



## Notice of a meeting of Cabinet

**Tuesday, 12 July 2016  
6.00 pm**

**Municipal Offices, Promenade, Cheltenham, GL50 9SA**

<b>Membership</b>	
<b>Councillors:</b>	Steve Jordan, Flo Clucas, Chris Coleman, Rowena Hay, Peter Jeffries, Andrew McKinlay and Roger Whyborn

## Agenda

		<b>SECTION 1 : PROCEDURAL MATTERS</b>	
<b>1.</b>		<b>APOLOGIES</b>	
<b>2.</b>		<b>DECLARATIONS OF INTEREST</b>	
<b>3.</b>		<b>MINUTES OF THE LAST MEETING</b> Minutes of the meeting held on 14 June 2016.	(Pages 3 - 12)
<b>4.</b>		<b>PUBLIC AND MEMBER QUESTIONS AND PETITIONS</b> These must be received no later than 12 noon on the fourth working day before the date of the meeting	
		<b>SECTION 2 :THE COUNCIL</b> <i>There are no matters referred to the Cabinet by the Council on this occasion</i>	
		<b>SECTION 3 : OVERVIEW AND SCRUTINY COMMITTEE</b> <i>There are no matters referred to the Cabinet by the Overview and Scrutiny Committee on this occasion</i>	
		<b>SECTION 4 : OTHER COMMITTEES</b> <i>There are no matters referred to the Cabinet by other Committees on this occasion</i>	
		<b>SECTION 5 : REPORTS FROM CABINET MEMBERS AND/OR OFFICERS</b>	
<b>5.</b>		<b>DISPOSAL OF LAND AT CHURCHDOWN</b> Report of the Cabinet Member Finance to follow	

6.		<b>REQUEST FOR RENT SUBSIDY FROM GLOUCESTERSHIRE MENTORING AND SUPPORT CIC AND APPROVAL TO DISPOSE OF PUBLIC OPEN SPACE</b> Report of the Cabinet Member Finance	(Pages 13 - 22)
7.		<b>REQUEST FOR RENT SUBSIDY FROM CHARLTON KINGS YOUTH AND COMMUNITY CENTRE</b> Report of the Cabinet Member Finance	(Pages 23 - 32)
8.		<b>REVIEW OF THE COUNCIL'S PERFORMANCE AT END OF 2015-16</b> Report of the Cabinet Member Corporate Services	(Pages 33 - 48)
9.		<b>GREENSPACE DEVELOPMENT PLAY AREA ASSESSMENT AND CAPITAL IMPROVEMENT PROGRAMME 2016 TO 2021</b> Report of the Cabinet Member Clean and Green Environment	(Pages 49 - 70)
10.		<b>FINANCIAL OUTTURN 2015-16 AND BUDGET MONITORING REPORT APRIL-JUNE 2016</b> Report of the Cabinet Member Finance to follow	
11.		<b>REGULATORY AND ENVIRONMENTAL SERVICES - COMMERCIAL TRANSFORMATION PROGRAMME</b> Report of the Cabinet Member Development and Safety	(Pages 71 - 84)
		<b>SECTION 6 : BRIEFING SESSION</b> • Leader and Cabinet Members	
12.		<b>BRIEFING FROM CABINET MEMBERS</b>	
		<b>SECTION 7 : DECISIONS OF CABINET MEMBERS</b> Member decisions taken since the last Cabinet meeting	
		<b>SECTION 8 : ANY OTHER ITEM(S) THAT THE LEADER DETERMINES TO BE URGENT AND REQUIRES A DECISION</b>	

**Contact Officer:** Rosalind Reeves, Democratic Services Manager, 01242 774937  
**Email:** [democratic.services@cheltenham.gov.uk](mailto:democratic.services@cheltenham.gov.uk)

## Cabinet

**Tuesday, 14th June, 2016**

**6.00 - 6.45 pm**

<b>Attendees</b>	
<b>Councillors:</b>	Steve Jordan (Leader of the Council), Flo Clucas (Cabinet Member Healthy Lifestyles), Chris Coleman (Cabinet Member Clean and Green Environment), Rowena Hay (Cabinet Member Finance), Peter Jeffries (Cabinet Member Housing), Andrew McKinlay (Cabinet Member Development and Safety) and Roger Whyborn (Cabinet Member Corporate Services)

## Minutes

**1. APOLOGIES**

None.

**2. DECLARATIONS OF INTEREST**

There were none.

**3. MINUTES OF THE LAST MEETING**

The minutes of the meeting held on 19 April were signed and approved as a correct record.

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

<b>1.</b>	<b>Question from Tess Beck to Cabinet Member Housing, Councillor Peter Jeffries</b>
	Today's report to Cabinet on HMO survey work seems to suggest that the survey will take 18 months. Allowing for the time needed to recruit the new officer, realistically, when does the Cabinet member for Housing expect the survey to be completed?
	<b>Response from Cabinet Member Housing</b>
	<p>The survey will start in June/July using existing staffing resource while recruitment of the new post takes place.</p> <p>The survey will follow a two staged approach, with officers initially inspecting HMO's in the St Pauls ward. Completion of this stage is likely to take approximately 9 months, however this will depend upon the enforcement activity generated as a result of the survey inspections. The Council has a duty to take action in respect of serious housing conditions and associated enforcement work may extend the survey.</p> <p>The whole survey works could take somewhere in the region of 18</p>

	months, but it is our intention to be thorough and detailed as well as expedient when collecting this evidence, giving any application for an article 4 directive or any selective / additional licensing a robust evidence base.
<b>2.</b>	<b>Question from Tess Beck to Cabinet Member Housing, Councillor Peter Jeffries</b>
	The Pittville Student Village comes into operation at the start of the 2017-18 academic year, reducing the University's need for private student housing. Is it feasible that Additional Licensing (should the council decide to go down that route) could be in place for September 2017?
	<b>Response from Cabinet Member Housing</b>
	<p>Yes it is feasible that Additional Licensing could be in place in St Pauls for September 2017 (or shortly afterwards, depending on the amount of enforcement activity generated by survey work).</p> <p>As to how the new student village will impact existing private rental accommodation in St Pauls or across the town is unclear, equally how the Private sector will react will be one to watch, it is worth noting that not all HMO's are occupied by students.</p>
<b>3.</b>	<b>Question from Daud McDonald to Cabinet Member Housing, Councillor Peter Jeffries</b>
	<p>In January 2013 I met with Cheltenham Borough Council Director, Jane Griffiths to discuss my concern about the number of HMOs in St Paul's and the damage this imbalance was causing to the community. She agreed it was a serious issue and called an urgent meeting. We then had to wait until September 2014 for the proposal for a survey of housing conditions to go on the Forward Plan. It is now June 2016, and this much needed survey is only just being agreed.</p> <p>What does the Cabinet Member for Housing have to say to the residents of St Paul's whose lives and community have been blighted by the ongoing unregulated spread of HMOs and the increasing overcrowding in the area due to the intensity of occupation and development?</p>
	<b>Response from Cabinet Member Housing</b>
	<p>During 2013 to 2014 additional resources were utilised to deal with the direct impact from issues highlighted, such as alleyway fly tipping and refuse collection adjustments. When it comes to carrying out the survey we have been navigating the complexities of quite restrictive legislation.</p> <p>There were other challenging hurdles during the time period you describe in overlapping housing and planning issues, and budgetary constraints to employ suitably qualified consultants to carry out the extensive survey work required and ensuring internal staffing capacity.</p> <p>The expanding numbers of HMO's is a national phenomenon and planning intervention is being carefully considered within the overall planning strategy for the council. This requires statutory procedures to be</p>

	<p>followed, which are all being pursued.</p> <p>As Cabinet Member for Housing I take the effect and impact of the increasing numbers of HMOs on existing residents seriously, we are actively looking to address this issue and will continue to do so vigorously.</p>
<b>4.</b>	<b>Question from Daud McDonald to Cabinet Member Housing, Councillor Peter Jeffries</b>
	<p>Living in St Paul's for several years, I have become aware of several basement bedrooms being rented out, which have been converted cellars, but given a lick of paint instead of proper damp proofing. Some of these basement bedrooms have very little access to daylight or ventilation. Will these be included in the planned HMO survey?</p>
	<b>Response from Cabinet Member Housing</b>
	<p>Any serious housing act contraventions discovered during the survey work inspections will be the subject of enforcement action while the survey is being undertaken. This would include unsuitable basement rooms and statutory overcrowding.</p> <p>If any specific properties are causing you concern, please let me have any information you may have and I will pass this on to the enforcement team, assuming that you haven't already done so.</p>

**5. AMENDMENTS TO LICENSING POLICY, GUIDANCE AND CONDITIONS FOR PRIVATE HIRE AND TAXIS OPERATING WITHIN THE BOROUGH OF CHELTENHAM**

The Cabinet Member Development and Safety introduced the report and explained that the council had a statutory duty to ensure all of its licensed hackney carriage and private hire drivers and operators were, and remained fit and proper people. The council was committed to keeping its policies under review to ensure they continued to be effective and comply with the latest guidance and national best practice. He reported that consultation with the licensed trade was undertaken with the trade last September proposing minor technical changes to the council's convictions policy and to introduce mandatory safeguarding training for licensed drivers. These changes were highlighted in Appendix 2.

The Cabinet Member highlighted the fact that from the consultation feedback officers had decided not to move ahead with the third proposal for new style licences.

The Leader added that licensing taxis was an important issue for the town. Further consideration of driver identification was sensible and this would potentially be brought forward for approval in due course.

**RESOLVED THAT**

1. **The amendments to Appendix J of the council's adopted "Relevance of Convictions, Cautions and Fixed Penalty Notices in Relation to the Licensing of Drivers and Operators" policy as set out in Appendix 2 of this report be approved.**
2. **An amendment to the council's adopted Licensing Policy, Guidance and Conditions for Private Hire and Taxis Operating within the Borough of Cheltenham to introduce a new mandatory requirement for all new and licensed drivers to undertake safeguarding training be approved.**
3. **Authority be delegated to the Director of Environment (in consultation with the Cabinet Member for Development & Safety) to take the necessary steps to implement the training and the date when the new mandatory policy requirement is to come into effect.**

**6. LICENSING PRE-APPLICATION FEES**

The Cabinet Member Development and Safety introduced the report and explained that in March 2013 the Cabinet adopted a discretionary pre-application advice service for licensing. The scheme was adopted under 'general power of competence' introduced by the Localism Act 2011 that gives local authorities the legal capacity to do anything that an individual can do that is not limited by the existence of any other power of the authority which (to any extent) overlaps the general power. The report sought permission to extend the scope of the scheme and to introduce new charges.

He highlighted that in terms of new charges the Check and Send and Pre-application consultation proposed levels of discretionary service would make the licensing process slicker and save both money and time.

**RESOLVED THAT**

**the extension of the current scheme and the new fees as outlined in the Appendix 2, to come into effect immediately, be approved.**

**7. FOOD SAFETY SERVICE PLAN**

The Cabinet Member Development and Safety introduced the report and explained that the Council was required to produce a Food Safety Service Plan under the Framework Agreement with the Food Standards Agency

The Food Safety service Plan was the Council's expression of commitment to the delivery of an improving cost effective and efficient regulatory food service. This Food Safety Service Plan was an annual operational plan giving details of how Cheltenham was going to execute its statutory food safety functions within the Public Protection service.

The Cabinet Member highlighted that the recommendation from the recent Food Hygiene Rating Scheme audit by the FSA had been included. He also stated that the inspection rate 15/16 had exceeded the targets set despite staff shortages.

**RESOLVED THAT**

**the appended service plan for 2016-17 be approved.**

**8. PEDESTRIAN WAYFINDING PROJECT PHASE 2**

The Cabinet Member Development and Safety introduced the report and explained that Phase 1 of the pedestrian Aayfinding project was now implemented. Wayfinding Phase 2 was identified in the Cheltenham Development Task Force Business Plan. The Borough Council had money from two external funding sources specifically to assist with the implementation of Phase 2 of the project. It was recommended that Cabinet approved the use of funds from these sources to implement Phase 2 of the Pedestrian Wayfinding project as follows :

- £25 700 Section 106 money from the Pittville Campus development (the entirety of this funding source)
- £19, 800 Local Sustainable transport Fund under-spend from Phase 1 of the wayfinding project (the entirety of this residue)

He highlighted that signage would extend further out of the town centre at two strategic locations. It had been a successful initiative so far.

Members welcomed this as a positive step forward.

**RESOLVED THAT**

**the spending on the Phase 2 of the Pedestrian Wayfinding Project be approved as follows:**

- **£25,700 from Pittville Campus S106 funds; and**
- **£19,800 from Local Sustainable Transport Funds**

**9. PRIVATE RENTED SECTOR HMO SURVEY**

The Cabinet Member Housing introduced the report and explained that Cabinet had approved a report in March 2015 which proposed that a house condition and management survey of the private rented stock be carried out by consultant surveyors. This was in response to concerns from residents in St Pauls regarding Houses in Multiple Occupation (HMO). He reported that the survey work was tendered but the tenders received were not of the quality or price to allow officers to recommend acceptance. The Government had since introduced proposals to extend mandatory HMO Licensing. This would require the identification of licensable HMOS and depending on the scope of any extension, the introduction of a discretionary HMO licensing scheme (Additional Licensing) may be appropriate to further control standards and the management of HMO's within targeted wards.

The Cabinet Member reported that it had been decided to use internal resources to undertake the survey work and a recruitment process for a fixed



term post for 18 months was underway. In the meantime existing staff had commenced the survey work. He said that the public questions addressed to Cabinet earlier on in the agenda reflected the increasing significance of this issue for residents and therefore it was imperative that this work progressed. He reported that Councillors Hobley and Walklett, ward members for St Pauls, supported this work.

The Leader added that this was an issue, albeit to a lesser degree, in his ward of All Saints and therefore this would also be subject to the survey work. He acknowledged that it was difficult to address the significant number of complaints against private landlords in the absence of targeted legislation. Other members agreed that this was a real issue and highlighted that the concentration of HMOs in one area could considerably change the character of that area in terms of its cohesiveness.

### **RESOLVED THAT**

**re-prioritisation of areas of private sector housing work as highlighted in paragraphs 1.7 and 1.8 be approved, to enable the recruitment of a permanent member of staff to carry out HMO survey work and support enforcement officers in carrying out HMO Licensing duties following completion of the survey.**

#### **10. CEMETERY LODGE**

The Cabinet Member Finance introduced the report and explained that Cemetery Lodge had remained empty for nearly seven years, during which time the structural and internal condition of the building had deteriorated. She said that the building was surplus to operational requirements and the Asset Management Working Group had agreed to the disposal of the property at its meeting in June 2015. A Cabinet Member decision was then taken in November 2015 to effect appropriation to general use. Local estate agents had been instructed to sell the property by informal tender and subsequently instructed to market the property by private treaty at a guide price of £300 000. She reported that offers have been received for the property. The Cabinet Member believed that given the significant interest in the new and improved cemetery and crematorium it seemed appropriate to use the capital receipt to offset that cost. She therefore proposed a third recommendation that Cabinet agree to “ring-fence the sale proceeds from the cemetery lodge which will be used to finance the new build facility within the agreed budget allocated by Council.”

The Cabinet Member Clean and Green Environment emphasised the value of the cemetery and crematorium to the town. He acknowledged that having considered all the options there was no particular use for Cemetery Lodge going forward and therefore it was appropriate to dispose of it although the council would ensure it could control its future use. He welcomed the proposal to ring-fence the sale proceeds to finance the new build.

### **RESOLVED THAT**

#### **1. Authority be delegated to the Head of Property and Asset**



**Management in consultation with the Cabinet Member Finance to accept an offer which, in his opinion and following advice from the marketing agents, represents best consideration in respect of the property, and upon such other terms as he considers necessary or desirable to protect the council's interests;**

- 2. The Borough Solicitor be authorised to conclude such documents reflecting the agreement reached by the Head of Property and Asset Management as she considers appropriate;**
- 3. The sale proceeds from the cemetery lodge be ring-fenced to finance the building of the new crematorium within the agreed budget allocated by Council.**

**11. CABINET APPOINTMENT TO OUTSIDE BODIES**

The Leader introduced the report and explained that he had the powers to make appointments to outside bodies where they related to an Executive function provided there was Group Leader agreement to the appointments. He had already taken decisions on the appointments where the nomination was normally the Cabinet Member with the appropriate portfolio and had chosen to bring the other appointments to Cabinet. The opportunity was also taken to appoint persons to other bodies such as joint committees and internal and external advisory/consultative groups. He reminded Members that any appointments to formal outside bodies which were still contested would be submitted to Council for decision.

The Leader explained that all Members had been invited to consider the list of appointments and Group Leaders had provided nominations which were now in the current list which had been circulated prior to the meeting. He made the following further points :

- Cheltenham Development Task Force-Councillor McKinlay had been appointed to this group as portfolio holder and the proposal was to add Councillor Baker due to his business experience and knowledge of the town. This nomination was supported by Cabinet.
- Cheltenham Pensioners Forum-this was contested and therefore a final decision would be required by Council
- Cleeve Common Board of Conservators-one vacancy remained on this outside body
- Hesters Way Partnership-there was some concern with regard to its operation and the Leader was minded to change the Council's representation on this body to Councillor Flynn and Councillor Jeffries but proposed that a decision was taken in due course in order to ensure due process was followed
- Oakley Neighbourhood Project-it was noted that Councillor Colin Hay was the only council representative on this body

**RESOLVED THAT**

- 1. Cabinet make nominations/appointments to the bodies in Appendix A respectively in accordance with the following principles:**

- all nominations are made on the basis that the nominee/appointee is a representative of Cheltenham Borough Council (insofar as that is compatible with any overriding legal duty to an outside body); and
  - the appointor reserves the right at any time to withdraw/terminate a nomination/appointment which it has made
2. The nominations/appointments for Cheltenham Pensioners Forum be referred to Council for determination as consensus cannot be achieved between all the political groups on the Council;
  3. The appointments to Hester's Way Partnership be taken by the Leader in due course.

**12. COMMISSIONING OF SUPPORT FOR CHELTENHAM'S VCS ORGANISATIONS**

The Cabinet Member Healthy Lifestyles introduced the report and explained that Cheltenham Borough Council has had a long standing relationship with Gloucestershire Association for Voluntary and Community Action (GAVCA). Over the past five years, the council had allocated a £34 000 grant per annum into GAVCA through a Community Investment Grant so that it was able to provide support for Voluntary and Community Sector (VCS) organisations in Cheltenham. She reported that a delegated decision had been taken in May to award a 4 month grant amounting to £9942 to Gloucestershire Rural Community council. This report brought forward the decision to allocate the remaining funds.

The Leader highlighted the crucial importance of the voluntary sector in the town and therefore it was vital that the council ensured it supported them. He believed this was a sensible way forward in difficult circumstances. Members welcomed the proposals and believed there was added value from allocating funds to a larger organisation.

Finally, the Cabinet Member Healthy Lifestyles explained that she had been meeting many community and voluntary organisations and was focussing on how the role of community development could be extended in terms of voluntary and community organisations and that there may be some support available on a national basis.

**RESOLVED THAT**

**A grant of £24,058 be allocated to Gloucestershire Rural Community Council in order that it can provide support to Cheltenham's VCS organisations.**

**13. BRIEFING FROM CABINET MEMBERS**

The Cabinet Member Healthy Lifestyles reported that as the new portfolio holder she was in the process of meeting the relevant voluntary and community organisations in the town and had requested meetings with officials in the Trust,

Cheltenham Festivals and shopmobility etc. She was keen to ensure that partnerships worked for citizens across the town.

The Cabinet Member Development and Safety referred to the briefing note on the Health and Safety Service annual performance which had been included in the agenda pack. He reminded Members that in July 2015 Cabinet approved the Health and Safety Service plan for the next three years and agreed that an annual performance and work plan refresh should be communicated to Members and Senior Leadership Team via a Briefing Note each year. A full report would be submitted to Cabinet in 2018 for approval of the next 3 year plan.

The Cabinet Member Clean and Green Environment informed Members that much work was being undertaken behind the scenes relating to the cemetery and crematorium project. Wilmot Dixon had provided a cost estimate for the work required and were in the process of preparing a programme design and equipment and project management. He confirmed that the project was very much on track.

The Cabinet Member Clean and Green Environment reported on the successful opening of the Pittville Play Area which had some positive comments from the public. He wished to put on record his thanks to all involved.

The Leader referred to the publication of the interim findings by the JCS Inspector. Whilst there were some positive findings there were also some areas of concern. He reminded Members that an extraordinary meeting of council had been convened for 30 June to prepare the Council's response to this. A further examination in public would take place in July. It was hoped that a member seminar would be scheduled for the following week.

## 14. DECISIONS TAKEN SINCE THE LAST MEETING OF CABINET

Cabinet Member	Nature of Decision
Former Cabinet Member Finance	Virement of £32k from war memorial & WW1 Commemoration project to general reserve to support underwriting of potential costs incurred should council's bid to host Weeping Window poppy sculpture be successful
Cabinet Member Housing	To agree a local Lettings Plan, giving priority to veterans of the Armed Forces on the new Swindon Road housing scheme, which is due to provide 10 new CBC owned affordable homes
Leader	Ubico- expansion of partnership to include GCC
Leader	Ubico-approval of the Ubico Business Plan 2016/17
Former Cabinet Member Healthy Lifestyles	Commissioning of support for Cheltenham's VCS organisations
Leader	Icelandic bank deposits in Glitnir bank (KEY DECISION)
Leader	North Place –contractual arrangements (KEY DECISION)

**Chairman**

## Cheltenham Borough Council

### Cabinet

#### Request for rent subsidy from Gloucestershire Mentoring & Support CIC & approval to dispose of public open space

<b>Accountable member</b>	Cabinet Member for Finance, Councillor
<b>Accountable officer</b>	David Roberts (Head of Property and Asset Management)
<b>Ward(s) affected</b>	Springbank
<b>Key Decision</b>	No
<b>Executive summary</b>	<ol style="list-style-type: none"> <li>1. The Council have been asked by Gloucestershire Mentoring &amp; Support CIC (GMAS) to consider a rent subsidy for part of the Ron Smith Pavilion .  GMAS satisfies 4 of the Council's Key Objectives and, as a result, a 80 % rent subsidy is proposed.</li> <li>2. The land is identified as Open Space and has been advertised in accordance with S123(2A) Local Government Act 1972. [ ] objections have been received [and are attached at Appendix IV]</li> </ol>
<b>Recommendations</b>	<p><b>That Cabinet :-</b></p> <ol style="list-style-type: none"> <li>1. <b>Agrees to accept the recommendations of the 3<sup>rd</sup> Sector Panel and authorise a rent only reduction of 80% against the lease between Cheltenham Borough Council and GMAS.</b></li> <li>2. <b>Agrees to declare surplus the land and buildings that are highlighted in red to GMAS for a term of 20 years</b></li> <li>3. <b>Delegates authority to the Head of Property and Asset Management, in consultation with the Borough Solicitor, to agree the terms of the lease and to agree the terms of any future rent review.</b></li> </ol>
<b>Financial implications</b>	<p>This is a new arrangement arising from a previously vacant property, resulting in additional income of £1,040 per annum, after grant subsidy of £4,160.</p> <p>The tenant will also be responsible for internal repairs and running costs, whilst the council retains responsibility for maintaining the building structure.</p> <p>Contact officer: Nina Philippidis, <a href="mailto:nina.philippidis@cheltenham.gov.uk">nina.philippidis@cheltenham.gov.uk</a>, 01242 264121</p>

<b>Legal implications</b>	<p><b>Contact officer:</b></p> <p>The Authority has a statutory obligation under section 123(2) of the Local Government Act 1972 to obtain the best consideration reasonably obtainable when disposing of land. Leases for a term exceeding 7 years are “disposals” within the meaning of this section. However, this requirement may be waived where the disposal is for the social, economic or environmental benefit of the inhabitants of the Borough.</p> <p>Buildings which are provided on public open space land for the benefit of users of the open space, or ancillary to it, are considered to be part of the public open space and subject to the disposal restrictions under s123(2A) of the 1072 Act.</p> <p>Under section 123(2A) before disposing of public open space land the Authority must first advertise the proposed disposal for two consecutive weeks in a newspaper circulating in the area, and consider any relevant objections to the proposed disposal. The objections must reasonably relate to the loss of open space land in order for them to be relevant.</p> <p><b>Rose Gemell, <a href="mailto:rose.gemmell@teWKesbury.gov.uk">rose.gemmell@teWKesbury.gov.uk</a>, 01684 272014</b></p>
<b>HR implications (including learning and organisational development)</b>	<p>N/A</p> <p><b>Contact officer:</b> , <b><a href="mailto:@cheltenham.gov.uk">@cheltenham.gov.uk</a>, 01242</b></p>
<b>Key risks</b>	<p>Should GMAS not take a lease of the premise; it may stand vacant for a number of months, and the Council would then be responsible for the maintenance, insurance and business rates.</p>
<b>Corporate and community plan Implications</b>	<p>By agreeing this application GMAS will contribute to supporting the Council Priorities of:</p> <ul style="list-style-type: none"> <li>• Enhancing and protecting our environment</li> <li>• Strengthening our economy</li> <li>• Strengthening our communities</li> <li>• Focussing on Children and young people</li> </ul>
<b>Environmental and climate change implications</b>	<p>Nothing in this proposal is considered to impact negatively upon the Council's environmental and climate change aspirations</p>
<b>Property/Asset Implications</b>	<p><b>Contact officer:</b> David. <b><a href="mailto:Roberts@cheltenham.gov.uk">Roberts@cheltenham.gov.uk</a></b></p> <p><b>As set out in the report</b></p>

## 1. Background

- 1.1 GMAS a commercial operator would like to take a new 20 year lease of part of the Ron Smith Pavilion. They would like to run a community café during the day and a youth club in the evenings. Planning permission has been gained
- 1.2 The Council are currently seeking a rent of £5200 per annum
- 1.3 GMAS have made an application under the Council's 3<sup>rd</sup> Sector Policy; a copy of the application is attached as Appendix II.
- 1.4 A meeting of the 3<sup>rd</sup> Sector Policy board considered the application from GMAS for rent relief and concluded that a relief of 80%. A copy of the panel's decision is attached as Appendix III.
- 1.5 The land upon which the buildings are sited is Open Space and the appropriate Notice advertising the proposed leasehold disposals pursuant to S123 (2A) of the Local Government Act 1972 has been placed in the Gloucestershire Echo. The Notices gave details of the proposed disposal and asked that if there were any objections that they are sent in writing to the Borough Solicitor by 30<sup>th</sup> May 2016 . No objections have been received

## 2. Reasons for recommendations

- 2.1 The 3<sup>rd</sup> Sector Policy Board considered the application from GMAS and concluded that the following subsidies could be applied:
  - 20% subsidy in respect of the GMAS contribution to the Council's Objective 1 Enhancing and Protecting Our Environment. ---GMAS will improve the look of the pavilion by placing new doors and windows in the premise. These works are to be completed within 6 months of the lease commencement date.
  - 20% subsidy in respect of GMAS contribution to the Councils Objective 2 'Strengthening our Economy' --- The Café will employ local residents, an apprenticeship will be created, plus the refurbishment of the pavilion will help further regenerate the local area. The refurbishment of the inside is to be completed within 3 months of the lease commencement date
  - 20% subsidy in respect for GMAS contribution to the Council's Objective 3 ' Strengthening Our Communities' ---The building will be used to provide a safe space for local young people, with the café use also being used by other sections in the
  - 20% subsidy in respect of GMAS contribution to the Council's Objective 5 ' A Focus on Children and Young People' --- GMAS will deliver a range of youth activities from the building that will enable local young people to lead healthier lives, stay safe, make a positive contribution and achieve economic wellbeing.
- 2.2 It is proposed that GMAS shall occupy the property upon an internal repairing basis and be responsible for windows and doors, the payment of all utility and rates bills as well as insuring the property. They will also be responsible for the cleaning of the toilets that are shared in common with the changing rooms.
- 2.3 The full Market Rent of the property has been ascertained to be £5200 per annum and a term of 20years has been agreed with GMAS but subject to a rent review every 5 years. With the rental subsidy proposed the rent that GMAS will be paying for the first five years will be £1040 per annum.



- 2.4** The S123 notice and cabinet approval is required before the Council can enter into a lease with GMAS.

### **3. Alternative options considered**

- 3.1** The Council could decide not to offer GMAS a rent subsidy or agree to the disposal of open space. However this would result in the strong possibility that the space would be difficult to sub let leaving the Council receiving no income and with the liability to pay for rates and carrying out the maintenance.

### **4. Consultation and feedback**

- 4.1** Ward members Councillor Peter Jefferies and Councillor Suzanna Williams have given no objections to the disposal of open space and the rent subsidy
- 4.2** The report was submitted and approved by Asset Management Working Group on the 16<sup>th</sup> June 2016

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

- 5.1** We will monitor the rent payments and the works to the pavilion

<b>Report author</b>	<b>Contact officer: Rebecca Conway, Estates Surveyor</b> <b>rebecca.conway@cheltenham.gov.uk,</b> <b>01242 775148</b>
<b>Appendices</b>	1. Risk Assessment 2. Decision of 3 <sup>rd</sup> Sector Assessment Panel.
<b>Background information</b>	N/A

## Risk Assessment

## Appendix 1

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
	If the Council was not to grant the 80% subsidy then GMAS would not be able to take a lease on the space and the community benefits would be lost.	Rebecca Conway	10 <sup>th</sup> May 2016	2	2	4	Accept	Monitor and refer to Cabinet should such circumstances arrive		Rebecca Conway	

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**Application for rent discount under the council's property lettings and disposals to the third sector, voluntary and community groups policy**

Assessment carried out on 19<sup>th</sup> April 2016 by:

- Des Knight – Go Shared Service Finance
- Richard Gibson – Strategy and Engagement
- Helen Down - Strategy and Engagement

Updated assessment carried out on 25<sup>th</sup> May 2016 by:

- Richard Gibson – Strategy and Engagement
- Helen Down - Strategy and Engagement
- Myn Cotterill Go Shared Service Finance

<b>Name of Organisation:</b>	Gloucestershire Mentoring and Support CIC
<b>Registered Charity?</b>	No
<b>Does the organisation have a paying membership?</b>	No
<b>Name / address of property</b>	Ron Smith Pavilion Springbank Way Cheltenham GL51 0LG
<b>Current rent</b>	None at the moment

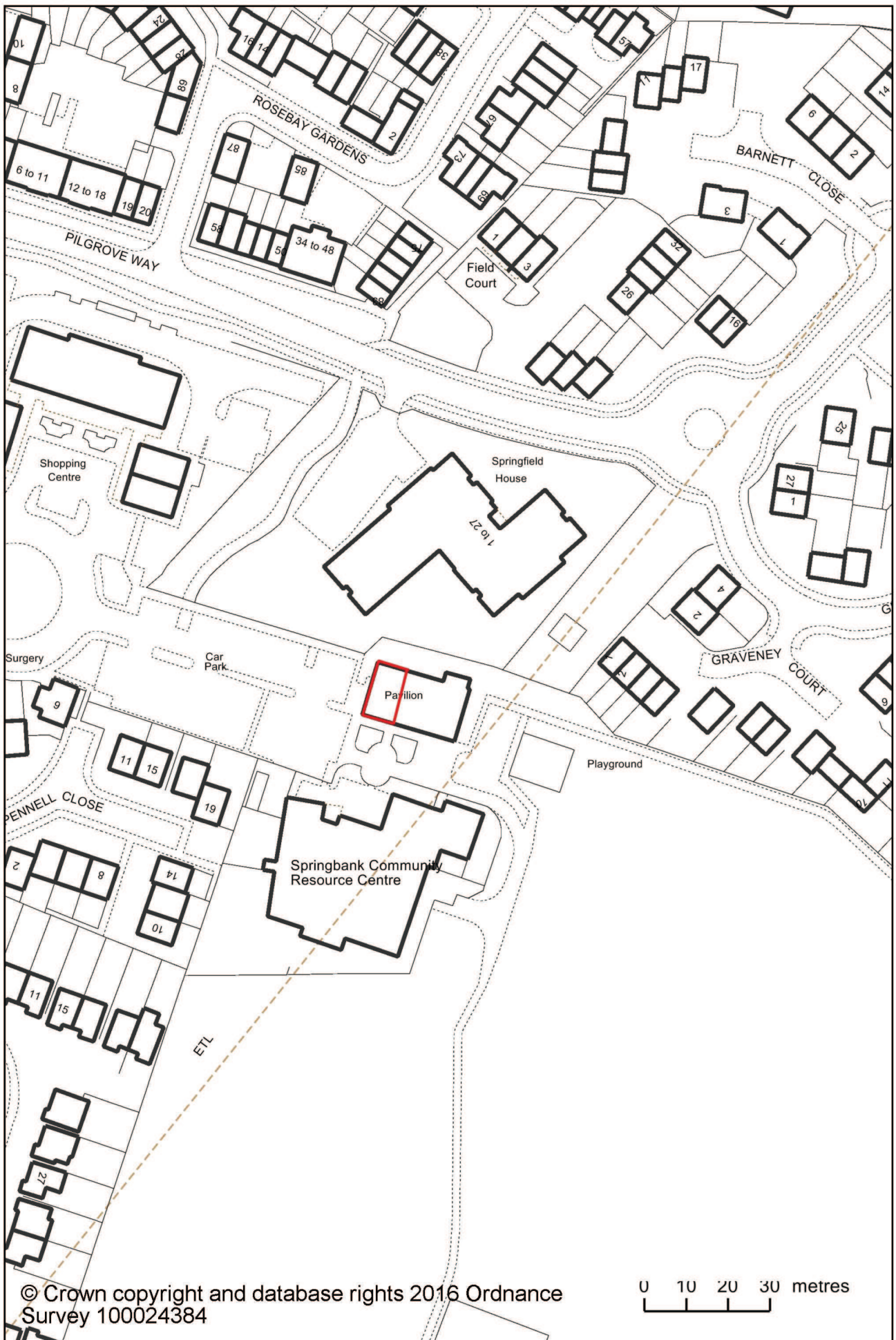
<b>Based on their Business Plan, what contribution does this organisation make to the Council's Corporate Strategy and/or Cheltenham's Sustainable Community Strategy?</b>	<b>Which objectives does the Organisation significantly contribute towards?  (Tick and give reasons where appropriate)</b>	<b>Does the business plan show how these activities are sustainable?</b>	<b>% subsidy awarded</b>
Objective 1: Enhancing & protecting our environment (includes investing in environmental quality, investing in travel and transport and promoting sustainable living)	Yes, there is strong evidence that the proposed use will improve and enhance the environment; the occupier will improve the look of the building including new glazing and security shutters, activities run from the centre will help local people enjoy using the local park in which the building is sited.	Yes, although GMAS was only founded in Oct 2013, the draft accounts for 15-16 show that the organisation will run a small surplus and that this will be directed to its reserves.	20
Objective 2: Strengthening our economy	The panel reviewed the revised evidence submitted by the applicant. The panel were happy that there is now evidence that the proposal will support the local economy; the café will employ local residents, an apprenticeship will be created, plus the refurbishment of the pavilion will help further regenerate the local area.	As above	20

Objective 3: Strengthening our communities (includes promoting community safety, promoting housing choice, building healthier communities and supporting older people)	Yes, there is strong evidence that the proposed use strengthen the local Springbank community; the building will be used to provide a safe space for local young people, with the café use also being used by other sections in the community.	As above	20
Objective 4: Enhancing the provision of arts and culture	No evidence supplied.	N/A	0
Objective 5: A focus on children and young people i.e. where One or all of the following outcomes for children and young people are met: -Be healthy -Stay safe -Enjoy & Achieve -Making a positive contribution - Achieving economic well-being	Yes, there is strong evidence that the proposed use will support local children and young people. The occupier will deliver a range of youth activities from the building that will enable local young people to lead healthier lives, stay safe, make a positive contribution and achieve economic wellbeing.	As above	20
<b>Total</b>			<b>80%</b>

<b>State Aid avoidance checklist:</b>	
<b>Is the proposed tenant a not for profit organisation?</b>	<b>Yes</b>
<b>Is the use of the building for a community purpose?</b>	<b>Yes</b>
<b>Are the activities carried out by the organisation of local interest only?</b>	<b>Yes</b>

**Recommendation:**

**That Gloucestershire Mentoring and Support CIC be awarded a rental discount of 80% for their occupation of the Ron Smith Pavilion**



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## Cheltenham Borough Council

### Cabinet

### Request for rent subsidy from Charlton Kings Youth and Community Centre

<b>Accountable member</b>	<b>Cabinet Member for Finance, Councillor Rowena Hay</b>
<b>Accountable officer</b>	<b>David Roberts, Head of Property and Asset Management</b>
<b>Ward(s) affected</b>	<b>Charlton Kings</b>
<b>Key/Significant Decision</b>	<b>No</b>
<b>Executive summary</b>	<p>The Council have been asked by Charlton Kings Youth and Community Centre to consider a rent subsidy for the premises known as Charlton Kings Youth and Community Centre of Grange Walk, Charlton Kings, Cheltenham.</p> <p>Charlton Kings Youth and Community Centre satisfy two of the Council's Key Objectives and that, as a result, a rent subsidy is proposed.</p>
<b>Recommendations</b>	<p>It is recommended that Cabinet agrees to accept the recommendations of the 3<sup>rd</sup> Sector Panel and authorise the Director of Resources and Projects to administer a rent reduction of <b>60%</b> against the lease between Cheltenham Borough Council and Charlton Kings Youth and Community Centre.</p>
<b>Financial implications</b>	<p>The current rent is £175 per annum; this is due to rise to £320 following the rent subsidy of £480 reducing the market value rent of £800 per annum but still resulting in a small revenue increase to the council.</p> <p><b>Contact officer: Nina Philippidis, nina.philippidis@cheltenham.gov.uk, 01242 264121</b></p>

<b>Legal implications</b>	<p>Whilst lettings of more than 7 years must usually be at best consideration (s123 Local Government Act 1972), by virtue of a General Consent by the Secretary of State the Council has discretion to let at an undervalue where such letting is for the social, economic or environmental benefit of the Borough, its inhabitants or any of them.</p> <p>Where leases are for less than 7 years, there is no statutory obligation to obtain best consideration, but the Council must of course follow its general duties to act reasonably and even-handedly.</p> <p>Although originally for a term of 35 years, this lease now has fewer than 7 years to run.</p> <p>Therefore In order to charge the tenant a rent that is less than market value Council can rely either (a) on the General Consent, or (b) treat the lease as being exempt from the obligation to get best consideration as being for a term of less than 7 years.</p> <p><b>Contact officer:        Rose Gemmell, rose.gemmell@tewkesbury.gov.uk, 01684 272014</b></p>
<b>HR Implications (including learning and organisational development)</b>	<p>N/A</p> <p><b>Contact officer:        ,        @cheltenham.gov.uk, 01242</b></p>
<b>Key risks</b>	<p>Should Charlton Kings Youth and Community Centre not be awarded the rent subsidy there is a possibility that the youth club may have to close.</p>
<b>Corporate and community plan Implications</b>	<p>By agreeing this application Charlton Kings Youth and Community Centre will contribute to support the Council Priorities of:</p> <ul style="list-style-type: none"> <li>* Focussing on children and young people</li> <li>* Strengthening our communities</li> </ul>
<b>Environment and climate change implications</b>	<p>Nothing in this proposal is considered to impact negatively upon the Council's environmental and climate change aspirations.</p>
<b>Property/Asset Implications</b>	<p>As set out in this report.</p> <p><b>Contact officer:    David Roberts@cheltenham.gov.uk</b></p>

## **1. Background**

- 1.1** Charlton Kings Youth and Community Centre (from now on abbreviated to CKYCC) is a registered charity and lease approximately 200 square metres of land (on which their building stands) from the Cheltenham Borough Council. The land is leased for a term of 35 years which commenced the 1<sup>st</sup> October 1986 at annual rent of £175 per year (the current passing rent).
- 1.2** The rent has remained static since the commencement of the lease. A rent review was exercised on the 1<sup>st</sup> October 2014 and the market rent has been assessed at £800 per year.
- 1.3** CKYCC have made an application under the Council's 3<sup>rd</sup> Sector Policy; copy of the application is attached, Appendix 2.
- 1.4** A meeting of the 3<sup>rd</sup> Sector Policy Board considered the application from the CKYCC for the rent relief and concluded that a relief of **60%** to charitable institutions renting Council-owned property was appropriate. A copy of the panel's decision is attached as Appendix 2. Effectively this will reduce the rent to £320 per year, a £145 per year increase on the current passing rent.

## **2. Reasons for recommendations**

- 2.1** The 3<sup>rd</sup> Sector Policy Board considered the application from the CKYCC and concluded that the following subsidies could be applied:
  - \* **20%** subsidy in respect of the CKYCC contribution to the Council's Objective 3, Strengthening Our Communities.
  - \* **20%** subsidy in respect of the CKYCC contribution to the Council's Objective 5, A Focus on Children and Young People.
  - \* **20%** discount to any charity renting Council property.

## **3. Alternative options considered**

- 3.1** The Council could decide not to offer the CKYCC a rent subsidy, this may result in the strong possibility that the CKYCC would no longer be able to provide a youth and community club within that area.

### **Consultation and feedback**

- 2.** Ward Members Councillor Helena McCloskey and Councillor Paul McCloskey, questions and corrections were addressed.

The Report was submitted and approved by the Asset Management Working Group on the 16<sup>th</sup> June 2016.

## **4. Performance management –monitoring and review**

- 4.1** N/A

<b>Report author</b>	<b>Contact officer: Simon.Hodges@cheltenham.gov.uk, 01242-775148</b>
<b>Appendices</b>	<ol style="list-style-type: none"> <li>1. Risk Assessment</li> <li>2. Application by Charlton Kings Youth &amp; Community Centre and 3<sup>rd</sup> Sector Policy Board Decision.</li> <li>3. Location Plan</li> </ol>
<b>Background information</b>	N/A

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 tenant cannot sustain 40% rent payments and closes, then this will result in a loss of a community facility.	Simon Hodges	21 <sup>st</sup> April 2016	2	2	4	Accept	None	21 <sup>st</sup> April 2016	Simon Hodges	

**Explanatory notes**  
**Impact** – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical)  
**Likelihood** – how likely is it that the risk will occur on a scale of 1-6  
 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability)  
**Control** - Either: Reduce / Accept / Transfer to 3rd party / Close

### Guidance

Types of risks could include the following:

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

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

**Risk ref**

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

**Risk Description**

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

**Risk owner**

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

**Risk score**

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

**Control**

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

**Action**

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

**Responsible officer**

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

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

**Transferred to risk register**

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

**Application for rent discount under the council's property lettings and disposals to the third sector, voluntary and community groups policy**

Assessment carried out on 3<sup>rd</sup> December 2015 by:

- Des Knight – Go Shared Service Finance
- Richard Gibson – Strategy and Engagement
- Helen Down - Strategy and Engagement

<b>Name of Organisation:</b>	Charlton Kings Youth & Community Centre
<b>Registered Charity?</b>	294545
<b>Does the organisation have a paying membership?</b>	No
<b>Name / address of property</b>	Kings Hall Church Piece Charlton Kings Cheltenham
<b>Current rent</b>  <b>This the ground rent – the building itself is owned by the Charity</b>	£175 per annum proposed to increase to a market rent of £800 pa

<b>Based on their Business Plan, what contribution does this organisation make to the Council's Corporate Strategy and/or Cheltenham's Sustainable Community Strategy?</b>	<b>Which objectives does the Organisation significantly contribute towards?</b>  <b>(Tick and give reasons where appropriate)</b>	<b>Does the business plan show how these activities are sustainable?</b>  <b>Yes</b>	<b>% subsidy awarded</b>
Objective 1: Enhancing & protecting our environment (includes investing in environmental quality, investing in travel and transport and promoting sustainable living)	No; although the hall does get used for plant sales and for fund-raising activities that support local In-Bloom activities but there was no evidence that the organisation makes a significant contribution to enhancing and protecting the environment	N/A	0
Objective 2: Strengthening our economy	No; although the hall does provide an affordable space for local businesses and that celebrations and the like may generate additional income for local caterers, but there was no evidence that the organisation makes a significant contribution to the local economy.	N/A	0
Objective 3: Strengthening our communities (includes promoting community safety, promoting housing choice, building healthier communities and supporting older people)	Yes, the organisation makes a significant contribution to local community life; the hall is used by the local amateur dramatic group, dog-training, plant sales and a range of keep-fit activities. It is also used for celebrations, voting,	Yes, the financial statements show that the organisation has a reasonably secure financial future and that it can all planned activities	20



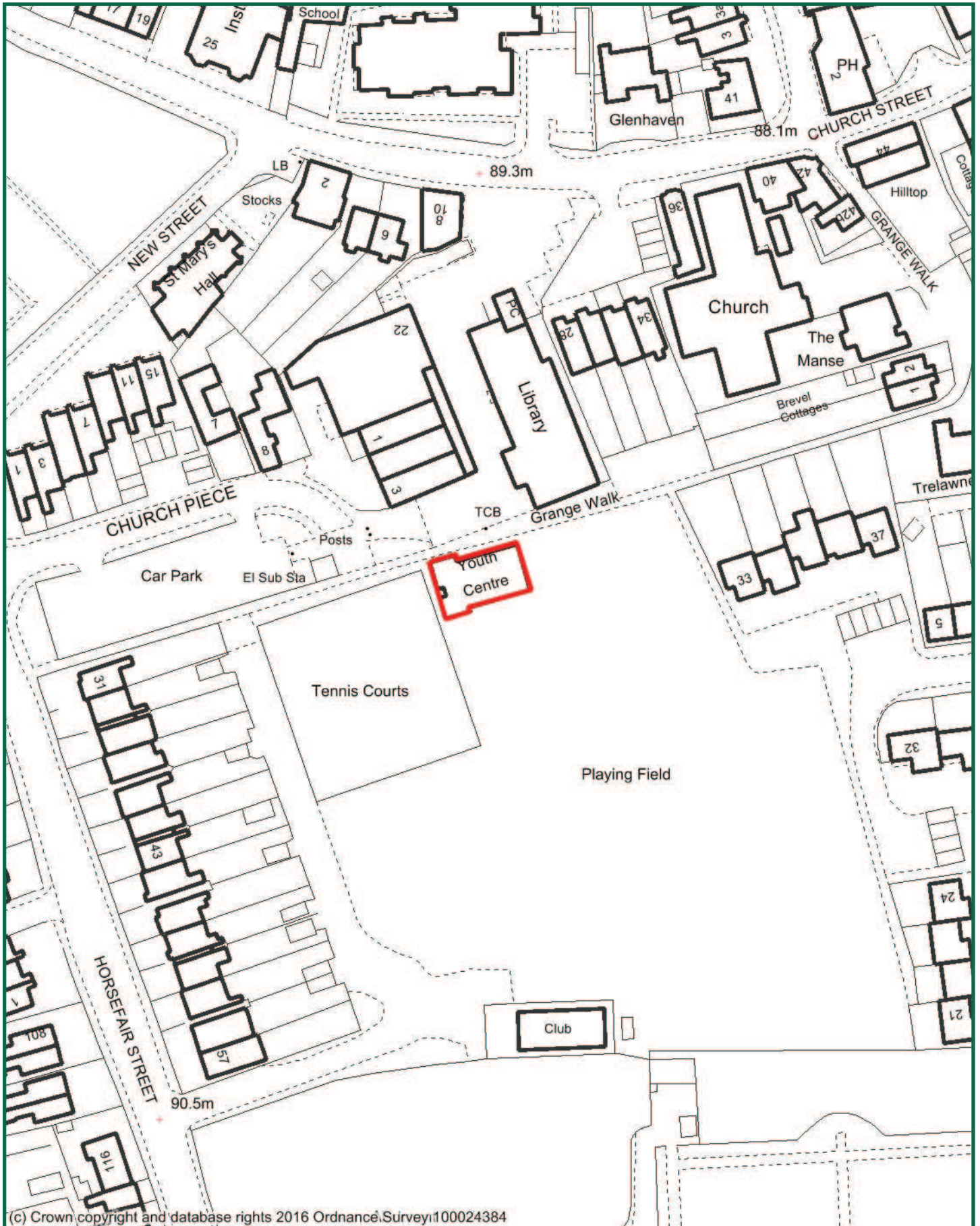
	and social interaction		
Objective 4: Enhancing the provision of arts and culture	No; although the hall does get used by local amateur dramatic group and by a pre-school dancing club, there was no evidence that the organisation makes a significant contribution to enhancing the provision of arts and culture.	N/A	0
Objective 5: A focus on children and young people i.e. where One or all of the following outcomes for children and young people are met: -Be healthy -Stay safe -Enjoy & Achieve -Making a positive contribution - Achieving economic well-being	Yes, the organisation makes a significant contribution to positive outcomes for children and young people and undertakes activities that support the following outcomes: <ul style="list-style-type: none"> <li>• Staying safe</li> <li>• Being healthy</li> <li>• Enjoying and achieving</li> <li>• Making a positive contribution</li> <li>• Achieving economic wellbeing</li> </ul>	As above	20
			40%

**As agreed by the Cabinet in July 2010, a further 20% discount is available to any charity renting council property = 60% in total**

<b>State Aid avoidance checklist:</b>	
<b>Is the proposed tenant a not for profit organisation?</b>	<b>Yes</b>
<b>Is the use of the building for a community purpose?</b>	<b>Yes</b>
<b>Are the activities carried out by the organisation of local interest only?</b>	<b>Yes</b>

**Recommendation:**

**That Charlton Kings Youth & Community Centre be awarded a rental discount of 60%**



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## Cheltenham Borough Council

Cabinet – 12 July 2016

### Review of the council's performance at end of 2015-16

<b>Accountable member</b>	<b>Cllr. Steve Jordan, Leader of the Council</b>
<b>Accountable officer</b>	<b>Richard Gibson, Strategy and Engagement Manager</b>
<b>Accountable scrutiny committee</b>	<b>Overview and Scrutiny Committee</b>
<b>Ward(s) affected</b>	<b>All</b>
<b>Key Decision</b>	<b>No</b>
<b>Executive summary</b>	The report takes information and data from our performance management system to enable Cabinet to review the corporate performance of the organisation at the end of the financial year 2015-16.
<b>Recommendations</b>	<b>Cabinet to endorse the review of performance in 2015-16</b>

<b>Financial implications</b>	None as a result of this report
<b>Legal implications</b>	None as the result of this report
<b>HR implications (including learning and organisational development)</b>	None as the result of this report
<b>Key risks</b>	<p>The business planning process helps the council manage risk in a number of areas, but particularly through creating a strategic framework for the management of projects and initiatives.</p> <p>If we do not respond to performance information, then we may not direct change and improvement in a positive direction.</p>
<b>Corporate and community plan Implications</b>	This report sets out performance information relating to the delivery of corporate priorities in 2015-16.
<b>Environmental and climate change implications</b>	None identified as a result of this report

## 1. Background

- 1.1** The performance report takes information and data from our performance management system to provide elected members with an overview of how the council is performing. This enables elected members to input into discussions about how to resolve areas where there maybe performance concerns and also to recognise where performance is better than expected.
- 1.2** The report summarises how the council performed in regard to the published milestones, performance indicators and outcomes set out in the 2015-16 action plan that was agreed by Council on 30<sup>th</sup> March 2015.
- 1.3** The full performance report is attached as appendix 2.

## 2. Q4 Performance Overview





### Corporate Strategy milestones

**2.1 In the 2015-16 action plan, we identified 78 milestones to track our progress. Out of these:**





- 66 (85%) were completed
- 3 (4%) were green and are on track to be delivered on time within the 16-17 action plan
- 8 (10%) were red
- 1 (1%) is waiting to be updated

**2.2 The 8 red milestones relate to three areas of work:**

- ENV 03 - We will deliver CBC's commitments contained within the Joint Waste Committee plan
- COM 03 - How we develop proposals to introduce a more rigorous approach to the licensing and enforcement of private rented sector housing
- COM 04 - How we work in partnership to ensure that our local response in Cheltenham supports a coordinated approach to supporting victims of domestic abuse and sexual violence on the back of two domestic homicide reviews
- VFM 06 - 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

Milestone	R-A-G	Commentary
ENV 03D - Swindon Road recycling centre review		Not completed in 15-16. This review is now being co-ordinated with a review taking place of the GCC Household Recycling Centres and has rolled into the 2016/17 action plan.
COM 03A - Survey of private rented sector housing commenced		Q4 The tender process to carry out the survey produced 2 tenders that were not of the quality or price to allow officers to recommend acceptance. Instead a Cabinet report will now be taken in June 2016 recommending the appointment of to enable the recruitment of a permanent member of staff to carry out HMO survey work and support enforcement officers in carrying out HMO Licensing duties following completion of the survey.
COM 03B - Report to council setting out strategic direction		As above - Cabinet report to recommend new direction following the unsuccessful tender procedure for the private rented sector house condition survey to be taken in June 2016
COM 03C - Public consultation		As above - If following survey work and the outcome of the Government's consultation on the extension to mandatory licensing, it is decided to consult on the introduction of discretionary HMO licensing, then the predicted end date for this consultation would be autumn 2017.




COM 03D - Implementation		As above
COM 04B - Assess the recommendations from two domestic homicide reviews (DHRs) and their impact on our own organisational practice and how we work in partnership		The two DHRs are making progress but more slowly than anticipated; The draft report for our first DHR has now been reviewed and signed off by the Home Office. In terms of our second DHR, we are looking to sign off the draft report at a panel meeting in mid-July. This review is also a joint serious case review and the SCR report will be published in mid-July.
VFM 06A - Develop and consult on options		<p>The car parking member working group has met twice so far, with a further meeting needed to hear from GCC about the approach to on-street car parking and how this relates to off street provision and the objectives of the Local Transport Plan.</p> <p>Officer meetings have taken place with GCC regarding potential options for car parking and other highway matters under devolution, with a view to establishing a more joined-up county/district approach. This could include the option of devolving some county responsibilities to the borough.</p> <p>The parking strategy programme board has recognised existing staffing capacity constraints and a lack of specialist technical expertise regarding parking options. Work is therefore underway to commission advice in support of the development of the strategy.</p>
VFM 06B - Report to Cabinet		<p>Public consultation on strategy options cannot take place until legal and physical constraints relating to car parks have been mapped and information about alternative use values considered. This work is currently in progress.</p> <p>In practice, there is likely to be considerable scrutiny of any proposal to rationalise or reduced off-street parking, so it is important that any options put forward are realistic and have due regard to affordability and the economic and social implications for the town.</p> <p>A further car parking member working group will take place during the summer to consider the recommended approach, with a view to options being developed by October 2016.</p> <p>Public consultation on options is planned to take place in January 2017.</p>

### 3. Performance indicators

#### 3.1 In the 2015-16 action plan, we identified 15 outcome measures to track our progress towards achieving our outcomes. Out of these:

- 11 (73%) were green
- 1 (7%) was red
- 3 (20%) were not updated


#### 3.2 The 1 red outcome measure is:







Type of Indicator	Measured by This Indicator	Baseline	Actual	RAG	Progress
Outcome Measure	Reduce the numbers of households who are homeless	Currently there have been no households accepted as homeless in 2014-15	12		<p>The reasons for the increase in the number of households being accepted as homeless area as follows:</p> <ul style="list-style-type: none"> <li>Reduced supply of affordable housing, (including in particular a significantly reduced turnover of existing stock- we don't know the reasons for this, but have asked CBH to consider. It may be that the cost of moving is too much in view of welfare cuts - but this is pure speculation at this stage).</li> <li>Increased number of households being evicted from private rented accommodation, with landlords looking to sell their properties. The government have introduced changes to tax breaks for the rent to buy market, which will act as a disincentive for some landlords to remain as landlords.</li> <li>Applicants less willing to take up an offer of private rented accommodation due to cost (i.e. welfare reforms) and lack of security (perception increased by anecdotal increase in private landlords selling up).</li> </ul>

**3.3 We also identified 15 service measures to track how well individual services are performing. Out of these:**

- 8 (57%) were green
- 7 (47%) were red

**3.4 The seven red service measures were:**

Type of Indicator	Measured by this indicator	Baseline	Target	Actual	RAG	Progress
Key Service Measure	Average number of days to process a major planning application from receipt to issuing of decision (Q)	58 Days combined for both major and other	91 Days	217		<p>6 schemes feed into this indicator for Qtr4, all dealt within agreed extended timescales with exception of John Dower House.</p> <p>Number of factors led to need for extensions of time including viability, complex negotiation in respect of conservation issues, protracted legal agreements. Ongoing issue of delays arising from negotiations on s106 which are out of control of CBC. OneLegal/Director Planning in discussion on this point.</p> <p>Revised indicator reflecting renegotiation of timescales in agreement with applicants to be applied for 2016/17. Within context of agreed extension of time, 83% of major applications were approved within Qtr4.</p>

Type of Indicator	Measured by this indicator	Baseline	Target	Actual	RAG	Progress
Key Service Measure	Average number of days to process other planning applications (Q)	58 Days combined for both major and other	49 Days	55		As an outcome of systems thinking this indicator has been reviewed for 2016/17 as there are such a variety of applications within this definition. It includes householder applications, listed building consent, change of use, and all other minor development (which could be an application for up to 9 dwellings). As with major applications, the government now supports the use of extension of time where there is agreement with the applicant.  In this context during Qtr4 81% minors and 85% householders applications were determined within statutory time/or agreed extended time.
Key Service Measure	Percentage of household waste recycled and composted (Q)	44.4% (2013/14)	46%	45.3%		This is the figure for the year 2015-16, the target was 46%. The out-turn figure for 2014-15 was 45.55%
Key Service Measure	Residual household waste per household (Kg/year) (Q)	467 kg (2013/14)	464kg	472.0kg		This is the figure for 2015-16, the target was 464kg. The out-turn figure for 2014-15 was 476kg
Key Service Measure	Number of disabled and older persons able to stay in their own homes as a result of Council action	126	115	76		Performance has been impacted by a change of policy at a county level which has seen a move away from the provision of level access showers. In the short term, this will reduce referrals to CBC, but will only delay the necessary provision of level access showers for many cases
Key Service Measure	No. days lost due to sickness absence	7.5 days per FTE	6.5 days per FTE	8.69		Managing sickness absence remains a high priority for the organisation and the GOSS HR team continue to work with managers to ensure that sickness absences are managed in accordance with CBC policy and that return to work interviews are completed.
Key Service Measure	Percentage of staff appraisals completed	100%	100%	77.03%		Although the completion of the paperwork is outstanding for a number of appraisals because of the manager's absence, the L&OD team have spoken to the individual employees about their development and training requirements.

#### 4. Consultation and feedback

- 4.1** The draft performance report was presented to the Council's Overview and Scrutiny Committee on 27 June 2016. Members of the committee raised the following issues:
- 4.2** There was a desire to understand more about the rise in homelessness and members asked for a definition of homelessness to be circulated to the committee along with any benchmarking we undertake with other authorities.



- 4.3** There was interest in the approach the council is taking towards understanding the condition of private rented sector housing. A number of questions were answered at the committee by the Director of Environment.
- 4.4** There was interest in staff sickness and appraisal figures and asked for more information to be circulated to the committee.
- 4.5** There was a suggestion that once the domestic homicide reviews have been concluded, a members' seminar should be held.

<b>Report author</b>	<b>Contact officer:</b> Richard Gibson, Strategy and Engagement Manager. 01242 235 354 richard.gibson@cheltenham.gov.uk
<b>Appendices</b>	1. Risk Assessment  2. Corporate Performance 2015-16
<b>Background information</b>	
<b>Accountability</b>	Cllr. Steve Jordan, Leader of the Council Cllr. Roger Whyborn, Cabinet Member Corporate Services

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
CD6	If the division is not able to access up to date performance monitoring information from service providers it will not be able to hold them to account also impacting on the longer-term commissioning of outcomes	Pat Pratley	June 2015	3	3	9	reduce	Be clear with our providers about what information we require. Co-create the performance measures with our providers when possible.  Introduce social value measures wherever possible  Ensure there is an adequate IT platform for the management of performance data	March 2016	Ken Dale	on Commissioning Division risk register
<b>Explanatory notes</b> <b>Impact</b> – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical) <b>Likelihood</b> – how likely is it that the risk will occur on a scale of 1-6 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability) <b>Control</b> - Either: Reduce / Accept / Transfer to 3rd party / Close											








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# Appendix A – Corporate Performance at end of Quarter 4 (April 2015 to March 2016) – Report to Cabinet 12 July 2016

## Our Outcome

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

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

Priority Action	Key Milestone	Predicted End Date	Lead	RAG	Progress
ENV 01 - 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	ENV 01A - Examination of the JCS	Sun-31-Jul-16	Tracey Crews		Qtr4: Sitting sessions of the examination concluded 7 April 2016. Inspector gave a clear steer that she sees a way forward for the JCS despite reservations in respect of retail, gypsy and travellers and extent of removal of land from the green belt. It is therefore expected that the Inspector will produce findings by end of May which will find the JCS sound, but with some interventions which will require changes to some policies and an immediate review in the context of retail.
ENV 01 - 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	ENV 01B - Adoption of the JCS	Sat-31-Dec-16	Tracey Crews		Qtr2: Due to extended programme of JCS as set by the Inspector the predicted end date is extended to December 2016. Status retained as green, as whilst significant slippage has occurred in the programme this is out of the control of the JCS authorities. Officers are facilitating all actions requested by the Inspector  Q4: as above
ENV 01 - 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	ENV 01C - Consultation - Cheltenham Plan issues and options including Green Space designations	Sun-31-May-15	Tracey Crews		Qtr3: Consideration of part 1 Cheltenham plan by cabinet rescheduled to Summer 2016. Agreed by Planning and Liaison Member Working Group - reflects knock on impacts from JCS and capacity of team to deliver.  Q4 as above
ENV 01 - 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	ENV 01D - Consideration of Community Infrastructure Levy	Sat-30-Apr-16	Tracey Crews		Qtr4: Council agreed recommendations of CIL report on 4 April. Progress will now be made to organize consultation alongside Tewkesbury and Gloucester councils. All stages now to be taken are to progress CIL to examination.
ENV 01 - 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	ENV 01E - Cheltenham Plan - consideration given to the role of neighbourhood groups and parishes in bringing forward neighbourhood plans	Sun-31-Jan-16	Tracey Crews		Qtr4: CBC has been successful in gaining £40,000 funding from DCLG to pilot work on neighbourhood planning. Gloucestershire Rural Community Council commissioned to help deliver this work which will help support Cheltenham Plan.
ENV 02 - We will review and revise the ten year Cheltenham Allotment Strategy	ENV 02A - Allotment tenants and stakeholders consulted	Tue-30-Jun-15	Adam Reynolds		Allotment tenants and stakeholders consulted.
ENV 02 - We will review and revise the ten year Cheltenham Allotment Strategy	ENV 02B - Revised strategy written and approved by cabinet	Thu-31-Dec-15	Adam Reynolds		Completed and approved by cabinet 10th November 2015
ENV 03 - We will deliver CBC's commitments contained within the Joint Waste Committee plan	ENV 03A - Investigate the potential to retrieve non approved residual bins	Tue-30-Jun-15	Scott Williams		Q4 The JWC considered an initiative currently being undertaken in Gloucester whereby officers target areas where there is little recycling being done and where regularly additional residual waste is presented, and through doorstep communication, advice and education they work with the offending household until they are properly participating in the recycling schemes - as part of this initiative additional non-approved residual bins are also removed. Further work was carried out to scope the proposal and this was presented to the JWC in December however, there was limited support. A trial has been on-going in Forest of Dean and it is hoped that the results of this will demonstrate a benefit which can then be rolled out in other partner areas.
ENV 03 - We will deliver CBC's commitments contained within the Joint Waste Committee plan	ENV 03B - Implement the decision regarding the second phase review of the Cheltenham bring site provision with the outcome of increased recycling at the sites	Tue-30-Jun-15	Scott Williams		Q4 Improvements to the bring site service have been implemented which include the increase of textile recycling banks and the introduction of greater shoe recycling facilities.
ENV 03 - We will deliver CBC's commitments contained within the Joint Waste Committee plan	ENV 03C - Review garden waste charging systems	Wed-30-Sep-15	Scott Williams		Q4 As part of the review, CBC has just procured a new system for managing the garden waste customer data. In16-17 there will be a further review of the charging systems (incl. CBC) and a report will be presented to the JWC SMG
ENV 03 - We will deliver CBC's commitments contained within the Joint Waste Committee plan	ENV 03D - Swindon Road recycling centre review	Wed-30-Sep-15	Scott Williams		Q4 Not completed in 15-16. This review is now being co-ordinated with a review taking place of the GCC Household Recycling Centres and has rolled into the 2016/17 action plan.
ENV 03 - We will deliver CBC's commitments contained within the Joint Waste Committee plan	ENV 03E - Implement the decision taken with regard to recycling materials bulking review and support the mobilisation of the Ubico bulking facilities	Sat-31-Oct-15	Scott Williams		Project successfully completed in October 2015
ENV 03 - We will deliver CBC's commitments contained within the Joint Waste Committee plan	ENV 03F - Proactively increase public awareness by implementing a range of different education and publicity initiatives to reduce landfill and increase recycling and reuse	Thu-31-Mar-16	Scott Williams		Q4 Recycling week was promoted with an emphasis on textile recycling. Publicity was released to promote the improvements to the textile and shoe recycling provisions and the food waste recycling promotion in late 2015 allowed for the opportunity to further promote the recycling services.
ENV 03 - We will deliver CBC's commitments contained within the Joint Waste Committee plan	ENV 03G - Assist Ubico to assess business case for new recycling vehicles	Thu-31-Mar-16	Scott Williams		Q4 In15-16, we supported the development of a business case for new vehicles. Work is underway to look at the options for a revised service in 2017 which includes the procurement of new recycling vehicles.
ENV 03 - We will deliver CBC's commitments contained within the Joint Waste Committee plan	ENV 03H - Actively explore options for adding new materials such as cardboard, plastics and cartons within kerbside collections	Thu-31-Mar-16	Scott Williams		Q4 Ongoing and linked to 3G
ENV 04 - We will develop a project to replace the children's play area in Pittville Park	ENV 04A - Request for internal project management and capital bid to deliver project	Thu-30-Apr-15	Adam Reynolds		Project manager appointed
ENV 04 - We will develop a project to replace the children's play area in Pittville Park	ENV 04B - Subject to the above, develop a PID	Sun-31-May-15	Adam Reynolds		PID developed
ENV 04 - We will develop a project to replace the children's play area in Pittville Park	ENV 04C - Project procurement and implementation	Sat-30-Apr-16	Adam Reynolds		Tender advertised and awarded and planning application submitted and supporting documents for December planning committee. Fund raising underway.
ENV 04 - We will develop a project to replace the children's play area in Pittville Park	ENV 04D - Completion	Thu-30-Jun-16	Adam Reynolds		Q4 - Construction on track. Play area due to be completed by end of May with plan to open on Friday 27th May. Aviaries due to be finished by end of June. Official grand opening event being planned for 17th July.  Q3 Construction now underway

Page 42

ENV 05 - We will restore Cheltenham's War Memorial	ENV 05A - Conservator work commences	Thu-30-Apr-15	Pat Pratley		Conservator appointed and report produced and recommendations approved by Cabinet in June.
ENV 05 - We will restore Cheltenham's War Memorial	ENV 05B - Cabinet decision to proceed	Tue-30-Jun-15	Pat Pratley		Cabinet recommendations approved
ENV 05 - We will restore Cheltenham's War Memorial	ENV 05C - Fundraising commences	Tue-30-Jun-15	Pat Pratley		Q4 - Heritage lottery fund have granted £84,700 towards the war memorial restoration and WW1 commemoration activity. Still waiting for final confirmation of War memorial Trust grant for both Promenade War memorial and St Peters War Memorial.  Q3; fundraising efforts being directed at both the War Memorials Trust and Heritage Lottery Fund. The outcomes of these are both expected in April 2016
ENV 05 - We will restore Cheltenham's War Memorial	ENV 05D - Award of contract for restoration	Thu-31-Mar-16	Pat Pratley		Cabinet have now endorsed the conservators report and recommendations. Procurement exercise completed and contractor chosen
ENV 05 - We will restore Cheltenham's War Memorial	ENV 05E - Completion of restoration	Fri-30-Nov-18	Pat Pratley		Q4 - Restoration by Cliveden Conservation Workshop due to commence mid May and completed by end of August

How will we measure our progress to achieving this outcome?

Type of Indicator	Measured by this indicator	Baseline	Actual	RAG	Progress
Outcome Measure	An increase in the number of buildings and spaces given an award or commendation in the Cheltenham Civic Awards (bi-annual). (Q)	At the 2014 ceremony, there were 4 Awards and 5 Commendations	4		Ceremony held 20 April. There were 4 awards and 4 commendations. <a href="http://www.cheltenhamcivicsociety.org.uk/files/4014/6131/6878/CivicAwards2016.pdf">http://www.cheltenhamcivicsociety.org.uk/files/4014/6131/6878/CivicAwards2016.pdf</a>  Next awards will be 2018.
Outcome Measure	Increase in the number of green spaces with community involvement in terms of management or maintenance	Current baseline in the process of being calculated	16		indicator to be changed, to number of green space sites with community involvement in terms of management or maintenance.
Outcome Measure	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	5		Five parks including Pittville, were submitted for Green Flag Status in January 2016

Type of Indicator	Measured by this indicator	Baseline	Target	Actual	RAG	Progress
Key Service Measure	Average number of days to process a major planning application from receipt to issuing of decision (Q)	58 Days combined for both major and other	91 Days	217		6 schemes feed into this indicator for Qtr4, all dealt within agreed extended timescales with exception of John Dower House. Number of factors led to need for extension s of time including viability, complex negotiation in respect of conservation issues, protracted legal agreements. Ongoing issue of delays arising from County negotiations on S106 which are out of control of CBC - OneLegal/Director Planning in discussion on this point. Revised indicator reflecting renegotiation of timescales in agreement with applicant to be applied for 2016/17. Within context of agreed extension of time, 83% of majors approved within Qtr4.
Key Service Measure	Average number of days to process other planning applications (Q)	58 Days combined for both major and other	49 Days	55		As an outcome of systems thinking this indicator has been reviewed for 2016/17. Currently this is a very crude performance indicator - there are such a variety of applications within this definition. It includes householder applications, listed building consent, change of use, and all other minor development (which could be an application for up to 9 dwellings). As with majors, the government now supports the use of extension of time where there is agreement with the applicant. In this context during Qtr4 81% minors and 85% householders applications were determined within statutory time/or agreed extended time.
Key Service Measure	Number of improvement schemes to parks, streets and spaces (Q)	3 (2014-15)	3	10		ENHANCEMENT PROJECTS: Play Areas: Agg Gardner Play Area, Construction phase of Pittville rejuvenation underway. Partial play refurbishments at Humpty Dumps, Burrows Playing Field, Chelt Walk Park. Landscape: Restoration of Pittville lake edge, and ornamental metal work, desilting and clear out of residuum. Elmfield Playing Field Big Local new path, KGV public art installation, Year 2 Urban Meadows project. Neptune Fountain. Sandford Park Petanque area. COMMUNITY INVOLVEMENT: Sandford, Leckhampton Hill, Priors Farm, Montpellier, Hatherley, Weavers Field, Honeybourne Line, Wymans Brooke, Swindon Village Playing Field, Springfields Park, Benhall Open Space, St Peters Park, Pilley Bridge Nature Reserve, Imperial Gardens.
Key Service Measure	Number properties improved in terms of built environment heritage as a result of council action (Q)	119	30	159		Q1 + Q2 +Q3 +Q4 = 159 Q4 =40
Key Service Measure	Percentage of household waste recycled and composted (Q)	44.4% (2013/14)	46%	45.3%		This is the figure for the year 2015-16, the target was 46%. The out-turn figure for 2014-15 was 45.55%
Key Service Measure	Residual household waste per household (Kg/year) (Q)	467 kg (2013/14)	464kg	472.0kg		This is the figure for 2015-16, the target was 464kg. The out-turn figure for 2014-15 was 476kg





# Sustain and grow Cheltenham's economic and cultural vitality



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

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

Priority Action	Key Milestone	Predictd End Date	Lead	RAG	Progress
ECON 01 - We will support Gloucestershire Local Enterprise Partnership (LEP) in the delivery of the Strategic Economic Plan for Gloucestershire	ECON 01A - 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	Thu-31-Mar-16	Andrew North		The process of agreeing a statement of co-operation was achieved though the LEP is still pushing for greater allocations of land for employment than the JCS authorities feel is justified by evidence. JCS authorities have been working proactively with LEP and wider business community and evidence derived from this engagement will be considered by the JCS examination in January 2016. The LEP have been supportive on the legal test under the 'duty to cooperate' and the quality of interaction between the JCS and LEP has been good even though there is difference of approach on individual issues. Work with the highways England continues with no firm commitment to a four-way junction, a task group has been established and modelling work agreed to define the business case.
ECON 01 - We will support Gloucestershire Local Enterprise Partnership (LEP) in the delivery of the Strategic Economic Plan for Gloucestershire	ECON 01B - We will support the implementation of the Gloucestershire Economic Growth Joint Committee	Thu-31-Mar-16	Andrew North		The council was party to the creation of the GEGJC and has been an active participant at meetings through membership by the Leader of Council. However, the Joint Committee's work will potentially be rolled up into the proposed Combined Authority as part of Gloucestershire's devolution agreement with government.
ECON 01 - We will support Gloucestershire Local Enterprise Partnership (LEP) in the delivery of the Strategic Economic Plan for Gloucestershire	ECON 01C - We will identify employment land through the JCS and work with the LEP to bring this to the market	Thu-31-Mar-16	Andrew North		The current JCS allocation is 60 hectares of employment land based on the (then) best evidence available. However, during the JCS examination the inspector has sought additional evidence. Work has shown that release of land for employment development on a site by site basis will contribute more employment land than the 60 hectare figure bring the respective positions of the JCS and LEP closer together. The latest evidence will be considered at the JCS examination in January 2016.
ECON 02 - 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.	ECON 02A - Publish consultancy advice on economic development	Thu-30-Apr-15	Mike Redman		Athey consultancy report published and reported via member seminar and briefing to Cabinet. Strategy report to be developed and implemented via REST restructure.
ECON 02 - 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.	ECON 02B - Consult with key stakeholders	Sun-31-May-15	Mike Redman		The JCS is currently in examination and the Cheltenham Plan, which will determine the balance between smaller sites allocated for housing and employment has now been out to public consultation with results informing further development of the plan.
ECON 02 - 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.	ECON 02C - Report to Cabinet with recommended actions	Thu-30-Jun-16	Mike Redman		NOT UPDATED The Council's economic strategy will be underpinned by decisions about site allocations arising from the conclusion of the JCS and Cheltenham Plan processes, both of which are making good progress.
ECON 03 - We will implement the revised and updated governance arrangements for Gloucestershire Airport Ltd	ECON 03A - Implementation of shareholder forum	Fri-31-Jul-15	Pat Pratley		Shareholder forum meetings taking place on a quarterly basis
ECON 03 - We will implement the revised and updated governance arrangements for Gloucestershire Airport Ltd	ECON 03B - Implementation of updated articles of association and shareholder agreement	Fri-31-Jul-15	Pat Pratley		Articles of association and shareholder agreement are in the process of being reviewed with the airport board and were completed by end of November.
ECON 04 - We will support delivery of the Cheltenham Development Taskforce business plan	ECON 04A - Support the delivery of the Cheltenham Transport Plan	Thu-30-Aug-18	Jeremy Williamson		Q4 Cheltenham Transport Plan phased implementation scheduled to begin in Albion Street from 21/03/16. Initial works will allow the contractor for Blackrock and John Lewis to progress works unimpeded. Further phases planned subject to successful outcome on Albion Street and a trial at Boots Corner spring 2017; if the latter is successful CBC will work with GCC and fund a £2m public realm upgrade. Retailers remain fully supportive of scheme implementation.
ECON 04 - We will support delivery of the Cheltenham Development Taskforce business plan	ECON 04B - Continue implementation of public realm works	Fri-30-Jun-17	Jeremy Williamson		Q4 Negotiations with GCC have focussed upon the first delivery phase of the Cheltenham Transport Plan in Albion Street and also future works on the High Street to co-ordinate with the refurbishment of the Beechwood shopping centre as a John Lewis store. Prom phase 3 by Neptunes Fountain and refurbishment of the pedestrianised Promenade have been reprioritised to allow these other works to progress. The Prom phone boxes due to be returned April 2016. Phase 2 of pedestrian wayfinding being developed for delivery.
ECON 04 - We will support delivery of the Cheltenham Development Taskforce business plan	ECON 04C - Commence implementation of projects arising from High Street Analysis Report (subject to available funding)	Fri-31-Aug-18	Jeremy Williamson		Q4 Tree pots for the High Street installed but some in temporary locations due to other works - new Topshop; Beechwood. Work continues with GCC over next phases of upgrade which will need to be co-ordinated with Beechwood proposals and Cheltenham Transport Plan.
ECON 04 - We will support delivery of the Cheltenham Development Taskforce business plan	ECON 04D - Work with Gloucestershire Local Transport Board, Network Rail and First Great Western on the delivery of upgrades at Cheltenham Spa Railway station	Fri-31-Mar-17	Jeremy Williamson		Q4 Railway partners now fully behind a first phase which will see c£5m investment in next 18 months. Funding secured from Cycle-Rail fund, GLTB, Access for All, National Station Improvement Fund. Awaiting outcome of GWR bid to DfT for additional 70 surface car space; a decision on this last element has been delayed since September 2015 although anticipated to be part of March 2016 budget.
ECON 04 - We will support delivery of the Cheltenham Development Taskforce business plan	ECON 04E - Support delivery of key sites such as Brewery II, and Regency Place and seek outcomes where challenges exist eg North Place	Sat-30-Sep-17	Jeremy Williamson		Q4 Honeybourne Gate completed, Brewery II and Regency Place progressing, and Beechwood redevelopment targeted start on site April 2016. North Place delayed due to third party legal issues and Portland Street is allegedly at preferred bidder status. Developer for North Place actively exploring alternative long term employment uses as superstore concept abandoned.
ECON 04 - We will support delivery of the Cheltenham Development Taskforce business plan	ECON 04F - Support property services in securing interim upgrade to Royal Well bus provision	Thu-31-Dec-15	Jeremy Williamson		Q4 Proposal linked to longer term ambition for Municipal Offices. Planning application submitted for interim measure to improve passenger experience at Royal Well and works started on site in April 2016.
ECON 05 - We will work in partnership with The Cheltenham Trust as they develop their capital investment strategy to support their business plan	ECON 05A - Discussions through strategic partnership board	Thu-31-Mar-16	Pat Pratley		Q4: A master plan scoping strategy document has been developed with the trust which defines the first stage feasibility work required in order to progress the project. This will be used to jointly commission external consultancy support to develop viable options for the town hall redevelopment.  Discussions have taken place with the trust Chief Executive following Council decision to support funding the next stage of the town hall redevelopment project.

ECON 06 - We will develop our strategic approach to tourism	ECON 06A - Implement the tourism forum	Page 44 15	Pat Pratley		Q4 Decision taken to procure external consultancy support to help develop the council's strategic approach to tourism. Meetings of the tourism forum have taken place as part of the consultancy work with members of the forum being actively engaged through the process.
ECON 06 - We will develop our strategic approach to tourism	ECON 06B - Work with the tourism forum to develop a strategic approach to tourism	Sat-31-Oct-15	Pat Pratley		Q4; Following the work of the consultants, the strategic approach to tourism was agreed by Cabinet on 8 March 2016














How will we measure our progress to achieving this outcome?

Type of Indicator	Measured by This Indicator	Baseline	Actual	RAG	Progress
Outcome Measure	Growth in births of new enterprises	5.7% (January 2012)	14		According to the ONS, In 2013, there were 725 new enterprise births, within the context of 5,335 existing enterprises
Outcome Measure	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			Baseline was drawn from the Athey Report. ONS/NOMIS does not go down to district level. In conversation with the LEP to see if there is any other data suitable to provide a more regular update.
Outcome Measure	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) but above the South West average (£19,023).			Baseline was drawn from the Athey Report. ONS/NOMIS does not go down to district level. In conversation with the LEP to see if there is any other data suitable to provide a more regular update.
Outcome Measure	Reduction in claimant rate	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%	1.1%		As at Mar 2016, the claimant rate was 1.1% with Hesters Way having the highest claimant rate at 2.1%. The Cheltenham rate of young people not in education, employment or training was 2.96%


Type of Indicator	Measured by This Indicator	Baseline	Target	Actual	RAG	Progress
Key Service Measure	Number of High Street enhancement schemes implemented by Spring 2016	1	2	5		5 schemes implemented in 2015-16

## People live in strong, safe and healthy communities





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




Priority Action	Key Milestone	Predictd End Date	Lead	RAG	Progress
COM 01 - 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	COM 01A - Cabinet agreement to approach	Fri-31-Jul-15	Martin Stacy		Q3 Cabinet approved the council entering into a new contract with Supporting People from October 2015 for one year.
COM 01 - 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	COM 01B - New contract with Supporting People	Mon-31-Oct-16	Martin Stacy		Q4 Supporting People have confirmed that they will be reducing the value of the contracts for all housing organisations delivering housing-related support for older people across the county. The shift will be away from providing 1-1 support in the community (where there is little or no demand) to just servicing the community hubs (which have turned out to be very successful). At present they have not confirmed what the value of the contract will be from October 2017, but this is information likely to come through shortly - ahead of when we take a report to cabinet to consider whether we wish to enter into a future contract with SP from October 2017.
COM 02 - We will explore potential models for maximising the delivery of affordable housing and supporting community cohesion	COM 02A - JCS strategic allocations - preferred partners agreed (Registered Providers), subject to prior cabinet approval on approach and mechanisms for selection	Mon-30-Nov-15	Martin Stacy		Q4 CBC has led on recruiting Ark housing consultancy to chair and coordinate the running of the Affordable Housing Partnership for the first 12 months. The first Partnership meeting with preferred providers to discuss the strategic allocations was held on 9th March.  Q3 Preferred Providers have now been selected. There are 10 preferred providers in all, including Cheltenham Borough Homes. The Affordable Housing Partnership is now recruiting a consultant (using capacity funding from the Homes and Communities Agency) to ensure the partnership focuses on achieving desired outcomes. Deadline for submissions is 3.2.16, with assessments and presentations/interviews following.
COM 02 - We will explore potential models for maximising the delivery of affordable housing and supporting community cohesion	COM 02B - To maximise the delivery of affordable housing across HRA sites through identification of suitable sites for development through CBH	Thu-31-Mar-16	Martin Stacy		Q4 Cabinet have approved the delivery of up to 8 new homes across a number of garage sites, which will include a mix of 2, 3 and 4 beds. The next stage will be to seek approval from full council on 4th April. In addition the council has bought 2 homes from the open market to be used as affordable housing (1x 2 bed and 1 x 3bed). The decision to do this was approved by cabinet in December 2015 to ensure that right to buy receipts were spent within the 3 year deadline, avoiding the requirement to pay the monies, with interest, to government.
COM 03 - 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	COM 03A - Survey of private rented sector housing commenced	Tue-1-Nov-16	Mark Nelson		Q4 The tender process to carry out the survey produced 2 tenders that were not of the quality or price to allow officers to recommend acceptance. Instead a Cabinet report will now be taken in June 2016 recommending the appointment of to enable the recruitment of a permanent member of staff to carry out HMO survey work and support enforcement officers in carrying out HMO Licensing duties following completion of the survey.
COM 03 - 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	COM 03B - Report to council setting out strategic direction	Sat-31-Dec-16	Mark Nelson		As above - Cabinet report to recommend new direction following the unsuccessful tender procedure for the private rented sector house condition survey to be taken in June 2016
COM 03 - 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	COM 03C - Public consultation	Sat-31-Dec-16	Mark Nelson		As above - If following survey work and the outcome of the Government's consultation on the extension to mandatory licensing, it is decided to consult on the introduction of discretionary HMO licensing, then the predicted end date for this consultation would be autumn 2017.
COM 03 - 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	COM 03D - Implementation	Sat-31-Dec-16	Mark Nelson		As above
COM 04 - 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	COM 04A - Evaluate the outcomes of the community-led domestic abuse project in Oakley	Tue-30-Jun-15	Richard Gibson		Q4 We have worked with the University to undertake a review of the domestic abuse project - this has shown some significant successes around working with young people, raising awareness amongst the community and training for frontline practitioners.
COM 04 - 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	COM 04B - Assess the recommendations from two domestic homicide reviews and their impact on our own organisational practice and how we work in partnership	Fri-31-Jul-15	Richard Gibson		Q4 The two DHRs are making progress but more slowly than anticipated; The draft report for our first DHR has now been reviewed and signed off by the Home Office. In terms of our second DHR, we are looking to sign off the draft report at a panel meeting in mid-July. This review is also a joint serious case review and the SCR report will be published in mid-July.
COM 05 - We will ensure our revenues and benefits service responds to national and local policies	COM 05A - 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	Sun-31-Dec-17	Paul Aldridge		Q3 We went live on Universal credit on 1st June 2015 for a very restricted group of single people, who have just become unemployed. Other client groups making new claims are due to be completed by 2017 with the balance of existing working age claims being transferred by 2020. Actual dates have not been released and pensioner claims still remain with the council to at least 2021.
COM 06 - Early Help - To provide an effective, reliable multi- agency approach for early help provision for children and families across Cheltenham	COM 06A - 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	Tue-30-Jun-15	Richard Gibson		Q4: The hub model is now in place, and local partners feel more engaged with its operation; PLP have agreed to amend its terms of reference to reflect this.
COM 07 - Social prescribing - to link patients who have non-medical health needs with a range of voluntary and community support	COM 07A - Carry out county-wide evaluation of the pilots to assess impacts on come forward with a preferred option for future delivery in Cheltenham	Tue-30-Jun-15	Richard Gibson		Q4 County Community Projects has been commissioned by G-Doc (the GP provider company) to provide social prescribing for the Cheltenham locality, which includes Bishops Cleeve and Winchcombe for a 12 month period

### How will we measure our progress to achieving this outcome?

Type of Indicator	Measured by This Indicator	Baseline	Actual	RAG	Progress
Outcome Measure	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	875		% of food businesses with a rating of 3 or higher is 875/953 x 100 = 92%



























Outcome Measure	Increase the provision of new affordable housing	11 affordable housing completions to date in 2014-15.	<div>Page 46</div> <div>4 affordable housing completions for 2015-16</div>		
Outcome Measure	Reduce the numbers of households who are homeless	Currently there have been no households accepted as homeless in 2014-15	12		-Reduced supply of affordable housing, (including in particular a significantly reduced turnover of existing stock- we don't know the reasons for this, but have asked CBH to consider. It may be that the cost of moving is too much in view of welfare cuts - but this is pure speculation at this stage). -Increased number of households being evicted from private rented accommodation, with landlords looking to sell their properties. The government have introduced changes to tax breaks for the rent to buy market, which will act as a disincentive for some landlords to remain as landlords. -Applicants less willing to take up an offer of private rented accommodation due to cost (i.e. welfare reforms) and lack of security (perception increased by anecdotal increase in private landlords selling up).
Outcome Measure	Reduction in anti-social behaviour incidents	As at January 2015, there had been 5,483 anti-social behaviour incidents in the previous 12 months.	5,439		As at Apr 2016, there had been 5,439 ASB incidents in the previous 12 months, compared to 5,591 in the same period last year
Outcome Measure	Reduction in domestic burglary	1453	578		As at Apr 2016, there had been 578 domestic burglary crimes in the previous 12 months compared to 709 crimes in the same period last year
Outcome Measure	Reduction in recorded crime	As at January 2015, there had been 7,829 recorded crime incidents in the previous 12 months	7,279		As at Apr 2016, there had been 7,279 recorded crimes in the previous 12 months, compared to 7,717 in the same period last year
Outcome Measure	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.)			

Type of Indicator	Measured by This Indicator	Baseline	Target	Actual	RAG	Progress
Key Service Measure	Number of disabled and older persons able to stay in their own homes as a result of Council action	126	115	76		Performance has been impacted by a change of policy at a county level which has seen a move away from the provision of level access showers. In the short term, this will reduce referrals to CBC, but will only delay the necessary provision of level access showers for many cases
Key Service Measure	Number of private sector dwellings made safe by the Council	237	225	234		Q1 +Q2 +Q3 +Q4 = 234
Key Service Measure	Number of vacant homes for more than 12 months brought back into use as a direct result of Council action	112 (2013/14)	110	149		Q1 + Q2 +Q3 +Q4 = 149 Q4 =4


# Our Outcome - Transform our council so it can continue to enable delivery our outcomes for Cheltenham and its residents






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

Priority Action	Key Milestone	Predictd End Date	Lead	RAG	Progress
VFM 01 - We will implement the findings of the commissioning review looking at Environmental and Regulatory Services and deliver improved outcomes	VFM 01A - Consultation starts on draft restructure	Thu-30-Apr-15	Andrew North		Q4 Consultation on new structures completed
VFM 01 - We will implement the findings of the commissioning review looking at Environmental and Regulatory Services and deliver improved outcomes	VFM 01B - Complete systems thinking cycle	Fri-31-Jul-15	Andrew North		Q4 Phase 1 & 2 work completed in licencing, public protection, planning and new business/customer journey Position statement detailing process improvements and benefits identified reported to REST Programme Board on 5 August
VFM 01 - We will implement the findings of the commissioning review looking at Environmental and Regulatory Services and deliver improved outcomes	VFM 01C - Restructure implemented	Mon-31-Aug-15	Andrew North		Q4 Recruitment plans were developed following Council approval on 20 July. New MD for Place and Economic Development appointed and started work in February 2016
VFM 01 - We will implement the findings of the commissioning review looking at Environmental and Regulatory Services and deliver improved outcomes	VFM 01D - Complete project	Wed-30-Sep-15	Andrew North		Q4 The REST project has now been closed and the work to deliver its outcomes will continue as business as usual.
VFM 02 - 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.	VFM 02A - Implementation of new interim partnership proposals	Thu-30-Apr-15	Andrew North		Q4 New interim management structure agreed and in place
VFM 02 - 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.	VFM 02B - Consideration of full business case	Mon-30-Nov-15	Andrew North		Q4 Full business case agreed by council in the autumn
VFM 02 - 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.	VFM 02C - Initial implementation of agreed arrangements	Thu-31-Mar-16	Andrew North		Q4 Business cases for the proposed sharing of revenues and benefits and customer services were developed with input from cabinet member working groups. The business cases were reviewed by O+S and were agreed by Cabinet on 9 February.
VFM 03 - We will develop collaborative working with partner councils and prepare for the creation of the following shared services:	VFM 03A - Revenues and benefits service: Develop a shared service model ready for implementation	Thu-31-Dec-15	Mark Sheldon		Q4: The business case for sharing, considering all options, was supported by the Cabinet Member Working Group and approved by Cabinet on 9/2/16. The Revenues and Benefits service will be shared as part of the 2020 partnership from 1 April 2016.
VFM 03 - We will develop collaborative working with partner councils and prepare for the creation of the following shared services:	VFM 03B - Customer Services: Develop and agree a roadmap with partner councils / organisations to determine the future direction of customer services linked to the accommodation strategy	Thu-31-Dec-15	Mark Sheldon		Q4: The business case for sharing, considering all options, was supported by the Cabinet Member Working Group and agreed by Cabinet on 9/2/16. The Customer Services will be shared as part of the 2020 partnership from 1 April 2016.
VFM 03 - We will develop collaborative working with partner councils and prepare for the creation of the following shared services:	VFM 03C - Property Services: Explore a shared service model with 2020 vision partner councils	Thu-31-Mar-16	Mark Sheldon		Q4: Given the significant requirement for property resource / professional advice to support the delivery of some key council projects, a decision has been made to defer any potential sharing of the service.
VFM 03 - We will develop collaborative working with partner councils and prepare for the creation of the following shared services:	VFM 03D - 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	Thu-31-Mar-16	Mark Sheldon		Q4: The stabilisation and alignment work on the ICT infrastructure is almost complete. The JMLG meeting on 13/4/16 will consider the transfer of the outstanding issues to the shared service for resolution. The formal arrangements to establish the 4 way shared service was agreed by Cabinet on 9/2/16 and the shared service under the 2020 Vision programme, will 'go live' on 1st April 2016.
VFM 04 - We will agree an Accommodation Strategy which delivers more modern, flexible and cheaper office accommodation linked to the 2020 Vision programme	VFM 04A - Review options for alternative office and develop and approve the business case for the preferred option	Thu-31-Mar-16	Mark Sheldon		Q4: Dialogue with other public sector partners has established an appetite for sharing space in a 'public sector hub' and has generated the potential for new options for relocation which are to be explored.
VFM 05 - Asset Management Plan	VFM 05A - Implement the action plan arising from the Asset Management Plan approved by council in March 2015	Thu-31-Mar-16	David Roberts		Q4: The updated AMP, including parameters for investment portfolio decisions and work plan, was approved by the Asset Management Working Group on 23/3/16 and Cabinet on 29/3/16 prior to approval by council on 4/4/16.
VFM 06 - 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	VFM 06A - Develop and consult on options	Fri-31-Mar-17	Mike Redman		The car parking member working group has met twice so far, with a further meeting needed to hear from GCC about the approach to on-street car parking and how this relates to off street provision and the objectives of the Local Transport Plan.  Officer meetings have taken place with GCC regarding potential options for car parking and other highway matters under devolution, with a view to establishing a more joined-up county/district approach. This could include the option of devolving some county responsibilities to the borough.  The parking strategy programme board has recognised existing staffing capacity constraints and a lack of specialist technical expertise regarding parking options. Work is therefore underway to commission advice in support of the development of the strategy.
VFM 06 - 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	VFM 06B - Report to Cabinet	Fri-30-Sep-16	Mike Redman		Public consultation on strategy options cannot take place until legal and physical constraints relating to car parks have been mapped and information about alternative use values considered. This work is currently in progress.  In practice, there is likely to be considerable scrutiny of any proposal to rationalise or reduced off-street parking, so it is important that any options put forward are realistic and have due regard to affordability and the economic and social implications for the town.  A further car parking member working group will take place during the summer to consider the recommended approach, with a view to options being developed by October 2017.  Public consultation on options is planned to take place in January 2017.
VFM 07 - We will explore options for the two cremators at the Cemetery and Crematorium	VFM 07A - Explore cost effective options for resolving the cremator problems, including the potential delivery of a new	Wed-30-Sep-15	Mike Redman		The appraisal process is complete and will inform a recommendation to Cabinet and Council in October on the preferred new build option.

	crematorium				
VFM 07 - We will explore options for the two cremators at the Cemetery and Crematorium	VFM 07B - Report to Cabinet on options	Mon-30-Nov-15	Mike Redman		The appraisal process is complete and will inform a recommendation to Cabinet and Council in October on the preferred new build option.
VFM 07 - We will explore options for the two cremators at the Cemetery and Crematorium	VFM 07C - Implementation of crematorium solution	Sat-30-Sep-17	Mike Redman		Q4 - Following a decision in October on the preferred option for the future of the crematorium service, the project is now moving into the implementation phase, with appointment of external project manager and design team imminent. Overview and scrutiny committee has agreed that there will be on-going oversight of the project by the Cabinet Member Working Group that has been involved in the options appraisal process and it is proposed that this should continue to completion. Membership of the group will need to be reviewed following the local elections in May 2016.
VFM 08 - We will further invest in the ICT infrastructure to support effective service delivery	VFM 08A - Implement the next phase of the ICT infrastructure upgrade strategy and identify any opportunities for further rationalisation and alignment of CBC/FOD infrastructure	Thu-31-Mar-16	Mark Sheldon		Q4: The stabilisation and upgrade work is almost complete. The residual issues are to be transferred to the work plan of the 4 way ICT shared service on 1/4/16.  Significant progress in delivering the ICT Infrastructure Upgrade Programme has been made resulting in major upgrade of the Council's core infrastructure including increasing the capacity and stability of the networks, rollout of new physical and virtual desktops, migration from unsupported servers, data storage improvement, virtualisation and improvements to disaster recovery arrangements. All of these improvements have helped to create a more stable ICT environment.
VFM 08 - We will further invest in the ICT infrastructure to support effective service delivery	VFM 08B - Accept and test the ICT business continuity arrangements developed by ICT shared service	Thu-31-Mar-16	Bryan Parsons		Q4; The responsibility for the provision of ICTSS will be with the Joint Committee from April 2016, this will include the provision of robust and tested ICT Business Continuity arrangements for that service and for the CBC services that rely on ICT. During March the Elections team undertook tests on their systems to ensure that back up plans work in the event of an unplanned incident during the May elections. The CBC communications team also undertook a live test on the SMS messaging system to ensure contacts are up to date and that the system is reliable. .
VFM 09 - Implement recommendations from the LGA Peer Review	VFM 09A - Implement the action plan arising from the peer review	Wed-30-Sep-15	Mark Sheldon		Q4: The 'Bridging the Gap' group considered the merits of longer term financial planning and concluded that, given the uncertainty in public funding and the additional considerable effort required, there was little 'added value' to be gained. Instead, effort would focused on refining financial planning over the current MTFS period.
VFM 10 - Findings and recommendations from Audit report into Wilson over-spend	VFM 10A - Implement the recommendation arising from the Grant Thornton review of the project overspend	Wed-30-Sep-15	Mark Sheldon		Q4: A revised Procurement Strategy' was agreed by council in December 2015. A supporting 'procurement toolkit' and training has been rolled out across the organisation.
VFM 10 - Findings and recommendations from Audit report into Wilson over-spend	VFM 10B - Implement the recommendations arising from the Audit Partnership review of the project overspend	Wed-30-Sep-15	Mark Sheldon		Q4: The Audit Partnership has completed the report into 'why' the project overspent and proposed recommendations which were supported by members at a special audit committee meeting on 25/9/15. The recommendations will be monitored by the Audit committee. .
VFM 11 - We will implement the 'Bridging the Gap' programme and budget strategy for meeting the MTFS funding gap	VFM 11A - dentify further savings / income to close gap for 2016/17 and residual MTFS budget gap	Mon-29-Feb-16	Mark Sheldon		Q4: A final budget was agreed by Cabinet and council on 14/2/16. It included a council tax increase of £5 per band D property and a budget strategy which closed the funding gap of £1.8m for 2016/17 and included savings targets for both 2020 Vision programme (£581k) and REST (£500k) which, if delivered, leave a residual funding gap over the period of the MTFS of circa £322k.

How will we measure our progress to achieving this outcome?

Type of Indicator	Measured by This Indicator	Baseline	Actual	RAG	Progress
Outcome Measure	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	1,881,000		The final assessment of the budget gap for 2016/17, based on the detailed budget preparation and the assumed financial settlement is £1.881m

Type of Indicator	Measured by This Indicator	Baseline	Target	Actual	RAG	Progress
Key Service Measure	No. days lost due to sickness absence	7.5 days per FTE	6.5 days per FTE	8.69		Managing sickness absence remains a high priority for the organisation and the GOSS HR team continue to work with managers to ensure that sickness absences are managed in accordance with CBC policy and that return to work interviews are completed.
Key Service Measure	Number of stage 3 complaints upheld/partially upheld in favour of the customer	7	6	5		5 complaints went to stage 3 review in 2015-16
Key Service Measure	Percentage of staff appraisals completed	100%	100%	77.03%		Although the completion of the paperwork is outstanding for a number of appraisals because of the manager's absence, the L&OD team have spoken to the individual employees about their development and training requirements.
Key Service Measure	Turnover - number of leavers as a percentage of average headcount - Controlled	(1.4.14 - 28.2.15) 41.77%	No targets set - turnover to be monitored	0.43		This represents 1 person leaving out of an average head-count of 230 staff
Key Service Measure	Turnover - number of leavers as a percentage of average headcount - Uncontrolled	(1.4.14 - 28.2.15) 13.58%	No targets set - turnover to be monitored	7.39		This represents 17 people leaving voluntarily out of a total headcount of 230 staff

## Cheltenham Borough Council

Cabinet – 12<sup>th</sup> July 2016

### Greenspace Development play area assessment and capital improvement programme 2016 to 2021

<b>Accountable member</b>	<b>Councillor Chris Coleman, Cabinet Member Clean and Green Environment</b>
<b>Accountable officer</b>	<b>Tracey Crews</b>
<b>Ward(s) affected</b>	<b>All</b>
<b>Key Decision</b>	<b>Yes</b>
<b>Executive summary</b>	The purpose of this report is to agree a five year enhancement and improvement programme with capital expenditure for play areas of Cheltenham. Capital sums have been previously approved and allocated for this use at budget setting.
<b>Recommendations</b>	<ol style="list-style-type: none"> <li><b>Cabinet approve the programme ‘Greenspace Play Assessment and Capital Improvement Programme 2016 – 2021’ attached as Appendix 3, and</b></li> <li><b>Delegate any changes arising under £10,000 to the Cabinet Member Clean and Green Environment in consultation with Director of Planning</b></li> </ol>

<b>Financial implications</b>	<p>Council approved the allocation of annual budgets within the Capital Programme in February 2016. This report identifies the intended use of the previously allocated funds.</p> <p>Any revenue costs arising from the investment identified in the programme will be managed within existing resources.</p> <p><b>Contact officer: Nina Philippidis, <a href="mailto:nina.philippidis@cheltenham.gov.uk">nina.philippidis@cheltenham.gov.uk</a>, 01242 264121</b></p>
<b>Legal implications</b>	<p>The Council has a broad power under section 19 of the Local Government (Miscellaneous Provisions) Act 1976 to provide “such recreational facilities as it thinks fit”.</p> <p>Where the Council provides play areas it must ensure that they are safe for the anticipated users in order to comply with its various obligations as landowner. Regular assessments need to be carried out, and appropriate maintenance undertaken.</p> <p><b>Contact officer: Rose Gemmell, <a href="mailto:rose.gemmell@tewkesbury.gov.uk">rose.gemmell@tewkesbury.gov.uk</a>, 01684 272014</b></p>

<b>HR implications (including learning and organisational development)</b>	No change to personnel or roles  <b>Contact officer:</b> , <b>@cheltenham.gov.uk, 01242</b>
<b>Key risks</b>	The Greenspace play assessment and capital improvement programme 2016 – 2021 will reduce the risk to the council of insurance claims due to equipment not meeting current BS/EN standards as it ages or wears. This is identified in the Greenspace Development Risk Register.
<b>Corporate and community plan Implications</b>	The proposed programme supports the spirit of the following in the Corporate Strategy 2016/17  Under the section <b>Strategic Direction, Our environmental outcome ‘Challenges looking forward’</b> , there is the statement ‘Continuing our investment programme in our parks and gardens’  Implementation of this plan will support Healthy Lifestyle objectives
<b>Environmental and climate change implications</b>	No implications arising
<b>Property/Asset Implications</b>	No property and asset management issues arise from this report  <b>Contact officer: David Roberts@cheltenham.gov.uk</b>

## **Background**

**1.1** The Greenspace Development Team is responsible for the design; build and management of the councils play areas. Providing safe and innovative play spaces to encourage children and young people to socialise and exercise in the open air is a key element of this responsibility and in part is achieved by a programme of enhancement and improvement schemes. Historically, council officers have been responsible for allocating funds. In order to formalise this in the context of the council's financial regulations, a programme has been prepared which sets out a rolling programme of works to which funds will be allocated. Funding is derived from three sources, these are;

- Council capital allocated at budget setting (CAP102 Play areas enhancement)
- Planning derived funds such as Section106 (CAP101 Play areas)
- External funding; these funds are mainly raised by 'Friends of' groups by donations, local fund raising events and grant applications

**1.2** Play area enhancements are guided by suggestions and requests from residents, children and ward members; the result of independent inspections and guidance and the results of the councils play inspectors reports and local knowledge. The methodology used to prepare the rolling programme of capital works is provided at Appendix 2.

**1.3** The purpose of this report is to review Appendix 3 - Greenspace Play Assessment and Capital Improvement Programme and agree this rolling five year programme for implementation. Minor changes to the programme to be agreed in consultation with the Cabinet Member Clean and Green Environment. Any proposed changes arising requiring Cabinet or Council approval in the context of the financial regulations to be reported as appropriate.

## **2. Reasons for recommendations**

**2.1** To allow implementation of proposed scheme of works.

## **3. Alternative options considered**

**3.1** None.

## **4. Consultation and feedback**

**4.1** Where appropriate, site specific consultation takes place via local groups, by signs and plans posted in the relevant play areas to stimulate debate and by direct contact with interested residents and members. Speaking to children is also a key element in any scheme and may be formal such as approaching schools and local playgroups or less formal such as conversations in a play area.

The proposed Greenspace Play Assessment and Capital Improvement Programme was presented to the councils Asset Management Working Group on 17<sup>th</sup> June 2016 and Members were invited to feedback in due course.

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

**5.1** Monitoring is by the physical evidence of the enhancements in the play areas and inspected and risk assessed by an independent play inspection organisation. Monitoring of expenditure is via the appropriate budgets and balances in the councils accounting system. Planning derived funds and expenditure details are additionally monitored on a separate spreadsheet maintained by the planning team.

## Page 52

The plan will be subject to an annual review in consultation with the Cabinet Member Clean and Green Environment. This will be based on the findings of the annual independent inspection and risk assessment, council inspectors and play officers recommendations together with proposals for new projects resulting from community interests and requests.

<b>Report author</b>	<b>Contact officer: <a href="mailto:tony.mcnamara@cheltenham.gov.uk">tony.mcnamara@cheltenham.gov.uk</a>, 01242 774519</b>	
<b>Appendices</b>	<ol style="list-style-type: none"><li>1. Risk Assessment</li><li>2. Methodology employed in assessment</li><li>3. Greenspace play assessment and capital improvement programme 2016 - 2021</li></ol>	



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 S106 derived funds are not utilised within the time limit, they may be returned to the relevant developer	Adam Reynolds	17/6/2016	3	1	3	Reduce	Approve proposed play area schemes and implement within time scale			
	If S106 returned to developer, there is a risk to the good reputation of the council	Adam Reynolds	17/6/2016	2	1	2	Reduce	Approve proposed play area schemes and implement within time scale			
	If play equipment ages or deteriorates, it may fail to comply with the current European and British Standards exposing the council to potential insurance claims in the event of injury to play area users	Adam Reynolds	17/6/2016	3	2	6	Reduce	Approve proposed play area scheme that is partly based on an independent risk assessment identifying any risks arising from non-compliance with relevant standards			
	If there is no programme of systematic improvements and enhancements to play areas, the play areas may become out of date and unattractive to users	Adam Reynolds	17/6/2016	2	2	4	Reduce	Approve proposed play area schemes to allow new and different equipment to be installed in play areas			
<b>Explanatory notes</b> <b>Impact</b> – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical) <b>Likelihood</b> – how likely is it that the risk will occur on a scale of 1-6 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability) <b>Control</b> - Either: Reduce / Accept / Transfer to 3rd party / Close											



## Greenspace Development play area assessment and capital improvement programme 2016 – 2021

### Methodology

Proposed play area capital schemes and their associated expenditure is shown in the spreadsheet (Appendix 3 of this report) for a five year period covering 2016/17 to 2020/21 financial years. Section 106 and planning derived funds are shown for a single year, 2016/17, as availability of sums from future consents is unknown.

This work has been based on various sources. The methodology employed has been derived from four main assessments or approaches, these are;

1. A location by location ranking based on play value, this was in turn derived from four sources'
  - A council assessment based on the 'Playable space quality assessment tool' issued by Play England
  - A council assessment based on the template 'Play value assessment for playgrounds' issued by Fields in Trust.
  - A Playable space assessment carried out by an independent third party, The Play Inspection Company in October 2015
  - An equalities assessment also carried out by The Play Inspection Company in 2015

Sites have been ranked according to the scores for each of the above assessments and the rankings totalled to produce an aggregate score. This in turn has been ranked with the poorest quality resulting in a low numerical ranking and the higher scoring sites resulting in a higher rank. While not a precise measure, this aggregate ranking gives a feel for the relative play value of each site. Generally, larger sites tend to score higher due to the greater variety of equipment and the wider age range catered for. None of the scores or rankings have been weighted.

2. The Play Inspection Companies first impression of the site and play assessment. This has been précised and the full text is available in another report commissioned by this department. This covers ‘first impressions about the site including location, hazards, overall look and feel, for example: does it look and feel friendly?’
3. The Play Inspection Companies risk assessment carried out as part of an annual independent inspection commissioned by this department. This risk assessment is based on EN/BS1176 and ENBS1177 as well as the general condition of the play area and equipment. Usefully for this exercise, this includes an assessment of the expected lifespan for each piece of equipment. Equipment listed as having a lifespan of less than five years has been recorded in this spreadsheet.
4. Local and site specific knowledge based on the councils play inspectors reports, observations and recommendations together with other input from other members of this department who have been trained in play inspection and European and British play standards.

Together, these four attributes have been used to inform the proposed five year programme for play area improvement.

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# Greenspace Development play area assessment and capital improvement programme 2016 - 2021

## Appendix 3

Site or play area	Play value ranking low number = low score	First impressions and play assessment, Play Inspection Company (precis)	Risk assessment notes, Play Inspection Company	Local knowledge and CBC Play inspectors report	Proposals	CAP102 2016/17 £	CAP102 2017/18 £	CAP102 2018/19 £	CAP102 2019/20 £	CAP102 2020/21 £	CAP101 s106 available site specific £	CAP101 s106 allocated 2016/17 £	CAP101 s106 youth adult £	External funding £
Agg Gardner's	193	Well maintained with natural play, consider more inclusive elements	Low risk site, 5 years+ life expectance except	Extensive refurbishment over last 4 years										
			Tree trunks decaying 3-5 years	Logs rotting, replace with Robinia equipment	New balance beam bridge, Jupiter		5,000							
			Stepping logs decaying 3-5 years		New stepping posts, 12 Robinia		2,000							
			Single point swing, 3-5 years.	High levels of use and graffiti	Surface repaired since inspection. Monitor timber condition and chain wear. Extend projected life by maintenance and component replacement as required									
Barrington Avenue	54	Minimalist play provision, Consider more variety of play equipment and more inclusive play elements	Low risk site, 5 years+ life expectance except	Local play area serving a limited number of properties										
			Roundabout 3-5 years, low risk but in poor condition, wet pour in poor condition		New roundabout, consider inclusion				6,400					
			Balance beam		Poorly used, remove									

Site or play area	Play value ranking low number = low score	First impressions and play assessment, Play Inspection Company (precis)	Risk assessment notes, Play Inspection Company	Local knowledge and CBC Play inspectors report	Proposals	CAP102 2016/17 £	CAP102 2017/18 £	CAP102 2018/19 £	CAP102 2019/20 £	CAP102 2020/21 £	CAP101 s106 available site specific £	CAP101 s106 allocated 2016/17 £	CAP101 s106 youth adult £	External funding £
Beeches	165	Well maintained , appeals to older users, consider more inclusive elements	Low risk site, 5 years+ life expectance	A rolling programme of replacements has been carried out over last few years. Additional activities/equipment for young children and a wider range of abilities	New inclusive panel with s106 top up	1,300					683.50	683.50		
					Install refurbished toddler slide house from Pittville with new surface	1,900								
Benhall	138	Well maintained, consider more inclusive elements	Low risk site, 5 years+ life expectance except											
			Two springers 3-5 years		New springies					2,000				
				Activity unit poorly used and not popular. Consider re-using Sutcliffe unit from Pittville. Refurbishment and installation cost only. Local consultation required	Install refurbished boat climber from Pittville	3,000								
					Inclusive play panel requested	1,900								
Billings Way	59	Minimalist play provision, Consider more variety of play equipment and more inclusive play elements	Low risk site, 5 years+ life expectance		Very small local site, no potential to increase size									

Site or play area	Play value ranking low number = low score	First impressions and play assessment, Play Inspection Company (precis)	Risk assessment notes, Play Inspection Company	Local knowledge and CBC Play inspectors report	Proposals	CAP102 2016/17 £	CAP102 2017/18 £	CAP102 2018/19 £	CAP102 2019/20 £	CAP102 2020/21 £	CAP101 s106 available site specific £	CAP101 s106 allocated 2016/17 £	CAP101 s106 youth adult £	External funding £
Brizen	117	A friendly site with no obvious hazards, consider more variety of play equipment and more inclusive play elements	Low risk site, 5 years+ life expectance except											
			Four way springer 3-5 years		Extend projected life by maintenance and component replacement as required									
			Stepping logs decaying 3-5 years	May not need replacement as trees develop into the space										
			Tree trunk log walk decaying 3-5 years	Replace with trail item consider, a unit for a wide range of abilities	New stepping post, 12 robinia			1,100						
Burrows	125	Well maintained with open space, consider more inclusive elements	Low risk site, 5 years+ life expectance except											
			Play house 3-5 years	Replacement in stock, installation 2016	Install new play house	1,000								
			Spring snake	Replacement in stock, installation 2016	Install new snake	300								
					New Pump track planning consent granted		10,000						15,000	45,000
Bush Court	34	Minimalist play provision, consider more variety of play equipment and more inclusive play elements	Low risk site, 5 years+ life expectance		CBH site serving housing site, limited public access									

Site or play area	Play value ranking low number = low score	First impressions and play assessment, Play Inspection Company (precis)	Risk assessment notes, Play Inspection Company	Local knowledge and CBC Play inspectors report	Proposals	CAP102 2016/17 £	CAP102 2017/18 £	CAP102 2018/19 £	CAP102 2019/20 £	CAP102 2020/21 £	CAP101 s106 available site specific £	CAP101 s106 allocated 2016/17 £	CAP101 s106 youth adult £	External funding £
Caernarvon Park	159	Well maintained open site, consider more variety of play equipment and more inclusive play elements	Low risk site, 5 years+ life expectance except	Busy site that would benefit from more inclusive elements	Masterplan and partial implementation					40,000				
			Spring flower 3-5 years		Surface repaired since inspection. Extend projected life by maintenance and component replacement as required									
Camberwell Road	35	Minimalist play provision, Consider more variety of play equipment and more inclusive play elements	Low risk site, 5 years+ life expectance		Small, local site close to houses. Has generated noise complaints									
Chalford Avenue	69	Minimalist play provision, consider more variety of play equipment and more inclusive play elements	Low risk site, 5 years+ life expectance except	Local play area serving a limited number of properties										
			Playhouse 3-5 years		New play house				5,000					
			Spring cat 3-5 years		New springie				1,000					
			Spring dog 3-5 years		New springie				1,000					
Charlton Kings ball court	47	Play area appeals to older users, consider equipment that is DDA	Low risk site, 10 years+ life expectance	Ball court only	New table tennis facility		5,000							
Chelt Walk (St Peters)	114	Play area within a park, consider more inclusive elements	Low risk site, 5 years+ life expectance except	Rolling programme of replacement equipment over last few years										
			natural play logs decaying 3 - 5 years	Remove when decayed	Isolated, not part of a trail. Retain any tree trunks felled on site as replacements. Consult on s106						10,261.50			

Site or play area	Play value ranking low number = low score	First impressions and play assessment, Play Inspection Company (precis)	Risk assessment notes, Play Inspection Company	Local knowledge and CBC Play inspectors report	Proposals	CAP102 2016/17 £	CAP102 2017/18 £	CAP102 2018/19 £	CAP102 2019/20 £	CAP102 2020/21 £	CAP101 s106 available site specific £	CAP101 s106 allocated 2016/17 £	CAP101 s106 youth adult £	External funding £
Clyde Crescent	163	Fairly inviting site, consider more inclusive elements	Equipment low risk, 5-10 year life expectance except											
			Play panels 3-5 years		New inclusive panel	1,900								
					Skate facility proposed by ward councillor								15,000	Unknown
Elm Farm	91	Residential play area with open space, consider more inclusive elements	Low risk site, 5 years+ life expectance except											
			Spring daisy 3-5 years		Extend projected life by maintenance and component replacement as required									
			Spring bike 3-5 years											
			Low rotator 3-5 years											
Elmfield	101	Minimalist in play provision, consider more variety of play equipment and more inclusive play elements	Low risk site, 5 years+ life expectance		Big Local Initiative funding picnic tables and recreational equipment									10,000
Ewens Farm	84	Minimalist in play provision, consider more variety of play equipment and more inclusive play elements	Low risk site, 5 years+ life expectance except											
			Spring cat 3-5 years		Extend projected life by maintenance and component replacement as required									
Fairview	133	Aging area in a residential area, consider more variety of play equipment	Low risk site, 5 years+ life expectance	Major refurbishment required	Refurbish play area			60,000			1,690			
George Readings Way	135	Residential play area with open space, consider more inclusive elements	Low risk site, 5 years+ life expectance except											
			Spring duck 3-5 years	Space for additional equipment	New springie					1,000				



Site or play area	Play value ranking low number = low score	First impressions and play assessment, Play Inspection Company (precis)	Risk assessment notes, Play Inspection Company	Local knowledge and CBC Play inspectors report	Proposals	CAP102 2016/17 £	CAP102 2017/18 £	CAP102 2018/19 £	CAP102 2019/20 £	CAP102 2020/21 £	CAP101 s106 available site specific £	CAP101 s106 allocated 2016/17 £	CAP101 s106 youth adult £	External funding £
Hatherley Park	150	Fairly inviting and located in a parkland setting, consider more inclusive elements	Low risk site, 5 years+ life expectance	Recent refurbishment										
					Planning consent for a new path to play area encouraging walking and improving inclusive access. Funded by FoHP via Active Together									20,824
Hester's Way Park	163	Well maintained with open space, consider more variety of play equipment and more inclusive play elements	Low risk site, 5 years+ life expectance except											
			Spring rabbit 3-5 years		New inclusive springie					1,500				
			Spring squirrel 3-5 years		New inclusive springie					1,500				
Hillview	125	Ageing play area with evidence of vandalism, consider more inclusive elements	Low risk site, 5 years+ life expectance except											
			Spring turtle 3-5 years		Extend projected life by maintenance and component replacement as required									
			Spring flower 3-5 years											
			Somersault bars 3-5 years											
Hobart House	28	Well maintained with no obvious hazards, consider more variety of play equipment and more inclusive play elements	Low risk site, 5 years+ life expectance		CBH site serving housing site									
Honeybourne Line	82	Remote play area overlooked by CCTV	Low risk site, 5 years+ life expectance											
					Gym equipment installation including surfacing. Equipment purchased by FoHL/Active together. CBC to install								5,500	5,000

Site or play area	Play value ranking low number = low score	First impressions and play assessment, Play Inspection Company (precis)	Risk assessment notes, Play Inspection Company	Local knowledge and CBC Play inspectors report	Proposals	CAP102 2016/17 £	CAP102 2017/18 £	CAP102 2018/19 £	CAP102 2019/20 £	CAP102 2020/21 £	CAP101 s106 available site specific £	CAP101 s106 allocated 2016/17 £	CAP101 s106 youth adult £	External funding £
Humpty Dumps	131	Ageing play area with open space, consider more inclusive elements	Low risk site, 5 years+ life expectance except	Local demand for refurbishment										
			Roundabout 3-5 years	Replacement in stock, installation 2016 + inclusive kompan seesaw from Pittville	Installation of equipment including new areas of surface, new gateway	37,000								
Jessops	67	Minimalist in play provision, consider more variety of play equipment and more inclusive play elements	Low risk site, 5 years+ life expectance	Very small site										
King George V	153	Well maintained with no obvious hazards, consider more variety of play equipment and more inclusive play elements	Equipment low risk, 5-10 year life expectance	Recent refurbishment. Space for additional equipment	Install refurbished pod swing from Pittville with new surface	2,600					635.87	635.87		
					Local request, new inclusive and younger childrens equipment with s106 top up	9,200								
Kingsoak site	90	Minimalist in play provision, consider more variety of play equipment and more inclusive play elements	Low risk site, 5 years+ life expectance except	Very small site										
			Toadstools 3-5 years		Extend projected life by maintenance and component replacement as required									
Lansdown Crescent	80	Well maintained with open space, consider more inclusive elements	Low risk site, 5 years+ life expectance except		Improve paved access to play area using s106 plus top up with capital	300					1,819.50	1,819.50		
			Spring lorry 3-5 years		Extend projected life by maintenance and component replacement as required									
			Spring bird 3-5 years											

Site or play area	Play value ranking low number = low score	First impressions and play assessment, Play Inspection Company (precis)	Risk assessment notes, Play Inspection Company	Local knowledge and CBC Play inspectors report	Proposals	CAP102 2016/17 £	CAP102 2017/18 £	CAP102 2018/19 £	CAP102 2019/20 £	CAP102 2020/21 £	CAP101 s106 available site specific £	CAP101 s106 allocated 2016/17 £	CAP101 s106 youth adult £	External funding £
Leckhampton Lanes	52	Minimalist in play provision, consider more variety of play equipment and more inclusive play elements	Low risk site, 5 years+ life expectance	Recent refurbishment, very small site										
Montpellier Gardens	166	Well maintained play area within a public park, consider more inclusive play elements	Low risk site, 5 years+ life expectance	Rolling programme of refurbishment over last few years										
					FoMBaG proposal to raise funds for adult recreational equipment									Unknown
Montpellier tennis					Re-coat and line surface, modify access together with electronic gate control									12,000
Naunton Park	155	Fairly inviting with no obvious hazards, consider more inclusive elements	Low risk site, 5 years+ life expectance except											
			Spring pony 3-5 years		Extend projected life by maintenance and component replacement as required									
			Spring bike 3-5 years											
					Planning consent for a new path to play area encouraging walking and improving inclusive access. Funded by FoNP via Active Together									14,918
					Additional inclusive equipment	1,300								5,000

Site or play area	Play value ranking low number = low score	First impressions and play assessment, Play Inspection Company (precis)	Risk assessment notes, Play Inspection Company	Local knowledge and CBC Play inspectors report	Proposals	CAP102 2016/17 £	CAP102 2017/18 £	CAP102 2018/19 £	CAP102 2019/20 £	CAP102 2020/21 £	CAP101 s106 available site specific £	CAP101 s106 allocated 2016/17 £	CAP101 s106 youth adult £	External funding £
Oldbury Close	49	Minimalist in play provision, ageing play area, consider more variety of play equipment and more inclusive play elements	Low risk site, 5 years+ life expectance		CBH site serving housing site, very close to housing									
Pates Avenue	81	Residential play area with open space, consider more inclusive elements	Low risk site, 5 years+ life expectance											
Penrith Road	57	Minimalist in play provision, consider more variety of play equipment and more inclusive play elements	Low risk site, 5 years+ life expectance	Small site	CBH site serving housing site, very close to housing									
Pilgrove Way	118	Fairly inviting and located within a residential area, consider more inclusive elements	Low risk site, 5 years+ life expectance except											
			Play panel rocket 3-5 years		New play unit				4,000					
			Play house 3-5 years		New House				4,000					
			Spring horse 3-5 years		New springie				1,000					
Pittville Park	186	Fairly inviting and located within a local park, consider more inclusive elements		Undergoing replacement 2016	Early use has exceeded expectations. Monitor use and wear and allow for modifications		20,000							
Pittville Park Skateboard	34	Well maintained with no obvious hazards	Low risk site, 5 years+ life expectance except	Surface in good repair but a coarse aggregate and disliked by users										
Pittville tennis					Re-coat and line surface, modify access to form inclusive access together with electronic gate control									30,000
Prestbury Playing Field	142	Generally friendly site with no obvious hazards, consider more variety of play equipment and more inclusive play elements	Low risk site, 5 years+ life expectance		Prestbury Parish Council site						759.67			

Site or play area	Play value ranking low number = low score	First impressions and play assessment, Play Inspection Company (precis)	Risk assessment notes, Play Inspection Company	Local knowledge and CBC Play inspectors report	Proposals	CAP102 2016/17 £	CAP102 2017/18 £	CAP102 2018/19 £	CAP102 2019/20 £	CAP102 2020/21 £	CAP101 s106 available site specific £	CAP101 s106 allocated 2016/17 £	CAP101 s106 youth adult £	External funding £
Priors Farm	111	Minimalist in play provision, consider more variety of play equipment and more inclusive play elements	Low risk site, 5 years+ life expectance except											
			Inclusive springie 3-5 years		Extend projected life by maintenance and component replacement as required									
				Surface requires renewal	New surface, artificial grass with s106						7,220.50	7,000		
Queen Elizabeth II	173	Well maintained site with no obvious hazards, consider more inclusive elements	Low risk site, 5 years+ life expectance except								182			
			Four way springer 3-5 years		Extend projected life by maintenance and component replacement as required									
Rowena Cade	85	Minimalist in play provision, consider more variety of play equipment	Low risk site, 5 years+ life expectance except											
			Spring car 3-5 years	Very small site	Extend projected life by maintenance and component replacement as required									

Site or play area	Play value ranking low number = low score	First impressions and play assessment, Play Inspection Company (precis)	Risk assessment notes, Play Inspection Company	Local knowledge and CBC Play inspectors report	Proposals	CAP102 2016/17 £	CAP102 2017/18 £	CAP102 2018/19 £	CAP102 2019/20 £	CAP102 2020/21 £	CAP101 s106 available site specific £	CAP101 s106 allocated 2016/17 £	CAP101 s106 youth adult £	External funding £
Salisbury Avenue	137	Aging play area within a residential area, consider more inclusive elements	Low risk site, 5 years+ life expectance except		Leckhampton with Warden Hill Parish Council									
			Spring bike 3-5 years		Extend projected life by maintenance and component replacement as required									
Sandford Park	189	Well maintained with a public park, consider more inclusive elements	Low risk site, 5 years+ life expectance											
					Petanque area, planning consent granted. Active together and s106 Youth/Adult to fund new facility								4,879.56	5,000
					Additional seating and picnic tables with games on surfaces								8,500	
Sandy Lane	150	Well maintained with no obvious hazards, consider more inclusive elements	Low risk site, 5 years+ life expectance except											
			Rope walk 3-5 years		Extend projected life by maintenance and component replacement as required									
			Spring flower 3-5 years											

Site or play area	Play value ranking low number = low score	First impressions and play assessment, Play Inspection Company (precis)	Risk assessment notes, Play Inspection Company	Local knowledge and CBC Play inspectors report	Proposals	CAP102 2016/17 £	CAP102 2017/18 £	CAP102 2018/19 £	CAP102 2019/20 £	CAP102 2020/21 £	CAP101 s106 available site specific £	CAP101 s106 allocated 2016/17 £	CAP101 s106 youth adult £	External funding £
Springfields Park/Welch Road	157	Minimalist provision in toddler, appeal to older users outside toddler area, consider more variety of play equipment and more inclusive play elements	Low risk site, 5 years+ life expectance except	Heavily used site with elevated levels of wear and tear on equipment							495.01	495.01		
			Log stepping stones 3-5 years		New stepping post 12 Robinia			1,100						
			Rope bridge 3-5 years		New zigzag balancing bridge Robinia			2,800						
			Sutcliffe round a bout 3-5 years		Extend projected life by maintenance and component replacement as required									
			Single point swing, 3-5 years.		Extend projected life by maintenance and component replacement as required									
			Inclusive springie 3-5 years		Extend projected life by maintenance and component replacement as required									
			Cableway 3-5 years											
					New inclusive panel with s106 top up	1,400								
					Masterplan and relocate toddler play area with new equipment, spring/early summer				22,600	19,000				
St Peters Square	73	Minimalist in play provision, consider more variety of play equipment and more inclusive play elements	Equipment low risk, 5-10 year life expectance											

Site or play area	Play value ranking low number = low score	First impressions and play assessment, Play Inspection Company (precis)	Risk assessment notes, Play Inspection Company	Local knowledge and CBC Play inspectors report	Proposals	CAP102 2016/17 £	CAP102 2017/18 £	CAP102 2018/19 £	CAP102 2019/20 £	CAP102 2020/21 £	CAP101 s106 available site specific £	CAP101 s106 allocated 2016/17 £	CAP101 s106 youth adult £	External funding £
Swindon Village	128	Well maintained with open space, consider more inclusive elements	Low risk site, 5 years+ life expectance except											
			Inclusive springie 3-5 years		Extend projected life by maintenance and component replacement as required									
					Consult with ward councillors and user group. Provide equipment inline with emerging masterplan.		20,000							
					New inclusive panel	1,900								
The Chase	36	Minimalist in play provision, consider more variety of play equipment and more inclusive play elements		Very small site serving a small group of houses. Very close to nearest dwelling	Refurbished since report									
Whaddon Recreation Ground	49	Well maintained and fairly inviting with open space, consider more variety of play equipment and more inclusive play elements	Low risk site, 5 years+ life expectance except	Small site										
			Spring bike 3-5 years											
			Balance beam 1		Supplement with new equipment				20,000					
			Steps											
			Balance beam 2											
Winston Churchill	95	Well maintained site located within Memorial Gardens, consider more inclusive elements	Low risk site, 5 years+ life expectance		New additional inclusive equipment s106 top up		3,000				3,939			
Various sites		Contingencies and unforeseen works or requests. New equipment needs generated by inspection reports				15,000	15,000	15,000	15,000	15,000				
TOTAL						80,000	80,000	80,000	80,000	80,000	27,686.55	10,633.88	48,879.56	147,742
AVAILABLE BUDGET						80,000	80,000	80,000	80,000	80,000				
BALANCE						0	0	0	0	0				



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**Cheltenham Borough Council****Cabinet – 12<sup>th</sup> July 2016****Regulatory and Environmental Services – Commercial Transformation Programme**

<b>Accountable member</b>	<b>Councillor Andrew McKinlay</b>
<b>Accountable officer</b>	<b>Tim Atkins – Managing Director Place &amp; Economic Development</b>
<b>Ward(s) affected</b>	<b>ALL</b>
<b>Key/Significant Decision</b>	<b>YES</b>
<b>Executive summary</b>	<p>This paper proposes the next stage of the transformational programme for the Council's regulatory and environmental services. The programme will review all resources to identify options to create a commercially focused flexible and resilient service. This will enable the delivery of the financial savings over a longer term.</p> <p>The report highlights the need for initial investment to support the creation of a business culture, installing mechanisms and processes that allow more effective performance and financial management. Opportunities will be provided for staff to work across existing functions to deliver the priority workstreams. This flexibility will allow the service to react more readily to the constantly changing financial and economic landscape.</p> <p>Dedicated roles are proposed to support the delivery of key workstreams whilst the review is underway. These will be funded from existing vacancies across the organisation. To enable these cultural changes and commercial focus to become embedded, a transitional period is required before savings are fully realised. This will allow existing functions to be reviewed and assessed against priorities whilst income streams improve, cost reduces and support can be provided to the local economy and the delivery of the emerging Place Strategy.</p> <p>This invest-to-save initiative requires the deferral of the £157K saving identified for 2017/18. It also recognises that Executive Board and Cabinet will work with the MD for Place &amp; Economic Development in meeting the longer term economic growth target of £500K by 2019/20, which also needs to be considered in light of the other challenges set out in the MTFS. Given issues currently arising in the economy and the impact of a growing budget deficit within the Council, careful consideration as to how this target is to be delivered will need to be collectively agreed by officers and members as a priority.</p>

The proposed cultural shift to a commercially focused organisation will be difficult to achieve with ongoing financial and economic uncertainty. The challenging financial targets set will only be achieved if some resources can be re-focused and re-prioritised to support activities that are more cost effective and / or generate greater financial return. Executive Board and Cabinet should review how this shift can be achieved and which resources and activities are to be identified and refocused to support the delivery of the new service.

### **Recommendations that Cabinet:**

- 1. Approve and proceed with the transformational programme for the Council's regulatory and environmental services as proposed in this paper over an initial two year period.**
- 2. Authorise the Managing Director for Place & Economic Development in consultation with the Cabinet Member for Development and Safety to drive forward the transformation programme and implement the interim changes to the existing organisational structure to support the refocusing of resources where appropriate.**
- 3. Authorise the Managing Director for Place and Economic Development, in consultation with the Cabinet Member for Development and Safety to develop and implement such income generating / cost recovery initiatives and measures as he considers appropriate to assist in the delivery of the financial targets.**
- 4. Approve the deferral of the £157.5K saving for 2017/18 to 2018/19.**

<b>Financial implications</b>	<p>The Medium Term Financial Strategy (MTFS) approved by Cabinet in October 2015 assumed the costs of the Regulatory &amp; Environmental Services restructure would be found by 2017/18 allowing 12 months for delivery. This was funded on a one-off basis from New Homes Bonus.</p> <p>Deferring the savings target by 12 months will cost the Council a further one-off sum of £157.5K which will need to be met by delivering further budget savings or cuts in 2017/18 either on a one-off or ongoing basis as there is insufficient funds held within either earmarked or general reserves to fund at present. The impact of this will be incorporated within the updated MTFS for Cabinet to be approved in October 2016 and the 2017/18 Budget for Council approval in February 2017.</p> <p>The costs of resourcing the programme (£124K) can be met from vacant posts held across the Council. C3.1 of the Council's Financial Rules allows the relevant service manager, in consultation with GO Shared Services, to have delegated authority to correct variations in budgeted income or expenditure within an approved service provided the variation does not have a financial impact on the approved net budget for the service. Using this delegation, £105,700 of vacancies are held within Regulatory &amp; Environmental Services and be realigned to meet the revised resourcing requirement. The remaining £18,300 is to be funded from vacancies held within the Commissioning Division and will be vired under C4.2.1 of Financial Rules for amounts over £10k but not exceeding £25,000 which must be approved by the relevant Director and Section 151 Officer with the relevant Cabinet Member informed.</p> <p>Ring fencing these posts will put increased pressure on the council's ability to deliver its staff vacancy target of £350K particularly if staff turnover is low, however at this point it is understood that this can be accommodated over and above the staff vacancy target although this will need to be regularly monitoring through the quarterly Budget Monitoring Reports.</p> <p><b>Contact officer: Nina Philippidis, Accountant – Financial Services</b>  <b>nina.philippidis@cheltenham.gov.uk, 01242 264121</b></p>
<b>Legal implications</b>	<p>None specific directly arising from the report recommendations. Legal support/advice may be required in taking forward some of the proposals/initiatives referenced in this report.</p> <p>Whilst the service re-design and transformation anticipated by this report is an executive matter, the staffing side falls within the overall responsibility of the Head of Paid Service (which may be delegated to another officer) with directors being able to appoint and dismiss staff within their teams.</p> <p><b>Contact officer: Peter Lewis, Head of Law (Regulatory)</b>  <b>peter.lewis@tewkesbury.gov.uk, 01684 272012</b></p>
<b>HR implications (including learning and organisational development)</b>	<p>GOSS HR are working closely with the Managing Director for Place &amp; Economic Development on the Commercial Transformation Programme. The HR Business Partner and HR Manager will ensure that HR processes are followed to create and recruit to the new interim posts. Discussions with employees and the two recognised trade unions will be key part of the programme moving forward.</p> <p><b>Contact officer: Julie McCarthy, HR Manager GO Shared Services</b>  <b>julie.mccarthy@cheltenham.gov.uk, 01242 264355</b></p>

<b>Key risks</b>	<p>The proposals seek a longer-term financial horizon to address the savings targets in the MTFS. This is based around an initial period of investment and review that should result in increased revenue streams from fees / charges / cost reduction, sharing of resources and growth through NNDR, Council Tax, NHB, external funding and joint ventures. There is uncertainty regarding the wider economy and the future funding landscape in local government. There is also a risk that the assumptions made will change, or not materialise and that the financial and growth targets will not be achieved. It is therefore essential that flexibility and resilience are built in to the new arrangements, so like all successful businesses, the service can adapt to commercial and economic challenges.</p> <p>If the financial targets set in the MTFS are to be achieved, hard decisions regarding resource allocation and prioritisation are going to be required. There is a risk that by reallocating existing resources away from their existing roles the Council may not be able to offer the same level of service for some areas. Cabinet and Executive Board will need carefully assess the resource and service implications for existing delivery, if an adequately resourced and commercially resilient service is to be delivered. This may also impact on the resources currently identified for the delivery of the existing capital programme.</p> <p>Working practices will continue to change and roles / delivery may begin to cross administrative boundaries which may be challenging and impact on staff morale. Strong management, leadership and training will be required and many of the existing jobs and roles will change resulting in the need for more flexibility. This may have financial consequences that need to be accounted for as part of the full life costs of the programme.</p> <p>The report proposes a shift in the culture in which Environmental and Regulatory Services are delivered, developing a strong commercial emphasis. There is a risk that not all the necessary skills are available within the organisation currently and that will have an impact on the delivery timetable and potential financial returns.</p>
<b>Corporate and community plan Implications</b>	<p>The Place Strategy is currently being developed and will be considered at the 16<sup>th</sup> October Cabinet. All the key strands and workstreams set out in this report will be aligned with the Place Strategy. The Corporate plan will set the annual targets and outcomes for the wider service.</p>
<b>Environmental and climate change implications</b>	<p>None</p>
<b>Property/Asset Implications</b>	<p>None</p> <p><b>Contact officer: David Roberts, Head of Property Services</b>  <b>david.roberts@cheltenham.gov.uk, 01242 264151</b></p>

## **1. Background**

- 1.1** In July 2015 a report to Council initiated a restructure of the Council's Environmental & Regulatory Services Division as part of a transformation project (REST). Out of this report flowed the decisions to appoint a new Managing Director (MD) of Place and Economic Development to lead the future restructure of the group and place a strong emphasis on economic development whilst taking the necessary steps to secure resilience and commercial focus– informed by an independent review of the economy of Cheltenham by Athey Consulting.
- 1.2** It was also agreed that these services would be retained by the Council and not included in the 2020 partnership.
- 1.3** The division's services are currently managed through the following service areas: Public Protection, Enforcement, Cemetery & Crematorium, Building Control, Development Management, Policy & Plans, Townscape and Green Space. Each of these areas has a service manager who reports to one of the two Directors.
- 1.4** The programme had a vision at that time that services would be more:
  - Customer focused – delivering services in a more convenient manner for the customer;
  - Supportive of economic growth;
  - Efficient – a joined up service at optimal cost.
- 1.5** The paper set out a new structure creating the posts of the Director of Planning and Director of Environment reporting to the MD to achieve the necessary cost efficiencies so that the structure was cost neutral. The report accepts that further restructuring and service transformation would be required to deliver this ambition. This further work has been left for the MD to review and deliver. The cost of the structure change was £157.5K, funded from New Homes Bonus in 2016/17 with savings assumed in the Medium Term Financial Strategy (MTFS) from 2017/18.
- 1.6** A further target of £500K from 2019/20 was included within the Council's financial plan for the new MD of Regulatory and Environmental Services to develop, in conjunction with Cabinet, a strategy for delivering further income through this Council's aspiration for further improved economic performance. This was discussed in some detail in the council's MTFS as approved in October 2015 by Cabinet.
- 1.7** The MD has been in post since February 2016. It is evident from an initial informal service review that there is a requirement for further change, particularly with regard to commerciality and productivity. Delivering the necessary change and focus around the Place agenda will require upfront investment into the services as a spend-to-save initiative to enable new streams of income, cost reduction and commercial culture to be embedded.
- 1.8** The need for change is further highlighted by recent policy statements made by the government extending the scope of competition across these services, now including planning. Such freedoms already exist with services such as Building Control, where Approved Inspectors are able to undertake Building Regulation applications. This remains a considerable challenge for local authority services along with other external factors.

## **2. Divisional Restructure Progress**

- 2.1** The first tranche of the REST project set out a new management structure that was based on the principle that future savings could be achieved through the consideration of a number of options: the reduction of service manager posts, a flatter management structure and / or the scope for increased income.

- 2.2** Since his appointment, the MD has undertaken a high level review of the service. Considerable systems thinking work has been undertaken previously, looking at business processes and the scope for driving out efficiency. Before new structures are considered a more comprehensive review of the delivery cost of each function needs to be undertaken so that simple utilisation and cost efficiency baselines can be established.
- 2.3** This work has already begun and an initial programme of work is underway to establish a:
- Time recording system for all staff in the Place & Economic Development Division.
  - Baseline of all costs associated with specific business activities, including support services enabling more accurate productivity and utilisation rates to be reported and monitored.
  - Matrix of how the different activities and functions score in terms of cost, potential for income generation, need, importance and impact.
  - Framework for more effective financial and performance management of each function.
- 2.4** One of the major drivers for the appointment of the MD's post, was the need to promote and develop the Place agenda and strengthen work on economic development, tourism and growth. Cheltenham's regulatory and environmental services provide an important role in supporting the local economy and community. The Athey Report commissioned by the Council provided the evidence that a more focused approach needed to be taken regarding economic and place making issues. It is therefore important that the Council are able to closely influence the direction of these services providing the necessary level of flexibility allowing resources to be focused where needed, to react to the fast changing economic landscape.
- 2.5** A Place Strategy is being developed; that will set out the long term principles for Cheltenham as a 'Place' that will be linked to the annual corporate strategy and the delivery of this transformational programme.

### **3. Consideration of External Influences**

- 3.1** There are a number of important external influences to be considered as part of the future management of these services including: the recent EU referendum outcome, impact on UK government policy, the devolution agenda (nationally and regionally), as well of the growing challenge faced by these services of competition from private operators and the uncertainty surrounding the longer term funding strategy for Local Government.
- 3.2** The only certainty is that these services will continue to be faced with considerable change. The case for having more influence over the delivery of services which have an impact on the economic well-being of the wider community appears to grow. The ability to develop flexibility in delivery and create a strong commercial culture within the organisation is paramount.

### **4. Impact on 2020 Vision Programme**

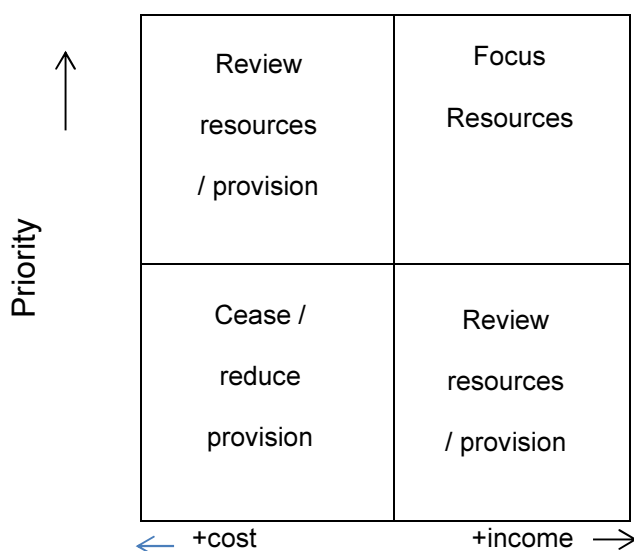
- 4.1** The decision not to include the regulatory and environmental services into the 2020 programme was taken as part of the July 2015 report. Cheltenham is part of the 2020 partnership and continues to work closely and collaborate on the delivery of services. There are a number of important support services provided through the 2020 partnership that are critical to the next stage of the restructure and proposed commercialisation; these include financial, ICT and Human Resources.
- 4.2** The success of the transformation programme proposed will rely heavily on support from these 2020 services being available to affect the required cultural and organisational change.

## 5. Transformational Programme Proposals

- 5.1** The initial review undertaken shows a service that has experienced on-going reduction in resources over a considerable period. There does, however, remain scope to provide greater flexibility and a stronger business approach.

Although service provision has been maintained in most areas, there has been minimal investment into the development of the business, particularly staff training and development. The majority of staff operate solely in their functional areas, which weakens the service's overall resilience and limits staffs potential and career opportunities.

- 5.2** These services cannot be sustained in an effective and resilient manner with this constant cycle of cost reduction. A long-term business strategy is required, building flexibility across the organisation. The potential exists to review, prioritise and grow some of these services, generate income, become more resilient and strengthen service delivery. If this is to be achieved, investment is required. Members have already recognised this approach in supporting investment in a new crematorium, which will secure the longer term financial resilience of the bereavement service.
- 5.3** A more commercial operational structure will enable the allocation of resources to priorities and provide flexibility between delivery strands. This will allow a better understanding of the actual cost of delivery in relation to the fees / charges levied and the utilisation rates of different service areas, resulting in the ability to make more informed decisions regarding service delivery.
- 5.4** A transformational programme is proposed to run over the next 2 years. Initially, this will assess all the activities and functions undertaken, establish the full cost of delivery, balanced against the income generated (where appropriate) and consider the scope for improvement and new income streams. The assessment will use a simple matrix (Figure 1 below) to inform resource prioritisation.



- 5.5** One of the most important outcomes will be to improve the group's resilience and ability to react to wider business needs. For example, much of the work across the group involves customers completing applications, making a payment, having the application checked, visited, assessed and either approved or refused. In most cases there is an enforcement capacity that addresses non-compliance. Similar systems are used to support these processes.



There is considerable scope to make these arrangements more efficient and free-up resources that could then be refocused or directed to other areas. Our neighbouring authorities also undertake similar activities, many of which face the same challenges in maintaining the desired levels of provision and resilience. Consideration will therefore be given to testing the scope for some level of sharing where there is over / under capacity.

- 5.6 An assessment will be made as to how best to use current resources. The key options will be to invest / increase, reallocate / decrease, share or cease the activities undertaken. As part of this exercise there is scope to examine the potential of sharing the delivery of some of these functions with other authorities, stakeholders or partners.

## 6. Priority Workstreams

- 6.1 As part of the initial review a number of important workstreams have been identified that need dedicated focus and resource whilst the wider review is underway. These are as follows:
- **Business Management / financial & performance monitoring:** There is a considerable stream of work that needs to be developed, in creating a framework that provides service managers with the tools to undertake their jobs and effectively manage their services. The provision of high quality, accurate financial and performance data is essential to understand how the service is performing and where improvements are required on a month-to-month basis. To effectively provide this, a dedicated specialist resource is needed that will support all service managers. This will be backed-up by research and data analysis to ensure the information provided is accurate and useful. The output will be a performance management framework that provides clear focus in the development of the business, allowing productivity and utilisation to be effectively monitored and managed so effective business decisions can be taken.
  - **Car Parking:** This generates c. £3.5M gross revenue per annum and is one of the Council's largest income streams. Investment is required in the management of this service, so that the business is supported by a more strategic level of expertise. A car parking strategy is in the process of being commissioned through an external consultancy tender. It is important that in developing this strategy, clear direction and support can be provided to ensure that there is no distraction to the day-to-day operation of the business, and that any findings / recommendations can be acted upon.
  - **Economic Development / Tourism:** The Athey report and the Tourism strategy both set clear recommendations to improve this workstream. The MD for Place and Economic Development is charged with the delivery of these agendas. Recruitment for a short-term Tourism resource to deliver the first steps of the Tourism action plan is underway. The Place Strategy is currently being developed, however there are a number of important economic development activities that should be initiated. With the recent decision to progress with the Business Improvement District (BID) and other town centre initiatives it is important that some resource is focused into collaborating and managing future opportunities. In addition, the future role of the Task Force needs to be considered and developed to build on successes to date. Part of the tourism workstream will consider the future role and how economic development, marketing and tourism will most effectively be delivered, including an assessment of the level of resources required.
  - **Fundraising / Inward investment:** The Council undertakes fundraising and inward investment activities, but over the years the over-arching strategic approach has diminished. Investment in a dedicated / specialist resource will enable a more co-ordinated approach so funding streams and partnerships can be identified and aligned to priorities providing the opportunity to access new funds. Although the funding landscape is likely to be changing considerably, new opportunities, potentially through collaboration, will continue to become available. This role should in theory be self-financing, and potentially offer scope to generate

considerable funds. A business case for introducing such a role into the organisation will be considered as part of the transformation process. To review the most effective means of improving capacity in this area, we will review the work currently undertaken in the Head of Paid Services Division and Place & Economic Development.

- **Events:** Cheltenham is famous for its successful festivals and there is potential to grow the existing calendar of events across Cheltenham, potentially in new locations. The Council still provides support for the delivery of all festivals and events, through licencing, public protection, planning, enforcement etc. Developing this strand of work is likely to be a priority in the emerging Place Strategy, it is therefore important that a greater emphasis be placed on co-ordinating and growing the events / festivals agenda and developing the collaboration between the key partners.
- **Anti-Social Behaviour / Homelessness / Street Begging:** There have been reported increases in all these areas. Considerable resource is already invested across the Council and with other stakeholders in tackling this important social / community issue. Consideration should be given to providing additional support to some of the emerging challenges, including closer collaboration with the Police.

## 7. Resource & Programme Management

- 7.1 This is a significant transformational programme that will be making a cultural shift in working habits and approach. Corporate support will be required to assist in scoping and delivering the programme. This will involve the design of a longer term organisational structure and detailed commercial and data analysis. This will be sourced from existing resources through the Council's programme management function.
- 7.2 The proposed workstreams will not necessarily be dedicated to a separate / specific post. In some cases delivery will be achieved through changes to internal working practices and reporting lines. Consideration will need to be given to the resources within the current service and the budget available. It is proposed that a number of posts are created that will deliver these key workstreams on an interim / secondment basis to begin with. A strong emphasis will be placed on encouraging existing staff across the structure to come forward and work across the existing structures. Support will be given to develop staff in delivering these interim roles.

## 8. Financing the transformational programme

- 8.1 The life of the programme will run until 2019/20. However, a minimum target of £157.5K per annum is to be achieved for the beginning of 2018/19. It is anticipated that by deferring the savings target by 12 months, it will enable the commercial approach to service delivery to be embedded; reorganising the division, re-prioritising and re-focusing its resources, enabling cost savings and the generation of additional income. This paper deals with the actions required for the interim stage of the transformation. Initial 12 month secondments are anticipated to cost around £124K and will be staggered across 2016/17 and 2017/18 whilst the programme progresses which will be funded through the virement of existing post vacancies held across the Council. The programme's progress and the interim roles will be reviewed after the first year.
- 8.2 The longer term financial target set for 2019/20 is now linked to the wider corporate savings targets set out in the MTFs. These will incorporate economic growth uplift baselines from NNDR / New Homes Bonus, Council Tax etc.
- 8.3 As set out in the key risk section of this report, the income generating potential and commercial culture cannot be effectively developed unless existing resources are reviewed and relocated.

- 8.4** There is a considerable cultural and structural shift required to refocus the existing service towards an effectively resourced commercial business that is able to compete with the ongoing economic challenges likely to be presented over the next 10-15 years. It is not possible to accurately scope or cost the potential support required to assist in the delivery of this cultural shift, however, this will be reviewed as the programme runs and the requirement and cost implications reported back as part of the monitoring process.
- 8.5** The Place Making strategy for Cheltenham is currently being developed and will set out the framework for the longer-term growth agenda. The transformation of the Council's regulatory and environmental services will play a pivotal role in supporting and enabling that agenda. The financial benefits arising from these interventions will not be realised immediately, but over time through an invest-to-save / efficiency generation strategy. It is recommended that the financing and delivery of the programme is broken down into two key stages:

**Stage1: Implement interim workstreams and posts / undertake review**

- i. Establish the interim posts through secondment or external consultancy support to deliver the workstreams set out over an initial 12 month period.
- ii. To fund these posts through the one-off recycling of a number of unfilled vacancies from within the Place & Economic Development Division and other vacancies within CBC. To defer the savings target set for the Place & Economic Development Division of £157K for Year 2017/18. This will enable the interim workstreams to be embedded and the transformational review to be undertaken.
- iii. To fund the car parking strategy work (c.£60K) from anticipated additional revenue arising from the car parking service – as recommended in the Outturn Report on this agenda.
- iv. Establish a baseline against which growth in housing, council tax, NNDR and new income streams generated through the transformational programme can be assessed.
- v. To review the financial performance and progress made in a monitoring report in July 2017 and make necessary adjustments to the assumptions / financial planning as part of the 2018/19 budget report and annually thereafter.

**Stage 2: Longer term restructure and commercially focused service**

- i. To provide the outcome of the review and report back in July 17 (or before) with more detailed proposals for implementation in 2018/19 for the delivery of the £157.5K target and the financial support generated from taking a commercial approach to service delivery, setting out next steps required for transformation and the potential financial implications.

**9. Reasons for recommendations**

- 9.1** There is considerable volatility and uncertainty surrounding local government financing and the wider economy. It is essential that the Council takes steps to build in resilience and flexibility in the delivery of its regulatory and environmental services, thereby enabling them to effectively support and develop the local economy.
- 9.2** There is a clear need to move the delivery of these services onto a more commercially focused footing. This is not possible without a change in culture, structure and approach.
- 9.3** Initial investment in the service is essential if this cultural and commercial shift is to be achieved. There is considerable scope for this investment to result in improved income streams and new growth. However, a long term strategy is required and this needs to be factored into the MTFS to optimise the likelihood of success.

- 9.4** To achieve the delivery of this agenda and the longer term savings targets, the prioritisation and refocusing of resources is essential. Collaboration, sharing resources and initiatives with other authorities, stakeholders and partners is necessary if resilience and flexibility is to be achieved in line with the financial targets.

## **10. Alternative options considered**

- 10.1** Consideration has been given to proceeding with a more traditional approach in achieving savings, by simply reducing the number of posts and / or reducing service delivery. This cycle has been repeated year on year and cannot be sustained. It will result in service failure in the medium to long term.
- 10.2** The services could all be transferred into the 2020 partnership at this stage – offering financial benefits. This has been given careful consideration. In light of the decision made in July 2015 regarding the service, it is proposed that the more detailed review proposed be undertaken as part of the transformation programme set out in the report. If the necessary efficiencies and savings are not considered achievable, this option can be reconsidered.
- 10.3** Weight also needs to be attached to the uncertainty surrounding the wider economy and the longer term funding position for local government. Due to the important role these services play, it is prudent to have greater influence over their delivery during the transformational programme period (as a minimum), to enable the Council to react to potential economic / funding changes.

## **11. Consultation and feedback**

- 11.1** There has been informal consultation with senior managers in the Place & Economic Development Division. Discussions with relevant cabinet members have also been held regarding the over-arching principles set out.
- 11.2** Key stakeholders have been advised of the development of the principles set out in this report regarding the future emphasis and cultural shift proposed.
- 11.3** The feedback from all these consultations has been positive. There is a general acceptance, that if the Council does not react to the changing financial and economic landscape and achieve greater commercial focus, it will become harder to protect jobs and deliver high quality services to residents and businesses.
- 11.4** Once the specific roles have been defined, the relevant staff and trade union consultation will be initiated.

## **12. Performance management –monitoring and review**

- 12.1** The aim of this paper is to introduce a more effective performance management framework as part of a shift towards more commercially-focused working. It is based on the principle that some limited initial investment over a two year period is required, to support the refocusing of resources through effective financial and performance management, supporting increases in utilisation and productivity.
- 12.2** It is envisaged that with the introduction of a business / performance focused resource, effective processes and mechanisms will be put in place that will enable cost analysis and performance forecasting to be part of the monthly business planning and monitoring process.
- 12.3** It is proposed to provide an updated progress and service delivery monitoring report in July 17 setting out next steps required for transformation and the potential financial implications.

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<b>Appendices</b>	1. Risk Assessment
<b>Background information</b>	Restructure of Environmental & Regulatory Services paper 20 <sup>th</sup> July 2014

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
	The transformational programme is unable to affect the desired cultural shift / commercial focus, and the implantation is delayed.	Tim Atkins	July 2016	4	3	12	Reduce	Update / monitoring reports to be provided on progress. Potential to introduce external specialist input if existing resources / skill sets require support.	July 17	Tim Atkins	
	If the financial savings / targets are not achieved, this will have a negative impact on the MTFS	Tim Atkins	July 2016	4	3	12	Reduce	Update / monitoring reports to be provided on progress. Alternative options do exist to achieve the savings targets, but they will have other impacts. This will be part of the ongoing MTFS monitoring exercise.	July 17	Tim Atkins	
	If there are significant changes to economic and financial position due to issues out of direct control – this may have an impact on the principals of the programme and the financial projections / resource needs.	Tim Atkins	July 2016	4	3	12	Reduce	Update / monitoring reports to be provided on progress. It is important to build in to the new structure resilience and flexibility to ensure the service is able to react and adapt to the fast changing economic and financial landscape.	July 17	Tim Atkins	
<b>Explanatory notes</b> <b>Impact</b> – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical) <b>Likelihood</b> – how likely is it that the risk will occur on a scale of 1-6 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability) <b>Control</b> - Either: Reduce / Accept / Transfer to 3rd party / Close											

## Guidance

Types of risks could include the following:

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

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

## Risk ref

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

## Risk Description

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

## Risk owner

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

## Risk score

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

## Control

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

## Action

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

## Responsible officer

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

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

## Transferred to risk register

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