 2015 | Chief Executive | Cabinet Member Development & Safety |
| We will work in partnership with The Cheltenham Trust as they develop their capital investment strategy to support their business plan | <ul style="list-style-type: none"> Discussions through strategic partnership board | March 2016 | Deputy Chief Executive | Cabinet Members for Healthy Lifestyles / Finance |
| We will develop our strategic approach to tourism | <ul style="list-style-type: none"> Implement the tourism forum Work with the tourism forum to develop a strategic approach to tourism | April 2015 Oct 2015 | Deputy Chief Executive | Cabinet Member Healthy Lifestyles |

How will we measure our progress to achieving this outcome?

| Type of Indicator | Measured by this indicator | Baseline (date) | March 2016 target | Lead |
|-----------------------------|---|-----------------|-------------------|------|
| Outcome measures | <ul style="list-style-type: none"> Growth in number of new jobs created and their value to the economy Increase in Cheltenham's Gross Value Added (GVA) Growth in VAT registrations Reduction in worklessness | TBA | TBA | |
| Key service measures | <ul style="list-style-type: none"> Additional commercial floor space created via direct action from the council Number of High Street enhancement schemes implemented by Spring 2016 Number of business advice clinics delivered | TBA | TBA | |

Our economic outcome:

Sustain and grow Cheltenham's economic and cultural vitality

What are the corporate risks associated with this outcome?

CR68 - If there is a failure to align and manage the Cheltenham Task Force developments with the emerging Car Parking Strategy then there is a risk of customer dissatisfaction and the loss of reputation and revenue. There are several strands to mitigating this Corporate Risk each will be managed through Divisional Risks registers.

Our community outcome:

People live in strong, safe and healthy communities

Strategic Direction

Context and needs analysis

Strong communities

We know that Cheltenham is a borough with a great diversity of communities. We have well established neighbourhood-based communities which have a range of structures to represent them including 14 neighbourhood coordination groups, 11 friends of groups, 40 resident associations, 3 neighbourhood partnerships and 5 parish councils. We also have many communities of interest; including those that have representation through established groups such as Cheltenham Inter-Faith forum, Cheltenham Pensioners Forum and Cheltenham Carer's Forum.

We also know that despite Cheltenham being a relatively affluent borough, there are still pockets of deprivation. The Indices of Multiple Deprivation 2010 clearly show that there are three super output areas in the 10% most deprived areas nationally – parts of St. Pauls, St. Marks and Hesters Way. We also know that child poverty is an issue in Cheltenham; once housing costs are factored in; there are four wards where over 30% of children growing up in poverty.

In terms of housing choice, Cheltenham has a well documented lack of affordable housing and increasing supply is a huge challenge for the borough; a housing needs study carried out in 2010 concluded that to meet the demand for affordable housing 670 affordable dwellings would have to be built every year for the next five years. Mainly due to the constrained environment established by the Cotswolds Area of Outstanding Natural Beauty and green belt surrounding Cheltenham the demand for affordable housing has not been met. A key factor in delivering affordable housing is negotiation on sites delivering market housing as part of the planning process. As set out in the draft Joint Core Strategy, over the next 16 years Cheltenham will need to identify sites to accommodate 9,100 new homes to meet the needs of existing communities and new residents.

Safe Communities

Although crime rates in Cheltenham have fallen steadily over the past 20 years from 1993/94 when there were 18,811 recorded crimes to 2013/14 when there were 7,624 recorded crimes, there are still a large number of crimes that cause distress for local people. Domestic burglary, anti-social behaviour, criminal damage and less serious assaults have all increased recently and are subject to intensive work by the Police to address them. Domestic abuse continues to be a significant issue; there were an average of 400 reported incidents of domestic abuse per annum between 2010 and 2013. In addition, in the past year, Cheltenham has seen two domestic homicides as the result of domestic abuse.

Healthy communities

Cheltenham is perceived as being a healthy place to live, and many of the statistics related to health outcomes support this perception. Results from the 2011 Census show a higher proportion of people in Cheltenham being in 'good or very good health' compared to the rest of Gloucestershire and the proportion feeling they were in bad or very bad health was lower than the County average. Other measures of healthy behaviour such as the number of people who smoke or who are physically active are better than the Gloucestershire average. But good health is not universally shared by everyone living in Cheltenham. In 2011, 17,500 residents in Cheltenham had a limiting long term illness/disability equating to 15.1% of the population.

We know that excess alcohol consumption causes significant social and health problems in the town, our local alcohol profile and data from Public Health show higher rates of adults, alcohol specific hospital admissions, and alcohol related mortality. There is a particular challenge with young people; many more under 18s are being admitted to hospital due to alcohol when compared to UK and County averages.

In addition, we know that Cheltenham has an ageing population with 17.3% of people are aged 65 or over compared to just 16.9% nationally and this figure is likely to increase as more older people live longer and as young people continue to move out of Cheltenham. Cheltenham has higher rates of excess winter deaths, hospital admissions from falls, and admissions to permanent care than the Gloucestershire average.

Our community outcome:

People live in strong, safe and healthy communities

Challenges and opportunities looking forward

Many elements of the public and voluntary sectors charged with leading the stronger, safer, healthier agendas will continue to see budgets shrink over the next few years. With less resource, it has become ever more important for all agencies to collectively identify community needs and then agree shared outcomes and then either jointly commissioning activity or co-ordinating existing local activity. Part of the equation must be to reduce the demand on service providers by empowering and growing the capacity of communities through resourcing, capacity building, training and volunteer support.

Cheltenham has a very well regarded ALMO, Cheltenham Borough Homes, which is now self-funded and so able to bring its resources and assets to the table in the delivery of this outcome.

Commissioning intentions

In respect of this outcome, recent work by Cheltenham Partnerships has identified the following areas for joint work:

- Working together to support vulnerable children and families via Inspiring Families, Our Place and Early Help programmes
- Taking forward our commitment to reduce the harm that alcohol causes individuals and communities in Cheltenham
- Working with the Clinical Commissioning Group to deliver social prescribing project to reduce the numbers of patients going to their GPs with non-medical issues.
- Support the delivery of county's domestic abuse and sexual violence policy and its vision to develop a zero-tolerance approach
- Provide better support for older people so that they can lead independent lives in their own homes.

Our commissioning intentions are to work in partnership with others in the public and voluntary sectors to deliver this outcome and to explore joint commissioning wherever possible.

What are we doing already to deliver this outcome?

| We have commissioned the following: | To deliver the following: | We work in partnership with: | On the following activities: | We will deliver directly through these teams: | Delivering the following activities: |
|-------------------------------------|---|--|--|--|--|
| The Cheltenham Trust | The Wilson Art Gallery and Museum Leisureat Cheltenham Sports, Play and Healthy Lifestyles | Gloucestershire County Council | Supporting People Health inequalities Vulnerable children and families Safeguarding Domestic abuse | Strategy and Engagement | Neighbourhood working Inclusion work Parish Council Liaison Safeguarding Vulnerable children and families Big Local |
| Cheltenham Borough Homes | Safer Estates Rent collection Housing Management Housing improvements and repairs Neighbourhood Warden Service Repairs to your property Welfare benefits & advice | Gloucestershire Police / Police and Crime Commissioner Clinical Commissioning Group Voluntary sector | Anti-Social Behaviour Late Night Levy Alcohol Coordination Group Social Prescribing | Housing Strategy Public Protection Built Environment Enforcement | Housing enabling Client side for CBH Food safety Licensing Public health inspections Air quality Licensing of HMOs |

Our community outcome:

People live in strong, safe and healthy communities

What are priority actions to deliver this outcome in 2015-16?

| Priority actions | Key milestones | Dates | Lead Commissioner | Cabinet Lead |
|--|---|--------------|--|------------------------|
| Decent and affordable housing | | | | |
| We will work with CBH to ensure the development of older persons community 'hubs' and flexible housing related support arrangements in line with CBC's contractual requirements with Supporting People. | Cabinet agreement to approach. | July 2015 | Lead Commissioner - Housing Services | Cabinet Member Housing |
| | New contract with Supporting People | October 2015 | | |
| We will explore potential models for maximising the delivery of affordable housing and supporting community cohesion | JCS strategic allocations - preferred partners agreed (Registered Providers), subject to prior cabinet approval on approach and mechanisms for selection. | June 2015 | Director Environmental and Regulatory Services | Cabinet Member Housing |
| | To maximise the delivery of affordable housing across HRA sites through identification of suitable sites for development through CBH | Summer 2016 | Deputy Chief Executive | Cabinet Member Housing |
| We will develop proposals to introduce a more rigorous approach to the licensing and enforcement of private rented sector housing in the borough within the scope of the commissioning review looking at Environmental and Regulatory Services | Recommendations approved by Cabinet | April 2015 | Built Environment Enforcement Manager | Cabinet Member Housing |
| | Implementation | Mar 2016 | | |
| Safeguarding the welfare of others | | | | |
| We will work in partnership to ensure that our local response in Cheltenham supports a coordinated approach to supporting victims of domestic abuse and sexual violence | Evaluate the outcomes of the community-led domestic abuse project in Oakley | June 2015 | Strategy and Engagement Manager | Cabinet Member Housing |
| | Assess the recommendations from two domestic homicide reviews and their impact on our own organisational practice and how we work in partnership. | | Strategy and Engagement Manager | |
| We will ensure our revenues and benefits service responds to national and local policies | Support the transition to the 'universal credit' benefits system for new claimants to be administered by DWP and to determine the impact on the residual benefit service. | March 2016 | Benefits Manager | Cabinet Member Finance |

Our community outcome:

People live in strong, safe and healthy communities

Working with others to reduce demand

| | | | | |
|--|--|-----------|---------------------------------|-----------------------------------|
| Early Help - To provide an effective, reliable multi-agency approach for early help provision for children and families across Cheltenham. | Work with GCC to develop a hub-model for the delivery of early help based on our Inspiring Family model | June 2015 | Deputy Chief Executive | Cabinet Member Healthy Lifestyles |
| Social prescribing - to link patients who have non-medical health needs with a range of voluntary and community support. | Carry out county-wide evaluation of the pilots to assess impacts on come forward with a preferred option for future delivery in Cheltenham | June 2015 | Strategy and Engagement Manager | Cabinet Member Healthy Lifestyles |

How will we measure our progress to achieving this outcome?

| Type of Indicator | Measured by this indicator | Baseline (date) | March 2016 target | Lead |
|-----------------------------|--|-----------------|-------------------|------|
| Outcome measures | Increase the provision of new affordable housing Reduce the numbers of people who are homeless Reduce the number of empty homes Reduction in recorded crime Reduction in domestic burglary Reduction in the number of residential properties with significant health hazards Growth in numbers of food businesses rated 3 stars and above | TBA | TBA | |
| Key service measures | Number of vacant homes for more than 12 months brought back into use as a direct result of Council action Number of disabled and older persons able to stay in their own homes as a result of Council action. Number of private sector dwellings made safe by the Council (As measured by the HHSRS) Percentage of food premises, which are inspected | TBA | TBA | |

What are the corporate risks associated with this outcome?

CR89 - If the St Pauls Phase 2 project risks are not effectively mitigated then there is a corporate risk that the Councils reputation in terms of working with Contractors, managing projects and supporting residents will be damaged

Corporate outcome

Transform our council so it can continue to deliver our outcomes for Cheltenham and its residents

Strategic direction

Context and needs analysis

Since 2009/10 the Council's core funding from the Government has been cut by some £5 million, from £8.8 million to £3.8 million, with a further 15.3% cut proposed for 2015/16. The scale of the cuts has forced the council to transform itself in order to protect frontline services – central to this has been the commitment to being a commissioning council as a means of:

- Delivering better outcomes for our customers and communities;
- Collaborating more with others; and
- Delivering financial savings.

Since then we have commissioned 12 service areas including:

- Human Resources, Procurement and Finance now delivered by a shared arrangement with three other councils;
- Waste collection and recycling services now delivered by a shared arrangement with Cotswolds District Council;
- ICT now delivered by a shared arrangement with Forest of Dean District Council; and
- Leisure and Culture services now delivered by a new charitable trust.

Our overall budget management programme, the Bridging the Gap (BtG), has successfully managed the on-going funding gap, with over £7.5m of savings income generated from commissioning, plus initiatives to increase commercial activity and manage our property assets.

Challenges and opportunities looking forward

The scale of the cuts will continue beyond 2015; the LGA are projecting future cuts in core funding of 8% in 2016-17 and 7% pa thereafter.

New mechanisms have been introduced to redirect central government funding, principally New Homes Bonus and the Retained Business Rates scheme have enabled local authorities to engage much more with what is happening on the ground in their areas.

Commissioning intentions

The council has committed itself to 2020 Vision which sets out an ambition for further collaboration with Cotswold, West Oxfordshire and Forest of Dean District Councils who, together with CBC make up the GO Partner Councils. The vision for the partnership is "A number of Councils, retaining their independence and identities, but working together and sharing resources to maximise mutual benefit leading to more efficient, effective delivery of local services." The programme is expected to save CBC £1.32m per annum by year 10 with 83% of that saving being delivered by year 5. Priority service areas for consideration include revenues and benefits, customer services, ICT services and property services. There will also be work done to understand how a shared commissioning function could work across the four councils.

The council is also currently carrying out a commissioning review of its Environment and Regulatory Services Division (ERSD) which remains the largest block of directly-provided services. Services include; building control, built environment enforcement and private sector housing, development management (development control and planning policy), green space management, strategic housing, public protection, licensing, community safety and parking, heritage and conservation and urban design.

The council is also committed to the effective use of its assets, infrastructure and the way it procures goods and services to support this outcome.

Corporate outcome

Transform our council so it can continue to deliver our outcomes for Cheltenham and its residents

What are we doing already to deliver this outcome?

| We have commissioned the following: | To deliver the following: | We work in partnership with: | On the following activities: | We will deliver directly through these teams: | Delivering the following activities: |
|---|--|---|--|---|--|
| <p>GO Shared Services</p> <p>ICT shared services</p> <p>Audit Cotswolds</p> | <p>Financial Management Human resources, Health & Safety, Learning & Development Procurement</p> <p>IT infrastructure, application and business support IT training</p> <p>Audit and Assurance</p> | <p>Forest of Dean, West Oxfordshire and Cotswold District Councils</p> <p>Forest of Dean DC</p> | <p>GO Shared services and 2020 Vision</p> <p>ICT shared services</p> | <p>Property Services</p> <p>Customer and Support Services</p> <p>Revenues and Benefits</p> <p>Business Development</p> <p>Business Transformation</p> <p>Democratic Services</p> <p>Elections</p> | <p>Asset Management, Property Management</p> <p>Reception, Telephony, Custodian services, Post-room, Income processing and Car Park Income collection</p> <p>Council Tax, Housing benefits</p> <p>Project and Programme Management</p> <p>Customer Complaints, Fols, systems thinking, Client-side</p> <p>Committee Management Member Liaison</p> <p>Electoral Register, Elections</p> |

| What are our priority actions to deliver this outcome in 2015-16? | | | | |
|--|--|--|--------------------------|---------------------------------------|
| Priority actions | Key milestones | Dates | Lead Commissioner | Cabinet Lead |
| REST project | | | | |
| We will implement the findings of the commissioning review looking at Environmental and Regulatory Services and deliver improved outcomes | <ul style="list-style-type: none"> • Draft Restructure agreed • Complete systems thinking cycle • Restructure implemented • Complete project | April 2015 July 2015 Aug 2015 Sep 2015 | Chief Executive | Cabinet Member Development and Safety |
| 2020 Vision | | | | |
| We will have developed and agreed with our 2020 Vision partner councils interim proposals to deliver services in the future together with the necessary management arrangements to implement and with member involvement. | Implementation of new interim partnership proposals Consideration of full business case Initial implementation of agreed arrangements | April 2015 Autumn 2015 Mar 2016 | Chief Executive | Leader of the Council |
| We will develop collaborative working with partner councils and prepare for the creation of the following shared services: <ul style="list-style-type: none"> • Revenues and benefits service • Customer services • Property services • ICT services | Develop a shared service model ready for implementation Develop and agree a roadmap with partner councils / organisations to determine the future direction of customer services linked to the accommodation strategy Explore a shared service model with 2020 vision partner councils. We will develop collaborative working with partner councils and prepare for the creation of a 4 way shared ICT service to support the 2020 Vision programme | December 2015 December 2015 March 2016 March 2016 | Director Resources | Leader of the Council |
| Assets and Infrastructure | | | | |
| We will agree an Accommodation Strategy which delivers more modern, flexible and cheaper office accommodation linked to the 2020 Vision programme. | Review options for alternative office and develop and approve the business case for the preferred option. | March 2016 | Director Resources | Cabinet Member Finance |

| | | | | |
|---|---|-------------|---|--|
| Asset Management Plan | Implement the action plan arising from the Asset Management Plan approved by council in March 2015. | March 2016 | Head of Property Services | Cabinet Member Finance |
| We will consult on options and agree a car parking strategy, to determine where council investment should best be directed in support of the local economy. | Develop and consult on options | Sept 2015 | Mike Redman | Cabinet Member Development and Safety |
| | Report to Cabinet | March 2016 | | |
| We will explore options for the two cremators at the Cemetery and Crematorium | Explore cost effective options for resolving the cremator problems, including the potential delivery of a new crematorium | June 2015 | Mike Redman | Cabinet Member Clean and Green Environment |
| | Report to Cabinet on options | Autumn 2015 | | |
| | Implementation of crematorium solution | Spring 2016 | | |
| We will further invest in the ICT infrastructure to support effective service delivery | Implement the next phase of the ICT infrastructure upgrade strategy and identify any opportunities for further rationalisation and alignment of CBC/FOD infrastructure. | March 2016 | Director Resources | Cabinet Member Corporate Services |
| | Accept and test the ICT business continuity arrangements developed by ICT shared service | July 2015 | Corporate Governance, Risk and Compliance officer | |
| Business Improvement | | | | |
| Implement recommendations from the LGA Peer Review | Implement the action plan arising from the peer review | Sept 2015 | Director Resources | Leader of the Council |
| Findings and recommendations from Audit report into Wilson over-spend | Implement the recommendation arising from the Grant Thornton review of the project overspend. | Sept 2015 | Director Resources | Leader of the Council |
| | Implement the recommendations arising from the Audit Partnership review of the project overspend | Sept 2015 | | |
| Financial Management | | | | |
| We will implement the 'Bridging the Gap' programme and budget strategy for meeting the MTFS funding gap | Identify further savings / income to close gap for 2016/17 and residual MTFS budget gap. | Feb 2016 | Director Resources | Cabinet Member Finance |

| | | | | |
|--|--|--|--|--|
| | | | | |
|--|--|--|--|--|

How will we measure our progress to achieving this outcome?

| Type of Indicator | Measured by this indicator | Baseline (date) | March 2016 target | Lead |
|-----------------------------|--|------------------|-------------------|------|
| Outcome measures | Percentage reduction in annual budget | TBA | TBA | TBA |
| Key service measures | Turn-over rate | 7.5 days per FTE | 6.5 days per FTE | TBA |
| | No. days lost due to sickness absence | 100% | 100% | |
| | % staff appraisals completed | 7 | 8 | |
| | Number of stage 3 complaints upheld/partially upheld in favour of the customer | | | |

What are the corporate risks associated with this outcome?

| | |
|--|---------|
| CR3 - If the council is unable to come up with long term solutions which bridge the gap in the medium term financial strategy then it will find it increasingly difficult to prepare budgets year on year without making unplanned cuts in service provision | Page 46 |
| CR12 - If members, senior managers, managers, supervisors, and employees are not aware of their obligations and responsibilities for health and safety (in relation to the public, customers, employees) and ensure that the necessary H&S arrangements are in place and adhered to, then the council could face prosecution (and/or personal injury claims) which would carry associated capacity, financial, and reputation risks. | |
| CR75 - If capacity to deliver key projects is achieved by diverting necessary resources away from either core services or other provider commitments, then there is a risk of not being able to deliver all of the business as usual expectations including a failure to comply with internal controls that could in turn impact on our reputation and finances. | |
| CR92 - If the recommendations within the car parking action plan are not addressed in the timescales documented then there is a risk of a decreased income stream. | |
| CR93 - If the recommendations within the car parking action plan are not addressed in the timescales documented then there is a risk of damage to the reputation of the Council. | |
| NEW - If the council is not able to progress delivery of the 2020 Vision project, then the Council will have to look for alternative ways to deliver the £1.32m savings predicted to be realised over the 10 years of the programme – proposed corporate risk | |
| NEW - If the council does not progress the REST project, then the council will have to consider alternative ways of transforming its environmental and regulatory services so that they become more customer focused and able to provide services at optimal cost– proposed corporate risk | |

**Cheltenham Borough Council
Cabinet – 17 March 2015
O&S Committee 2 March 2015
Information Security Policy**

| | |
|----------------------------|---|
| Accountable member | Cabinet Member Corporate Services, Councillor Jon Walklett |
| Accountable officer | Director of Corporate Resources, Mark Sheldon |
| Ward(s) affected | None |
| Key Decision | No |
| Executive summary | <p>As part of the council's connection to the Public Services Network (PSN) it is required to have in place an Information Security Policy.</p> <p>Since the creation of ICT Shared Services with Forest of Dean District Council (FoDDC) we have been developing a Joint Information Security Policy for all the partners in the ICT Shared Service. This has now been completed and agreed by the Joint Security Working Group, adopted by the FoDDC Cabinet and is now recommended to Cheltenham Borough Council's Cabinet for adoption.</p> <p>This policy will provide guidance to all ICT users and help to keep our systems and data secure.</p> |
| Recommendations | That Cabinet consider the attached Information Security Policy and adopt it for the use by all CBC ICT users |

| | |
|-------------------------------|---|
| Financial implications | <p>There are no financial implications arising from this report</p> <p>Contact officer: Mark Sheldon</p> <p>Email; mark.sheldon @cheltenham.gov.uk,</p> <p>Tel; 01242 264123</p> |
|-------------------------------|---|

| | |
|---|--|
| <p>Legal implications</p> | <p>The legal implication of not having a robust IT security policy could be failure to comply with the Data Protection Act 1998 and the PSN requirements. Loss of personal data could result in a financial penalty from the Information Commissioner and/or loss of the PSN connection resulting in the council being unable to provide benefits and meet its statutory requirements.</p> <p>Contact officer: Sarah Halliwell <i>sarah.halliwell@tewkesbury.gov.uk,</i> Tel; 01684 272692</p> |
| <p>HR implications (including learning and organisational development)</p> | <p>The HR implications are as outlined in this report.</p> <p>Contact officer: Carmel Togher <i>carmel.togher @cheltenham.gov.uk, 01242 775215</i></p> |
| <p>Key risks</p> | <p>Failure to have an adequate Information Security Policy in place and to enforce that policy could result in the council's PSN (Public Services Network) connection being terminated.</p> |
| <p>Corporate and community plan Implications</p> | <p>Supports the Corporate Strategy outcome of - Transform our council so it can continue to deliver our outcomes for Cheltenham and its residents</p> |
| <p>Environmental and climate change implications</p> | <p>None</p> |
| <p>Property/Asset Implications</p> | <p>None</p> <p>Contact officer: @cheltenham.gov.uk</p> |

Background

- 1.1 Information security is concerned with ensuring that we keep information confidential, accurate and available to those who need it. We store information in many formats such as emails, letters and CCTV footage.
- 1.2 When dealing with confidential data, both personal and commercial, we follow current legislation such as:
 - Data Protection Act 1998
 - Human Rights Act 1998
 - Freedom of Information Act 2000
 - Environmental Information Regulations
- 1.3 ICTSS has developed this to take on the needs of all of its ICT users in terms of information security and covers both paper and electronic information.

- 1.4 This policy applies to all staff and Members. It is the responsibility of all staff and Members to ensure they read and understand their obligations under it.
- 1.5 In meeting its Information Security responsibilities ICTSS and therefore Cheltenham Borough Council adopts the four key principles described by HM government:

Principle 1: ALL information that HMG needs to collect, store, process, generate or share to deliver services and conduct government business has intrinsic value and requires an appropriate degree of protection.

Principle 2: EVERYONE who works with government (including staff, contractors and service providers) has a duty of confidentiality and a responsibility to safeguard any HMG information or data that they access, irrespective of whether it is marked or not, and must be provided with appropriate training.

Principle 3: Access to sensitive information must **ONLY** be granted on the basis of a genuine „need to know“ and an appropriate personnel security control.

Principle 4: Assets received from or exchanged with external partners **MUST** be protected in accordance with any relevant legislative or regulatory requirements, including any international agreements and obligations.

- 1.6 This policy should be read in conjunction with the Acceptable Usage Policy and Personal Commitment Statement, and the Internet Acceptable Usage Policy signed by all staff. These documents are available to all employees and elected members through the ICTSS web page on the intranet.

2. Reasons for recommendations

- 2.1 The council has a responsibility to ensure that all of its information and data is collected, used, stored and transmitted in secure and effective manner; this policy will support that overall objective.

3. Alternative options considered

- 3.1 None

4. Consultation and feedback

- 4.1 Officers from FoDDC and Cheltenham Borough Council who make up the Joint Security Working Group considered the Information Security Policy and recommended it for approval and use.

5. Performance management – monitoring and review

- 5.1 ICTSS have delegated responsibility for the management of CBC ICT systems and Information Security and they will apply and enforce the policy in that respect. Responsibility for the management of paper records and local security for Cheltenham Borough Council will be monitored by the Security Working Group and the Information Management Group, assurance on compliance will be provided by Directors on an annual basis.

| | |
|---------------|--|
| Report author | Contact officer: Corporate Governance, Risk and Compliance officer Email; Bryan.Parsons@cheltenham.gov.uk, Tel; 01242 264189 |
|---------------|--|

| | |
|-------------------------------|--|
| Appendices | 1. Risk Assessment 2. Information Security Policy |
| Background information | FoDDC Cabinet minute for ICT Information Security Policy |

| The risk | | | | Original risk score (impact x likelihood) | | | Managing risk | | | | |
|---|---|------------------------------|-------------|---|----------------|-------|---------------|--|------------|---|------------------------------|
| Risk ref. | Risk description | Risk Owner | Date raised | Impact 1-5 | Likelihood 1-6 | Score | Control | Action | Deadline | Responsible officer | Transferred to risk register |
| | If the Council fails to approve an adequate Information Security Policy, and to enforce it then it could result in the council's PSN (Public Services Network) connection being terminated. | Director Corporate Resources | 17/03/2015 | 3 | 2 | 6 | reduce | Request that Cabinet adopt the ICTSS Information Security Policy for CBC ICT users | 17/03/2015 | Corporate Governance, Risk and Compliance officer | |
| | If the Council fails to approve an adequate Information Security Policy, and to enforce it then it could result in the Council's information being put at risk | Director Corporate Resources | 17/03/2015 | 3 | 2 | 6 | reduce | Request that Cabinet adopt the ICTSS Information Security Policy for CBC ICT users | 17/03/2015 | Corporate Governance, Risk and Compliance officer | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| Explanatory notes | | | | | | | | | | | |
| <p>Impact – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical)</p> <p>Likelihood – how likely is it that the risk will occur on a scale of 1-6 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability)</p> <p>Control - Either: Reduce / Accept / Transfer to 3rd party / Close</p> | | | | | | | | | | | |

INFORMATION SECURITY POLICY

Version 1.0

December 2014



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Disposal of confidential waste **Error! Bookmark not defined.****Error! Bookmark not defined.**

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Scope of the Policy

Forest of Dean District Council (FoDDC) is the lead authority in a Shared Service (ICTSS) for the delivery of ICT services with Cheltenham Borough Council (CBC). Users of the ICT Shared Service include Cheltenham Borough Homes, Cheltenham Trust, Ubico and part of GO Shared Services.

This policy has been developed to take on the needs of all the ICT users in terms of information security and covers both paper and electronic information. It applies to all ICT users including Members and Contractors. It is the responsibility of everyone to ensure they read and understand their obligations under it.

This policy should be read in conjunction with the ICTSS Acceptable Usage Policy and Personal Commitment Statement signed by all staff. Please be aware there may be local organisational policies that extend this policy further.

Policy Objectives

The objectives of this Policy are to:

- Communicate to all ICT users the position on information security.
- Define the expectations on all ICT users, with regard to the secure use of information and business assets.
- Demonstrate best endeavours to address information security threats

Security Working Groups

The Shared Service has established a joint Security Working Group (SWG). This group is chaired by FoDDC Head of Paid Service who is also ICTSS Senior Information Risk Owner (SIRO). FoDDC will also provide resources, accommodation and administrative support for the group. The joint SWG is responsible for all aspects of ICT security across the Shared Service. It reports to the Shared Service SIRO, the CBC SIRO and where required, the Public Services Network Accreditation Panel (PSNAP), and meets at regular intervals.

Further details on the SWG can be found in the Public Service Network Connection Compliance Terms of Reference document which also details the individual security officer roles.

What is information security?

Information security is being responsible about information we hold. It is about safeguarding the information (data), making sure it is; current (up to date), correct (we have accurate records), is kept confidential (only authorised parties can access the information) and it is available (it can be accessed when necessary).

It is also about the physical security of our equipment, technical infrastructure and buildings and making sure that unauthorised people do not have access to it.

Why is information security important?

Information (data) can be stored in various ways on various media (even the recording of a voice on tape). It can be stored electronically/magnetically on equipment. It can also be printed or written.

We often think of security as someone else's responsibility and it is only when it affects us personally that we take it seriously. For example if we were unable to use our computers at work because a virus had infected the network, or if we found a fraudulent transaction on our bank statement. Just as banks and building societies have an obligation to keep information about us safe we too have a duty to keep the information we hold about our customers safe.

There are legal and financial implications of not keeping information that is accurate and appropriately protected. It is also important to realise that good data management and security helps us to provide high quality services.

Information Security Principles

In meeting its Information Security responsibilities the ICTSS has adopted the four key principles described by Her Majesty's Government (HMG):

Principle 1: ALL information that HMG needs to collect, store, process, generate or share to deliver services and conduct government business has intrinsic value and requires an appropriate degree of protection.

Principle 2: EVERYONE who works with government (including staff, elected members, contractors and service providers) has a duty of confidentiality and a responsibility to safeguard any HMG information or data that they access, irrespective of whether it is marked or not, and must be provided with appropriate training.

Principle 3: Access to **sensitive** information must **ONLY** be granted on the basis of a genuine 'need to know' and an appropriate personnel security control.

Principle 4: Assets received from or exchanged with external partners **MUST** be protected in accordance with any relevant legislative or regulatory requirements, including any international agreements and obligations.

The following basic principles should be used:

- Handle with care to avoid loss, damage or inappropriate access
- Share responsibly, for business purposes only
- Store assets securely when not in use

- Where assets are taken outside the office environment they should be protected in transit, not left unattended and stored securely
- Prevent overlooking or inadvertent access when working remotely or in public places
- When discussing business in public or by telephone, appropriate discretion should be exercised
- Report any incidents involving theft, loss or inappropriate access

Industry standard ISO 27001

ISO 27001 is a specification for the management of Information Security. It is applicable to all sectors of industry and commerce and not confined to information held on computers. It addresses the security of information in whatever form it is held. This is a standard that ICTSS aspire to.

Confidentiality

All ICT users and those that have access to OFFICIAL and OFFICIAL-SENSITIVE documents are under a general requirement to maintain the confidentiality of information. There are also particular responsibilities under Data Protection legislation to maintain the confidentiality of personal data. If anyone is unsure of whether they should pass on information, they should consult the appropriate Service manager or their legal advisor

All ICT users must make every effort to ensure that where appropriate the confidentiality of email is maintained. ICT users should be aware that a message is not deleted from the system until all recipients of the message and of any forwarded or attached copies have deleted their copies. Moreover, confidentiality cannot be assured when messages are sent over external networks, such as the Internet, because of the insecure nature of most such networks and the number of people to whom the messages can be freely circulated without the knowledge of ICTSS.

Care should be taken when addressing all emails, but particularly where they include OFFICIAL – SENSITIVE information, to prevent accidental transmission to unintended recipients. Particular care should be taken if the email client software auto-completes an email address as the user begins typing a name.

Automatic forwarding of email (for example when the intended recipient is on leave) is not permitted and has been disabled at a system level. Please consult the ICTSS Service Desk if there is a specific business requirement.

Data Classification

All routine public sector business, operation and services should be treated as OFFICIAL and all organisations on the ICTSS Network operate exclusively at this level.

Examples of OFFICIAL information include:

- The day-to-day business of the Council, including information about public services and finances
- Public safety, criminal justice and law enforcement
- Commercial information, including contractual information and intellectual property
- Personal information that is required to be protected under the Data Protection Act

There is no requirement to mark OFFICIAL information, although it is recommended that when emailing any Personal Information that is required to be protected under the Data Protection Act then the email should identify that the information should be treated in accordance with the provisions of the Data Protection Act.

A sub-set of OFFICIAL information is OFFICIAL-SENSITIVE and information which falls within this category should be marked accordingly.

Information which falls within the category of OFFICIAL-SENSITIVE includes:

- The most sensitive corporate information, such as organisational restructuring, negotiations and major security or business continuity issues
- Very sensitive personal information, such as information about vulnerable or at-risk people or private financial information
- Commercial or market sensitive information
- Information about investigations and civil or criminal proceedings that could disrupt law enforcement or prejudice court cases

If you have been issued with a laptop or other portable device, or you are handling OFFICIAL-SENSITIVE files, you must ensure that they are locked away when unattended; you must also ensure you are not being overlooked when working on such files.

ICT users must never leave any such information or devices unattended in public areas, anywhere where they may be accessed by non-ICT users or on display i.e. in the back of a car or on a printer.

Document Marking

There is no requirement to mark documents which contain OFFICIAL information. However, security classifications must be added to all documents which contain OFFICIAL-SENSITIVE information.

The following scheme has been adopted for marking OFFICIAL – SENSITIVE information:

Email: OFFICIAL-SENSITIVE must appear in the subject line of the email. This can be done by selecting the appropriate remote button when sending the email

Word/Excel: The words OFFICIAL-SENSITIVE must appear in the header and footer of the document

Folders/binders: The words OFFICIAL-SENSITIVE must appear on the front of the folder

Equipment Security

All general computer equipment must be located in suitable physical locations that:

- Limit the risks from environmental hazards – e.g. heat, fire, smoke, water, dust and vibration.
- Limit the risk of theft – e.g. **if necessary** items such as laptops should be physically attached to the desk.
- Allow workstations handling sensitive data to be positioned so as to eliminate the risk of the data being seen by unauthorised people.

Desktop PCs should not have data stored on the local hard drive. Data should be stored on the network file servers where appropriate. This ensures that information lost, stolen or damaged via unauthorised access can be restored with its integrity maintained.

All servers located outside of the data centre must be sited in a physically secure environment. Business critical systems should be protected by an Un-interrupted Power Supply (UPS) to reduce the operating system and data corruption risk from power failures.

The equipment must not be moved or modified by anyone without authorisation from the ICT Service Desk.

All computer equipment must be supplied, configured and connected by ICTSS. Users must not bring in devices and attach or connect them to Council equipment or the network; existing devices supplied by ICTSS must not be reconnected or reconfigured by the User.

Cabling Security

Cables that carry data or support key information services must be protected from interception or damage. Power cables should be separated from network cables to prevent interference. Network cables should be protected by conduit and where possible avoid routes through public areas.

Equipment Maintenance

ICTSS must ensure that all IT equipment is maintained in accordance with the manufacturer's instructions and with any documented internal procedures to ensure it remains in working order.

Staff involved with maintenance should:

- Retain all copies of manufacturer's instructions.
- Identify recommended service intervals and specifications.
- Enable a call-out process in event of failure.
- Ensure only authorised technicians complete any work on the equipment.
- Record details of all remedial work carried out.
- Identify any insurance requirements.
- Record details of faults incurred and actions required.

A service history record of equipment should be maintained so that when equipment becomes older decisions can be made regarding the appropriate time for it to be replaced.

Equipment maintenance must be in accordance with the manufacturer's instructions. This must be documented and available for support staff to use when arranging repairs.

Security of Equipment – Off Premises

The use of equipment off-site must be formally approved by the user's Line Manager. Equipment taken away from Council premises is the responsibility of the user and should:

- Be logged in and out, where applicable.
- Not be left unattended.
- Concealed whilst transported.
- Not be left open to theft or damage whether in the office, during transit or at home.
- Where possible, be disguised (e.g. laptops should be carried in less formal bags).
- Be encrypted if carrying OFFICIAL-SENSITIVE information
- Be password protected.
- Be adequately insured.

Users should ensure, where necessary that insurance cover is extended to cover equipment which is used off site. Users should also ensure that they are aware of and follow the requirements of the insurance policy. Any losses / damage must be reported to the ICTSS.

Staff should be aware of their responsibilities in regard to Data Protection and be conversant with the Data Protection Act.

Secure Disposal or Re-use of Equipment

Equipment that is to be reused or disposed of must have all of its data and software erased / destroyed. If the equipment is to be passed onto another organisation (e.g. returned under a leasing agreement) the data removal must be achieved by using professional data removing software tools. All IT equipment must be returned to the ICTSS for data removal.

Software media or services must be destroyed to avoid the possibility of inappropriate usage that could break the terms and conditions of the licences held.

Accessing ICT systems

If you require access to any ICT system you will be issued with a username and password which you will use every time you log onto a computer; this username and password is unique and confirms your identity.

All actions on the network are logged under the username that carried them out and therefore if someone else uses your username and password to carry out transactions it would be difficult to prove that it was not you.

A poorly chosen password creates a security risk and may impact upon the confidentiality, integrity or availability of our computers and systems.

A weak password is one which is easily discovered, or detected, by people who are not supposed to know it. Examples of weak passwords include all single words from the dictionary, names of children and pets, car registration numbers and simple patterns of letters from a computer keyboard.

A strong password is a password that is designed in such a way that it is unlikely to be detected by people who are not supposed to know it, and difficult to work out even with the help of a computer.

Everyone must use strong passwords with a minimum standard of:

- at least seven characters (ICT Administrators with Domain Administrator privileges must use a 14 character password)
- one or more numerical digits
- more complex than a single word
- one or more UPPERCASE characters and one or more lowercase characters

Please consider using a sentence or phrase as well as the standards above.

It is of utmost importance that the password remains protected at all times. The following guidelines must be adhered to at all times:

- never reveal your password to anyone
- never use the remember password function
- never write your passwords down or store them where they are open to theft
- never store your passwords in a computer system without encryption
- do not use any part of your username in your password

- do not use the same password for systems inside and personal systems outside of work.

All passwords must be changed at a maximum of every 90 days, or whenever the system prompts you to change it. If you become aware, or suspect, that your password has become known to someone else, you must change it immediately.

Users must not reuse the same password within 10 password changes.

Remote Access

Citrix Access Gateway is the primary method of connection for remote users. An individual wishing to connect remotely must have the authorisation from their line manager together with a description as to what services and functions they should be allowed to perform whilst working remotely. Individuals should contact the ICTSS Service Desk in order to discuss their requirements.

Although user-owned devices are permitted to remotely access the ICTSS network, these must be regularly patched and have an up-to-date antivirus/antimalware product installed. ICTSS reserve the right to disallow any remote computer failing the above test.

If access is required to the Public Services Network (PSN), a PSN Service or a corporate system that is linked to a PSN Service access MUST only be obtained via a corporately managed and approved device. A small pool of loan laptops is available from the ICTSS Service Desk if occasional use is needed for this function. For a more permanent solution, please discuss this with the ICTSS Service Desk.

All corporately managed laptops are encrypted and provided with power supplies and an appropriate protective case. The ICTSS is unable to support these machines off site, so they must be returned to the ICT Service Desk for support if a problem occurs. No data should be stored on these laptops as they are wiped after being returned to ICTSS.

The Council will not provide technical support for personal equipment used to connect to the Citrix Access Gateway. This includes routers, home broadband, cyber cafés, laptops, desktops, printers, etc.

Removable Media

All removable devices are prohibited unless there is a valid business case for their use. There are large risks associated with the use of removable media, and therefore clear business benefits that outweigh the risks must be demonstrated before approval is given.

By default therefore, access to removable media will be disabled unless there is a valid business case that has been completed, signed-off by your line manager and ICTSS.

The policy of prohibiting access to removable media applies to (but is not restricted to) removable media listed below:

- a) Bluetooth devices;
- b) Media Cards;
- c) CDs/DVDs (optical disks);
- d) Digital cameras;
- e) External Hard Drives;
- f) PDA devices
- g) Infrared devices;
- h) Tape drives;
- i) USB Memory Sticks (also known as pen drives or flash drives);
- j) MP3 Players;
- k) Audio Tapes (including Dictaphones and Answering Machines).

The following devices supplied by ICTSS will be enabled for all equipment by default:

- a) Keyboards;
- b) Mice;
- c) Monitors;
- d) Telephone headsets;

Requests for access to, and use of, removable media devices must be made to the ICTSS using the Removable Media Business Case form (**Appendix A**). Please talk to ICT for advice and guidance on completing this document, guidance notes are provided (Appendix B).

All Business Case applications will be approved by either the FoDDC or CBC Security Working Group or at FoDDC the Group Manager for Customer Services or CBC the Director of Resources.

It is important that the risks of using removable media are understood, and that appropriate reviews as to why a member of staff requires this access are carried out. All removable media authorisations will be reviewed on an annual basis.

All removable media devices and any associated equipment and software must only be purchased and installed by ICTSS. No other removable media devices are to be used to store an organisation's data, and must not be used with any ICTSS owned or leased IT equipment unless there is an approved business case for doing so.

In order to minimise risk of physical damage, loss, theft or electrical corruption, all storage media must be stored in an appropriately secure and safe environment. Anyone using removable media devices to transfer data must consider the most

appropriate way to transport the device and be able to demonstrate that they took reasonable care to avoid damage or loss.

Virus and malware checking software is operational on all ICTSS managed equipment and will check all files on access. An up-to-date virus/malware software **MUST** be on any machine accessing a corporately owned device. Please contact ICTSS if you are in any doubt on any machine.

All ICTSS users can check corporately managed PC's to determine if this local software is working by looking at their at the desktop tool bar where there should be an icon that is green if the PC is safe (if you hover the cursor over the icon it will say PC status protected) . If it is red then you should contact ICTSS. Users should note that this does not apply to igel's.

Removable media devices that are no longer required, or have become damaged, must be returned to ICTSS and will be disposed of securely to avoid data leakage. Any previous contents of any reusable media that are to be reused, either within the organisation or for external use, must be erased. All disposal or sanitisation must be carried out by a member of the ICTSS team or a reputable data disposal / sanitisation organisation.

Smartphones and Tablets

The use of personal smartphones and tablets are permitted for business use (e.g. linked to corporate email, corporate intranet and corporate documents) if they have been checked and approved by ICTSS. For an up-to-date list of supported devices please contact the ICTSS.

To ensure the security of information stored on smartphones and/or tablets security settings will be enabled to:

- Enforce password setting
- Ensure an minimum password length
- Automatically lock the device after 5 minutes of inactivity, and
- Remove all corporate content after 4 failed password attempts or in the event the personal device is lost or stolen.
- All software (e.g. Apps) on the device can be monitored
- All devices are not allowed to be hacked or Jail broken

Email

All emails that are used to conduct or support official business must be sent using the individual's allocated email address. Non-work email accounts **must not** be used to conduct or support official business.

Users must ensure that any emails containing sensitive information must be sent from an official email address. Any emails containing OFFICIAL-SENSITIVE information must be sent from a GCSx email. All emails that represent aspects of the organisation's business or organisation's administrative arrangements are the property of the organisation and not of any individual ICT User.

Emails held on ICTSS approved equipment are considered to be part of the corporate record and email also provides a record of staff activities.

The legal status of an email message is similar to any other form of written communication. Consequently, any e-mail message sent should be considered to be an official communication from the individual organisations (Data Controllers). In order to ensure protection from misuse of e-mail, the following controls will be exercised:

All official external e-mail will carry the following disclaimer (which is added automatically):

“This email, and any attachments, may contain OFFICIAL or OFFICIAL-SENSITIVE information and is intended solely for the individual to whom it is addressed. It may contain sensitive or protectively marked material and should be handled accordingly. If this Email has been misdirected, please notify the author immediately.

If you are not the intended recipient you must not disclose, distribute, copy, print or rely on any of the information contained in it or attached, and all copies must be deleted immediately. Whilst we take reasonable steps to try to identify any software viruses, any attachments to this Email may nevertheless contain viruses which our anti-virus software has failed to identify. You should therefore carry out your own anti-virus checks before opening any documents. This organisation will not accept any liability for damage caused by computer viruses emanating from any attachment or other document supplied with this e-mail. All traffic may be subject to recording and / or monitoring in accordance with relevant legislation.”

Email is designed to be an open and transparent method of communicating. However, it cannot be guaranteed that the message will be received or read, or that the content will be understood in the way that the sender of the email intended. It is therefore the responsibility of the person sending an email to decide whether email is the most appropriate method for conveying time critical or classified information or for communicating in the particular circumstances.

Email must not be considered to be any less formal than memos or letters that are sent out from a particular service. When sending external email, care should be taken not to include any material which would reflect poorly on the organisations reputation or its relationship with customers, clients or business partners.

Under no circumstances should users communicate material (either internally or externally), which is, for example, defamatory, obscene, or does not comply with the Equal Opportunities Policy, or which could reasonably be anticipated to be considered inappropriate. Content filters are used to detect such material. Any user who is unclear about the appropriateness of any material should consult their Line Manager or the ICT Service Desk prior to commencing any associated activity or process.

IT facilities provided by the ICTSS for email should not be used for:

- the transmission of unsolicited commercial or advertising material, chain letters, or other junk-mail of any kind;
- the transmission of material that infringes the copyright of another person, including intellectual property rights;
- activities that unreasonably waste staff effort or use networked resources,
- activities that disrupt the work of other users;
- the creation or transmission of material which is designed or likely to cause annoyance, inconvenience, needless anxiety or discrimination;
- the creation or transmission of material that is abusive or threatening to others, or serves to harass or bully others;
- unfairly criticising individuals, including copy distribution to other individuals;
- the creation or transmission of material which brings the organisation into disrepute.

There may be instances where a user will receive unsolicited mass junk email or spam. It is advised that users delete such messages without reading them. Do not reply to the email. Even to attempt to remove the email address from the list can confirm the existence of an address following a speculative e-mail.

Before giving your email address to a third party, for instance a website, consider carefully the possible consequences of that address being passed (possibly sold on) to an unknown third party, and whether the benefits outweigh the potential problems.

Chain letter emails (those that request you forward the message to one or more additional recipients who are unknown to the original sender) **must not** be forwarded using ICTSS systems or facilities.

All ICT users are provided with a limited mail box size of 250MB. Email users should manage their email accounts to remain within the limit, ensuring that items are filed or deleted as appropriate to avoid any deterioration in systems. If you would like assistance with mailbox management contact the ICT Service Desk. There is an automated email Archiving system also in place to assist in managing your mailbox.

Email messages can be used to carry other files or messages either embedded in the message or attached to the message. If it is necessary to provide a file to another person, then a reference to where the file exists should be sent rather than a copy of the file. This should also be the preferred method of transferring OFFICIAL-SENSITIVE information. If a copy of a file must be sent then it should not exceed 20MB in size, if it does please contact the ICTSS service desk for advice on alternative methods of transmission.

All users should be aware that email usage can be monitored and recorded centrally to prevent inappropriate or offensive emails are not sent or received.

Monitoring of content will only be undertaken by staff specifically authorised for that purpose and with Information Asset Owner approval. These arrangements will be applied to all users and may include checking the contents of email messages for the purpose of:

- Establishing the existence of facts relevant to the business, client, supplier and related matters;
- Ascertaining or demonstrating standards which ought to be achieved by those using the facilities;
- Preventing or detecting crime;
- Investigating or detecting unauthorised use of email facilities;
- Ensuring effective operation of email facilities;
- Determining if communications are relevant to the business.

Where a manager suspects that the email facilities are being abused by a user, they should contact the ICT Solutions Manager together with the approval of a Senior Manager within their organisation. Designated staff in the ICT Department can investigate and provide evidence and audit trails of access to systems. The ICT Department will also comply with any legitimate requests from authorised bodies under the Regulation of Investigatory Powers Act for this information.

Access to another user's email is strictly forbidden unless the employee has given their consent, or their email needs to be accessed by their line manager for specific work purposes whilst they are absent. If this is the case a written request to the ICT Solutions Manager is required from a Senior Manager within the organisation. This access must be absolutely necessary and has to be carried out with regard to the rights and freedoms of the employee. Managers must only open emails which are relevant to the business need for which this was granted.

All emails sent from and to @fdean.gov.uk, @fdean.gcsx.gov.uk, @cheltenham.gov.uk, @cheltenham.gcsx.gov.uk, @cheltborohomes.org, @ubico.co.uk, @westoxon.gov.uk, @westoxon.gcsx.gov.uk, @cotswold.gov.uk @cotswold.gcsx.gov.uk & @cheltenhamtrust are transmitted via secure data links.

Viruses/Malware

Computer viruses are easily transmitted via email and internet downloads. Full use must therefore be made of anti-virus software. If any user has concerns about possible virus transmission, they must report the concern to the ICTSS Service Desk immediately.

In particular, users:

- Must unplug local devices immediately to prevent the spread of infection
- Must not transmit by email any file attachments which they know or suspect to be infected with a virus;
- Must not download data or programs of any nature from unknown sources;
- Must ensure that an effective anti-virus system is operating on any computer which they use to access Council facilities;
- Must not forward virus warnings other than to the ICT Service Desk only when requested;
- Must report any suspected files to the ICTSS Service Desk.

In addition, ICT will ensure that email is appropriately virus checked at the network boundary, and where appropriate will use two functionally independent virus checkers.

Software

Software acquisition channels are restricted to ensure that there is a complete record of all software that has been purchased and can register, support, and upgrade such software accordingly. This includes software that may be downloaded and/or purchased from the Internet. For this reason, all software **MUST** be acquired by ICTSS.

Under no circumstances should personal or unsolicited software (this includes screen savers, games and wallpapers etc.) be used as there is a serious risk of introducing a virus.

Software must be registered in the name of the organisation; Software will never be registered in the name of an individual.

The ICTSS maintains a register of all software and will keep a library of software licenses. The register must contain:

- a) The title and publisher of the software;
- b) The date and source of the software acquisition;
- c) The existence and location of back-up copies;
- d) The software product's serial number;
- e) Type of data being recorded.

Software on Local Area Networks or multiple machines shall only be used in accordance with the licence agreement and updated to the latest supported version.

Software must only be installed by the ICTSS once the registration requirements have been met. Once installed, the original media will be returned to the ICTSS and kept in a safe storage area maintained by the ICT Service Desk.

Shareware, Freeware and Public Domain Software are bound by the same policies and procedures as all other software. No user may install any free or evaluation software without prior approval from the ICT Solutions Manager.

Software must not be changed or altered by any user unless there is a clear business need. All changes to software should be authorised before the change is implemented. A full procedure should be in place and should include, but not be limited to, the following steps:

- Change requests affecting a software asset should be approved by the software asset's owner;
- All change requests should consider whether the change is likely to affect existing security arrangements and these should then be approved;
- A record should be maintained of agreed authorisation levels;
- A record should also be maintained of all changes made to software;

- Changes to software that have to be made before the authorisation can be granted should be controlled.

Application development

ICTSS does not generally undertake detailed application development, however, it is noted that:

- Interfacing projects to allow for data to transfer between internal systems are conducted.
- ICTSS are increasingly involved in provision of e-government facilities, which are likely to involve applications development.

This policy requests that security should be considered during the development of systems, both in relation to those developing the systems, and the security of the data stored.

An analysis of security issues should be carried out at an early stage in any development project. The security requirements should be consistent with this policy, and its family of documents. Resources and costs should be part of project assessment with agreed and assigned resources before any work is done.

Application development security requirements will typically address the following areas:

- Authentication (or user identification)
- Access controls
- Accounting and audit trail – the logging and monitoring of events.
- Communications security (e.g. encryption of data across networks)
- Integrity
- Availability

Additionally, industry standard good practice and methodology should form part of the development for example IEEE (Institute of Electrical and Electronics Engineers) and ISO.

Payment Card Industry (PCI) security standard

Credit and debit card payments – Compliance

The Data Protection Act and this Policy applies to the processing of credit and debit card payments and for the security of any personal data collected or held in relation to these payment processes.

If your service accepts payments from debit and credit cards then you are responsible for the security of any data collected or stored. These payments include Compliance with the PCI standard that includes protecting:

- Card readers
- Point of sale systems

- Store networks & wireless access routers
- Payment card data storage and transmission
- Payment card data stored in paper-based records

Employee Responsibilities

An employee is responsible for PCI compliance in the same way as any other merchant; you must protect your systems that are directly related to cardholder data whether electronic or paper based.

If you are responsible for protecting cardholder data at the point of sale and as it flows into the payment system, the best step you can take is to not store any cardholder data. If you do, it should only be for the shortest possible time in-line with the bank's recommendations, the organisation's financial regulations and with their document retention schedule.

The PCI have produced a quick reference guide to help you understand your responsibilities which you are advised to read:

<https://www.pcisecuritystandards.org/documents/PCISSC%20QRG%20August%202014%20-print.pdf>

Importance of PCI compliance

A major priority to the card associations is assuring that cardholder information is handled in a secure manner. All merchants will be required to meet PCI compliance guidelines.

Failure to comply with the PCI security standard may result in substantial fines or permanent expulsion from card acceptance programs. Some merchants, based on transaction volume and sales acceptance channel, will be required to validate their compliance to the banks and there will be assurance checks on your systems by Internal Audit.

Computer Misuse

An exhaustive list cannot be prepared for all possible forms of misuse of computer resources. The individual circumstances of each case will need to be taken into account. However, some examples are as follows:-

- use for the purposes of fraud, theft or dishonesty
- accessing inappropriate web sites including personal email accounts, pornography, gambling/betting sites
- the storing and/or loading of software which has not been acquired through approved procedures,
- a purpose which is not work-related and is outside the Acceptable Usage Policy including personal use of social media sites within work time
- storing and processing or printing of data for a purpose which is not work-related

The use of all devices is monitored. Where misuse is suspected, this must be reported to ICTSS, SWG who will authorise an investigation and where suspicions are valid and formal disciplinary action may be necessary HR providers must also be contacted.

Telephone misuse

The misuse of the telephone service is considered to be a disciplinary matter. All telephone usage must primarily be for Council business but occasional personal, local rate calls are permitted with line manager consent and the Acceptable Usage Policy applies.

Personal calls must not interfere with Council business, and must be kept to a minimum length of time. It is the responsibility of line managers to monitor and report a member of staff for telephone misuse.

Cloud computing and remote hosting

If your business area is considering Cloud Computing or remote hosting, please contact the ICTSS to discuss the security requirements.

Internet Misuse

All Internet usage is recorded and monitored. Where a manager suspects that the Internet facilities are being abused by a user; they should contact the ICT Solutions Manager together with the approval of a Senior Manager within their organisation. Designated staff in the ICT Department can investigate and provide evidence and audit trails of access to systems. The ICT Department will also comply with any legitimate requests from authorised bodies under the Regulation of Investigatory Powers Act for this information.

Sharing/Sending Physical Data

Royal Mail and DX (document exchange) are the current methods for sending physical mail.

When sending documents by this method only include what is absolutely necessary i.e. remove other files and folders etc.

Anyone sending OFFICIAL – SENSITIVE data via Royal Mail or DX should do so using either the recorded or tracked mail options to ensure that it reaches its destination. Double enveloping should be considered, include a return address and **never** mark the classification on the envelope.

When faxing OFFICIAL-SENSITIVE data, information should only be sent to pre-programmed numbers. Documents sent this way should have a cover document specifying who they are intended for and the number of pages that are being faxed. Staff should contact the ICTSS Service Desk for more assistance on this.

Business continuity

It is the responsibility of each organisation to make ICTSS aware of the business applications they operate when there is a reliance on central IT systems, e.g. network connectivity or backup.

The operation of business critical systems should always be notified to ICT so provision can be made for disaster recovery and business continuity at an appropriate level.

For unplanned system downtime, ICTSS expects the appropriate level resilience for power, data loss or corruption, and business continuity.

Plans for Business Continuity are the responsibility of each organisation and will be drawn up and maintained by them. ICTSS will have in place a Disaster Recovery Plan that reflects the Business Impact Assessment on Service Provision for each organisation. ICTSS will also test their Business Continuity arrangements with the designated organisation's Service Managers to ensure that they are robust and reliable

For planned system outages, ICTSS expect that reasonable consultation has occurred between business owners and other parties to ensure that disruption to normal business activities, procedures and disaster recovery activities (for example backups) is minimised and acceptable.

Security Incidents

An information security incident (or breach) occurs when electronic or hard copy data or information is transferred to or received by someone who is not entitled to receive it, data is at risk of corruption or loss, or corporate hardware is lost/stolen.

All information security incidents should be reported to the ICTSS service desk and to the appropriate PSN Security Managers immediately.

Where the incident involves personal data it should also be reported as a Data Protection breach to the organisation's Data Controller or appropriate person responsible for information security.

Training

All ICTSS users are required to attend a mandatory annual training session on information security and Data Protection. Failure to attend the training may result in the user's access being withdrawn. The training will be organised and delivered by ICTSS who will also maintain the attendance list.

Any additional training will be provided by each organisation to add their own specific ways of working.

Monitoring and Review

This Policy will be reviewed and approved by the joint SWG and the ICTSS Joint Management and Liaison Group. Compliance with the policy will be monitored by ICTSS in respect of the areas of work covered by the ICT network and equipment.

Local security arrangements e.g. security of documents, passwords, secure areas will be the responsibility of the individual organisation's service managers

Appendix A: Removable Media business case form
Business Case for Use of Removable Media Device.

| | |
|--|--|
| Company: | |
| Department / Section: | |
| Username: | |
| Type of device(s)? | |
| Reason for requiring device(s)? | |
| Frequency of use? | |
| Content of data held on USB device(s): | |
| Service Manager Name Approved: | |
| Date : | |
| SWG / IAO approval | |
| SWG /IAO Approved Date | |
| ICT Proposed Solution (For ICT to complete) | |
| ICT Call Ref Number: | |
| ICT Actioned Date: | |
| ICT Approved by: | |

Appendix B: Business Case Guidance notes**Q1. Does the applicant require write access to the removable digital storage device(s) selected?**

Write access allows the applicant to add data to, and remove it from the device. Careful consideration should be made as to whether the applicant should have (or need) permission to do this.

Some considerations include:

- All data should be stored on network drives and is accessible via Citrix remote working when a person is working away from the office.
- Data storage on removable media is not backed up and poses a security risk.

Q2. How does allowing the use of the device(s) assist the applicant with the delivery of the strategic objectives of the council?

You should clearly state the reasons why the applicant requires permission to store data on each of the removable media devices. "They need it to do their job" is not a valid business case.

Some examples are:

- ICT Engineers will need access to **USB hard drives**, as these are the drives they carry around that hold information for their images, and applications, these devices will only ever be connected to a user's ICTSS-issued laptop or desktop.
- **Flash drives**, occasionally these will also have small applications on them, the devices carry less weight and hold most of the basic software an engineer will use, i.e. anti-virus, some Microsoft applications, this is in case they do not have the USB hard drives with them.
- **Digital cameras**, again these may only apply to certain staff i.e. communications officer being one.

Q3. For what duration of time does the applicant require access to the device(s)?

If the applicant requires access to the device short term please state the 'to:' and 'from:' dates. Before selecting this option consider the alternatives to allowing temporary data storage on removable devices and whether it is really necessary.

"Indefinitely" is for applicants who require access to the devices on a daily basis to undertake their normal work duties.

Q4. Where does this form go?

A work request must be raised on ICT servicedesk and a scanned copy of this form must be attached to the work request.

Appendix C: Cheltenham Borough Council

Building/Physical Security

The council office building is accessed by utilisation of swipe access control cards, which are authorised by line managers and issued by ICTSS to staff, Members, official visitors and contractors.

The areas to which each staff member is given access are determined by job requirement, and as such, are reviewable as required.

Members have access to the council office building to attend meetings, use the member facilities including the members' Room and to visit officers.

Certain areas in the building have restricted access due to the nature of work performed, or the vulnerability of equipment therein.

Visitors to the building are signed in at reception, and issued with a visitor's pass, which gives access to non-restricted areas of the office.

It is the responsibility of the host to ensure that the visitor is aware of the capabilities of their access card, and the procedures to follow in case of emergency, or should evacuation of the building be necessary.

It is a requirement of all staff to challenge any member of staff, members or visitors who are not displaying their identity (access) card.

It is also a requirement of all staff to prevent tailgating of others through access controlled doors throughout the building.

Any files containing personal or sensitive business information should be locked away in a secure cabinet.

When away from their desks even for short periods of time all ICT users should ensure that their computer screens are locked and any personal or sensitive business materials are not left unattended.

Service managers must undertake a risk assessment to mitigate the risk of non-authorised persons being able to see information on VDU screens i.e. through windows from outside the building.

Clear desks

All CBC employees (and members where appropriate) must clear their desks of all files and records that contain confidential, personal or sensitive data at the end of each working day.

Any files containing personal or sensitive business information should be locked away in a secure cabinet.

When away from their desks even for short periods of time all ICT users should ensure that their computer screens are locked and any personal or sensitive business materials are not left unattended.

Working from away from the office i.e. from home

When accessing or using official information at a location away from the office the user must treat the data in the same way as they would in the office e.g.. it should be kept secure, it should not be left in areas where non-authorised people can access it. ICTSS assets must also be kept secure at all times and must be locked away when not in use.

Disposal of confidential waste

Confidential waste (containing OFFICIAL - SENSITIVE or sensitive business information) is to be placed in the locked confidential waste bins within offices or shredded immediately after use.

The bins are then collected by an approved contractor who shreds the waste on site and provides the Council with a certificate of destruction.

Building and room alarms systems

Where an alarm is fitted it must be operated in-line with instructions provided by the Property Services. Any malfunction or defect must be reported to Property Services immediately.

CCTV systems

CCTV systems whether fixed or static, covert or overt they play an important role in helping the council maintain security, these systems also collect and store information which must be held securely. Any CCTV system needs to comply with the Data Protection Act, be the subject of a Privacy Impact Assessment and be supported by a published CBC CCTV Code of Practice for that system. All staff and members must comply with the arrangements of that Code; these can be found on the internet and with the appropriate Service Manager.

Appendix D: Cheltenham Borough Homes

Building/Physical Security

Redacted

Appendix E: Forest of Dean District Council

Building/Physical Security

Redacted

Appendix E: UBICO Ltd

redacted

Appendix F: Cheltenham Leisure & Culture Trust

Building / Physical Security

Leisure-at-cheltenham:

redacted

The Wilson:

Redacted

Cheltenham Town Hall / Pittville Pump Rooms:

Redacted

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| O&S Task group | Purpose | Status summary | Nominations/Membership (chairman in bold) | Facilitating Officer | Sponsoring Officer | Cabinet Member | Proposed by | Terms of Ref agreed by O&S | Recs to O&S | Report to Council | Report to Cabinet | Cabinet follow up | O&S Follow up scheduled |
|---------------------------------|--|---|---|------------------------|--------------------|---|---|----------------------------|-------------|-------------------|-------------------|-------------------|-------------------------|
| KEY TO COLOURS | Active STGs | | | | | | | | | | | | |
| | On hold | | | | | | | | | | | | |
| | Standing group | | | | | | | | | | | | |
| | Not prioritised by O&S | | | | | | | | | | | | |
| Cheltenham Railway Station | To review the issues arising from the renewal of the Great Western Franchise in 2016. This would include understanding how this links with the proposals to refurbish the station. | The Leader suggested that O&S may want an STG to look at the franchise renewal and station improvements. The task group drafted a response to the Western Route Study which was tabled as a motion and agreed at Council before being submitted as the council's formal response. The group are scheduled to meet with representatives of Network Rail and First Great Western on 10/03. The group then want to discuss transport links to and from the station before they will start drafting their final report. | Cllr Clucas, Murch, Whyborn , and Wilkinson, Payne and Mason | Saira Malin | Exec Board | Leader (Cllr Jordan) and Development and Safety (Cllr McKinlay) | Leader, Cllr Jordan | Sep-14 | | | | | |
| Cycling and Walking | To review the facilities for cycling and walking in the town. | O&S at its July meeting agreed to set up a STG to look at this issue. The timing was appropriate as any new road networks in Cheltenham currently being planned should be designed to facilitate cycling and walking. First meeting held on the 15/10 and task group agreed approach. The group continue to meet with various groups and representatives and hope to be able to table a report at O&S (29 June) and Cabinet (14 July). | Cllrs Harman, Murch, Willimans, Wilkinson and Lillywhite | Bev Thomas / Tess Beck | Exec Board | Development and Safety (Cllr McKinlay) | Cllr Max Wilkinson | Sep-14 | | | | | |
| Review of Public Art Governance | To review the current structure of the Public Arts Panel and its accountability. | The Cabinet Member requested O&S set up a STG to look at the governance of the Public Art Panel, its membership and terms of office and accountability and review the implementation of the recommendations from the previous scrutiny review on this topic reported to Cabinet in Dec 2011. Recommendations were agreed by O&S and noted by Cabinet in Feb 2015. A further report would be taken to Cabinet in Mar 2015 and O&S would review progress in Feb 2016, if not before. | Cllr Ryder and Cllr Payne represented O&S at the meeting with the Public Art Panel | Rosalind Reeves | Mike Redman | Healthy Lifestyles (Cllr R Hay) | Cabinet Member Healthy Lifestyles, Cllr R Hay | n/a | Jan-15 | n/a | Feb-15 | Mar-15 | Feb-16 |
| Members ICT Policy | To review and agree the Members ICT Policy. | O&S agreed to establish the STG on 03/11. No terms of reference agreed. Draft policy was considered by the task group at their meeting on 24/11. minor amendments agreed. Recommendations were agreed by O&S and noted by Cabinet in Feb 2015. A further report would be taken back to Cabinet at a later date and O&S would review progress in Feb 2016, if not before. | Cllrs Payne, Wilkinson, Murch, Babbage and Mason | Rosalind Reeves | Exec Board | Corporate Services (Cllr Walklett) | tbc | n/a | Jan-15 | n/a | Feb-15 | tbc | Feb-16 |
| Budget scrutiny working group | The working group's role is to develop the budget process, support the development of Members' scrutiny role and to consider ideas from Members for reducing the budget gap. | The working group has a schedule of meetings arranged throughout the year. The new members held their first meeting on 10/07/2014 when the Chief Executive attended to outline his vision and the group considered the financial implications of Vision 20/20. | Cllrs Babbage, Nelson, Payne, Thornton, Whyborn, Wilkinson Cabinet Member Finance to attend by invitation. | Rosalind Reeves | Mark Sheldon | Finance (Cllr Rawson) | Council | May-12 | Jan-15 | Feb-15 | Jan-15 | | |

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O&S Committee 2014/15 work plan

| Item | Outcome | What is required? | Lead Officer |
|------|---------|-------------------|--------------|
|------|---------|-------------------|--------------|

| Meeting date: 2 March (report deadline: 18 February) | | | |
|---|--|------------------------|--|
| Development of the corporate strategy 2015-16 | Consider the draft Corporate Strategy 2015-16 and comment as necessary | Comments | Richard Gibson, Strategy and Engagement Manager |
| Project Initiation Document (cemetery and crematorium) | Review the PID and decide how and when you would like to scrutinise the project | Decision | Ken Dale, Business Development Manager |
| Information Security Policy | Review the draft report before it goes to Cabinet on 17 March | Comments | Bryan Parsons, Corporate Governance Risk and Compliance Officer |
| Race week arrangements briefing note | What is being done to mitigate the impact on the town, contact details of relevant people during this period and what are the restrictions/standards on TENS | Information only | Louis Krog, Business Support and Licensing Team Leader (co-ordinating) |
| Meeting date: 27 April (report deadline: 15 April) | | | |
| 2020 vision | The role of members and their relationships with commissioned services | Presentation | Andrew North, Chief Executive |
| Dog Fouling STG | 12 month follow up on recommendations (April 2014) | Comments | Sarah Clark, Public and Environmental Health Team Leader |
| Deprivation STG | 6 month follow up on recommendations (October 2014) | Comments | Cllr Rowena Hay, Cabinet Member Healthy Lifestyles |
| Project Initiation Document (recycling materials bulking and sales) | Review the PID and decide how and when you would like to scrutinise the project | Decision | Richard Coole and Scott Williams |
| Pro forma | Will be attached to the agenda for members to set out topics or specific questions for the Police Commissioner and Lido Trust | Deadline: 19 June 2015 | Saira Malin, Democracy Officer |
| Meeting date: 29 June (report deadline: 19 June) | | | |
| End of year performance review | Consider the end of year performance and comment as necessary | Tbc | Richard Gibson, Strategy and Engagement Manager |

O&S Committee 2014/15 work plan

| Item | Outcome | What is required? | Lead Officer |
|------|---------|-------------------|--------------|
|------|---------|-------------------|--------------|

| | | | |
|---------------------------|--|----------|--|
| Police Commissioner visit | Answer questions on Police and Crime Plan related issues (POSS details of restructure in advance?) | Q&A | Martin Surl, Police and Crime Commissioner for Gloucestershire |
| Lido Trust | An opportunity for members to better understand the arrangements at the Lido and performance | Q&A | Julie Sergant, Chief Executive (Lido) |
| Cycling & Walking STG? | Consider the draft report and recommendations prior to Cabinet | Decision | The group hope to have it ready by this time |

| Items for future meetings (a date to be established) | | | |
|--|---|----------------------|--|
| POSS Cheltenham integrated transport | Look at issues (if any) that are identified by various scrutiny task groups once they have completed their work and consider how to take them forward?? | Tbc | Tbc |
| Severn Trent | Consider lessons learnt once works in Cheltenham is complete | After May 2015 - tbc | Paul Evans, Severn Trent |
| Economic Strategy?? | Review the draft strategy before it is considered by Cabinet?? | Tbc | Tbc |
| LGA Peer Review | Review progress against the action plan and decide if there is any value in the Review Team returning to carry out a follow up | September 2015 | Rosalind Reeves, Democratic Services Manager |
| North Place | Watching brief and further in-depth scrutiny as necessary | Tbc | Tbc |
| Joint Waste Committee Business Plan 2015 -16 | Consider what is included prior to the budget setting process | November 2015 | Steve Read (email officers once date is set – see email for names) |
| ICT | review progress on the implementation of the ICT strategy | November 2015 | Tbc |

O&S Committee 2014/15 work plan

| Item | Outcome | What is required? | Lead Officer |
|------|---------|-------------------|--------------|
|------|---------|-------------------|--------------|

| | | | |
|------------------|---|----------|-------------------------|
| Tourism Strategy | Review the strategy | Tbc | Tbc |
| Art Panel STG | Review progress on the STG recommendations which went to Cabinet (Feb 2015) | Feb 2016 | Rowena Hay/Wilf Tomaney |
| Members' ICT STG | Review progress on the STG recommendations which went to Cabinet (Feb 2015) | Feb 2016 | Jon Walklett/tbc |

| Annual Items | | |
|---|-----------|---|
| Budget recommendations | January | Chair, Budget Scrutiny Working Group |
| Draft Corporate Strategy | March | Richard Gibson, Strategy and Engagement Manager |
| Quarter 3 performance review | March | Richard Gibson, Strategy and Engagement Manager |
| End of year performance review | June/July | Richard Gibson, Strategy and Engagement Manager |
| Non scrutiny member working groups update | September | Democratic Services Manager |
| Quarter 2 performance review | November | Richard Gibson, Strategy and Engagement Manager |

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Briefing Notes

Committee name: Overview & Scrutiny
Committee

Date: 02 March 2015

Responsible officer: Louis Krog, Licensing &
Business Support Team Leader

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

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

Arrangements for Cheltenham Gold Cup Week

The 2015 Cheltenham Gold Cup week will be held during the week of 10th to the 13th of March 2015.

The numbers of people visiting Cheltenham and the racecourse over that week is expected to be around 265,000.

Arrangements to mitigate the impact on the town

- **Licensing Inspections:** CBC & police licensing officers will be out in the town every night between 18:00 and 04:00 of the festival inspecting licensed premises to ensure that all licensing requirements are being complied with and any incidents are being dealt with.

We will also be doing joint inspections with officers from the Gambling Commission and Glos Fire & Rescue Service.

- **Taxi Rank & Marshals:** Extra marshals will be on duty to provide cover on the Promenade from 18.00 hrs to 04.00 hrs. For the first time, the taxi marshals will be equipped with body worn CCTV cameras.

The taxi rank on the promenade will also be extended during these hours to accommodate the number of customers.

- **Public toilets & waste collections:** Montpellier and Royal well toilets remained open throughout the race period & extra waste collections will be undertaken in accordance with previous years.
- **Police hub & horses:** A central hub will be setup on the High Street from 09:00 to 04:00 every day. It will be manned by officers from the police, ambulance service, street pastors and Cheltenham Borough Council and will act as a central information point for people to find information and assistance as required.
- **Horses:** Two police horses will be deployed on Thursday and Friday nights in the town.
- **Nightsafe:** We will again be enforcing the infrequent sexual entertainment venue (SEV) code of practice and be implementing a new leafleting to minimise the litter and other associated problems with flyering that week.
- **Working hours:** A normal day time service will operate to enable officers from Public Protection to deal with issues that may have arisen from the night before.

- **Temporary toilets:** Seventeen temporary toilets will be provided during that week at various locations in the town centre, New Barn Lane, Evesham Road & East Approach Drive.

Who to contact if there is a problem

For licensing related issues: 01242775200 or licensing@cheltenham.gov.uk.

For noise, food other environmental health related issues: 01242 77 5178 or ehbusinesssupport@cheltenham.gov.uk.

For waste related issues: 0300 300 9000 or enquiries@ubico.co.uk.

Out of hours **non-emergency** police related issues: 101

Restrictions/standards relating to TENs

Some premises that want to offer sexual entertainment during that week may need to give a temporary events notice (TEN) either to add the performance of dance to their licence or to extend the hours they can operate.

If the TEN is served in accordance with statutory requirements and no objections have been made by either the police and/or the environmental health officer, there is no ability for the council to refuse to accept the TEN or to change its terms.

Premises who want to offer infrequent sexual entertainment (i.e. no more than once a month lasting no longer than 24 hours) can do so under a statutory exemption. The council has adopted a code of practice to “regulate” infrequent sexual entertainment.

Contact Officer: Louis Krog, Licensing & Business Support Team Leader
Tel No: 01242 264217
Email: Louis.krog@cheltenham.gov.uk