



CHELTENHAM

BOROUGH COUNCIL

Notice of a meeting of Council

Monday, 30 March 2015

2.30 pm

Council Chamber - Municipal Offices

Membership	
Councillors:	Simon Wheeler (Chair), Duncan Smith (Vice-Chair), Matt Babbage, Flo Clucas, Adam Lillywhite, Chris Mason, Dan Murch, Chris Nelson, John Payne, Max Wilkinson, Wendy Flynn, Andrew Chard, Paul Baker, Garth Barnes, Nigel Britter, Chris Coleman, Bernard Fisher, Jacky Fletcher, Colin Hay, Tim Harman, Rowena Hay, Sandra Holliday, Peter Jeffries, Steve Jordan, Andrew Lansley, Helena McCloskey, Andrew McKinlay, David Prince, John Rawson, Anne Regan, Rob Reid, Chris Ryder, Diggory Seacome, Malcolm Stennett, Klara Sudbury, Pat Thornton, Jon Walklett, Roger Whyborn and Suzanne Williams

Agenda

1.	APOLOGIES	
2.	DECLARATIONS OF INTEREST	
3.	MINUTES OF THE LAST MEETING Minutes of the meeting held on 26 February 2015	(Pages 3 - 8)
4.	COMMUNICATIONS BY THE MAYOR	
5.	COMMUNICATIONS BY THE LEADER OF THE COUNCIL	
6.	PUBLIC QUESTIONS These must be received no later than Tuesday 24 March 2015.	
7.	MEMBER QUESTIONS These must be received no later than Tuesday 24 March 2015.	
8.	CORPORATE STRATEGY 2015-2016 Report of the Leader	(Pages 9 - 36)
9.	COUNCIL DIARY 2015-16 Report of the Cabinet Member Corporate Services	(Pages 37 - 54)
10.	ACCOMMODATION STRATEGY This item has been deferred to an extraordinary meeting of Council meeting on 14 April 2015.	

11.	ASSET MANAGEMENT PLAN AND CAPITAL STRATEGY This item has been deferred to an extraordinary meeting of Council on 14 April 2015.	
12.	NOTICES OF MOTION	
13.	TO RECEIVE PETITIONS	
14.	ANY OTHER ITEM THE MAYOR DETERMINES AS URGENT AND WHICH REQUIRES A DECISION	

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

Andrew North
Chief Executive

Council

**Thursday, 26th February, 2015
6.00 - 6.30 pm**

Attendees	
Councillors:	Simon Wheeler (Chair), Duncan Smith (Vice-Chair), Matt Babbage, Flo Clucas, Adam Lillywhite, Chris Mason, Dan Murch, Chris Nelson, John Payne, Max Wilkinson, Wendy Flynn, Andrew Chard, Paul Baker, Garth Barnes, Nigel Britter, Chris Coleman, Bernard Fisher, Jacky Fletcher, Colin Hay, Tim Harman, Rowena Hay, Peter Jeffries, Steve Jordan, Andrew Lansley, Helena McCloskey, Andrew McKinlay, John Rawson, Anne Regan, Rob Reid, Chris Ryder, Diggory Seacome, Malcolm Stennett, Klara Sudbury, Pat Thornton, Jon Walklett, Roger Whyborn and Suzanne Williams

Minutes

- 1. APOLOGIES**
Apologies were received from Councillors Holliday and Wall.
- 2. DECLARATIONS OF INTEREST**
There were no declarations of interest.
- 3. MINUTES OF THE LAST MEETING**
The minutes of the meeting held on 13 February were approved and signed as a correct record.
- 4. COMMUNICATIONS BY THE MAYOR**
The Mayor informed Members that he would be sleeping rough the following week and would be grateful for any sponsorship.
- 5. COMMUNICATIONS BY THE LEADER OF THE COUNCIL**
There were no communications from the Leader.
- 6. PUBLIC QUESTIONS**
There were no public questions.
- 7. MEMBER QUESTIONS**

1.	Question from Councillor Jacky Fletcher to Cabinet Member Development and Safety Andrew McKinlay
	Following the article in the Echo on 19 February 2015 when it was stated that Cheltenham is the county's lowest in food hygiene investigation, how can the Cabinet Member say that the inspections are robust when Cheltenham is the lowest ranked in the County?
	Response from Cabinet Member

The methodology used to produce the figures in the Echo article is not transparent, or consistent with any other data reporting format. However, the high level of compliance in Cheltenham's food businesses is evidence of CBC's robust inspection programme.

The facts are that as of Monday 23rd February, Cheltenham had the lowest percentage of non-compliant food businesses in Gloucestershire. (3.3% N=28/839). This reflects the team's approach of targeting their resource at the highest risk premises, and utilising the full range of regulatory tools and powers to secure sustained compliance. Examples include: coaching referrals for consistently poor performing businesses; establishment of a Primary Authority Partnership with Edwards & Ward; tailored advice on how to improve a food hygiene rating given to every premises following intervention; use of formal enforcement where appropriate (e.g. Hygiene Improvement Notices and Simple Cautions); demonstration of cleaning results and techniques using an ATP monitor.

	Compliant (rating of 3 or more)	Non- compliant (rating of 2 or less)	% Non- compliant businesses	% Compliant businesses
CHELTENHAM	839	28	3.3	96.7
COTSWOLD	882	56	6.3	93.7
FOREST	696	38	5.4	94.6
GLOUCESTER	779	53	6.8	93.2
STROUD	990	37	3.7	96.3
TEWKESBURY	691	41	5.9	94.7

2. Question from Councillor Tim Harman to Cabinet Member Clean and Green Environment, Councillor Chris Coleman

Residents in Great Norwood Street in my ward have contacted me several times with regard to issues involving rats and problems of waste accumulating in Casino Place at the rear of their properties. The Pest control Officers have been asked to look at the Rat problem which may arise from the Severn Trent Works in Suffolk Road but I understand that there is a long waiting list before our Officers would be able to visit.

Would the Cabinet member investigate both of the above issues including measures to ensure that waste is collected regularly.

I would be happy to meet him on site.

Response from Cabinet Member

The only complaint involving rats in Great Norwood Street and Casino Place this year was made by an individual household and received by the Council's environmental health team on Thursday 19th February.

I can confirm that the Council is investigating the issues reported and that a Senior Environmental Health Officer at Cheltenham Borough Council has both spoken to the resident concerned on the telephone and also visited her.

At the present time, it is entirely appropriate for Severn Trent to first complete their investigation and make good any structural sewer defects, as this will resolve or reduce any rodent activity arising from such defects. I can confirm that the case will continue to be handled by a Senior Environmental Health Officer who will arrange for any necessary enforcement action to be taken, if deemed appropriate.

I have asked to be kept up-to-date with the matter. As I am sure that Cllr Harman will also want information on how the matter progresses, I have asked for this to be given to him.

In respect of the issue of the waste and recycling collection in Casino Place I can confirm that I have visited the site myself. As a result, I requested that UBICO attend to carry out an inspection and arrange for an immediate collection of all waste and recycling in the location. Following a further site visit shortly before finalising this answer (10pm on Wednesday 25th February 2015), I can confirm that the waste and recycle has indeed been collected.

It may be that there have been some difficulties with the collection of waste and recycling during the Severn Trent works in and around Suffolk Road, although to the best of my knowledge we have not received any complaints about missed collections on Casino Place.

I know that local residents and businesses in and around the area affected by the works have been very patient as the work has been carried out but I would encourage them to report any issues with the refuse and recycling service if they arise. They can do so by calling Cheltenham Borough Council 01242 262626 or by using the online 'report a problem with your bin' form on our website.

I have asked to be kept informed about the collection of waste and recycling in this location in the coming weeks and would welcome any feedback from Cllr Harman about the service in and around Casino Place.

Finally, I can confirm that I would of course be very happy to meet with Cllr Harman at the site to discuss this issue with him and his constituents in more detail if he and they would like me to.

In response Councillor Harman accepted the Cabinet Member's offer to meet him on site to discuss the issue.

8. COUNCIL TAX RESOLUTION 2015/16

The Cabinet Member Finance introduced the report, the purpose of which was to enable the Council to set the Council Tax for 2015/16. The Council was required to formally approve the total Council Tax for residents of Cheltenham, including the Council Tax requirements of the precepting organisations Gloucestershire County Council, Gloucestershire Police and Parish Councils.

A recorded vote was required upon the recommendation in the report and this was unanimously CARRIED.

Voting for 36: Cllrs Babbage, Barnes, Baker, Britter, Chard, Clucas, Coleman, Fisher, Fletcher, Flynn, Harman, C Hay, R Hay, Jeffries, Jordan, Lansley, Lillywhite, Mason, McCloskey, McKinlay, Murch, Nelson, Payne, Rawson, Regan, Reid, Ryder, Seacome, Stennett, Sudbury, Thornton, Walklett, Wheeler, Whyborn, Wilkinson, Williams.

RESOLVED THAT

The formal Council Tax resolution at Appendix 2 be approved and that the commentary in respect of an increase in Council Tax at Paragraph 6 of Appendix 2 be noted.

9. LOCAL DEVELOPMENT SCHEME

The Leader introduced the report and explained that the Local Development Scheme (LDS) collects together the separate timetables for the preparation of statutory development plan documents and presents them in one document. He informed that it represented Cheltenham Borough Council's commitment to the production of various planning documents that would make up the areas "local plan". The Development Plan Documents it identifies as under preparation are the Gloucester Cheltenham and Tewkesbury Joint Core Strategy and the emerging Cheltenham Plan.

The Leader explained that an up to date LDS would assist with the Examination in Public of the JCS later in the year which would be followed by Phase 1 of the Cheltenham Plan. He highlighted that depending on the outcome of the JCS the timetable outlined in the LDS may change. He reported that it had been suggested that the constitution working group review the process given that such a change could happen given the inspection process.

RESOLVED THAT

The 2015 Local Development Scheme attached at Appendix 2 be approved.

10. NOTICES OF MOTION

The following motion was proposed by Councillor Whyborn and seconded by Councillor Britter:

"Council notes with concern that new housing developments are being put forward without adequate high-speed/super-fast broadband facilities, and that in many cases no suitable public funding streams exist for new estates in suburban areas.

Council therefore resolves to initiate a policy such that future planning applications for new developments will have a requirement to enable access to appropriate quality of broadband facilities at minimal set-up cost to the householder. Council therefore instructs officers to develop further detail to support the policy of this resolution at the earliest practical opportunity, and to incorporate this into the local plan."

Councillor Whyborn referred to the following amendment proposed by Councillor Tim Harman which had been circulated to all members before the meeting. It was formerly seconded by Councillor Andrew Chard.

Add the following to the motion proposed by Councillor Whyborn as set out in the Council agenda:

- 1. The work by officers should include consideration of the provisions of the EU broadband directive (2014/61/EU) which requires new developments from 2017 to be equipped with "high speed ready in building physical infrastructure" (with "high speed " meaning a "network which is capable of delivering broadband access services at speeds of at least 30 Mbps).*
- 2. For those in existing homes which are suffering from poor broadband speeds, Council resolves to work closely with the County Council (along with their Fastershire project) and commercial providers to ensure that all broadband cabinets in Cheltenham are upgraded to fibre capability as soon as possible, to ensure both new and existing developments benefit from faster broadband.*

Councillor Whyborn indicated that he was very happy to accept the amendment provided that the speed of 30 Mbps referred to was in the EU directive. Councillor Harman confirmed that this was the case and therefore the original motion with this amendment became the substantive motion.

In proposing the amendment, Councillor Whyborn indicated that the motion related to a problem which was gathering pace. BT was currently running out high-speed broadband to their cabinets all over town and similarly Virgin were upgrading all their systems. Hence residents in these favoured areas could update their broadband speeds easily. However there were areas in his ward and other parts of the town where this was not the case. He gave residents in Manor Farm as an example with broadband speeds of less than 1 Mbps and this could only be increased by paying a considerable sum to the telecom providers, currently £9,300 for BT.

As these areas were classified as urban areas they did not qualify for grants under the Fastershire scheme. Mostly they were newbuild areas where planning permission had been granted up to four years ago. Moving forward, broadband capability should be a standard for all new developments in the same way as any other utility. The intention of this motion was to strengthen the hand of Planning Committee and planning policy by incorporating this requirement into the local plan. He acknowledged that this would take time to develop but passing this motion today would give a strong direction of travel to developers.

Councillor Harman thanked the proposer for accepting his amendment and indicated that he would be very happy to support it as he felt it helped raise awareness of the issues around broadband.

Another member referred to the black holes for broadband in some urban areas including Gloucester and Cheltenham. Speaking as the chair of the Gloucestershire Economic Development Scrutiny Committee, he highlighted that the committee had looked at this issue. The purpose of the Fastershire

scheme was to provide a subsidy for broadband in rural areas where it is not economically viable for companies to do so. If providers are now saying that this also applies to some urban areas, then those areas should be able to request a public subsidy under the scheme. This needed to be sorted as it was outrageous that so many residents did not have access to a fast broadband link and this needed to be resolved as soon as possible.

The Leader supported the motion and said this would be a priority when officers got on to the detail of the local plan. He indicated that there may be a need to use some of the £100 K allocated in the budget to support this.

Another member highlighted that there was a trend to move to wireless 3G and now 5G so it was important to keep abreast of any new developments in technology.

Upon a vote the motion as amended was resolved unanimously.

11. TO RECEIVE PETITIONS

None received.

Simon Wheeler
Chair

Cheltenham Borough Council

Council – 30 March 2015

Corporate Strategy 2015-16

Report of the Leader of the Council

Accountable member	Leader of the Council, Councillor Steve Jordan
Accountable officer	Strategy and Engagement Manager, Richard Gibson
Accountable scrutiny committee	All
Ward(s) affected	All
Key Decision	No
Executive summary	The corporate strategy 2015-16 has been drafted and was reviewed by Overview and Scrutiny Committee before being endorsed at Cabinet on 17 th March. The strategy is now put before Council for approval.
Recommendations	Council approves the 2015-16 Corporate Strategy (appendix 2) and uses this as a basis for monitoring the council’s performance over the next twelve months.
Financial implications	<p>None as a direct result of this report. The corporate strategy has been developed alongside the Medium Term Financial Strategy to ensure that there are sufficient budgets in place to deliver the outcomes as proposed. In addition, the corporate strategy will be reviewed on an annual basis to take into account our changing budgetary position.</p> <p>Contact officer: Paul Jones, GOSS Head of finance E-mail: paul.jones@cheltenham.gov.uk Tel no: 01242 775154</p>
Legal implications	<p>The corporate strategy 2015-16 is the “corporate strategy” for the purposes of the Local Authorities (Functions and Responsibilities) Regulations 2000. The Executive is responsible for preparing the strategy which must then be submitted to and approved by council.</p> <p>Contact officer: Peter Lewis E-mail: Peter.Lewis@tewkesbury.gov.uk Tel no: 01684 272012</p>
HR implications (including learning and organisational development)	<p>Capacity to deliver the strategy must remain a key focus for the Senior Leadership Team. Effective forward planning, use of project management techniques, re-prioritising work streams are some of the tools available to ensure resource to deliver the strategy is achieved.</p> <p>Contact officer: Julie McCarthy, Human Resources Manager, GO Shared Services E-mail: julie.mccarthy@cheltenham.gov.uk Tel no: 01242 264355</p>

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

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

- 1.1 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.

2. How we have prepared the draft strategy

- 2.1 Officers and Cabinet members have been fully involved in the development of the corporate strategy.
- 2.2 The corporate outcomes now focus on three high level place-making outcomes covering social, environmental and economic themes, with an internal "transformation" outcome covering commissioning, asset management, business improvement and financial management.
- 2.3 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.
- 2.4 To reflect the changes in the way the council delivers its services, each outcome has a section that identifies the organisations have been commissioned to deliver that outcome, the organisations we will work in partnership with and the CBC teams that will have a direct service delivery responsibility.

- 2.5 Alongside the priority actions and milestones, thought has also been given to measuring progress through outcome measures (how we will measure positive changes 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.
- 2.6 The commitments set out in the 2015-16 Cheltenham Partnerships action plan have also been taken into account in the drafting of the actions and commitments in the strategy.

3. Consultation and feedback

- 3.1 The draft action plan was considered by the Overview and Scrutiny Committee on 3rd March 2015.

Observation	Response
Cllr. Wilkinson asked that consideration be given to including reference to improving the town's air quality in the corporate strategy	Now added to list of services, but not planned to be included as a specific priority action.
Cllr. Ryder requested a mention of the SSSI on Leckhampton Hill	Now included
Cllr. Payne sought clarification about the achievability of some of the proposed performance measures	Measures are only included in the strategy where there is a sense the council can make a meaningful contribution. It is acknowledged though that there are some outcome measures where external factors will play a major part.
Cllr. Hay sought clarification about how the vision in the draft corporate strategy would mesh with other visions e.g. in the JCS and Cheltenham Plan to support economic growth and tourism	This to be taken forward through the Cheltenham Plan process and around the development of the economic development and tourism strategies.
Cllr. Britter reflected that since the document is more for internal use, how can we use the website more to promote the range of activities we are undertaking to deliver our outcomes	Noted; the communications and web team will look at how we promote what we are doing to deliver our outcomes.
Cllr. Mason would have appreciated seeing the targets associated with the measures.	Noted; the draft strategy now includes performance targets

4. Next Steps

- 4.1 The corporate strategy sets out our intended milestones and performance indicators associated with the four outcomes and provides the basis for monitoring the council's performance over the next twelve months.
- 4.2 To promote accountability, the Senior Leadership Team will receive quarterly performance reports that will set out progress made against corporate strategy milestones and performance indicators.

4.3 Monitoring reports will be brought to the Overview and Scrutiny Committee and it is suggested that this is done at least half-yearly. In addition, the annual report detailing performance from the previous financial year will be brought in June to council for consideration.

Report author	Richard Gibson Strategy and Engagement Manager 01242 235354 richard.gibson@cheltenham.gov.uk
Appendices	<ol style="list-style-type: none">1. Risk assessment2. Draft Corporate Strategy action plan 2015-16

The risk				Original risk score (impact x likelihood)			Managing risk			
Risk ref.	Risk description	Risk Owner	Date raised	I	L	Score	Control	Action	Deadline	Responsible officer
CR75	If capacity to deliver key projects is achieved by diverting necessary resources away from either core services or other provider commitments, then there is a risk of not being able to deliver all of the business as usual expectations including a failure to comply with internal controls that could in turn impact on our reputation and finances.	Andrew North		3	3	9	Reduce	The review of programme and project resource projections has been extended in order to allow resource managers to respond. Issues raised by resource managers indicate shortfalls in Property and in Environmental & Regulatory Services which may well impact delivery. Mobilisation of resources in support of 2020 Vision will increase the resource demand in the immediate future and is probably not fully reflected in current plans.	19.3.15	Ken Dale

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CHEL TENHAM

BOROUGH COUNCIL

Corporate Strategy 2015-16

Draft for Council

30 March 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 the development of this year's corporate 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 the 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

Our corporate strategy 2015-16 focuses 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 enable delivery 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.

Input from partnerships

Cheltenham Partnerships has agreed an action plan for 2014 and 2015 that identifies the most-pressing issues for partnership activity where there is both corroborating evidence and a willingness from partners to work collectively on solutions but also where there is alignment with priorities set at a county level. We have cross-referenced actions in the corporate strategy where they will support the achievement of partnership outcomes:

- We will work to reduce the negative effects of poverty on vulnerable children, families, adults and older people– **see actions COM 5 and COM 6**
- We will work to promote healthy lifestyles across all communities in Cheltenham – **see actions COM 1 and COM 7**
- We will work to encourage more people to get actively involved in their communities so that people live in strong and safe communities – **see action COM 4**
- We will work to ensure that everyone has an opportunity to contribute to Cheltenham's economy - **see actions ECON 1, ECON 2, ECON 4 and ECON 6.**

Meeting needs in our communities

The corporate strategy constitutes the council's Crime Reduction Strategy to comply with Section 17 of the Crime and Disorder Act 1998. The Act places a statutory duty on CBC to work together in partnership to formulate and implement local crime reduction strategies. Along with the current partnership action plan and many of the services and functions listed out in the outcome "People live in strong, safe and healthy communities", we have a well-rounded approach to reducing crime and the fear of crime in Cheltenham.

Under the Equality Act 2010, the council now has to comply with the Public Sector Equality Duty which came into force in April 2011. The Equality Duty ensures that all public bodies play their part in making society fairer by tackling discrimination and providing equality of opportunity for all. As part of this we have a duty to set and publish equality objectives. We have developed three objectives that we feel are most important in promoting equality and diversity:

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

The actions we will take forward in the coming year are as follows:

Listening and responding to a wide-range of communities.

Our commitment

We will continue to consult and engage communities in the commissioning of our services so that we are better able to provide services that are responsive to the needs of our customers.

Actions

- Ensure that our engagement activities pay regard to people who share the protected characteristics covered by the equality duty.
- Continue to work in partnership with the police, housing providers and the voluntary sector to respond to incidents of hate crime through the Cheltenham Anti-Social Behaviour Working Group and the Gloucestershire Hate Crime Group.
- Develop an action plan to reduce the risk of people being drawn into terrorism in order that we can meet our statutory obligations under the Counter-Terrorism and Security Act 2015

Promoting fair access to our services

Our commitment

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

Actions

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

Ensuring fair employment practices

Our commitment

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

Actions

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

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 Century town plan in England and with its historic parks, squares and tree lined avenues makes the Borough unique and has given 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 the total borough area that includes two 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. The council also has responsibility for managing a Site of Special Scientific Interest (SSSI) on Leckhampton Hill.

Challenges looking forward

- Moving forward with the adoption of the Joint Core Strategy (JCS) and bringing forward the Cheltenham Plan.
- Continuing to increase recycling rates for Cheltenham, currently at just under 45%, in the context of a national trend of increasing residual waste and flat-lining recycling rates.
- Sustaining investment in our parks and gardens.
- Addressing climate change impacts through internal work and working with our partners

Commissioning intentions

The strategic direction for our environmental outcome will be set out in the 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 to deliver the commitments set out in the Gloucestershire Joint Waste Committee's 2015-18 business plan and in particular reducing county-wide rates of residual waste per household from 573kg to a target of 479kg per household by 2020. We will also 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 Cheltenham's 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 Gloucestershire County Council	Strategic approach to Waste and recycling activity across Gloucestershire including client management of Ubico Joint Core Strategy Town Centre sites Sustainable Transport Cheltenham Transport Plan'	Public Protection Green Team Development Management Building Control Townscape Built Environment Enforcement Bereavement Services	Pollution Control, Contaminated Land, Air Quality Management Green Space management Development control, Strategic planning Building Control Urban Design, Landscape Architecture, Heritage, Arboriculture Planning enforcement Cemetery and Crematorium

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

Priority actions	Key milestones	Dates	Lead Commissioner	Cabinet Lead
ENV 1 - We will put in place the statutory development plan for Cheltenham, including adoption of the Joint Core Strategy (JCS) and preparation of the Cheltenham Plan	<ul style="list-style-type: none"> Examination of the JCS Adoption of the 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
ENV 2 - 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>ENV 3 - We will deliver CBC's commitments contained within the Joint Waste Committee plan</p>	<ul style="list-style-type: none"> • Investigate the potential to retrieve non approved residual bins • 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>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</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>ENV 4 - 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>ENV 5 - We will restore Cheltenham's War Memorial</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)	Lead
Outcome measures	<ul style="list-style-type: none"> An increase in the number of buildings and spaces given an award or commendation in the Cheltenham Civic Awards (bi-annual). 	At the 2014 ceremony, there were 4 Awards and 5 Commendations	Townscape Manager
	<ul style="list-style-type: none"> Increase the number of applications for green flag status for our parks and gardens 	Currently there are 4 parks with Green Flag status, Naunton Park, Hatherley Park Montpellier Gardens and Springfield Park	Green Space Development Manager
	<ul style="list-style-type: none"> Increase in number of volunteer hours given to support community and environmental projects 	Current baseline in the process of being calculated	Green Space Development Manager

Type of Indicator	Measured by this indicator	Baseline (date)	March 2016 target	Lead
Key service measures	<ul style="list-style-type: none"> Percentage of household waste recycled and composted 	44.4% (2013-14)	46%	Strategic Client Officer - Joint Waste Team
	<ul style="list-style-type: none"> Residual household waste per household (Kg/year) 	467kg (2013-14)	464kg	
	<ul style="list-style-type: none"> Average number of days to process a major planning application from receipt to issuing of decision 	58 days combined for both major and other	91 days	Head of Planning
	<ul style="list-style-type: none"> Average number of days to process other planning applications 		49 days	
	<ul style="list-style-type: none"> Number of improvement schemes to parks, streets and spaces 	3 (2014-15)	3	Green Space Development Manager
	<ul style="list-style-type: none"> Number properties improved in terms of built environment heritage as a result of council action. 	138	110	Enforcement Manager

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 March 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 night-time economy is bolstered by the presence of around 10,000 students at the University of Gloucestershire and from the many sporting events, particularly the Festival, mentioned above.

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 Council's 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 proposes 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

Our economic outcome:

Sustain and grow Cheltenham's economic and cultural vitality

that we are clearer about the how we grow this critical part of the economy. We also want to explore with Cheltenham Business Partnership the opportunity of establishing a Business Improvement District that will create a pot of funding to sustain our quality approach to the town centre.

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 Town Hall Pittville Pump Room Leisureat Cheltenham Sports Play and Healthy Lifestyles	Local Enterprise Partnership Gloucestershire districts and GCC	Strategic Economic Plan for Gloucestershire Business rate pooling	Environmental and Regulatory Services Division	Economic development function
Gloucestershire Enterprise	Business advice clinics	Cheltenham Business Partnership Cheltenham Chamber of Commerce	Potential Business Improvement District Developing our strategic approach		

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

Priority actions	Key milestones	Dates	Lead Commissioner	Cabinet Lead
ECON 1 - 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 and work with the Highways Agency to investigate the delivery of a four-way junction 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
ECON 2 - 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
ECON 3 - We will implement the revised and updated governance arrangements for	<ul style="list-style-type: none"> Implementation of shareholder forum 	July 2015	Deputy Chief Executive	Leader of the Council

Our economic outcome:

Sustain and grow Cheltenham's economic and cultural vitality

Gloucestershire Airport Ltd	<ul style="list-style-type: none"> Implementation of updated articles of association and shareholder agreement 	July 2015		
ECON 4 - We will support delivery of the Cheltenham Development Taskforce business plan	<ul style="list-style-type: none"> Support the delivery 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	Chief Executive	Cabinet Member Development & Safety
		June 2015		
		Mar 2016		
		Mar 2016		
ECON 5 - 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
ECON 6 - 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)	Lead
Outcome measures	<ul style="list-style-type: none"> Growth in number of new jobs created and their value to the economy 	In 2012, there were 72,000 jobs in the local economy. Between 2000 and 2012, 6,000 net new jobs were created in Cheltenham	Head of Planning
	<ul style="list-style-type: none"> Increase in Cheltenham's Economic output 	It is estimated that Cheltenham's economy generated between £2.4 billion and £2.7 billion in economic output in 2011. GVA per head in Gloucestershire is £21,066, on a par with the UK (£21,674)	Head of Planning

Our economic outcome:

Sustain and grow Cheltenham’s economic and cultural vitality

	<ul style="list-style-type: none"> • Growth in births of new enterprises • Reduction in claimant rate 	<p>but above the South West average (£19,023).</p> <p>There were 600 “births” in 2012 and 725 in 2013 (ONS)</p> <p>As at Jan 2015, there were 961 claimants representing a rate of 1.3%. Cheltenham rate of young people not in education, employment or training was 3.9%</p>	<p>Head of Planning</p> <p>Strategy and Engagement Manager</p>	
Type of Indicator	Measured by this indicator	Baseline (date)	March 2016 target	Lead
Key service measures	<ul style="list-style-type: none"> • Number of High Street enhancement schemes implemented by Spring 2016 	1	2	Townscape Manager

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 shows 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 had 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 having alcohol specific hospital admissions, and suffering from 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

Our community outcome:

People live in strong, safe and healthy communities

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.

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 commission activity or co-ordinate 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

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. 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 a “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 commissioning strategy 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.

We will also work to ensure that Cheltenham Borough Homes and other commissioned housing-related service providers support the priorities and outcomes within our Housing and Homelessness Strategy.

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 grants Early help for vulnerable children and families Safeguarding Domestic abuse	Strategy and Engagement	Capacity building, Neighbourhood Coordination Groups, Inclusion work, Parish Council Liaison, Safeguarding vulnerable children and families, Big Local
Cheltenham Borough Homes	Safer Estates - ASB Rent collection Housing Management Housing improvements and repairs Neighbourhood Warden Service Property repairs	Gloucestershire Police / Police and Crime Commissioner Clinical Commissioning Group	Anti-Social Behaviour Late Night Levy Alcohol Coordination Group Social Prescribing	Housing Strategy Public Protection	Housing enabling Client side for CBH Food safety, Licensing, Public health inspections,

Our community outcome:

People live in strong, safe and healthy communities

	Welfare benefits & advice Community regeneration	Voluntary sector		Built Environment Enforcement	Air quality, Anti-Social Behaviour Licensing of HMOs
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What are priority actions to deliver this outcome in 2015-16?

Priority actions	Key milestones	Dates	Lead Commissioner	Cabinet Lead
Decent and affordable housing				
COM 1 - 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		
COM 2 - 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
COM 3 - 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	Survey of private rented sector housing commenced	July 2015	Enforcement Manager	Cabinet Member Housing
	Report to council setting out strategic direction	Feb 2016		
	Public consultation	March 2016		
	Implementation	Aug 2016		
Safeguarding the welfare of others				
COM 4 - 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.	July 2015	Strategy and Engagement Manager	

Our community outcome:

People live in strong, safe and healthy communities

COM 5 - 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
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Working with others to reduce demand on public services

COM 6 - Early Help - To provide an effective, reliable multi- agency approach for early help provision for children and families across Cheltenham.	Working with Gloucestershire County Council to develop a hub-model for the delivery of early help based on a partnership between Inspiring Families, Families First, the Our Place project and the local Targeted Support Team'	June 2015	Deputy Chief Executive	Cabinet Member Healthy Lifestyles
COM 7 - 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	Current Baseline (date)	Lead
Outcome measures	Increase the provision of new affordable housing	11 affordable housing completions to date in 2014-15.	Lead Commissioner - Housing Services
	Reduce the numbers of households who are homeless	Currently there have been no households accepted as homeless in 2014-15	
	Reduction in recorded crime	As at January 2015, there had been 7,829 recorded crime incidents in the previous 12 months.	Strategy and Engagement Manager
	Reduction in domestic burglary	As at January 2015, there had been 723 domestic burglary incidents in the previous 12 months.	As above
	Reduction in anti-social behaviour incidents	As at January 2015, there had been 5,483 anti-social behaviour incidents in the previous 12 months.	As above
	Reduction in the number of residential properties with significant health hazards	In 2011, there were 3,352 properties with one or more category 1 hazards (7.5% of housing stock.)	Enforcement Manager

Our community outcome:

People live in strong, safe and healthy communities

	Growth in numbers of food businesses rated 3 stars and above	There are currently 777 food premises rated 3 stars and above out of 836 food premises		Public & Environmental Health Team Leader
Type of Indicator	Measured by this indicator	Baseline (date)	March 2016 target	Lead
Key service measures	Number of vacant homes for more than 12 months brought back into use as a direct result of Council action	112 (2013-14)	110	Enforcement Manager
	Number of disabled and older persons able to stay in their own homes as a result of Council action.	126	115	Enforcement Manager
	Number of private sector dwellings made safe by the Council	237	225	Enforcement Manager

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 Council's 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 enable delivery 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 become 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) programme has successfully managed the on-going funding gap, with over £7.5m of savings or income generated from commissioning, plus initiatives to increase commercial activity and manage our property assets.

Challenges and opportunities looking forward

- The LGA are projecting that future cuts in our core funding will continue beyond 2015.
- 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. 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 enable delivery 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:
GO Shared Services	Financial Management Human resources, Health & Safety, Learning & Development Procurement	Forest of Dean, West Oxfordshire and Cotswold District Councils Forest of Dean DC	GO Shared services and 2020 Vision ICT shared services	Property Services Customer and Support Services Revenues and Benefits Business Development Business Transformation Democratic Services Elections	Asset Management, Property Management Reception, Telephony, Custodian services, Post-room, Income processing and Car Park Income collection Council Tax, Housing benefits Project and Programme Management Customer Complaints, Fols, systems thinking, Client-side Committee Management Member Liaison Electoral Register, Elections
ICT shared services	IT infrastructure, application and business support IT training				
Audit Cotswolds	Audit and Assurance				

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

Priority actions	Key milestones	Dates	Lead Commissioner	Cabinet Lead
REST project				
VFM 1 - 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"> Consultation starts on draft restructure 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				
VFM 2 - 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
VFM 3 - We will develop collaborative working with partner councils and prepare for the creation of the following shared services:				Leader of the Council
<ul style="list-style-type: none"> Revenues and benefits service 	Develop a shared service model ready for implementation	December 2015	Director Resources	
<ul style="list-style-type: none"> Customer services 	Develop and agree a roadmap with partner councils / organisations to determine the future direction of customer services linked to the accommodation strategy	December 2015		
<ul style="list-style-type: none"> Property services 	Explore a shared service model with 2020 vision partner councils.	March 2016		
<ul style="list-style-type: none"> ICT services 	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	March 2016		
Assets and Infrastructure				
VFM 4 - 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
VFM 5 - 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 Report to Cabinet	Sept 2015 March 2016	Director Environmental and Regulatory Services	Cabinet Member Development and Safety
VFM 6 - 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 Report to Cabinet on options Implementation of crematorium solution	June 2015 Autumn 2015 Spring 2016	Director Environmental and Regulatory Services	Cabinet Member Clean and Green Environment
VFM 7 - 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. Accept and test the ICT business continuity arrangements developed by ICT shared service	March 2016 March 2016	Director Resources Corporate Governance, Risk and Compliance officer	Cabinet Member Corporate Services
Business Improvement				
VFM 8 - Implement recommendations from the LGA Peer Review	Implement the action plan arising from the peer review	Sept 2015	Director Resources	Leader of the Council
VFM 9 - Findings and recommendations from Audit report into Wilson over-spend	Implement the recommendation arising from the Grant Thornton review of the project overspend. Implement the recommendations arising from the Audit Partnership review of the project overspend	Sept 2015 Sept 2015	Director Resources Director Resources	Leader of the Council
Financial Management				
VFM 10 - 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)		Lead	
Outcome measures	Bridging the Gap savings / increased income	The 2015-16 budget gap was £1,044,000. The predicted gap for 2016-17 is £1,363,000		Director Resources	
Type of Indicator	Measured by this indicator	Baseline (date)	March 2016 target	Lead	
Key service measures	Turnover – number of leavers as a percentage of average headcount: Controlled (eg TUPE, redundancy) Uncontrolled	(1.4.14 - 28.2.15)	No targets set – turnover to be monitored	GO Shared Services Head of HR GO Shared Services Head of HR GO Shared Services Head of HR Customer Relations Manager	
	No. days lost due to sickness absence	41.77% 13.58%			6.5 days per FTE
	% staff appraisals completed	7.5 days per FTE			100%
	Number of stage 3 complaints upheld/partially upheld in favour of the customer	100%			6

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
- 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.
- CR101 If the council is not able to progress delivery of the 2020 Vision project, then the Council will have to find alternative ways to deliver the £1.32m savings predicted to be realised over the 10 years of the programme and necessary to meet our MTFs.
- CR102 If the council does not progress the REST project to a successful conclusion, then the council will have wasted project resource and may need to consider alternative ways of transforming its environmental and regulatory services so that they become suitably effective and customer focused and able to provide services at affordable cost.

Cheltenham Borough Council

Council – 30 March 2015

Council Diary September 2015 to August 2016

Accountable member	Cabinet Member Corporate Services, Councillor Jon Walkett
Accountable officer	Chief Executive, Andrew North
Accountable scrutiny committee	Not applicable
Ward(s) affected	All
Significant Decision	No
Executive summary	<p>The proposed diary of Council meetings for September 2015 to August 2016 is attached as Appendix 1.</p> <p>The dates and times for the Cabinet are shown for information only as it is for the Leader of the Council to determine the Cabinet meeting dates. However they follow the pattern of time and frequency followed in previous years.</p> <p>If it is necessary to make any subsequent amendments to the draft diary, these will be reflected in the published diary.</p>
Recommendations	<p>I therefore recommend that</p> <p>1. The draft Council Diary of meetings for September 2015 – August 2016 be approved.</p>

Financial implications	<p>No Financial Implications</p> <p>Contact Officer: Mark Sheldon E-mail mark.sheldon@cheltenham.gov.uk Tel 01242 264 123</p>
Legal implications	<p>No specific legal implications arising from the recommendation</p> <p>Contact Officer: Peter Lewis E-mail peter.lewis@teWKesbury.gov.uk</p>

<p>HR implications (including learning and organisational development)</p>	<p>Start and end times of Council meetings may impact on officer working hours which may need to be adjusted through flexible working practices e.g. use of flexitime. Additional paid hours may be considered providing any additional cost implications are met within existing budgets. Managers will need to be aware of potential health and safety risks for late evening meetings for those travelling, in particular in winter period.</p> <p>Contact Officer: Julie McCarthy, Tel 01242 264355</p> <p>E-mail: julie.mccarthy@cheltenham.gov.uk</p>
<p>Key risks</p>	<p>None</p>
<p>Corporate and community plan Implications</p>	<p>The diary of council meetings supports the democratic process.</p>
<p>Environmental and climate change implications</p>	<p>None</p>

1. Background

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

- As far as possible meetings of a particular committee are scheduled on the same day of the week.
- Easter, August and Whitsun half terms and Friday evenings will be avoided wherever possible.
- Evening meetings have been scheduled for 6 pm to facilitate Members' attendance after the working day. Asset Management Working Group has continued to be scheduled at 5pm as per the current group members' request, however this can be re-scheduled after elections if it is not suitable to the revised membership.
- The start time for planning view meetings is again omitted to give greater flexibility in arranging an appropriate start time dependent on the time of the year and number of sites to be visited.
- Three regular meetings of the Standards Committee have been scheduled in the diary per year. Due to the nature of the committee, there may be a need for adhoc meetings during the year to deal with specific issues.
- The dates and times for the Cabinet are shown for information only as it is for the Leader of the Council to determine the Cabinet meeting dates. However they follow the pattern of time and frequency followed in previous years.
- Generally, once a working group has been established it will be permitted to schedule meetings at a time to suit those members involved so working group meetings are not included in the diary.
- Seven meetings have been scheduled for Overview and Scrutiny Committee. These are timetabled to cover key events during the year likely to require scrutiny involvement including the budget consultation, review of the corporate strategy and agreeing the annual work plan.

2. Consultation and feedback

- 2.1 The draft diary was circulated to councillors and officers earlier in March as part of the consultation and feedback was also sought from Cheltenham Borough Homes to avoid any clashes.
- 2.2 As a result of feedback received the schedule of O&S meetings was amended so that wherever possible O&S meetings are timetabled prior to the deadline for the next Cabinet meeting so that outcomes from O&S meetings can be reported. An additional O&S meeting has also been added at the end of November to facilitate this and avoid a long gap between O&S meetings in that part of the year.
- 2.3 The schedule of Asset Management meetings was also adjusted so that the group is in a better position to make timely input to Cabinet discussions on asset management issues.
- 2.4 As there are Borough Elections in May 2016, Annual Council will be combined with Selection Council when the Leader and committees will be appointed and the inauguration of the Mayor ceremony in the Town Hall will be two days later. Members' induction days will take place in June.
- 2.5 Regarding Council meetings, the agenda for the June meeting is invariably light and in 2014 was cancelled. It is suggested that instead of a June and July Council, this is replaced by a single meeting in July to cover all the business. In the past the June Council has dealt with the annual performance report and Council appointments to outside bodies. The former can easily be deferred and appointments now only need to be referred to Council if there is no Group Leader agreement hence this change would not cause any significant delay to the process.
- 2.6 Dates for Mayor's briefings have been included in the diary this year to assist members attending.

3. Performance management – monitoring and review

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

Report author	<p>Rosalind Reeves E-mail rosalind.reeves@cheltenham.gov.uk Tel 01242 774937</p>
Appendices	<p>1. Draft Council Diary September 2015 – August 2016</p>

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DRAFT

September 2015 to August 2016

September 2015

Tuesday 1	Start of School Term 1 <i>(please note the school term dates and holidays listed in the diary are those set by Gloucestershire County Council and may vary for individual schools)</i>	
Wednesday 2		
Thursday 3		
Friday 4	Licensing	2 00 pm
Monday 7	Member Seminar	6 00 pm
Tuesday 8		
Wednesday 9	Public Art Panel	6 00 pm
Thursday 10		
Friday 11		
Monday 14		
Tuesday 15	Planning View Cabinet	6 00 pm
Wednesday 16		
Thursday 17	Planning	6 00 pm
Friday 18		
Monday 21	O&S	6 00 pm
Tuesday 22		
Wednesday 23	Audit	6 00 pm
Thursday 24	Asset Management Working Group	5 00 pm
Friday 25		
Monday 28	Treasury Management Panel	6 00 pm
Tuesday 29		
Wednesday 30		

Shaded days indicate Cabinet deadline

Battle of Britain Sunday 20 September

October 2015

Thursday 1		
Friday 2	Licensing	2 00 pm
Monday 5	Appointments Committee	6 00 pm
Tuesday 6	Planning - Completed Schemes Tour	1 00 pm
Wednesday 7		
Thursday 8	Member Seminar	6 00 pm
Friday 9		
Monday 12	<i>Deadlines for Council motions</i>	<i>12 noon</i>
Tuesday 13	<i>Deadline for Council questions</i>	<i>12 noon</i>
	Cabinet	6 00 pm
Wednesday 14		
Thursday 15	Mayor's Briefing	6 00 pm
	Budget Scrutiny Working Group	6 00 pm
Friday 16		
Monday 19	Council	2 30 pm
Tuesday 20	Planning View	
Wednesday 21	Standards Committee	2 00 pm
Thursday 22	Planning	6 00 pm
	School Half Term starts	
Friday 23		
	School Half Term all week	
Monday 26	O&S	6 00pm
Tuesday 27		
Wednesday 28		
Thursday 29		
Friday 30		

November 2015

Start of School Term 2

Monday 2		
Tuesday 3		
Wednesday 4		
Thursday 5		
Friday 6	Licensing	2 00 pm
Monday 9	Member Seminar	6 00 pm
Tuesday 10	Cabinet	6 00 pm
Wednesday 11	Public Art Panel	6 00 pm
Thursday 12		
Friday 13		
Monday 16	Treasury Management Panel	6 00 pm
Tuesday 17	Planning View	
Wednesday 18		
Thursday 19	Planning	6 00 pm
Friday 20		
Monday 23		
Tuesday 24	Budget Scrutiny Working Group	6 00 pm
Wednesday 25		
Thursday 26		
Friday 27		
Monday 30	O&S	6 00 pm
	Remembrance Sunday 8 November	

December 2015

Tuesday 1

Wednesday 2

Thursday 3	Asset Management Working Group	5 00 pm
	Planning Training (open to all councillors)	6 00 pm

Friday 4	Licensing	2 00 pm
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Monday 7	<i>Deadline for Council motions</i>	<i>12 noon</i>
	Appointments Committee	6 00 pm

Tuesday 8	<i>Deadline for Council questions</i>	<i>12 noon</i>
	Cabinet	6 00 pm

Wednesday 9

Thursday 10	Member Seminar	6 00 pm
	Mayor's Briefing	6 00 pm

Friday 11

Monday 14	Council	2 30 pm
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Tuesday 15	Planning View	
	Cabinet (Budget proposals)	6 00 pm

Wednesday 16

Thursday 17	Planning	6 00 pm
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Friday 18

Monday 21	<i>Start of School Christmas Holidays</i>	
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Tuesday 22

Wednesday 23

Thursday 24

Friday 25	Christmas Day	
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Monday 28	Bank Holiday in lieu of Boxing Day	
	<i>School Christmas Holidays</i>	

Tuesday 29

Wednesday 30

Thursday 31

January 2016

Friday 1	New Year's Day	
Monday 4	Start of School Term 3	
Tuesday 5	Budget Scrutiny Working Group	6 00 pm
Wednesday 6		
Thursday 7		
Friday 8	Licensing	2 00 pm
Monday 11		
Tuesday 12	Cabinet	6 00 pm
Wednesday 13	Audit	6 00 pm
	Public Art Panel	6 00 pm
Thursday 14		
Friday 15		
Monday 18	Treasury Management Panel	6 00 pm
Tuesday 19	Planning View	
Wednesday 20		
Thursday 21	Planning	6 00 pm
Friday 22		
Monday 25	O&S	6 00 pm
Tuesday 26		
Wednesday 27		
Thursday 28	Member Seminar	6 00 pm
Friday 29		

February 2016

Monday 1		
Tuesday 2		
Wednesday 3		
Thursday 4		
Friday 5	<i>Deadline for Council Motions</i>	<i>12 noon</i>
	Licensing	2 00 pm
Monday 8	<i>Deadline for Council Questions</i>	<i>12 noon</i>
Tuesday 9	Cabinet (Budget)	6 00 pm
Wednesday 10		
Thursday 11	Mayor's Briefing	6 00 pm
Friday 12	Council (Budget)	2 30 pm
Monday 15	<i>School Half Term all week</i>	
	<i>Provisional additional Council (if required)</i>	2 30 pm
Tuesday 16	Planning View	
Wednesday 17		
Thursday 18	<i>Deadline for Council motions</i>	<i>12 noon</i>
	Planning	6 00 pm
Friday 19	<i>Deadline for Council questions</i>	<i>12 noon</i>
	<i>Start of School Term 4</i>	
Monday 22	O&S	6 00 pm
Tuesday 23	Mayor's Briefing	6 00 pm
Wednesday 24	Standards	2 00 pm
Thursday 25	Council Tax Setting	6 00 pm
Friday 26		
Monday 29	Appointments Committee	6 00 pm

March 2016

Tuesday 1		
Wednesday 2		
Thursday 3		
Friday 4	Licensing	2 00 pm
Monday 7		
Tuesday 8	Cabinet	6 00 pm
Wednesday 9	Public Art Panel	6 00 pm
Thursday 10		
Friday 11		
Monday 14		
Tuesday 15	Race Week	
Wednesday 16		
Thursday 17		
Friday 18	Gold Cup Day	
Monday 21	Member Seminar	6 00 pm
Tuesday 22	Planning View	
Wednesday 23	Audit	6 00 pm
Thursday 24	<i>Deadline for Council motions</i> Planning	<i>12 noon</i> 6 00 pm
Friday 25	Good Friday Start of School Easter Holidays	
Monday 28	Bank Holiday	2 30 pm
Tuesday 29	<i>Deadline for Council questions</i>	<i>12 noon</i>
Wednesday 30		
Thursday 31	Asset management Working Group Mayor's briefing	5 00 pm 6 00 pm

April 2016

Friday 1	Licensing	2 00 pm
Monday 4	School Easter Holidays Council	2 30 pm
Tuesday 5		
Wednesday 6	Member Seminar	6 00 pm
Thursday 7		
Friday 8		
	Start of School Term 5	
Monday 11	O&S	6 00 pm
Tuesday 12	Budget Scrutiny Working Group	6 00 pm
Wednesday 13		
Thursday 14		
Friday 15		
Monday 18		
Tuesday 19	Cabinet Planning View	6 00 pm
Wednesday 20		
Thursday 21	Planning	6 00 pm
Friday 22		
Monday 25		
Tuesday 26		
Wednesday 27		
Thursday 28		
Friday 29	Licensing	2 00 pm

May 2016

Monday 2	Bank Holiday	
Tuesday 3		
Wednesday 4		
Thursday 5	Borough Elections	
Friday 6		
Monday 9		
Tuesday 10		
Wednesday 11	Members Open Day	
Thursday 12	Mayor's Briefing	6 00 pm
Friday 13		
Monday 16	Annual and Selection Council	2 30 pm
Tuesday 17		
Wednesday 18	Inauguration of the Mayor (Town Hall)	6 30 pm
Thursday 19		
Friday 20		
Monday 23		
Tuesday 24	Planning View	
Wednesday 25		
Thursday 26	Planning	6 00 pm
Friday 27		
Monday 30	School Half Term all week Bank holiday	
Tuesday 31		

June 2016

Wednesday 1

Thursday 2

Friday 3 Licensing 2 00 pm

Start of School Term 6

Monday 6 Treasury Management Panel 6 00 pm

Tuesday 7

Wednesday 8

Thursday 9 Member Seminar 6 00 pm

Friday 10

Monday 13

Tuesday 14 **Cabinet** **6 00 pm**

Wednesday 15 Audit 6 00 pm

Thursday 16 Asset Management Working Group 6 00 pm

Friday 17

Monday 20

Tuesday 21

Wednesday 22

Thursday 23 Planning 6 00 pm

Friday 24

Monday 27 O&S 6 00 pm

Tuesday 28

Wednesday 29

Thursday 30

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July 2016

Friday 1	Licensing	2 00 pm
Monday 4		
Tuesday 5	Budget Scrutiny Working Group	6 00 pm
Wednesday 6		
Thursday 7	Member Seminar	6 00 pm
Friday 8		
Monday 11	<i>Deadline for Council motions</i>	<i>12 noon</i>
Tuesday 12	<i>Deadline for Council questions</i>	<i>12 noon</i>
	Cabinet	6 00 pm
Wednesday 13	Standards	2 00 pm
	Public Art Panel	6 00 pm
Thursday 14	Mayor's Briefing	12 noon
Friday 15		
Monday 18	Council	2 30 pm
Tuesday 19	Planning View	
Wednesday 20		
Thursday 21	Planning	6 00 pm
Friday 22		
Monday 25	<i>School summer holidays</i>	
Tuesday 26		
Wednesday 27		
Thursday 28		
Friday 29	Licensing	2 00 pm

August 2016

Monday 1	School summer holidays	
Tuesday 2		
Wednesday 3		
Thursday 4		
Friday 5		
Monday 8	School summer holidays	
Tuesday 9		
Wednesday 10		
Thursday 11		
Friday 12		
Monday 15	School summer holidays	
Tuesday 16	Planning View	
Wednesday 17		
Thursday 18	Planning	6 00 pm
Friday 19		
Monday 22	School summer holidays	
Tuesday 23		
Wednesday 24		
Thursday 25		
Friday 26		
Monday 29	Bank Holiday	
	School summer holidays	
Tuesday 30		
Wednesday 31		

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