



Notice of a meeting of Cabinet

**Tuesday, 11 July 2017
6.00 pm
Pittville Room - Municipal Offices**

| Membership | |
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| Councillors: | Steve Jordan, Flo Clucas, Chris Coleman, Rowena Hay, Peter Jeffries, Andrew McKinlay and Roger Whyborn |

Agenda

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|-----------|--|--|----------------|
| | | SECTION 1 : PROCEDURAL MATTERS | |
| 1. | | APOLOGIES | |
| 2. | | DECLARATIONS OF INTEREST | |
| 3. | | MINUTES OF THE LAST MEETING Minutes of the meeting held on 13 June 2017. The minutes of the special meeting held on 26 June will be considered at the September meeting of Cabinet. | (Pages 5 - 8) |
| 4. | | PUBLIC AND MEMBER QUESTIONS AND PETITIONS These must be received no later than 12 noon on the fourth working day before the date of the meeting | |
| | | SECTION 2 :THE COUNCIL <i>There are no matters referred to the Cabinet by the Council on this occasion</i> | |
| | | SECTION 3 : OVERVIEW AND SCRUTINY COMMITTEE | |
| 5. | | REPORT OF THE STREET PEOPLE SCRUTINY TASK GROUP Report of the Street People Scrutiny Task Group | (Pages 9 - 22) |
| | | SECTION 4 : OTHER COMMITTEES <i>There are no matters referred to the Cabinet by other Committees on this occasion</i> | |
| | | SECTION 5 : REPORTS FROM CABINET MEMBERS AND/OR OFFICERS | |

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| 6. | | REVIEW OF PUBLIC REALM CCTV PROVISION IN CHELTENHAM Report of the Cabinet Member Development and Safety | (Pages 23 - 42) |
| 7. | | FOOD SAFETY SERVICE PLAN 2017-18 Report of the Cabinet Member Development and Safety | (Pages 43 - 74) |
| 8. | | PLACE AND ECONOMIC DEVELOPMENT - COMMERCIAL TRANSFORMATION PROGRAMME Report of the Cabinet Member Development and Safety | (Pages 75 - 100) |
| 9. | | CHELTENHAM ENTERPRISE CENTRE Report of the Cabinet Member Finance | (Pages 101 - 112) |
| 10. | | FIVE-YEAR STRATEGY TO GROW CHELTENHAM'S VISITOR ECONOMY Report of the Leader | (Pages 113 - 164) |
| 11. | | ARRANGEMENTS FOR MANAGING A SPORT ENGLAND GRANT TO MAKE IMPROVEMENTS TO LEISURE-AT-CHELTENHAM Report of the Cabinet Member Healthy Lifestyles | (Pages 165 - 172) |
| 12. | | REVIEW OF THE COUNCIL'S PERFORMANCE AT END OF 2016-17 Report of the Leader | (Pages 173 - 186) |
| 13. | | COMMUNITY INFRASTRUCTURE LEVY Report of the Leader | (Pages 187 - 204) |
| 14. | | FINANCIAL OUTTURN 2016/17 AND BUDGET MONITORING TO JUNE 2017 Report of the Cabinet Member Finance- TO FOLLOW | |
| | | SECTION 6 : BRIEFING SESSION • Leader and Cabinet Members | |
| 15. | | BRIEFING FROM CABINET MEMBERS | |
| | | SECTION 7 : DECISIONS OF CABINET MEMBERS Member decisions taken since the last Cabinet meeting | |
| | | SECTION 8 : ANY OTHER ITEM(S) THAT THE LEADER DETERMINES TO BE URGENT AND REQUIRES A DECISION | |
| | | Section 9: BRIEFING NOTES Briefing notes are circulated for information with the Cabinet papers but are not on the agenda | |
| 16. | | BRIEFING NOTE Health & Safety Service annual update | (Pages 205 - 218) |

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| | | SECTION 10 : LOCAL GOVERNMENT ACT 1972 - EXEMPT BUSINESS | |
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| 17. | | <p>LOCAL GOVERNMENT ACT 1972 - EXEMPT BUSINESS The Cabinet is recommended to approve the following resolution:-</p> <p>“That in accordance with Section 100A(4) Local Government Act 1972 the public be excluded from the meeting for the remaining agenda items as it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public are present there will be disclosed to them exempt information as defined in paragraphs 3 and 5, Part (1) Schedule (12A) Local Government Act 1972, namely:</p> <p>Paragraph 3; Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p> <p>Paragraph 5; Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings</p> | |
| 18. | | <p>BRIEFING NOTE-TREASURY MANAGEMENT MATTER Treasury Management Matter-progress report further to Council report 24 April 2017</p> | (Pages 219 - 220) |
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Contact Officer: Rosalind Reeves, Democratic Services Manager, 01242 774937
Email: democratic.services@cheltenham.gov.uk

Cabinet

Tuesday, 13th June, 2017
6.00 - 6.15 pm

| Attendees | |
|---------------------|---|
| Councillors: | Steve Jordan (Leader of the Council), 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

Apologies were received from Councillor Clucas.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. MINUTES OF THE LAST MEETING

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

4. PUBLIC AND MEMBER QUESTIONS AND PETITIONS

There were none.

5. CAR PARKING STRATEGY

The Cabinet Member Development and Safety introduced the report which discussed the proposed parking strategy that would guide the council's approach to managing its parking estate and guide the decision-making process for all parking considerations over the next fourteen years. He highlighted that car parking was a major issue for residents and for the council it generated £3.5m gross revenue per annum. A strategic way forward was key in terms of the wider economic and social environment and for income and revenue for the council.

The Cabinet Member explained that in 2015 a car parking member working group was formed to develop a shared understanding of current parking related issues and scope for positive changes to the current provision. However, the parking service, with no managerial lead and a lack of technical and managerial expertise had been unable to progress project related work in relation to parking to feedback into the group for decision making. It was however agreed that CBC would commission a consultant to develop a comprehensive parking strategy for Cheltenham and in November 2016 Arup, supported by Parking Matters, was awarded the contract for developing a parking strategy for Cheltenham. The Cabinet Member explained that the strategy was now required to cover a period up to 2031 and would be accompanied by a five-year action plan as outlined in Appendix 4.1. The objectives of the project have been to deliver a parking strategy that would :

- ensure the provision of adequate parking up to 2031, that is delivered effectively, logically and at a competitive cost, whilst encouraging access by more sustainable transport alternatives, including walking, cycling and public transport;
- assist traffic management, minimising congestion and its associated environmental impacts;
- enhance the visitor experience and thereby help to optimise the economic growth of the town.
- maintain or increase current parking revenue levels.

The car parking strategy would form part of a wider invest-to-save initiative for Cheltenham Borough Council to optimise economic growth, whilst at the same time supporting the aims of the Place Strategy.

The Cabinet Member referred to the recommendations based on the findings set out in the report provided by Arup and were summarised in Appendix 4. They included parking tariffs, sustainable transport, way-finding and signage, joining up with GCC regarding pay-by-phone and enforcement regimes, secure cycle parking and free motorcycle parking. Finally, the Cabinet Member highlighted that this was a comprehensive strategy and if adopted would future proof car parking up until 2031.

Members discussed the issue. They welcomed the input of the cabinet member working group which had covered many issues and had considered the final draft of the strategy. One Member requested that further consideration should be given to the charging strategy relating to evening parking. In response the Cabinet Member acknowledged that charging was a sensitive issue. However, when analysed car parking was cheaper in Cheltenham than in Bath or Oxford and not that much higher than in Worcester. One recommendation was that car parking tariffs should be split into 4 groups adopting a consistent tariff policy with the prime (short stay town centre) increasing from £1.50 - £1.60. This would obviously have a knock on effect on 2-4 hourly stays.

When asked whether there was consideration of a half hourly rate the Cabinet Member said that this had been suggested but the current off street equipment could not easily be adjusted for half an hour but this could be looked at in the wider context of the replacement of the equipment which was in progress.

The Leader thanked all those involved in the project. This was very important for both the council and the town.

RESOLVED THAT

- 1. The implementation of the parking strategy as recommended by Ove Arup and Partners Ltd (Arup) in their Car Parking Strategy: Summary of Recommendations Appendix 4 be approved.**
- 2. The indicative 5 year action plan be adopted, as detailed in the Summary of Recommendations Appendix 4.1;**

3. the deployment of existing capital budgets of £287,100 already set aside for parking projects be approved, to be used to assist in the delivery of identified priority actions, including upgrading the parking system at Regent Arcade;
4. The Director of Environment be authorised, in consultation with the Cabinet Member for Development and Safety, to develop and implement the first five years of the parking strategy within available resources, including where necessary, use of the parking revenue reserve.

6. BRIEFING FROM CABINET MEMBERS

The Cabinet Member Finance informed that the launch of the Cotswold element of the Tour of Britain would take place on Wednesday 14 June at the Town Hall.

The Leader informed that a Special Cabinet would be held at 5 pm on Monday 26 June to consider the call-in of the Cabinet decision of 15 May 2017 to approve the application for a Springbank Neighbourhood Area and Neighbourhood Forum. A request was made by a Cabinet member to the Head of Law that a brief version of the case law referred to at the Overview and Scrutiny meeting be made available to Cabinet for the purposes of this meeting.

Chairman

Cheltenham Borough Council

Cabinet – 11 July 2017

Scrutiny Task Group Review – Street People covering report

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| Accountable member | Councillor Tim Harman, Chair of Overview and Scrutiny Committee |
| Accountable officer | Saira Malin, Democracy Officer |
| Executive summary | <p>In June 2016 the Overview & Scrutiny Committee agreed the one page strategy for a task group set up to review the perceived increase in the number of street people in Cheltenham. The group was tasked with establishing the extent of the problem, understanding the responsibilities and powers of Cheltenham Borough Council to address any issues and assessing the support networks which were currently in place and giving consideration to whether these could be more effective.</p> <p>It should be noted that Cabinet, at the 11 April 2017 meeting, agreed for Cheltenham to join the Solace Partnership. The task group were in full support of this decision, given the conclusions it had already drawn on the issue.</p> <p>The findings and recommendations of the group are set out in detail in the attached Scrutiny Task Group Report (Appendix 1) and these recommendations were approved, unchanged, by the Overview and Scrutiny Committee at their meeting on the 26 June 2017, for consideration by Cabinet.</p> |
| Recommendations | <p>That Cabinet accept the task group recommendations as set out in the task group report (Appendix 1 and also outlined below)</p> <p>Overview and Scrutiny Committee recommends:</p> <ol style="list-style-type: none"> 1. Reducing the number of street people in Cheltenham should be a priority for this authority, benefiting not only the street people but also residents and local businesses, as well as the town itself. 2. An integrated, co-ordinated multi-agency approach is required, with close partnership working and appropriate information sharing. 3. This authority is well placed to assume a co-ordinating role. 4. The adoption of a Project SOLACE model or similar approach in Cheltenham. |

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| Financial implications | <p>There are no financial implications arising from this report. The council's financial and resourcing contributions to the Solace Partnership is within existing budgets, as detailed in the Cabinet report for the proposal to implement Solace, dated 11th April 2017.</p> <p>Contact officer: Sarah Didcote, sarah.didcote@cheltenham.gov.uk, 01242 264125</p> |
| Legal implications | <p><i>There are no legal implications arising from this report. There are a variety of legal options available to the Council in relation to tackling street people and this is outlined in the report.</i></p> <p>Contact officer: Vikki Fennell, vikki.fennell@tewkesbury.gov.uk 01684 272015</p> |
| HR implications (including learning and organisational development) | <p>Further to Cabinet having approved Cheltenham Borough Council (CBC) joining the Project Solace Partnership, there will be close partnership working and appropriate information sharing going forward in this regard. The Anti-Social Behaviour Officer employed by CBC will be part of the Solace Partnership.</p> <p>Contact officer: Carmel Togher, carmel.togher@cheltenham.gov.uk, 01242 775215</p> |
| Key risks | <ul style="list-style-type: none"> • If the council does not effectively respond to low level ASB, this is likely to lead to an increase in more serious crime. • If the council through Solace does not suitably support vulnerable people who experience or commit antisocial behaviour, then it may be challenged about failing in its duty of care. |
| Corporate and Community Plan implications | <p>The implementation of the Project Solace approach in Cheltenham is a commitment in the 2017-18 corporate strategy action plan with the key milestone being the consideration of a business case by June 2017. This was signed off by Cabinet on April 2017.</p> <p>Contact officer: Richard.Gibson@cheltenham.gov.uk</p> |
| Environmental and climate change implications | <p>Street begging and homelessness are detrimental to the town centre environment and contribute to public fears about crime and anti-social behaviour. Solace aims to help tackle this issue through targeted support and enforcement activities.</p> <p>There is likely to be a positive (albeit hard to measure) impact on the council's carbon emissions due to fewer officer journeys in relation to investigations, evidence gathering, victim support and multi-agency meetings as Solace will co-ordinate this activity.</p> <p>Contact officer: Gill.Morris@cheltenham.gov.uk</p> |
| Property/Asset Implications | <p>Solace would provide the council with better co-ordinated resource to manage ASB or crime arising on its land and property.</p> <p>The respective officers will be co-located within the police contact centre which is situated in the former tourist information centre and not within any CBC operational space.</p> <p>Contact officer: David.Roberts@cheltenham.gov.uk</p> |

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| Report author | Contact officer: Saira.Malin@cheltenham.gov.uk, 01242 774937 |
| Appendices | 1. Task Group report (including appendices) |
| Background information | 1. Cabinet report on Project SOLACE (11 April 2017) 2. DRAFT minutes of the Overview and Scrutiny Committee meeting (26 June 2017) – to follow |



SCRUTINY TASK GROUP REPORT

STREET PEOPLE

APRIL 2017

1. INTRODUCTION

- 1.1 Concerns had been expressed by members of the public and local businesses regarding a perceived increase in the number of 'street people' in Cheltenham, specifically the high street, promenade and surrounding areas. The Overview and Scrutiny committee felt that the issue would benefit from a scrutiny review.
- 1.2 The start of the review was postponed to allow for the 2016 elections.
- 1.3 This report sets out the findings and recommendations arising from the review undertaken by the scrutiny task group.

2. MEMBERSHIP AND TERMS OF REFERENCE

2.1 Membership of the task group:-

- Councillor Louis Savage (Chair)
- Councillor Colin Hay
- Councillor Chris Nelson
- Councillor Dennis Parsons
- Councillor John Payne
- Councillor Simon Wheeler

2.2 Councillor Savage would like to put on record his thanks to his colleagues on the task group.

2.3 The one page strategy for this task group was agreed by the Overview and Scrutiny Committee in June 2016 and this is attached as Appendix 1. The ambitions for the review were as follows:

- Establish the extent ***and nature** of the problem in Cheltenham (****town centre**) and how it compares to other areas.
- Understand what responsibilities and powers Cheltenham Borough Council has to address any issues.
- Consider the impact that this increase (or perceived) increase has on Cheltenham.
- Assess the support networks currently in place and consider if they could be more effective.
- (Possibly) consider if the state of some private housing is at the cause of some of the issues.

2.4 The task group made minor amendments to the ambitions that had been set by the Overview and Scrutiny Committee. The task group wanted to ***establish** the cause of the problem as well as the extent and ****consider** issues across the town, including Pittville Park and Bath Road, rather than simply the town centre area.

3. HOW DID THE TASK GROUP GO ABOUT THIS REVIEW?

3.1 The task group met on three occasions between September 2016 and February 2017 and spoke to a range of experts who all contributed to the discussions and were able to

respond to members questions or provide additional information outside of meetings. These officers and experts included:

- Sarah Clark, Public and Environmental Health Team Leader (CBC)
- Richard Gibson, Strategy and Engagement Manager (CBC)
- Saira Malin, Facilitator for this task group (CBC)
- Martin Stacy, Lead Commissioner - Housing Services (CBC)
- Lisa Jones, Community Protection Officer (CBC)
- Caroline Sutcliffe, Housing Strategy and Enabling Officer (CBC)
- Tracy Brown, Partnership Team Leader (CBC)
- Mary Apperly (Cheltenham Housing Aid Centre)
- Kevan Blackadder (Cheltenham BID)
- Craig Fraser (YMCA)
- PC Mark Love (Gloucestershire Constabulary)
- PC Fran O'Liffe (Gloucestershire Constabulary)
- Emily Jones, Senior Community Safety Officer (Project SOLACE)
- Justin Brennan, ASB Officer (Project SOLACE)

Members would like to thank all of the experts and officers who attended meetings and contributed to the review.

The Cabinet Member Housing and Cabinet Member Development & Safety were provided with a copy of the draft report and invited to make comment.

4. WHAT WE DID

4.1 The following paragraphs describe the areas covered in and outside of meetings:

4.2 26 September 2016

The task group met with officers from the borough council.

The group discussed the One Page Strategy document which had been agreed by the Overview and Scrutiny Committee and members of the task group suggested some minor amendments to the ambitions. The task group wanted to establish the cause of the problem as well as the extent and also wanted to consider issues across the town, rather than simply focus the town centre area.

The title 'street people' was a umbrella term used to describe various individuals' behaviour in public spaces, including but not limited to, people sleeping rough, begging, using drugs, engaging in anti-social behaviour and mental health issues. Street people may fall into one, several or none of these categories and indeed may move between them all.

Officers explained the responsibilities Cheltenham Borough Council had to address any issues, which included a statutory duty to address and reduce crime and anti-social behaviour under Section 17 of the Crime and Disorder Act, as well as outlining the legal options available to the authority. These included Civil Injunctions, Community Protection Orders, Criminal behaviour Orders and the power to impose Public Spaces Protection Orders which could include restrictions on begging.

Officers gave a brief overview of the accountabilities of partners including the Police and other outreach service, and explained that the existing 'Street People Group' brought together representatives from a broad range of partners and allowed for the sharing of data and intelligence. The purpose of the street people group is to check individuals have been engaged with and supported (eg with housing or medical needs). In a few cases, warnings or formal enforcement are necessary to address and prevent antisocial behaviour and crime.

The task group were provided with data on Anti-Social Behaviour (ASB) complaints. The figures showed that the number of 'street people' related complaints received by the ASB service in the first half of 2016 had already exceeded the number received in 2015 in its entirety and demonstrated that the primary demand related to street people behaviours such as public drinking, rough sleeping and begging.

Members were not surprised that ASB complaints in relation to street people had increased as it had been their own suspicion that there were now more in Cheltenham than there had been in previous years. As well as having concerns about the welfare of street people, the group had concerns about the impact that this had on residents and visitors to the town.

The group acknowledged that street people presented a wide variety and complexity of issues and that these issues were not always quickly and/or easily solved.

Members agreed that it would be useful for them to meet with partners to identify areas which they felt could be more effective.

The minor amendments to the ambitions for the review were approved by the Lead Members of the Overview and Scrutiny Committee (Councillors Harman, Payne and Walklett).

4.3 14 November 2016 (workshop)

Representatives from Cheltenham Housing Aid Centre (CHAC), Cheltenham BID, the YMCA, Gloucestershire Constabulary and Cheltenham Borough Council met with the task group.

The task group were given an overview of 'Supporting People', a government initiative providing housing related support to vulnerable people. GCC funded the accommodation, which in Cheltenham was provided by the YMCA and Stonham Housing and each of the district councils funded the outreach work which was delivered by St Mungo's. CHAC co-ordinated the START meetings and provided specialist housing advice and support to those with drug and alcohol issues, mental health issues and those that were homeless or at risk of becoming homeless.

It was clear, based on the data and evidence given by representatives from the Police, Cheltenham Borough Council and CHAC, that a large proportion of the individuals begging in Cheltenham were not in fact homeless and were instead begging to fund a drug addiction or buy alcohol and/or causing a nuisance (littering, urinating, defecating). Gloucester City Council, as part of a multi-agency team named Project Solace had identified individuals that moved between Cheltenham and Gloucester.

However, some of those that were sleeping rough had been evicted from supported accommodation as they had failed to manage their tenancy and were required to wait 6

weeks before being able to access supported housing again through the START process. Representatives explained that supported housing proved unsuitable for a small number of people with highly complex and challenging needs because of a lack of suitable accommodation. The group felt that the absence of a dual diagnosis pathway only added to the issue.

Under the Vagrancy Act 1824, aggressive begging was an offence and could result in a fine, however, failure to pay the fine would be an issue for the magistrates court. The two Police Officers that met with the group were openly exasperated by the lack of police powers to tackle persistent beggars who were known to them, not to be homeless. There was consensus amongst the group that the Vagrancy Act was outdated and support for tougher laws to make it easier for Police to arrest aggressive beggars.

One of the legal options available to Cheltenham Borough Council was the power to impose a Public Spaces Protection Order (PSPO) which could include restrictions on begging, but this did not represent a complete solution as the primary penalty for a breach is a fine – this might encourage the very behaviour the council and partners would want to restrict – begging.

Some representatives voiced concerns that, up to this point, mental health assessments were not routinely being carried out on-street, until an individual had successfully engaged with addiction services, though some of these individuals were unable to do this without any initial mental health support. However, the group were advised that Gloucestershire County Council had re-commissioned their drug and alcohol outreach program and appointed a national organisation called Change, Grow, Live (CGL) who would start work in January 2017.

The group discussed the benefits of an awareness campaign which encouraged members of the public not to give money to people on the street and instead donate it to an appropriate charity. This was a message being shared by the multi-agency team involved in Project Solace. Members of the task group were of the view that any such campaign would need to be an ongoing campaign rather than a one-off campaign, in order for it to be at all successful.

Having touched on some of the successes that Gloucester City had achieved as part of Project Solace, members agreed that they needed to meet with representatives of the project to better understand how it operated, whether its successes could be replicated in Cheltenham and whether this was a viable options based on the resources required.

4.4 1 February 2017

Emily Jones (Gloucester City Council) and Justin Brennan (Gloucestershire Constabulary), representatives of Project Solace met with the task group.

Managed by Gloucester City Council and Gloucestershire Constabulary and delivered by a team of three, including two Police Officers who were on secondment, Project Solace tackled cross-tenure and public space ASB. Engaging with those that took responsibility for their actions and supporting these individuals to address the root causes of anti-social behaviour in a co-ordinated way. Where engagement and support failed and anti-social behaviour persisted, enforcement was taken, but this was always a last resort. Daily patrols were carried out by the team, though not always necessarily by uniformed Police Officers and it was suggested that the act of challenging the behaviour, in itself, had helped to reduce the numbers vastly. Fortnightly meetings were attended by the Police,

Benefits Team, Social Housing groups, the Probation Service, 2gether Trust and CGL and these meetings and this exchange of data had unmasked a number of untruths (individuals claiming to be homeless when they were not and some who claimed to be engaging with certain agencies when they were not). Whilst all vulnerable, there were two distinct groups: those with a home for whom begging was a lifestyle choice and rough sleepers who were on the streets as a result of circumstance. At the time that they met with the task group, there were 12 individuals being actively managed by Project Solace, at its peak this number was 30 and thus far enforcement action had only been taken against two individuals who had repeatedly refused to engage.

Emily Jones' view was that Street Aware was not achievable based on the Cheltenham's existing resource level but felt that Solace was, with the added benefit that unlike Street Aware, it addressed root causes rather than focussing on one issue. Borough Council Officers confirmed that discussions had taken place in relation to replicating SOLACE in Cheltenham and that a business case had been drafted and was currently being considered by the Managing Director for Place and Economic Development. The business case proposed that the ASB Officer post be increased from 0.6FTE to full-time and that this should be built into the base budget and could be met by a vacant post and that a shared ASB post (CBC, Gloucester City and Gloucestershire Constabulary) should be created. A bid had also been made to the Police and Crime Commissioners Fund which would allow for joint working (between Cheltenham Borough, Gloucester City and Gloucestershire Constabulary) and a shared database, for a period of 3 years. The decision on the funding application was due by the end of March and success with the bid would only strengthen the business case for Cheltenham joining Project SOLACE.

Officers confirmed that Gloucestershire County Council commissioned the supported housing provision for clients with high and complex support needs in Gloucestershire and whilst there was no requirement for individuals to be clean of drugs in order to secure supported housing, there was a 6 week 'cooling off' period applied to anyone that had been evicted, before they could be referred back into this accommodation. It was also noted that dogs were not permitted in any of the supported housing accommodation in Gloucestershire.

The group were mindful of the fact that the number of street people in Cheltenham was relatively low in comparison to the overall population. Members expressed concerns about how the public would view the disproportionate amount of time, energy and resources being spent, on what was a small number of individuals, some of whom persistently failed to engage with the best efforts of statutory agencies and charities. Overall though, they agreed that the issue needed to be addressed and felt that Project SOLACE represented a proven means of successfully doing this, for which Officers at the Borough Council had voiced their support.

5. OUR CONCLUSIONS

5.1 *Establish the extent and nature of the problem in Cheltenham and how it compares to other areas*

Generally there has been an upward trend in the number of street people in towns and cities across the country and the same is true for Cheltenham.

On an evening in October 2016 during the 'rough sleeper count', 11 rough sleepers were identified in Cheltenham, compared to the count which was last undertaken a few years

before, when only 2 had been counted. The 2016 count was replicated in the other 5 districts and 42 rough sleepers were identified across Gloucestershire, compared to 21 in 2015.

It is important to understand the different types of street people, and that many street people who appear homeless are in fact, not. 7 of the rough sleepers that were counted in Cheltenham in October 2016 were found not to be homeless.

With the growing numbers of street people in Cheltenham there has also been an increase in associated anti-social behaviours (street drinking, drug and substance misuse/dealing, etc).

The 3 homeless individuals that were counted in October were found to have returned to homelessness after having lost previous supported housing accommodation. The 6 week 'cooling off' period meant that these individuals could be homeless for at least 6 weeks.

5.2 *Understand what responsibilities and powers Cheltenham Borough Council has to address any issues.*

Cheltenham Borough Council helps find homeless people a suitable home and gives advice to people at risk of homelessness to help prevent them losing their home.

Along with the other 5 districts, CBC fund outreach work in support of Supporting People, a government initiative to provide housing related support to vulnerable people. Gloucestershire County Council fund the accommodation and in Cheltenham this is provided by the YMCA and Stonham Housing Association.

The council has a statutory responsibility to deal with anti-social behaviour and misuse of public space, including street drinking, drug and substance misuse/dealing are classified as a form of anti-social behaviour. The definition of antisocial behaviour is behaviour capable of causing harassment, alarm or distress. Recent legislation has expanded this definition to include nuisance and annoyance in certain settings. Anti-social behaviour which with a risk of imminent harm, and crimes (e.g. threats of violence or drug dealing) are dealt with by the Police.

Legal options available to the Council include Civil Injunctions, Community Protection Orders, Criminal Behaviour Orders (previously known as ASBOs) and the power to impose Public Space Protection Orders (PSPOs). PSPOs can include restrictions on begging and whilst this would be jointly enforceable by CBC and the Police, any breach would result in a fine being issued. The task group did not feel that this represented as complete or satisfactory solution.

The Borough Council works with other support agencies and enforcement agencies to address homelessness and anti-social behaviour.

It is important to note that rough sleeping and street based ASB are two separate issues that aren't necessarily connected.

5.3 *Consider the impact that this increase has on Cheltenham.*

It is obvious to elected members, residents, businesses and visitors alike, that the number of street people in Cheltenham has increased in recent years.

Whilst the number of ASB complaints relating to street people increased in 2016, there are only a small number of complainants.

Given the population of Cheltenham and the number of visitors that are attracted to the town, it would appear that people are generally apathetic to street people.

Undoubtedly, a reduction in the number of street people in Cheltenham would benefit not only the street people themselves, but also residents, local businesses and visitors, making the town safer and more attractive.

5.4 *Assess the support networks currently in place and consider if they could be more effective.*

There are multiple statutory agencies and third-sector organisations involved in managing street people.

The nature of ASB work means that a single complaint can have multiple victims, incidents, perpetrators and locations associated with it and consequently the resource required varies from case to case. It is widely recognised that ASB could not be tackled by a single and instead required a partnership approach.

The absolute numbers of rough sleepers in Cheltenham is small; all are known, or quickly become known, to support services and those that are genuinely homeless are offered assistance and accommodation.

There work undertaken to address non-homeless street people and the associated anti-social behaviours was co-ordinated by the ASB Officer and the increasing demands being placed on the council's ASB service was growing beyond the capacity of its one FTE officer.

Fines issued by the Police or as part of a PSPO (were one to be adopted which included begging as a restricted behaviour) were not considered an effective means of addressing these issues.

It was essential to find a sustainable, long-term solution to improve outcomes for those with drug and/or alcohol addictions as well as mental health issues.

The group felt that the adoption of a Project Solace model or similar approach to co-ordinated multi-agency working would improve outcomes for victims, offenders, communities and agencies.

5.5 *(Possibly) consider if the state of some private housing is at the cause of some of the issues.*

None of the evidence that the task group have seen or heard would suggest that the quality of private housing in the town is the reason why street people in Cheltenham are sleeping rough or begging. This view is based on the data and evidence provided by the Police, borough council officers and partners.

5.6 *Other relevant matters*

There is a need to educate members of the public about the best ways of supporting street people, for example by donating to relevant registered charities rather than giving money directly to individual street people. Towns and cities across the country have run similar

campaigns in recognition of the fact that some individuals are begging to fund a drug and/or alcohol addiction.

5 CONSULTATION

- 5.1** During the course of this review we have consulted with various experts involved in this issue.
- 5.2** The Cabinet Member Housing, Cabinet Member Development and Safety and OneLegal were given the opportunity to review our draft report.
- 5.3** On the 11 April 2017, Cabinet resolved that Cheltenham Borough Council should join the Solace partnership to tackle priority anti-social behaviour. This decision was welcomed by the task group, not only because it planned to make this very recommendation, but for the fact that the decision represented a solution to the issues that the task group had identified as part of its review.

6 RECOMMENDATIONS

- 6.1** Taking all our findings into consideration, the task group agreed a number of recommendations, namely that:

Overview and Scrutiny Committee recommends:

- 1. Reducing the number of street people in Cheltenham should be a priority for this authority, benefiting not only the street people but also residents and local businesses, as well as the town itself.**
- 2. An integrated, co-ordinated multi-agency approach is required, with close partnership working and appropriate information sharing**
- 3. This authority is well placed to assume a co-ordinating role**
- 4. The adoption of a Project SOLACE model or a similar approach in Cheltenham**

6.2 PROGRESSING THE RECOMMENDATIONS

In terms of the reference set for us by the O&S committee, we feel confident that these have been met.

The group did not look at private accommodation as the data and evidence that was presented to the group by various statutory agencies and partners demonstrated no correlation between the condition of private accommodation and the number of street people in Cheltenham.

There was not enough evidence to support a recommendation either for or against the implementation of a PSPO which included begging as a restricted behaviour.

Given the decision taken on the 11 April 2017 to join the Solace partnership, the task group would suggest that progress and performance should be reviewed by the Overview and Scrutiny Committee in October 2017, rather than 6 months from the date of this report (June 2017).

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| Report author | Councillor Louis Savage, Chair of the scrutiny task group – Street People Contact officer: Saira Malin, Democracy Officer Saira.Malin@cheltenham.gov.uk, 01242 77 5153 |
| Appendices | 1. The One page strategy for this review |
| Background information | 1. Cabinet report (11 April 2017) |

Cheltenham Borough Council Cabinet – 11 July 2017 Review of public realm CCTV in Cheltenham

| | |
|---------------------------------|--|
| Accountable member | Councillor Andy McKinlay, Cabinet Member Development and Safety |
| Accountable officer | Mike Redman, Director of Environment |
| Ward(s) affected | Springbank, Lansdown, St Peters, St Pauls, All Saints, Collage, Prestbury, Park and Charlton Kings |
| Key/Significant Decision | Yes |
| Executive summary | <p>The council owns and maintains a number of public realm CCTV cameras covering predominantly the town centre but also a number of outlying areas in the Borough. The day-to-day operation and monitoring of these cameras is undertaken by Gloucestershire Constabulary from its force control room at the Tri-Service Emergency Centre in Quedgeley, Gloucester.</p> <p>The corporate plan has identified a priority area for the council to work in partnership with Gloucestershire Constabulary to review town centre CCTV provision and associated monitoring arrangements.</p> <p>This report seeks approval from Cabinet to move forward to the next stage of this project as outlined in the report.</p> |
| Recommendations | <p>Cabinet is recommended to:</p> <ol style="list-style-type: none"> 1. Approve the proposed works to Cheltenham’s public realm CCTV network as outlined in this report; 2. Approve the capital expenditure required to carry out the proposed work within existing resources; 3. Subject to resolution 2, delegated authority to the Director of Environment, in consultation with the Cabinet Member for Development and Safety, to: <ol style="list-style-type: none"> a. approve appropriate specification requirements for tender processes; b. agree the capital and revenue implications within existing resources; c. agree prioritisation of works (if required); d. appoint a contractor to carry out the works following the tender process; and e. appoint a contractor to maintain and service the public realm CCTV network. |

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| Financial implications | <p>The proposed capital expenditure outlined in this report is included in the current capital budget for 2017/18 under CAP201. The remaining budget would be used up if all these costs are incurred.</p> <p>It would be useful to understand the ongoing maintenance and line rental impact of these changes, as this is currently unknown, but we already budget £50k a year for these costs. Finance need to be involved in the procurement process, so that the ongoing costs can be reviewed to ensure that these are within current and future budgets.</p> <p>Contact officer: Andrew Knott, Andrew.Knott@cheltenham.gov.uk, 01242 264121</p> |
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1. Existing cameras on private properties are likely to be in place under existing agreements/wayleaves with the property owners or occupiers. Permission of the property owners or occupiers may be required for any works under relevant terms and conditions.
2. For new cameras to be placed on private properties, these are likely to require some sort of permission in the form of an agreement/wayleave with suitable terms and conditions.
3. For any new cameras located on highway street furniture, these are likely to require licences from the Highway Authority, Gloucestershire County Council. Works to existing cameras may be subject to terms and conditions of existing licences.
4. Under the Data Protection Act 1998 and associated guidance, the location and use of all cameras must be kept under review to be justified in any location. From time to time this could result in decommissioning and the relocation of cameras, which should be taken account of as possible future work under the maintenance agreement.
5. Although the recommendations at 3 d. and e. refer to appointing contractors separately, the procurement is likely to result in a contract or contracts with the same organisation. Realistically, in the first instance there should not be a maintenance agreement with one contractor when works will be carried out by another
6. It is likely that both the council and Gloucestershire Constabulary will be Data Controllers individually or jointly under the Data Protection Act 1998 in various circumstances. For this reason the council needs to keep the location of cameras under review, as well as taking account of the views of the Police when retaining, upgrading, decommissioning or relocating cameras. There may also be the need for there to be a review because of the impact of the General Data Protection Regulation? (GDPO?) when Data Protection laws are significantly overhauled over the coming years.
7. The procurement of the cameras and their maintenance will be classed as goods and services for the purposes of the Public Procurement Regulations 2015 threshold of £164,000 and appropriate procedures will need to be followed.
8. The council's Contract Rules provide that the council's Procurement Adviser in consultation with the council's solicitor shall advise on the most appropriate EU procurement procedure to be used.
9. The council's Contract Rules provide that there shall be a formal written contract or contracts approved by the council's solicitor and executed as a deed.
10. The council's Procurement Rules contain provisions for the submission and opening of tenders, where the estimated contract cost exceeds £50,000. The decision to appoint a contractor will require a tender evaluation report.

Contact officer: Steve Isaac,

Email: steve.isaac@teWKesbury.gov.uk

Tel: 01684 272064

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| HR implications (including learning and organisational development) | <p>There are no direct HR implications identified in this report.</p> <p>Contact officer: Carmel Togher, HR Business Partner Email: carmel.togher@cheltenham.gov.uk Tel:01242 775215</p> |
| Key risks | As identified in Appendix 1 |
| Corporate and community plan Implications | <p>People live in strong, safe and healthy communities</p> <p>The corporate plan has identified the following priority action: <i>"We will work in partnership with Gloucestershire Constabulary to review town centre CCTV provision and associated monitoring arrangements."</i> (COM 06)</p> |
| Environmental and climate change implications | None. |
| Property/Asset Implications | <p>None.</p> <p>Contact officer: David Roberts@cheltenham.gov.uk</p> |

1. Background

- 1.1** The council owns and maintains a number of public realm CCTV cameras covering predominantly the town centre but also a number of outlying areas in the Borough. The network was first installed in 1994 which initially was comprised of 5 cameras at key locations within the town centre. Since then the scheme has grown to a current level of 60 public realm CCTV cameras.
- 1.2** Although the council owns the system and equipment, the operation and monitoring of the system is undertaken by Gloucestershire Constabulary from its force control room at the Tri-Service Emergency Centre in Quedgeley.
- 1.3** The public CCTV network in Cheltenham is an important tool for the council and police particularly for the effective management of the night-time economy and the detection and prevention of crime.
- 1.4** The corporate plan has identified a priority area for the council to work in partnership with Gloucestershire Constabulary to review town centre CCTV provision and associated monitoring arrangements.
- 1.5** An aspect of that review has identified a need for investment in the town's public realm CCTV network to, primarily, upgrade the infrastructure and hardware, increase resilience and to identify cost savings.
- 1.6** This report seeks approval from Cabinet to approve the required investments in the network to achieve the desired outcomes.

2. Public realm CCTV provision in Cheltenham

- 2.1** Cheltenham Borough Council owns the public realm CCTV infrastructure, but Gloucestershire Constabulary operates the system on a day-to-day basis from the force control room in Quedgeley.
- 2.2** There are currently 60 public realm CCTV cameras in Cheltenham. The majority of these cameras cover the town centre and the Montpellier area of the town.
- 2.3** There are a number of outlying CCTV cameras on the same network namely:
 - 2.3.1** Springbank (Welch Road playing fields);
 - 2.3.2** Honeybourne Line; and
 - 2.3.3** Park & Ride bus station on New Barn Lane.
- 2.4** To provide Cabinet with an understanding of the value of the public realm network, a breakdown of usage for January to April is attached at Appendix 2. (should this be exempt for commercial reasons?)

3. The need for review

- 3.1** In 2016, the main Cheltenham police station on Lansdown Road closed. The CCTV control room for Cheltenham was housed in the now vacant Talbot House. Furthermore Talbot House hosted the infrastructure required for some of the public realm CCTV cameras – mostly those located outside the town centre – to communicate with the CCTV control room wirelessly.
- 3.2** The implications of the closure were the primary catalyst for the need to review the public realm CCTV network and monitoring arrangements in Cheltenham.

- 3.3** There are also a number of other factors that have contributed to the need for a review of the current network:
- 3.3.1** There has not been any significant investment in Cheltenham's public realm CCTV network for several years. The last substantial investment was in 2011 when the network was expanded to include the Honeybourne Line. As a consequence, the system's technology and infrastructure is out of date and prone to failure and faults.
 - 3.3.2** There is a need to formalise the maintenance arrangements of the public realm network.
 - 3.3.3** The current system costs the council in excess of £66,000 in revenue costs to operate annually. The review and works proposed will also provide the council with an opportunity to identify revenue savings through a review of existing service provision agreements, formalising maintenance agreements and upgrading infrastructure to more resilient and efficient systems and hardware.
 - 3.3.4** There are a number of areas around the town centre where the need for CCTV coverage has been identified.
- 3.4** The review of Cheltenham's public realm CCTV network started in early 2016. The outcome of the review was a proposed two phase work package:
- 3.4.1** Phase 1 – Work to relocate the CCTV control room in Cheltenham to the Gloucestershire Constabulary control room in the Tri-Service Emergency Centre in Quedgeley.
 - 3.4.2** Phase 2 – A review of the wider public realm CCTV network provision and capability.
- 3.5** Phase 1 of the work, which was more pressing, has now largely been completed. The first part of phase 2, the review, has also been concluded and permission is now being sought from Cabinet to proceed with the second part of phase 2, which is to approve capital expenditure to upgrade the existing network subject to normal procurement processes.

4. Proposed investment

- 4.1** The proposal for investment in the existing network consists of a number of parts:
- 4.1.1** Decommission a number of cameras;
 - 4.1.2** Upgrade the remaining infrastructure; and
 - 4.1.3** Install new infrastructure in important locations currently not covered by Cheltenham's public realm CCTV network.

Decommissioning

- 4.2** There are a number of CCTV cameras that have provisionally been identified, in consultation with Gloucestershire Constabulary, as appropriate for decommissioning.

Upgrading remaining infrastructure

- 4.3** It is proposed that the network and infrastructure of the remaining CCTV cameras on the network be upgraded to a proposed digital and high definition system.

New infrastructure

- 4.4** There are a number of areas in the town where the need for new CCTV cameras has been identified. The proposed areas are:

- Regent Street/County Court Road;
- Pittville Street;
- St James' Street/St John's Avenue;
- High Street/Gloucester Road;
- Ormond Place.

5. Capital investment required

- 5.1** The investment required for the work identified above will be substantial. It has provisionally been calculated that the capital investment required will be up to £260,000.
- 5.2** There is an allocated budget for CCTV capital expenditure with sufficient capital to fund the proposed work outlined in this report.
- 5.3** That budget, however, is shared with the car park CCTV network which is separate from the public realm network. The consequence is that there may be capital expenditure constraints on the work outlined above, which may require decisions to prioritise work. It is proposed that, should this be the case, that Cabinet delegate authority to the Director of Environment, in consultation with the Cabinet Member for Development and Safety, to make the relevant decisions. Broadly speaking, priority will be given, in the following order:-
- 1) upgrading the system;
 - 2) decommissioning costs; and
 - 3) new infrastructure.

6. Reasons for recommendations

- 6.1** To ensure Cheltenham has a cost effective, modern, future-proofed and resilient public realm CCTV network.

7. Alternative options considered

- 7.1** Cabinet could resolve not to approve the capital expenditure on Cheltenham's public realm CCTV network. The consequences of not investing in the public realm CCTV network are highlighted in this report.
- 7.2** Alternatively, Cabinet could decide not to approve the capital expenditure and instead, opt to discontinue the public realm CCTV network provision altogether.

8. Consultation and feedback

- 8.1** Consultation has been undertaken with Gloucestershire Constabulary, GOSS finance and procurement and One Legal.

9. Performance management –monitoring and review

- 9.1** The proposed works and maintenance required will be subject to the Public Contracts Regulations 2015, Data Protection Act 1998 and associated guidance and to the council's procurement and contract rules, including contract monitoring and review procedures.

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| Report author | Contact officer: Louis Krog, louis.krog@cheltenham.gov.uk, 01242 264217 |
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| Appendices | <ol style="list-style-type: none"> 1. Risk Assessment 2. Public realm CCTV usage statistics |
| Background information | <ol style="list-style-type: none"> 1. Service records |

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| Exempt appendices | <ol style="list-style-type: none"> 3. Outlined schedule of proposed works 4. Detailed breakdown of capital costs |
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| The risk | | | | Original risk score (impact x likelihood) | | | Managing risk | | | | |
|-----------|---|-------------------------|-------------|--|------------------------|-------|---------------|---------------------------------|-----------|------------------------|------------------------------------|
| Risk ref. | Risk description | Risk Owner | Date raised | Impact 1-5 | Likeli- hood 1-6 | Score | Control | Action | Deadline | Responsible officer | Transferred to risk register |
| CCTV1 | If Cabinet does not approve the investment required as outlined in this report, the council is likely to face escalating costs to operate and maintain a public realm CCTV network that operates on outdated technology and infrastructure. | Director of Environment | July 2017 | 3 | 5 | 15 | Reduce | Approve report recommendations. | July 2017 | Licensing Team Leader | |
| CCTV2 | If Cabinet does not approve the investment required as outlined in this report the council runs the risk that the system will become unfit for purpose due to poor output quality and/or network resilience and reliability. | Director of Environment | | 3 | 3 | 9 | Reduce | Approve report recommendations. | July 2017 | Licensing Team Leader | |
| CCTV3 | If Cabinet does not approve the recommendations to delegate authority to the Director of Environment, there is a real risk that the delivery of the project | Director of Environment | July 2017 | 4 | 3 | 12 | Reduce | Approve report recommendations. | July 2017 | Licensing Team Leader | |

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| | will be delayed and not within budget. | | | | | | | | | | |
| CCTV4 | If Cabinet does approve the investment required as outlined in this report there is a risk that the cost of the works required will exceed the capital funding available. | Director of Environment | July 2017 | 2 | 4 | 8 | Accept | Approve report recommendations. | July 2017 | Licensing Team Leader | |
| CCTV5 | If Cabinet does approve the report recommendations the service and maintenance contract may not realise the revenue savings envisaged. | Director of Environment | July 2017 | 3 | 3 | 9 | Reduce | Approve report recommendations. Follow corporate contract performance monitoring and review procedures. | July 2017 | Licensing Team Leader | |
| CCTV6 | If Cabinet does approve the report recommendations particularly those relating to the decommissioning of cameras there is a risk that the council's reputation could be adversely affected as a result of public complaints about the lack of CCTV coverage in certain locations. | Director of Environment | July 2017 | 3 | 2 | 6 | Accept | Clear communications strategy and public engagement to mitigate risk. | July 2017 | Licensing Team Leader | |
| 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

Appendix 2 – Public realm CCTV usage statistics

| | January 2017 | February 2017 | March 2017 | April 2017 |
|-------------------------|--------------|---------------|------------|------------|
| CRIME | 73 | 59 | 114 | 67 |
| FOOTAGE CHECKS | 81 | 62 | 73 | 67 |
| OFFICE DUTYS | 162 | 141 | 138 | 148 |
| WELFARE/MISSING PERSONS | 66 | 4 | 27 | 80 |
| POLICE OPERATION | 25 | 99 | 146 | 23 |
| ANTI-SOCIAL BEHAVIOUR | 109 | 58 | 97 | 101 |
| PREVENTION | 58 | 68 | 78 | 52 |
| TOTAL FOR MONTH | 574 | 491 | 673 | 538 |

Cheltenham Borough Council

Cabinet – 11th July 2017

Food Safety Service Plan 2017 - 2018

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|---------------------------------|---|
| Accountable member | Councillor Andrew McKinlay, Cabinet Member for Development & Safety |
| Accountable officer | Sarah Clark – Acting Head of Public Protection/Public & Environmental Health Team Leader |
| Ward(s) affected | All |
| Key/Significant Decision | Yes |
| Executive summary | <p>The Council is required to produce a Food Safety Service Plan under the Framework Agreement with the Food Standards Agency. Local Authorities are required to consider and approve the Plan to 'help ensure local transparency and accountability'.</p> <p>The Food Safety Service Plan is the Council's expression of commitment to the delivery of an improving cost effective and efficient regulatory food service.</p> <p>This Food Safety Service Plan is an annual operational plan giving details of how Cheltenham is going to execute its statutory food safety functions.</p> |
| Recommendations | <p>It is recommended that Cabinet:</p> <ol style="list-style-type: none"> 1. Approve the appended service plan for 2017-18. |

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| Financial implications | <p>No financial implications.</p> <p>Contact officer: Myn Cotterill, myn.cotterill@cheltenham.gov.uk, 01242 774958</p> |
| Legal implications | <p>A Food Safety Service Plan is required by the Food Safety Agency Framework Agreement on Official Feed and Food Law Controls by Local Authorities and may be subject to audit by the FSA. It is required to be produced on an annual basis.</p> <p>Contact officer: Vikki Fennell, vikki.fennell@tewkesbury.gov.uk, 01684 272015</p> |

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| HR implications (including learning and organisational development) | <p>The Food Safety Service Plan 2017-2018 clearly details employee resourcing requirements and how these should be addressed in order to meet the council's statutory food safety functions. The HR implications of under resourcing are detailed in the report. HR will support the service in meeting its resourcing needs.</p> <p>Contact officer: Carmel Togher, HR Business Partner Email: carmel.togher@cheltenham.gov.uk, 01242 775215</p> |
| Key risks | <ul style="list-style-type: none"> • Please refer to appended risk assessment for full risk assessment. The key risks are related to the consequences that could result if the service is under-resourced. • The service has enough existing capacity to undertake all programmed food hygiene interventions in 2017 - 18 but will only have a small resource margin to fully deliver its statutory commitments under the Food Law Framework Agreement. • This could be mitigated when outcomes are achieved in the Place & Economic Development, and corporate Organisational & Development transformation programmes. For example, the prioritisation exercise, agile working project and more resilient and technical support from a central business support team, will help release food safety officer capacity. |

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| <p>Corporate and community plan Implications</p> | <p>The Corporate Strategy contains four high level outcomes for 2017-18, to support the overall vision of 'We want Cheltenham to be a place where everyone thrives':</p> <ul style="list-style-type: none"> • Cheltenham's environmental quality and heritage is protected, maintained and enhanced • Sustain and grow Cheltenham's economic and cultural vitality • People live in strong, safe and healthy communities • Our council can continue to facilitate the delivery of our outcomes for both Cheltenham and its residents. <p>The Food Service Plan supports these outcomes by working to achieve: improved food safety and hygienic premises; high rating food businesses in the national food hygiene rating scheme (resulting in increased consumer confidence in local businesses); and the control of foodborne diseases – all of which help promote the local economy as well as protecting the health of the people who live, visit or work in Cheltenham. Advice is also given that directly improves or protects the environmental quality of the town – examples range from pests and other vectors; to the disposal of FOGs (fat or grease in drains).</p> <p>The service is fully engaged with internal commercial transformation and change initiatives such as service prioritisation, agile working, shared business support, time recording and the expansion of events.</p> |
| <p>Environmental and climate change implications</p> | <p>None</p> |
| <p>Property/Asset Implications</p> | <p>None</p> |

1. Background

- 1.1** The Framework Agreement on Official Feed and Food Controls by Local Authorities (Amendment Five, April 2010) sets out what the Food Standards Agency formally requires from local authorities with regard to their planning and delivery of food official controls based on statutory Codes of Practice.
- 1.2** One such requirement is the production, approval and publication of an annual Service Plan.
- 1.3** Service plans are seen to be an important part of the process to ensure national priorities and standards are addressed and delivered locally. Service plans also:
- ⑥ focus debate on key delivery issues;
 - ⑥ provide an essential link with financial planning;
 - ⑥ set objectives for the future, and identify major issues that cross service boundaries; and
 - ⑥ provide a means of managing performance and making performance comparisons.
- 1.4** The plan follows a standard format provided by the FSA and is required to be submitted to Members for approval. The Food Hygiene Rating Scheme audit by the FSA in 2016 and internal audit by Audit Cotswold in 2017 highlighted the importance of thorough service planning and resource allocation. Auditors recommended that lack of resource or other issues affecting the authority's ability to carry out official controls should be emphasised in the service plan, because of statutory requirements.

2. Reasons for recommendations

- 2.1** It is a statutory requirement to produce a Food Service Plan, and allows for the efficient planning of resource to deliver official controls required by the Food Law Code of Practice and to deliver other commitments such as sampling, internal monitoring and business advice as required by the Framework Agreement.

3. Alternative options considered

- 3.1** This plan relates to the delivery of a statutory function so no alternative options are available at this time.

4. Consultation and feedback

- 4.1** A copy of the plan is made available on the council's website.

5. Performance management – monitoring and review

- 5.1** Documented internal monitoring procedures are required by Article 8 of Regulation (EC) 882/2004 (Official Feed and Food Controls), the relevant Codes of Practice, and centrally issued guidance.
- 5.2** Quality assurance is provided through the service's consistency and internal monitoring procedures. For example: Food Safety Officer performance management takes place on a monthly basis through recorded 121s with the team leader and in team meetings; inter-officer consistency meetings occur monthly; internal monitoring file and system checks take place in 121s and accompanied visits are scheduled four times each year with each officer.
- 5.3** The Food Safety Service reports on a food service performance indicator on a quarterly basis to the corporate performance team. There is growth in the number of food businesses with a food hygiene rating of three or above. Please refer to section 6 of the service plan for details of performance measures including percentages of inspections achieved.
- 5.4** An annual statutory return is also produced through the Local Authority Enforcement Monitoring System (LAEMS) and monitored by the Food Standards Agency.
- 5.5** The operation of the Food Hygiene Rating Scheme is monitored by the Food Standards Agency against the Brand Standard. The service has robust monitoring and data procedures relating to this.

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| Report author | Contact officer: Sarah Clark, Acting Head of Public Protection sarah.clark@cheltenham.gov.uk, 01242 264226 |
| Appendices | <ol style="list-style-type: none"> 1. Risk Assessment 2. Food Safety Service Plan 2017 – 18 |
| Background information | <ol style="list-style-type: none"> 1. Food Law Agreement on Official Feed and Food Controls by Local Authorities https://www.food.gov.uk/enforcement/enforcework/frameagree 2. Food Law Code of Practice 2017 https://www.food.gov.uk/enforcement/codes-of-practice/food-law-code-of-practice 3. Food Law Practice Guidance 2015 https://www.food.gov.uk/enforcement/codes-of-practice/food-law-practice-guidance-england-2015 |

| The risk | | | | Original risk score (impact x likelihood) | | | Managing risk | | | | |
|-----------|--|-------------|-------------|--|----------------|-------|---------------|---|----------|---------------------|------------------------------|
| Risk ref. | Risk description | Risk Owner | Date raised | Impact 1-5 | Likelihood 1-6 | Score | Control | Action | Deadline | Responsible officer | Transferred to risk register |
| 1 | If the council is unable to deliver interventions in food premises as they become due in accordance with the Food Law Code of Practice, then potential public health risk such as food poisoning outbreaks could occur (also damaging business and council reputation) | Sarah Clark | 01.04.17 | 4 | 2 | 8 | A | The service plan should be achievable within existing resource if outcomes are achieved in internal transformation projects. If the situation changes, resource implications will be escalated to the Director. | In place | SC | |
| 2. | If the council is unable to meet its commitments according to the Framework Agreement, and deliver them according the Code of Practice and Practice Guidance, then it could be in breach of its statutory duty with potential FSA sanctions and damage to reputation | Sarah Clark | 01.04.17 | 4 | 2 | 8 | A | The service plan should be achievable within existing resource if outcomes are achieved in internal transformation projects. If the situation changes, resource implications will be escalated to the Director. | In place | SC | |

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| 3 | Emergencies –if the service suffers a lack of resource due to major emergency or food/infection related incident, then there could be a failure to carry out planned interventions or investigate food complaints/incidents. | Sarah Clark | 01.04.17 | 3 | 2 | 6 | A | Likely to be short-term if risk is realised so can reduce risk with mitigation: a) mutual aid from neighbouring districts to cover high risk interventions or complaint investigation (arrangement through Glos Food Safety Liaison Group) b) notification to FSA of incident and possible impact on performance c) use of agency contract staff to backfill if necessary | In place | SC | |
| 4 | If Idox Uni-Form does not function as a stable case management system, then risk data relating to any business in Cheltenham cannot be accessed and planned interventions cannot be programmed | SC | 01.04.17 | 2 | 2 | 4 | A | Reduce risk by: a) reporting all issues to ICT and user group rep b) have now produced paper versions of inspection forms and Legal Notices etc c) reliance on paper files Access report of all due interventions has been saved in case of Uniform failure | In place | SC | |

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



FOOD SAFETY SERVICE PLAN 2017-2018

1. FOOD SAFETY SERVICE AIMS AND OBJECTIVES

1.1 Background, Aims and objectives

Background

The requirement to have a Service Plan is laid down by the Food Standards Agency (FSA) in its *Framework Agreement on Official Feed and Food Law Controls by Local Authorities, Amendment number 5*. The FSA is an independent monitoring and advisory body that issues guidance to ensure local authorities' delivery of official controls is 'effective, risk-based, proportionate and consistent'.

The Framework Agreement states what the FSA requires from local authorities when planning and delivering food and feed official controls. This Service Plan is Cheltenham Borough Council's plan as to how it will deliver those requirements.

Local authorities are monitored and audited by the FSA through service plans in accordance with the FSA's powers under the Food Standards Act 1999 and the Official Feed and Food Controls Regulations 1999.

Aim

The key food safety function of Cheltenham Borough Council is to ensure that the food sold, offered and stored for sale and entering the Borough is wholesome and fit for human consumption. The overarching aim is to protect public health whilst supporting food business activities.

Our objectives include:

- The regular control of food premises within the Borough in accordance with the Food Law Code of Practice (FLCoP).
- The investigation of the safety and fitness of food including all complaints about the operation of businesses within the Borough.
- To sample foods within the Borough whilst participating in local, regional and national food sampling programmes.
- To ensure we approve and register all food premises within the Borough as required by legislation.
- To undertake appropriate and proportionate food safety enforcement action within the Borough.
- To support food businesses in all stages of their lifecycle, and in particular to provide new business start-up support.
- To undertake Home and Originating Authority duties within the Borough.
- To promote food safety by way of advice and assistance to all food businesses, citizens and visitors of the Borough.

- To administer and promote the national Food Hygiene Rating Scheme (FHRS).
- To undertake Primary Authority Partnership arrangements.
- To control foodborne infectious diseases through the investigation of notifications.
- To move towards greater commercialisation of the service through the Place & Economic Development Transformation Programme.

1.2 Links to Cheltenham Borough Council's corporate strategy for 2017-18

The Corporate Strategy contains four high level outcomes for 2017-18, to support the overall vision of 'We want Cheltenham to be a place where everyone thrives':

- Cheltenham's environmental quality and heritage is protected, maintained and enhanced
- Sustain and grow Cheltenham's economic and cultural vitality
- People live in strong, safe and healthy communities
- Our council can continue to facilitate the delivery of our outcomes for both Cheltenham and its residents.

The Food Service Plan supports these outcomes by working to achieve: improved food safety and hygienic premises; high rating food businesses in the national food hygiene rating scheme (resulting in increased consumer confidence in local businesses); and the control of foodborne diseases – all of which help promote the local economy, as well as protecting the health of the people who live, visit or work in Cheltenham. Advice is also given that directly improves or protects the environmental quality of the town – examples range from pests and other vectors; to the disposal of FOGs (fat or grease in drains).

The ethos of the service is to support and advise food businesses in the borough so that they can grow and thrive safely. There is a high rate of compliance with food law in Cheltenham which is recognised, and a graduated approach to enforcement is exercised when working with non-compliant businesses.

The Service is also part of the Place and Economic Development Commercial Transformation Programme and will work with the programme's lead officers to explore and implement commercial opportunities such as Primary Authority Partnerships, food hygiene training courses and chargeable advisory services. The Service is also working as part of the County Food Safety Liaison Group with regard to implementing chargeable FHRS revisits.

2. BACKGROUND

2.1 Profile

Cheltenham is an attractive and vibrant town serving an extensive catchment area in central and eastern Gloucestershire and the South Midlands. It is ranked in the top thirty regional shopping centres in the UK, third in the South West and has the eighteenth highest consumer expenditure in Great Britain.

The Borough is based on the town of Cheltenham and is mainly urban with some areas of surrounding countryside. It covers an area of approximately 4,680 hectares and has a population of over 110,000.

Cheltenham has a wealth of restaurants and eating places. It hosts a farmers market offering a valuable opportunity to sample local produce, as well as Continental and Christmas food markets. The town offers a wide range of educational and employment opportunities, a year-round programme of festivals and events, plus a strong cultural and sporting profile.

2.2 Organisational Structure

The food safety service is within the Public and Environmental Health team of the Public Protection Department, which forms part of the Environment Division under Mike Redman. The Environment Division is part of the Managing Director of Place and Economic Development's portfolio. The current structure is shown at the end of this plan.

Specialist services such as public analyst and food examiner are provided externally by Worcester Scientific Services, Worcester and The Public Health England Food, Water & Environmental Laboratory, Sutton Coldfield, respectively.

2.3 Scope of the Food Service

The Council is not a Unitary Authority and therefore shares its duties under the Food Safety Act with the Trading Standards Department of Gloucestershire County Council. Cheltenham Borough Council aims to provide a full range of services within its remit offering a balanced approach between education and enforcement, in accordance with the council's graduated enforcement policy.

The Borough Council food safety service is provided by three appointed and authorised officers in accordance with the requirements of the FSA code of practice. There are two Senior Environmental Health Officers and a Senior Technical Officer. These officers are also responsible for infectious disease control along with other environmental health functions in all food premises within the Borough. The officers are also responsible for food safety advice at events and festivals in the district of Cheltenham, and for monitoring planning and licensing consultations as a means of identifying and engaging with new or developing food businesses.

Also within the scope of the food service are the following functions: sampling (food, water and environmental); primary authority partnerships and the local administration and promotion of the national food hygiene rating scheme.

2.4 Demands on the Food Safety Service

Table 1: The service delivery point

| Address | Hours | Contact details |
|--|---|--|
| Cheltenham Borough Council Municipal Offices Promenade Cheltenham GL50 9SA | Mon, Tue, Thurs and Fri (09.00-17.00) Wed (09.30- 17.00) | 01242 775020 – business support env.health@cheltenham.gov.uk ehbusinesssupport@cheltenham.gov.uk Food safety officers have direct dial phone numbers available to stakeholders and the public. |

There is an out of hours emergency service available which addresses the emergency closure of premises, food product withdrawal and outbreaks of food associated disease.

On 31st March 2017 there were 925 food businesses on our database (compared to 1031 at the close of the previous financial year. This 10.3% decrease is mainly due to database cleansing as part of the service catching up with overdue inspections. For example, some smaller category D and E businesses had stopped operating since the date of their last food hygiene intervention.

As is expected for a town like Cheltenham the hospitality and catering sector predominates, the majority being small or medium sized enterprises.

Approved Premises

The council has one premises approved under Regulation (EC) No. 853/2004: Soho Coffee Shops Ltd, approval number UK CT007 EC (meat products). The business is a manufacturer and packer supplying to its own-brand coffee shops.

Specialist or complex processes

The council does not currently have any such processes in its area.

External factors that may impact on service delivery

With such a small team, the programmed food hygiene intervention plan for any given year can be severely disrupted by food poisoning investigations, national food alerts, food sampling and non-food related matters that might require food safety officer resource. It should also be noted that Cheltenham has a vibrant event economy that the council is actively trying to grow, and associated food safety advice adds to demands on the service particularly over the summer. The Service is currently undergoing a prioritisation exercise as part of the Environment Directorate which will a) release capacity by reducing low- or no-priority work and b) inform business cases where more resource is required.

Internal transformation programme

In addition, the council is going through major change as part of its transformation programme and although this will result in a more agile service, it must be recognised that implementation of any new way of working will require resource from the service area.

Detailed project plans are not yet available to indicate levels of resource required. However, project resource can be drawn from the Public & Environmental Health team overall and the wider Directorate if necessary.

2.5 Regulation Policy

Cheltenham Borough Council has adopted and published a corporate enforcement policy which informs all enforcement action undertaken by the Food Safety Service.

The Framework Agreement requires local authorities to take account of the Better Regulation agenda with regard to service delivery and planning. In recent years there have been a number of reviews conducted that have resulted in a change to the nature of regulation. The emphasis being that the regulatory system as a whole should use comprehensive risk assessment to concentrate resources in the areas that need them most. Key principles of the Better Regulation agenda are targeting, proportionality, accountability, consistency and transparency.

In terms of food safety, this means concentrating efforts on those businesses that do not meet the minimum legislative standards, with alternative interventions in those that generally comply.

There is a suite of interventions that focus on outputs and continued improvements in food safety. This allows us to choose the most appropriate and **proportionate** action to be taken to drive up levels of compliance of food establishments with food law whilst being mindful of the regulatory burden on businesses and only intervening where necessary. In addition, we operate an Alternative Enforcement Strategy (compliant with Food Law Code of Practice) which allows us to **target** resource at the highest risk premises through the use of a self-assessment questionnaire for lower risk category businesses. The Service operates a **consistency** framework supported by internal monitoring procedures so that all businesses and individuals receive the same standard of regulation. The Service operates in an open and **transparent** way e.g. through the format of its interventions and associated documentation, reviews of procedures, release of food hygiene intervention reports to consumers upon request, and by taking on board feedback from service users, although it recognises that it could do more in this respect – for example through the establishment of surveys or focus groups. It is anticipated that progress will be made in this area as part of the development of a shared Business Support Team in the Place & Economic Development Group and that service levels are re-assessed and explained to the public and stakeholders as part of the Service's **accountability** measures. The formation, approval and publication of this Plan also helps demonstrate the Service's accountability.

3 SERVICE DELIVERY

3.1 Interventions at Food Establishments

Intervention Policy

The regulation of food premises is undertaken in accordance with the Food Safety Act 1990 Food Law Code of Practice (FLCoP). All food premises are subject to a detailed assessment based on particular criteria including types of food and method of handling, consumers at risk, level of current compliance in terms of practices, procedures including cleanliness and confidence in management. This numerical calculation is transferred into the categorisation of premises from A to E. Category A premises are inspected a minimum of every 6 months, category B every year, category C every 18 months, category D every two years and category E premises every 3 years.

The Service operates an Intervention Policy which sets out how interventions will be selected and delivered in accordance with the provisions of the Food Law Code of Practice and the FHRS Brand Standard. As a guide the diagram below depicts the Service's policy with regard the choice of interventions available per risk category.

Figure 1: Intervention policy schematic



The food safety team aim to inspect all non-compliant food businesses within our area within 28 days of the due date. This includes all newly registered premises as they are deemed non-compliant until the first visit and a risk assessment has been undertaken. All non-compliant category A and B premises, i.e. those that fall significantly short of broad compliance will be visited within 28 days of the due date as required by the Food Standards Agency. Other categories of premises that are broadly compliant will be addressed by a combination of official controls and other interventions, such as sampling, alternative enforcement strategies, intelligence/information gathering in accordance with the Food Law Code of Practice.

Further official control visits are made to premises where there are food safety concerns, in particular where the level of current compliance in food safety practices and procedures fall below satisfactory or there is little or no confidence in management. Other visits to food premises may follow a request for advice, complaint or an alleged food poisoning incident. Visits are primarily unannounced with evening/weekend inspections undertaken when required to accommodate the needs of some food businesses, e.g. those that do not open during office hours and markets and festivals held at weekends.

In line with current guidance and the necessity to target ever scarce resource at higher risk activities, we operate an alternative enforcement strategy for category E premises.

Premises profile

The premises profile is given in the table below with figures for the previous financial year in brackets as a comparison:

Table 2: Premises profile as of 31st March 2017

| | NO. OF PREMISES |
|---------------------------|------------------------|
| PRIMARY PRODUCERS | 0 (0) |
| MANUFACTURERS + PACKERS | 7 (5) |
| IMPORTERS/EXPORTERS | 2 (2) |
| DISTRIBUTORS/TRANSPORTERS | 8 (7) |
| RETAILERS | 162 (178) |
| RESTAURANTS AND CATERERS | 746 (839) |
| TOTAL | 925 (1031) |

Number of interventions programmed for 2017-18

The inspections (official controls) due can be broken down into risk categories as follows:

Table 3: Official controls programmed for 2017-18 and revisits estimate

| Risk category | Number due for intervention FY 2017 - 2018 | Target |
|---|--|---------------|
| Unrated – i.e. new businesses (projected from last year) | 145 | 100% |
| A | 1 | 100% |
| B | 62 | 100% |
| C | 144 | 100% |
| D | 89 | 100% |
| E | 34 | 100% |
| Revisits for compliance (average 30% of official controls p/a) | 109 | 100% |
| Revisits requested by Food Business Operator under FHRS (based on last FY) | 19 | 100% |
| Overdue from previous year | 0 | N/A |
| TOTAL NUMBER OF INTERVENTIONS | 330 Official controls due + 145 new premises visits + 128 revisits = 603 interventions | 100% |

Estimation of the number of revisits that will be made in 2017-18

According to the Service's statutory return (LAEMS – local authority enforcement monitoring system), last year there were 859 interventions at 575 premises i.e. 284 interventions involved a revisit to a premises. This equates to 33% of overall interventions (a third of interventions undertaken in the previous year were also revisits: 31% revisit rate). In addition, there were 19 revisits requested by Food Business Operators under the FHRS.

For 2017 – 18 it is reasonable to assume a similar level of revisits will be required. 33% of 330 programmed official controls = 109 revisits for compliance + 19 requested revisits = **128 revisits**. It is possible that the demand for requested revisits under FHRS could decrease once the authority begins charging for them or could increase if businesses are attracted by the idea of this service, but as the baseline is small (19) this impact either way should be manageable within existing resource.

Estimation of resources required e.g. staffing

Caveats:

- The data in the Table 4 (Resource Projection) contains estimates. The Service is currently participating in a time recording project using Idox Uniform, which should produce accurate data about the average time per category intervention or service function as well as the total officer hours each year. It is anticipated that nearly a full year's set of data will be available to inform at the next annual review of this plan.
- The figures in the table below are based on the current system where food safety officers are responsible for the majority of administrative tasks associated with the service including: data entry, letter and report writing, filing, minute taking, FHRS administration, database maintenance, freedom of information requests, etc.
- The Service will seize opportunities to address the point above. The Place and Economic Development commercialisation and prioritisation work has a priority outcome relating to work processes being undertaken at the appropriate pay grade in order to release senior officer capacity for fee earning work and minimise the cost of service delivery. This is aligned to an agile working project which should see officers working more flexibly and making more use of technology, and a shared business support team project which aims to redirect some of the initial demand for senior food officers to support officers instead. This would have the effect of reducing the time/cost per service function/row of the table below.
- Projections do not include management or support time.

Table 4: Resource projection for food service delivery 2017-18

| Service function | Projected demand or volume | Estimated time per unit (hours) | Total Food Officer resource required p/a (hours) |
|--|---|---------------------------------|--|
| Category A interventions | 1 | 5 | 5 |
| Category B interventions | 62 | 5 | 310 |
| Category C interventions | 144 | 5 | 720 |
| Category D interventions | 89 | 4 | 356 |
| Category E interventions | 34 | 2.5 | 85 |
| Unrated (i.e. new businesses) | 145 | 5 | 725 |
| Revisits | 128 | 2.5 | 320 |
| Complaint investigations (based on last year's data) | 126 | 2.5 | 315 |
| Infectious disease investigations (based on last year's data) | 209 | 1 | 209 |
| Business advice (exc unrated businesses) e.g. identified through planning & licensing regimes or service requests | 159 planning & licensing 21 other SRs = 180 | 1.5 | 270 |
| Festivals and event advice | 98 | 3 | 294 |
| Mandatory competency training | 3 officers | 30 | 90 |
| Internal monitoring, database maintenance and FHRS administration | 52 weeks | 7 | 364 |
| Primary Authority Partnerships | 1 live partnership | 36 | 36 |
| Food service meetings, regional liaison group, consistency meetings etc. NB: 3 officers attend internal meetings and 1 attends the regional meeting | 2 x 1.5 hour food team meetings pcm inc 121s (24/yr) | 9 | 108 |
| | 1 x 1.5 hour consistency meeting pcm (12/yr) | 4.5 | 54 |
| | 1 x 3 hour regional meeting per quarter (4/yr) | 3 | 12 |
| Sampling projects & interventions including delivery to lab, UKFSS & follow ups | 3720 credits p/a = approx. 148 samples. Sampling projects e.g. disinfection: @ 4 samples per premises. 148/4 = 37 premises/interventions | 7 | 259 |

| Service function | Projected demand or volume | Estimated time per unit (hours) | Total Food Officer resource required p/a (hours) |
|--|----------------------------|---------------------------------|--|
| Project resource eg agile working (awaiting resource estimate from project managers) | One FTE for one day pcm | 7.4 | 89 |
| TOTAL OFFICER HOURS REQUIRED p/a | | | 4621 |
| AVAILABLE OFFICER HOURS per annum 37 hrs. p/w x 52 = 1924 p/a <ul style="list-style-type: none"> - 222 hrs annual leave = 1702 - 30hrs CPD = 1672 - 37 hrs other training or sickness = 1635 - 9 Bank/Public Holidays p/a = 67 hrs = 1568 = 1568 available hours per officer p/a | 3 FTE | 1568 | 4704 |
| Assessment of resource: Although there is likely to be sufficient officer resource to deliver this Food Safety Service Plan, it will be by a thin margin (83 officer hours approx.) which could realistically be consumed by one complex investigation, prosecution or infectious disease outbreak. Sections 3.5 and 6.2 discuss how food officer capacity could be released. | | | |

Targeted intervention work including projects

None planned for this financial year – any capacity released from food safety team will support internal transformation projects e.g. agile working and commercialisation.

Priorities relating to locally or nationally driven outcomes

Interventions focus on nationally driven outcomes which include compliance with allergen awareness/management (local delivery for Trading Standards); rare burgers, E Coli 0157 control measures, food fraud, ACT (acting on campylobacter together); and FHRS promotions. The team also actively promote the Primary Authority Partnership scheme during their interactions with businesses.

Locally driven outcomes mainly relate to economic development and internal commercial transformation. The team is keeping a watching brief on the Better Business for All initiative locally.

Participating in the national FHRS consistency exercise is a service priority, as is implementing a refreshed sampling policy and procedures to accompany the team's renewed focus on sampling.

Access to appropriate expertise for the competent inspection of specialised processes listed in Section 2.

There are no complex or specialised process such as smokeries, canneries, dairies, cheesemakers etc in the borough. However, should such a business emerge in the coming year, the neighbouring districts would be approached with regard buying expertise until one of the authority's own food safety officers reached the appropriate level of competency.

3.2 Food Complaints

Food complaints are investigated in accordance with the FSA Code of Practice. The number of food complaints investigated by the food safety team in 2016 - 2017 was 20 (11), with a further 106 (59) complaints relating to the hygiene of food premises. The number of complaints received in the previous year is shown in brackets. There has been some recoding of complaint work which has led to the increase reported for hygiene complaints. In real terms the number of complaints has generally increased..

The service's business support team receives and logs all food and hygiene complaints which are then allocated to a duty officer. The complaint investigation policy involves a risk based filter in order to prioritise response according to factors such as public health implications, premises history and compliance.

Performance target: A target has not been set for the resolution of these complaints as that depends upon the most appropriate course of enforcement action for each complaint on a case by case basis. The principle is to instigate investigation or advise the complainant why no action is possible, as soon as possible (so that 'end to end times' can be demonstrably reduced) and at least within three working days. 100% of all complaints received were actioned.

Resource: each complaint can take approximately 2.5 hours to investigate including preparation; site visit and travelling time; communication with primary authority, head office, customers; database entry; production of letters etc. and any resultant follow up required. Based on 2016-17 data, 315 officer hours are required for this function per annum.

3.3 Primary Authority Principle and Home Authority Principle

The Council will consult at an appropriate level with the Primary Authority for any food business, in accordance with the principles laid down in The Food Safety Act 1990 Code of Practice and BIS guidance. It is a Primary Authority for Edwards & Ward and it is anticipated that a maximum of 36 officer hours would be required in the coming financial year to support this.

The Council does not currently act as a Home Authority. The Home Authority Principle is where businesses have outlets in more than one local authority area, and/or supply goods or services beyond the boundaries of one local authority, the council in the district of the head office can act as the focal point for other regulators across the country.

3.4 Advice to Businesses

It is the policy of the Service to provide assistance to local food businesses when requested to help them comply with the legislation and to encourage the use of best practice. This is achieved through a range of activities including:

- Advice given during inspections and other visits to premises
- Provision of advisory leaflets
- Responding to service requests and enquiries
- Attendance at Event Consultative Groups to advise on food safety at public and community events.
- Advice given in response to planning and licensing applications.

Whilst the resources of the Food Safety Service will always be used in proportion to the risk to public health, every effort will be made to accommodate requests for advisory visits to food premises. The wider service is exploring charging for advice as part of the commercialisation programme and the food service is specifically working on bringing in charging for FHRS revisits. It is likely that chargeable business advice and event advice packages will be designed and proposed to Members as part of this work, and to enhance the business advice offering.

Resource:

Enhanced coding is needed in order for the service to truly capture its interactions with businesses but based on the information available, the service worked with 142 new food businesses in 2016 – 17 (resource projection included in estimate required for official controls) and engaged with other businesses through approximately 159 planning and licensing applications, and also received 21 direct requests for advice (this service is not currently marketed or promoted). It is estimated that each interaction takes approximately 1.5 hours, therefore the projected annual resource is 270 officer hours to 'stand still'.

3.5 Food Sampling

The food service did not fully participate in Public Health England coordinated cross-regional food sampling programmes or national studies in 2016-17 (2 samples were taken) as the priority was to catch up on overdue interventions and to implement the recommendations of the FSA audit action plan.

Policy

The Authority's sampling policy states the following reasons for sampling:

- Investigation of food contamination, food poisoning and complaints
- Imported food responsibilities.
- Primary Authority/Originating Authority responsibilities
- Food sampling defined by statute e.g. shellfish
- Use of sampling as part of an Official Control
- Participation in EU co-ordinated control programmes
- Participation in nationally co-ordinated sampling programmes
- Participation in regional sampling programmes
- Sampling related to local products/events/initiatives relevant to Cheltenham Borough Council
- Continued use of the UK Food Surveillance System (UKFSS)
- Surveillance/Intelligence sampling to identify foods that could pose a hazard
- Sampling on request of a food business e.g. new product and/or process
- Informal sampling to assist with giving advice to businesses
- Resampling from previously unsatisfactory results

Analysis/examination of Samples

All samples for analysis, taken under section 29 of the Food Safety Act 1990 in accordance with the Food Safety (Sampling and Qualifications) Regulations 2013 and with the requirements of this Code, will be submitted to the appointed Public Analyst at a laboratory accredited for the purposes of analysis, and which appears on the list of official food control laboratories. Cheltenham currently has an agreement with Worcester Scientific Services, Worcester.

All samples for examination, taken in accordance with regulation 14 of the Food Safety and Hygiene (England) Regulations 2013 and the requirements of this Code, will be submitted to the Food Examiner at a laboratory accredited for the purposes of examination, and which appears on the list of official food control laboratories. Cheltenham BC currently has an agreement with Food, Water and Environmental Microbiology laboratory Porton, Wiltshire.

Other samples

Other samples such as Hygiene check swabs will be used within food premises to check on the efficiency of cleaning and disinfection. These fall outside the sampling programme and the number and type will be determined according to local needs.

2017 – 18 Sampling Surveys

The sampling projects identified so far in 2017 – 18 are:

Table 5: National and Cross-Regional Sampling Surveys 2017-18

| Year | 2017-18 | | | | | | | | | | | |
|-------------------------------------|---------|---|---|---|---|---|---|---|---|---|---|---|
| National Surveys * | | | | | | | | | | | | |
| Months of sampling: | A | M | J | J | A | S | O | N | D | J | F | M |
| Study 60 paan leaves etc | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| Cross Regional Surveys | | | | | | | | | | | | |
| Disinfectant bottles | | | | | | | | | | | | |
| Plant based nutritional supplements | | | | | | | | | | | | |
| Other study to be advised | | | | | | | | | | | | |
| Other study to be advised | | | | | | | | | | | | |

Resource:

The Authority is given around 3720 sampling credits free of charge each year. This equates to approximately 148 samples. Sometimes it may benefit a complaint investigation if samples are taken but generally the majority of credits are put towards national and cross-regional sampling surveys. The Service intends to maximise opportunities presented by sampling credits, in accordance with its Sampling Policy and to use its credit allowance in the financial year. It is likely that multiple samples (average of four) will be taken from each premises selected for the surveys to provide more meaningful results and to be resource-effective.

3720 credits = approx. 148 samples

148 samples/4 samples per premises = 37 premises surveyed/sampling official controls/complaint investigation samples

Estimated 7 hours officer time for each premises interaction including data entry, site visit and sampling; travel to lab, paperwork and follow up visit and/or paperwork.

37 premises x 7 hours = 259 officer hours required per annum.

Resource assessment and mitigation

The Service should have sufficient resource to deliver its responsibilities under the Framework Agreement within current processes, although this situation could change in the event of a food incident or complex investigation. In the past this has meant that sampling is under resourced. The service aims to release food safety officer capacity by:

- Automating some of the event, planning, licensing and complaint advice (totaling @ 879 hours annually at present) which in itself might release the 259 hours required for sampling
- Moving some of the less specialist environmental health work to a new shared support team (the current prioritisation exercise will inform this)
- Submitting a business case to the Place & Economic Development budget for a Regulatory Support Officer who could undertake some of the sampling (although it is recognised this post would ideally need to be self-financing to align with the commercial element of new posts).

3.6 Control & Investigation of Outbreaks & Food Related Infectious Disease

The measures to be taken to control the spread of infectious diseases are contained in various acts of Parliament and their associated Regulations. This legislation places a duty on local authorities to control the spread of food poisoning and food and water borne diseases.

Annual notifications vary from year to year with a noticeable increase in Norovirus outbreaks in recent years. These outbreaks are often associated with closed settings which have a more vulnerable group of clients, for example care homes. Intervention in these outbreaks takes up a significant amount of officer time.

The policy in respect of this service is to:

- To administer and implement our statutory responsibilities relating to the control of infectious disease.
- Investigate all notifications of food poisoning cases and likely sources of infection whether confirmed or not at the earliest opportunity.
- Where a source is identified take appropriate action to ensure risk of spreading is controlled.
- Protect the well-being of individuals at risk by taking action to contain the spread of infection and provide advice and information regarding personal hygiene, food handling and control of infection.
- Exclude food handlers and people working with high-risk groups from work in consultation with the Consultant for Communicable Disease Control (CCDC).
- A Countywide "Outbreak Control Plan" is operated including standardised food poisoning investigation questionnaires.

Performance target: to action 100% of infectious disease notifications within two working days unless the potential risk to public health requires a same day response (e.g. *E Coli* 0157)

Table 6: Number of Infectious Disease Notifications by year

| Financial year | Number of Infectious Disease Notifications | Performance (actioned within two working days) |
|----------------|--|--|
| 2016-17 | 209 | 100% |
| 2015-16 | 183 | 100% |
| 2014-15 | 196 | 100% |

Resource projection: 209 cases x 1 hour average per investigation = 209 hours per annum

3.7 Food Safety Incidents

The Food Standards Agency operates a system to alert the public and food authorities to serious problems concerning food that does not meet food safety requirements.

Food alerts vary in significance and require an appropriate response. Some are of high priority and require immediate action. This may involve contacting and/or visiting food premises and taking immediate action under powers contained in Food Legislation. Others are for information only.

All alerts are received directly from the Food Standards Agency via a secure dedicated computer network system. The Public & Environmental Health Team Leader will instigate the necessary response and provide the necessary out of hours cover for this service. Approximately 100 FSA messages are received annually for circulation to food safety officers.

Where the Council becomes aware of a serious localised incident or a wider food safety problem, it will notify the Food Standards Agency in accordance with the Code of Practice.

The responsive element of work associated with individual alerts can vary significantly but the majority are alerts for information rather action. Alerts for action are assigned to the Duty Officer as part of their reactive caseload alongside complaint and infectious disease investigations. An average of four alerts for action about a food business or food product in Cheltenham's district is received each year and does not usually require more than one officer's input for more than 2 hours, depending on the nature and scale of the incident.

3.8 Liaison with Other Organisations

The Council is committed to ensuring that the enforcement approach it adopts is consistent with other enforcing authorities. This takes place through regular meetings and attendance by the manager at the Gloucestershire Food Safety Group. This group comprises of peer representatives of each of the District and Borough Councils in the County, Publica (shared regulatory services); the County Council Trading Standards Service, the Food Standards Agency's Regional Representative and, PHE Laboratory Service.

The forum provides a mechanism for discussion of relevant food matters, the provision of training on a county-wide basis, the formulation of policy, documentation and guidance and co-ordinated responses to Government and Central Agencies.

The service will also take part in a proposed public health group monitoring local trends in infectious diseases and was part of a recent county-wide outbreak training day called Operation Brimstone.

Resource

1 x 3 hour regional meeting per quarter (1 FTE attendance) = 12 hours p/a

Internal meetings:

1x 1.5 hour inter-officer consistency meeting pcm (3 FTE attendance) = 54 hours p/a

2 x 1.5 hour food team meetings pcm (3 FTE attendance) = 108 hours p/a

3.9 Food Safety promotional work and other non-official control interventions

The service is not planning any proactive promotional work or non-official control interventions in 2017-18 because of its commitment to the internal transformation programme. However, if any campaigns (eg FHRS) are suggested by the FSA, the service will participate if sufficient resource is available at the time.

The service will continue to utilise the council's Communications team with regard food safety or FSA press campaigns eg Food Safety Week.

4 RESOURCES

4.1 Financial Allocation

The Food Safety Service budget for 2017 - 18 is £200,200 which is an increase from £171,200 in the previous year because of central time allocation. This budget includes staffing, travel, subsistence, I.T. development, legal action and office overheads necessary as part of the food safety enforcement function. Recharges for I.T. support, Human Resources, accountancy, audit, insurances, communications, and asset management are also included.

There is not a separate sampling budget.

The Council always seeks to recover costs following successful legal proceedings wherever possible, and is re-prioritising its functions to release capacity for income generating work.

4.2 Staffing Allocation

There are two full time Senior Environmental Health Officers and one full time Senior Technical Officer in the food safety team who are widely experienced in food safety. All officers have completed a competency framework assessed by the Lead Officer and are Authorised Officers according to their competency and experience as required by the Competency Framework. The 3 FTEs are dedicated to the delivery of the food safety service.

The food safety service shares a 0.6 FTE Business Support Team Officer as the point of customer contact and for registering commercial premises etc, and is about to engage in a shared support team project. The BST officer does not have a role according to the Code of Practice but the service will explore the possibility of developing this role into a Regulatory Support Officer if funding for training etc becomes available

The food safety service is headed by Yvonne Hope (Head of Service) who is currently seconded to Tewkesbury Borough Council and managed by Sarah Clark (Team Leader) who is also joint Acting Head of Service in the interim.

No contractors are currently engaged by the service.

It is projected that there are sufficient officer hours available to deliver this Service Plan although it should be noted that the 'buffer' of approximately 83 officer hours could be taken with just one complex investigation, legal case or infectious disease outbreak. Mitigation is discussed in sections 3.5 and 6.2.

4.3 Staff Development Plan

The Council has an annual review system of staff, this process includes training needs. The food safety team holds regular meetings to review and distribute workloads in addition to monthly 1-2-1 meetings for all the team. Any training needs required for new legislation, guidance etc. are discussed and actioned at these meetings.

Food safety regulators are required to achieve a minimum of 20 hours of continued professional development every year to include 10 hours specifically on food topics. The service encourages cascade training as a mechanism to disseminate new guidance and further staff development.

The council's policy is to use a corporate system to record training and CPD. The current system is in the process of being replaced.

5 QUALITY ASSESSMENT

5.1 Quality assessment and internal monitoring

All officers use standard inspection/audit forms and have undergone consistency training.

The Uni-Form database (which also forms the Public Register of food premises) is audited on a fortnightly basis for data accuracy before upload to the Food Hygiene Rating Scheme portal.

Data checking is also undertaken when quarterly inspection lists are produced.

Officers have a monthly consistency check with each other; internal monitoring checks are carried out in 121s; and accompanied visits occur quarterly. Feedback is given in team meetings. Liaison group training is arranged where possible and the authority participates in inter-authority audits when they are planned.

6 REVIEW

6.1 Review against the Service Plan

6.1 1 Progress

Last year's progress in food safety includes:

- Successfully completed all due and overdue food hygiene interventions by time of annual service plan review (31 were outstanding at year end)
- In-depth investigation into an allergen case, which will result in prosecution
- Participation in county wide epidemiological training 'Operation Brimstone'
- continuing a high standard of broadly compliant businesses included in the food hygiene rating scheme
- Determined a Food Hygiene Rating Scheme appeal on behalf of Tewkesbury Borough Council

- Implemented a complaints filter to target resource where it is most needed
- Assessment of all unrated 'new' food businesses
- Prioritisation of visits to non-compliant food businesses and use of alternative enforcement strategy
- 837 written warnings of non-compliance with food hygiene legislation (compared to 311 the previous year)
- Official controls carried out in 532 premises
- Received and actioned 183 infectious disease notifications
- Continued to implement FHRS FSA audit action plan
- Participation in internal food safety audit
- Investigated 126 complaints
- Undertook 209 infectious disease investigations

6.1.2 Performance monitoring

a) Statutory Performance Monitoring

Each local authority must submit a statutory return to the FSA on their official food controls each year through the Local Authority Enforcement Monitoring System. Monitoring tables can be viewed on the FSA website: <http://www.food.gov.uk/enforcement/monitoring/laems/mondatabyyear> although it can take some time for the latest data to be published.

b) 'Broadly Compliant' premises and the National Food Hygiene Rating Scheme

Cheltenham Borough Council participates in the national Food Hygiene Rating Scheme, which is a public interface to food hygiene standards in premises that sell food direct to the final consumer. Each food business in the scheme is given a food hygiene rating ranging between 0 (urgent improvement necessary) and 5 (very good) after it has been inspected, and the level of compliance with food safety and hygiene legislation is reflected in the rating - a rating of 3 and above indicates the premises is broadly compliant, for those businesses not excluded or exempt from having a rating. The website can be viewed at www.ratings.food.gov.uk

The measure of how many food premises in the district are 'broadly compliant' with food safety legislation has been kept as local management performance indicator since it was discontinued as a national one.

2008/2009 was a baseline year with less than 70% of our food premises being broadly compliant. As at 31st March 2017, 97% of rated food premises in Cheltenham were broadly compliant (n=882/911). This met the target of 97% for premises in broad compliance and was a 1% increase on last year.

In 2015-16, the figure was 96% (n=990/1031) and in 2014-15 it was 94%.

All unrated new businesses are automatically non-compliant at first, so are excluded from this calculation. A full breakdown by risk category is provided below. Officers have scheduled revisits according to the intervention policy and are only able to change the risk rating to reflect compliance if a full or partial re-inspection, or audit is completed with the business rather than a visit to verify non-compliances have been rectified.

Table 7: Percentage of food businesses which are broadly compliant with food safety legislation

| Profile of premises in broad compliance with food law | Broadly compliant | Total no. of premises | % broadly compliant |
|---|-------------------|-----------------------|---------------------|
| Premise Rating - A | 0 | 1 | 0% |
| Premise Rating - B | 56 | 69 | 81.2% |
| Premise Rating - C | 274 | 284 | 96.5% |
| Premise Rating - D | 308 | 313 | 98.4% |
| Premise Rating - E | 244 | 244 | 100% |
| Totals | 882 | 911 | 96.8% |

For 2017-18, the target is to end the year with 97% of rated premises broadly compliant with food safety legislation.

c) Grow the number of food businesses with a rating of 3 or more

At year end there were 846 Cheltenham food premises with a rating of 3 or higher out of 945 food premises on the national Food Hygiene Rating Scheme website. This equates to 90% with a rating of 3 (generally satisfactory) or higher. This indicator is reported to Divisional Management Team on a quarterly basis and is also reported in the corporate plan.

At the end of 2015-16, this figure was 92% (n=875/953) and for 2014-15 it was 93% (n=975/953)

A **target number of interventions** is not set on an annual basis as the number of premises opening and closing or changing food liability throughout the year means such a target would not be meaningful. However, it is necessary to assess the percentage of planned interventions delivered per risk rating category in order to inform resource allocation and ensure the authority complies with its duties in accordance with the FLCoP.

6.1.3 Review against Service Plan

The following table gives the targets and results for 2016-17 for inspections due per risk category – **snapshot as of 31.03.2017** (all due interventions have since been completed)

Table 8: Food hygiene interventions achieved 1st April 2016 – 31st March 2017

| Risk Category | Interventions due | Interventions achieved | Target set |
|------------------|-------------------|------------------------|-------------|
| A | 7 | 7 = 100% | 100% |
| B | 103 | 103 = 100% | 100% |
| C | 283 | 263 = 92.9% | 100% |
| D | 189 | 187 = 98.9% | 100% |
| E | 167 | 158 = 94.6% | 100% |
| Unrated ie 'new' | 142 | 142 = 100% | 100% |
| TOTAL | 891 | 860 = 96.5% | 100% |

The overall intervention rate of 96.5% against the authority's self-set target of 100% is a significant achievement considering the starting position at the beginning of the financial year and outside contractual issues with the completion of some work programmes. The in-house food safety officers have since completed the remaining due and overdue inspections.

The target for 2017-18 is to complete 100% of all interventions due.

6.2 Identification of any variation from the Service Plan

The Service did not significantly vary from the Plan. It contracted services to undertake overdue inspections although there were in-year difficulties with contracts not being completed in some cases. The shortfall (eg revisits) were picked up by the in-house team in addition to their usual caseload.

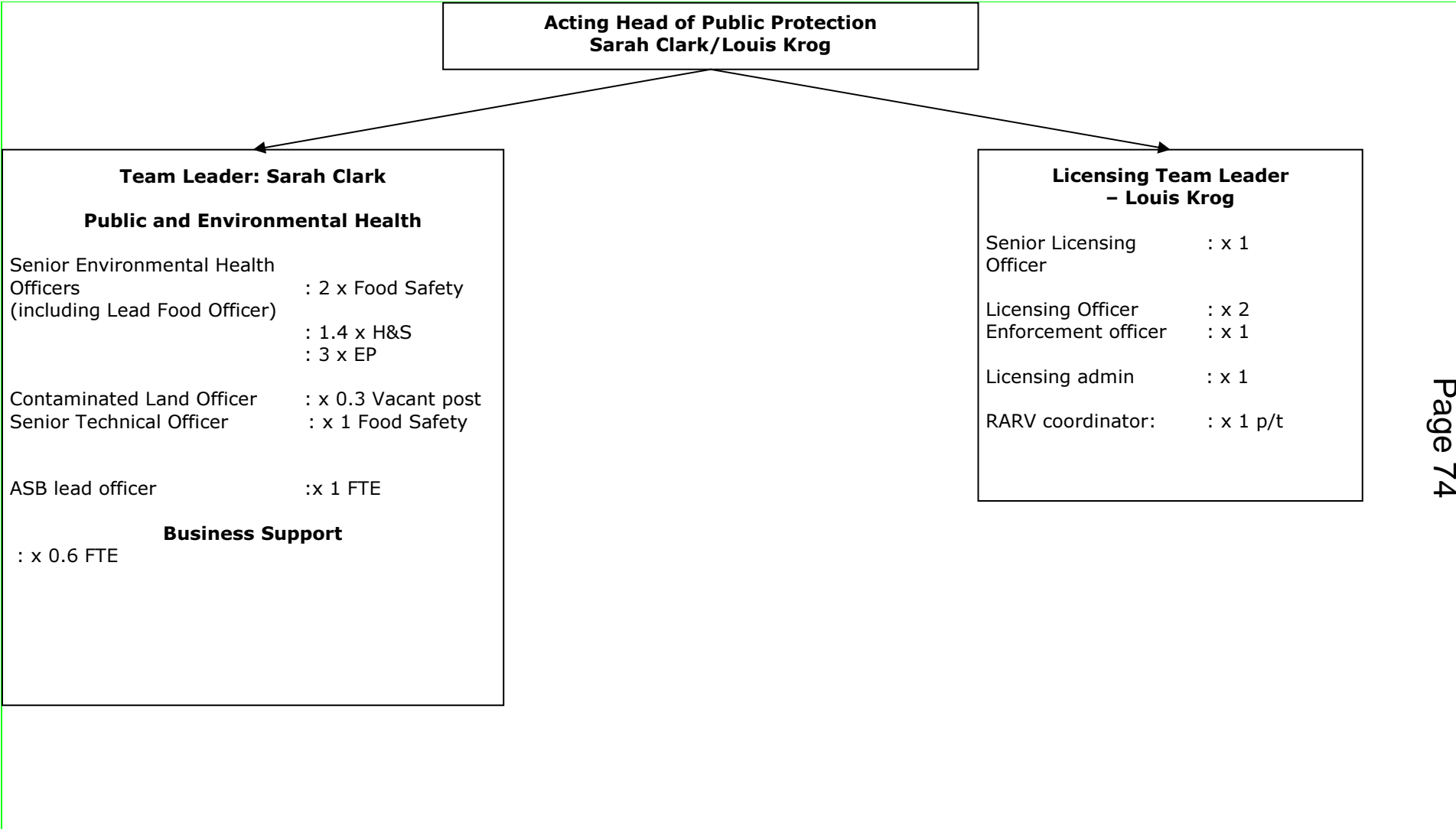
In 2017-18, there could be variance from the service plan if a resource gap occurs due to a food-related incident (for example an infectious disease outbreak or an in-depth investigation). For example, the service used 40 officer hours on one relatively straight forward investigation in 2016-17 involving one victim and a small number of witnesses. To reiterate: There is a small margin of available resource if the service is to deliver its responsibilities under the Framework Agreement within current processes. The service aims to mitigate this by:

- Automating some of the event, planning, licensing and complaint advice (totaling @ 879 hours annually at present) which in itself might release the 259 hours required for sampling
- Moving some of the less specialist environmental health work to a new shared support team (the current prioritisation exercise will inform this)
- Submitting a business case to the Place & Economic Development budget for a Regulatory Support Officer who could undertake some of the sampling (although it is recognised this post would ideally need to be self-financing to align with the commercial element of new posts).

6.3 Areas of improvement

Although the review of the service plan does not indicate any immediate areas for improvement, it does support the development of the service in terms of resource and commercialisation. For example, some of the technical data entry and customer focused tasks could be a development opportunity for support officers (or for a new Regulatory Support Officer). This would release food safety officer capacity to better deliver its food safety statutory functions eg inspections; support business economic development; undertake sampling and/or explore commercial opportunities including the provision of training courses.

Comments on service development in general are provided throughout this Plan.



Cheltenham Borough Council

Cabinet – 11th July 2017

Place & Economic Development – Commercial Transformation Programme

| | |
|---------------------------------|--|
| Accountable member | Councillor Andrew McKinlay |
| Accountable officer | Tim Atkins – Managing Director Place & Economic Development |
| Ward(s) affected | ALL (none directly) |
| Key/Significant Decision | No |
| Executive summary | <p>This paper provides an update on the key programme deliverables identified in the July 2016 Cabinet report. The report also proposes the next stage of the commercial transformation programme.</p> <p>The report focusses on the following programme activity streams:</p> <ul style="list-style-type: none"> • business management • car parking • economic development • visitor economy / destination management • fund raising / research • events • anti-social behaviour / public spaces / enviro-crime • marketing and entrepreneurial approach • financial position and funding strategy <p>The first 12 months since the programme's inception have proved challenging yet successful. The programme has reversed the cycle of cuts and shrinkage, creating growth and development in the priority areas. It has also consolidated and supported the delivery of other workstreams important to Cheltenham's wider environment. This is being achieved as part of the wider MTFs, with Place & Economic Development (P&ED) projected to meet the corporate financial targets through until 2021.</p> <p>This programme of investment will support the delivery of the Place Strategy so that Cheltenham is 'a place where everyone thrives'. This vision will only be achieved by ongoing cultural shift, nurturing our commercial skills and being more creative and pioneering in our approach and connecting better with our stakeholders and communities.</p> <p>This cultural shift has a dependency on the Council's organisational development programme. Investment in developing commercial skill-sets is pivotal to a successful transformation.</p> |

| | |
|--|--|
| Recommendations | <ol style="list-style-type: none"> 1. Note success of programmes achievements to date. 2. Authorise the Managing Director for Place & Economic Development in consultation with the Cabinet Member for Development and Safety to continue with the next stage of the commercial transformation programme. |
| Financial implications | <p>See section 2.11 and Appendix 4 for the financial implications of the Place & Economic Development – Commercial Transformation Programme.</p> <p>This shows that the current plans cover all of the targets in the MTFS up to and including 2020/2021.</p> <p>Contact officer: Andrew Knott, Accountant – Financial Services andrew.knott@cheltenham.gov.uk, 01242 264121</p> |
| Legal implications | <p>One Legal is providing advice and support in relation to some of the projects/initiatives referenced in this report. Further legal support will be required particularly for those initiatives where agreements are required with third parties such as other public bodies, grant funders and consultants.</p> <p>Whilst the services re-design 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 office) with directors being able to appoint and dismiss staff within their teams.</p> <p>Contact officer: Donna Ruck, Solicitor. donna.ruck@teWKesbury.gov.uk 01684 272696</p> |
| HR implications (including learning and organisational development) | <p>There are a number of HR implications with a programme of this size and complexity. These include but are not limited to change in working practices, employee engagement, recruitment and culture change. The programme has a HR BP representative on the programme board. HR implications are managed closely, reported to the programme board and raised with the Strategic HR Manager at regular 1-2-1 meetings. The programme sponsor attends the JLF meetings with TU colleagues at regular intervals to brief and update them on progress.</p> <p>Contact officer: Julie McCarthy, HR Manager GO Shared Services julie.mccarthy@cheltenham.gov.uk, 01242 264355</p> |
| Key risks | <p>Please refer to Appendix 1.</p> |
| Corporate and community plan Implications | <p>The Place Strategy was endorsed (<i>as amended</i>) for community engagement by Full Council on 27th March. All programme work streams are aligned with the Place Strategy outcomes.</p> <p>The Corporate plan sets the annual targets and outcomes for the wider service.</p> |
| Environmental and climate change implications | <p>None</p> |

| | |
|------------------------------------|--|
| Property/Asset Implications | <p>The proposed objectives will have resource implications on Property Services in supporting the delivery of these initiatives.</p> <p>Contact officer: David Roberts, Head of Property Service david.roberts@cheltenham.gov.uk, 01242 264151</p> |
|------------------------------------|--|

1. Background

1.1 In July 2016, Cabinet approved the proposed delivery of a commercial transformation programme for the Council's regulatory and environmental services over an initial two year period. The programme was initiated in September 2016.

1.2 The programme has the following vision:

By July 2018, transform Place & Economic development into a commercially focussed, cost effective and resilient division that strives to deliver an excellent customer experience that supports the delivery of Cheltenham's Place Strategy.

1.3 In agreeing the vision Cabinet authorised that the Managing Director for Place & Economic Development in consultation with the Cabinet Member for Development and Safety would:

- implement changes to the existing organisational structure to support the refocusing of resources where appropriate, and
- Develop and implement such income generating / cost recovery initiatives and measures as appropriate to assist in the delivery of the financial targets

1.4 To meet the financial costs needed to deliver the programme, Cabinet approved the deferral of the £157.5K savings for 2017/18 to 2018/19.

2. Priority Workstreams

2.1 The report identified priority areas in which investment was required. Significant progress has been achieved in all of these priority areas that have been funded by a strategy involving cost reduction supported by structured vacancy management and the generation of income from a variety of sources. Further details are provided in the funding strategy section of this report.

2.2 This proactive approach has enabled the creation of the overarching Place Strategy. The next stage of this transformation programme proposes to focus on supporting its delivery through the priority workstreams set out below:

2.3 Business Management

If the cultural shift to a more commercially focussed organisation is to be achieved, it must be underpinned by robust business intelligence. The starting point was a benching marking exercise. This provided service managers with the ability to identify targets for service delivery improvements, focussed on operational savings and income generation.

The next stage was to better understand how our resources were being deployed and how this correlated with income. Time and activity recording is being piloted, using the case management system IDOX Uni-form. The system was configured to allow officers to record their time spent against individual cases. Powerful performance reports can be created providing details of utilisation and productivity, enabling managers to see how effectively resources are being deployed. The development of this data is still at an early stage, however, examples are provided in Appendix 3 that shows this data can assist in understanding how the costs of different activities align against the income they generate, allowing better judgement as to making decisions about prioritisation and the importance of those activities to the Council.

The continued development of the Business Management Framework is pivotal and a Business/Data Analyst role has been created to support the delivery of the programme. It will also support the continued development and implementation of IT systems, process re-engineering and act as a liaison between Place & Economic Development and Publica ICT.

Business Support

A review has been undertaken of the P&ED administration functions, assessing the scope for the creation of a single business support team. This identified a large number of similar processes and activity across different service areas. It also identified frailties in the resilience of the administration function when separated out into small pockets.

The new support function will be rolled out in incremental steps. The first will be through an Agile working project (funded through this programme) that will bring together 3 service areas in a single location, encouraging more effective use of office space, remote working and cross-cutting delivery. The team will also pilot work on a single 'first point of contact' customer services provision. Encouraging customer self-service allowing more time consuming enquiries to be dealt with in a more cost effective and reactive manner.

Next steps

Business Analysis: the scrutiny of current business processes has initially commenced. The forthcoming year will see each P&ED business unit undergo an analysis of its service delivery. Current processes will be costed and each stage evaluated for value; time, cost and quality. Processes will be re-engineered to secure a balance of excellent customer service and cost effective sustainable service delivery.

The exercise will be undertaken by the business management team with support from the interns. This approach will ensure that every review is undertaken consistently and a standardised model is developed. Opportunities for centralised customer contact will be exploited where appropriate; this will ensure a consistent customer experience which is aligned to the programme vision.

Business Support Team: A number of new posts are to be established supporting the re-alignment of the teams business. This includes a new Business Support Manager working across P&ED. Existing vacancies have been partially replaced with posts that are no longer service specific, but embrace cross boundary working and are able to be deployed as driven by service demand. Currently this is in operation in Public & Environmental Health and Technical Support.

Work is underway looking at opportunities to transfer first line customer facing activity to the Corporate Customer Services Team. Fly tipping and Abandoned Vehicles are the first to be reviewed, based on analysis undertaken of customer interaction volumes.

Agile Working Project: Phase 1 will see the move to the ground floor of the Licensing, Public & Environmental Health and Building Control Teams. The project has commenced its initial preparatory activities with a go live date provisionally scheduled for September/October. It will interface with the Corporate Customer Service Team, piloting the potential benefits of a shared support resource and also drive forward flexible working opportunities for officers.

The primary objectives for the Agile Working Project are:

- **Streamline customer contact and responses:** explore current approaches to handling customer contact across the 3 teams to streamline the approach and be focused around the needs of our customers, whilst improving efficiency.
- **Customer centric approach using standardised work processes:** build on the systems thinking work done to date to create standardised approaches to common work processes and adopt a best practice approach across all 3 teams.
- **Consolidated business support:** enable the admin resource from the 3 existing teams to operate as a combined service support team/resource to provide admin support across all 3 teams rather than dedicated support to one team.

- **More flexible working practices:** for officers and admin support across all teams to explore more flexible working practices that include different work places and work patterns. Different places of work include working in a reduced space, open plan office environment involving hot-desking, working remotely from other locations, working from home etc. Different work patterns include self-rostering etc.
- **Review roles & responsibilities:** review the current split of officer/admin tasks with the aim of devolving more responsibility to the business support team, to provide job enrichment for the admin roles and to create more capacity at officer level.
- **Improved use of systems and reporting:** explore opportunities to get more out of *Uniform* or other systems e.g. online card payments

2.4 Car Parking

The programme has enabled the commissioning of a comprehensive car parking strategy, which is of significant importance to delivery of the Place Strategy, our approach for sustainable travel in the future and growth in the capacity of the town centre as a retail and commercial destination.

Priority workstreams that will support the delivery of the place & car parking strategies include: active travel, strategic sustainable transport, commercial operations, environmental improvements, investment into car parks and their administration.

Next Steps

The strategy has identified an action plan, with priority actions for the first few years.

Initially, some key investment in staffing is required, to help stabilise the service and provide the capacity to drive forward improvement actions. This will include recruitment to an operational supervisor position and in a commercial / marketing expertise that will help support the development of the service, but will also have a wider longer term role in supporting the business transformation.

Secondly, there is an urgent need to invest in an upgrade to the Regent Arcade parking system and this major project is already underway, with support from our consultant, Arup.

In parallel with this, we will be reviewing car parking charges in line with the strategic recommendations, which will categorise car parks by size and location. This, together with improved signage arrangements should generate a modest increase in income, which will help to underpin our investment aspirations for uplifting the quality of the parking experience.

Over the longer term, we will be reviewing all CBC parking sites and there may well be a degree of rationalisation, with the intention that overall off-street parking space numbers are maintained. Any such decisions will be subject to satisfactory business cases and relevant consultation.

We will also be looking to identify opportunities to work in partnership to enhance the service to customers, including making use of technological improvements to enhance information about parking space availability.

2.5 Economic development

Significant investment is needed into economic development and as part of the programme a new team has been established. Promoting growth in the economy is a critical part of the Place Strategy. Supporting this agenda, promoting Cheltenham as a great place for business to thrive requires focused resource.

Overall goals for the economic development team are to increase retail and visitor numbers in Cheltenham, to get commitment for inward investment from established companies that are

currently not located in the region and create new businesses by fostering start-ups and entrepreneurship and to establish a sustainable access & transport vision for the town

For inward investors, a range of location factors are decisive for choosing to invest in Cheltenham or elsewhere. Nurturing the environment to attract and retain talent is critical with the uncertainty surround Brexit. It is paramount that Cheltenham is seen as a modern, forward-thinking town with high-quality of life and exciting offers for a very mobile, highly skilled workforce.

Considerable opportunity lies around the potential delivery of a UK Cyber Business Park, with the GCHQ Innovation Centre as the anchor. The redirecting of existing resources with the support of the Cheltenham Development Taskforce and other partners secured a recent £22M growth fund award. These opportunities are too important to the future of the town and wider regional economy, therefore investment in this workstream is essential.

Next Steps

One of the important first steps will be the creation of an interim short term action plan to act as a delivery plan for the Economic Development Team and establish priorities. This will include the development of a longer term Economic Development strategy. To support this, recruitment is currently underway to support the activities and deliver against the growth agenda, including urban planners, transport planner, programme manager and a research / funding officer. This is also linked to the review of the Cheltenham Development Taskforce that is currently underway. These resources will support the delivery of the following workstreams:

- **Inward investment:** the main focus is on the new developing areas in west and north-west Cheltenham and ensuring the existing communities benefit from the growth potential.
 - Link wider destination branding exercise for Cheltenham to accommodate vision for UK Cyber Business Park.
 - Develop strategy to attract and grow skills / talent pool, develop an excellent transport network and enhance connectivity on a regional, national and international level, grow our role in the aviation, engineering and cyber clusters as part of the emerging Industrial Strategy.
 - Examine new approaches like 'Smart Cities' and develop an up-to-date database with available office space and a one-stop shop for investors.
 - Collaborate with all Gloucestershire stakeholders for a regional inward investment strategy
- **Retail:** the team is currently evaluating the different retail areas of the borough and collecting performance data. Dedicated support to be provided to stakeholders (such as BID and other representative bodies) and new collaborative approaches including special events, markets, income generation, Christmas activities, promotions and links to the wider destination management model. The review of shopmobility underway will identify any process improvements, business and marketing opportunities as well as any savings.
- **Sustainable Transport:** the overall responsibility for strategic transportation rests with the county council. However, much of the planning and delivery of the overarching Place Strategy for Cheltenham is directly linked to an integrated and long-term vision for sustainable transport, linking the gateways to the town, accessibility, movement, cycling & walking, public transport, car parking, linkages to the motorway infrastructure, airport etc. At the moment this is disjointed and investment is required. The relationship between the county and borough council is currently under review and consideration being given to options such as a Highways Agency agreement and / or highways board. Options are also being considered for greater collaboration between the two authorities on matters such as strategic development and active travel. Investment into dedicated resources for sustainable transport is important to assist the shaping and development of the Place Strategy.

- **Townscape:** work is already in train on both large and small schemes which will deliver public realm improvements, including High Street, Minster alleyways and pocket parks. These projects need to fit within a wider strategy which establishes key principles and priorities for delivery through a public realm strategy. The Corporate Plan recognises the need for a vision for the town centre and with the support of consultants this will be worked up during 2017. This will be a vision for Cheltenham focused on more central areas; including gateways, sustainable transport plan, growth of retail and nighttime economies, public realm, parks, cycle / walking routes, accessibility & creation of great public spaces etc. This will include specific proposals for key projects including the High Street, Boots Corner, Town Hall, Royal Well, Municipal Buildings / Promenade etc. To support the delivery investment is required.
- **Economic Development Plan:** the creation of an interim short term action plan to act as a delivery plan for the Economic Development Team and establish priorities. This will include the development of a longer term Economic Development strategy.

2.6 Visitor Economy & Destination management

Linked to economic development workstream, the development of Cheltenham's visitor economy and its promotion as a destination needs considerable development. Over the last year a detailed workstream has been underway working with the wider tourism partnership to develop an ambitious five-year strategy that will grow Cheltenham's visitor economy and promote Cheltenham as a destination.

The strategy sets out the vision for Cheltenham's tourism offer, the aims and outcomes and an action plan for achieving them. This is important as Cheltenham needs to define its market and in doing so develop its tourism product.

The strategy also provides the framework for the council's place strategy outcome of a thriving visitor economy.

Next steps

The strategy recommends that the preferred option for the delivery of tourism services in the longer term is through a bespoke public/private partnership, but that a transitional stage be first adopted developing the existing marketing activities. This will be supported by a number of key stakeholders including the council, The Cheltenham Trust, the BID, the Racecourse, the Festivals, the Chamber of Commerce and the University. A wider membership scheme will be rolled out. The transition period will run until October 2019 allowing time for a detailed review of the role of the Tourist Information Centre and how this will link into the future of the visitor experience in Cheltenham. It will also allow the success of the new marketing / destination management activities to be assessed.

Outside the strategy the Place and Economic development team are progressing on existing projects, e.g. major upgrade of the High Street, but alongside this dialogue is continuing through Cheltenham BID and wider retailers on how to make offers more interesting for the wider region to attract additional visitors to Cheltenham.

An events strategy is currently developed to attract more events that benefit the overall place-making strategy and to increase investment, retail and visitor numbers.

2.7 Fund raising / research

The programme has encouraged the investment of officer time into developing and researching external funding opportunities. Collaboration and cross over with the work of the Cheltenham Development Taskforce and Cheltenham Borough Homes has contributed to this workstream. The last 12 months has seen considerable success through investment in external funding including:

- **Growth Deal 3 – Funding for transport interventions West Cheltenham Cyber Park -**

£22million Funding allocated to deliver transport interventions to enable the delivery of Cheltenham Cyber Park (West Cheltenham strategic allocation). A joint public and private sector initiative aimed at creating the UK's first dedicated hub to support the growth and development of new cyber security businesses, technology, research and skills. Governance is in place with representatives from central government departments, Cheltenham and Tewkesbury borough councils, county council, Gfirst LEP, GCHQ, Gloucestershire University

- **DCLG Estates Regeneration** - £350,000 – funding secured to explore a masterplanning exercise to inform the future regeneration of the West Cheltenham area, identifying physical regeneration potential in the areas of St Marks, St Peters, Hester's Way and Springbank. The vision is to create a key gateway into Cheltenham, promoting connectivity with new and existing development, to achieve real social sustainability.
- **One Public Estate** - initial allocation to Gloucestershire of £155,000, this includes a Cheltenham area review. An opportunity exists to create a Cheltenham public sector hub.
- **Homes & Communities Large Scale Capacity funding** - £224,000 secured to support linkages between the North West Cheltenham strategic site allocation via the Joint Core Strategy and the emerging allocation at West Cheltenham.
- **LGA Digital Funded Programme, Supporting Channel Shift - £15,000**
March 2017 saw a successful outcome to a bid for £15,000 to support the implementation of an online Licensing service. A project was initiated in April, with a plan to deliver the solution by December 2017. The project will be working closely with Calderdale Council, who were also successful with a similar bid.
The project will deliver an online service enabling applicants to apply, pay and provide supporting evidence for their licensing applications 24 hours a day, 7 days a week. This will result in a direct reduction in back office processing, which in turn will enable a faster turnaround of service. The increased capacity will offer the potential for focus on the development of income generation activity.
- **Environmental and Social Infrastructure Fund (ESIF)** – A bid is currently being prepared, likely to be in the region of £640,000 to incorporate sustainable drainage and introduce planting to promote biodiversity in Cheltenham High Street. This bid is being developed alongside the High Street public realm programme. The deadline for the bid is 7th July, with outcome expected September 2017.

Next steps

In light of the success set out above, as part of the Economic Development team a dedicated resource is to be developed on a self-funding basis to research funding opportunities, develop and manage socio-economic data that can support a wide range of bids and partnership opportunities. Recruitment to support the delivery of these and other projects will also be funded on a self-funding basis. In some circumstances a requirement to seek future funding streams will be required as part of the job description.

2.8 Events

The Events project has been moving forward during May. Progress has been stifled due to competing priorities, specifically the Tour of Britain and Parking Strategy projects.

Cheltenham Festival of Cycling, featuring Tour of Britain is being programmed for 9th September 2017. This is being used as a test case for reconsidering how the council engages with the events calendar, linking to wider corporate objectives, in this case sustainable transport, economic growth and defining Cheltenham as a destination. An economic impact assessment will be prepared post the event together with a full analysis of costs against sponsorship. This will help inform future decisions around whether self-financing posts for events could be sustained.

Next steps

The review of the Tour of Britain will enable the business case for future events to be looked at in more detail. This will be linked with other relevant workstreams, including the current approach to Town Centre Events, markets, Christmas activities etc. This will be undertaken in consultation with the relevant stakeholders and cabinet members.

2.9 Anti-social behaviour / Enviro-crime / public spaces & town centre safety

Considerable progress has been made in these areas. The powers and extent of the town's Public Space Protection Orders was expanded earlier this year. Effectively enforcing the orders requires close work between the police and public protection / enforcement staff. Greater collaborative work with the police and other partners has seen initiatives such as project SOLACE be introduced, that makes more effective use of the resources available. This joint working is to be further explored.

Establishment of the BID and the town's purple flag status has seen a shift in the way in which we support the town centre and night time economy. Cheltenham attracts large numbers of visitors, it also has a very strong night-time offer. Linked to the work underway to develop the visitor economy and market the town more effectively, we have undertaken work to understand how the town is perceived by visitors. The next step is to examine, in more detail, the night-time offer. Safety is an important element of this and how the council, police and businesses work together to make Cheltenham a very safe town to visit.

- **ASB and SOLACE**

On 11th April 2017, Cabinet recommended the implementation of SOLACE - an ASB partnership between the police, Cheltenham Borough Council and Gloucester City Council across both urban areas. CBC's contribution has been funded from existing Public Protection budgets and will increase the resource and resilience of the ASB service. The full business case and accompanying Cabinet report is available in the 'accompanying documents' section here:

<https://democracy.cheltenham.gov.uk/ieDecisionDetails.aspx?AllId=11828>.

The service is about to begin designing and standardising ASB processes between CBC and partners, utilising the P&ED business analyst resource.

- **Homelessness**

The Public Protection Acting Head of Service has been working with the Lead Commissioner for Housing at CBC and the Head of Housing for Cheltenham Borough Homes to review homelessness pathways to improve outcomes, particularly for those with low or no needs. This work is being informed by a predictive analysis pilot at CBH which aims to identify and support individuals and families who may struggle to manage tenancies. The findings of this working group further support the need for Social Impact Bond funding in Cheltenham.

- **Street begging**

The Public Protection service leads a monthly multi-agency 'street people' working group which co-ordinates partner activity to ensure individuals who are rough sleeping, begging, street drinking etc. are engaged with and offered support (such as housing, mental health, drug and alcohol support, financial, physical health). The majority of individuals carrying out these behaviours in public spaces are already housed, and the council and police lead on enforcement measures in the few cases where it is required to protect the public and businesses from harm. Enforcement is graduated, beginning with a warning letter that also signposts the individual to available support. This is followed by a final written warning if the offending behaviour continues, and individuals are warned that a Civil Injunction will be sought if they do not address and stop their ASB. This model is called

'Engage – Support – Enforce' and is mirrored in Gloucester City. Information about the two most recent Injunctions can be found here:

https://www.cheltenham.gov.uk/news/article/1888/civil_injunction_for_prolific_beggar

https://www.cheltenham.gov.uk/news/article/1901/town_centre_injunction_remains_for_m_alone

Next Steps

- Following approval of the SOLACE partnership in April 2017, work is underway as delegated by Cabinet to develop and agree final implementation plans. Once these plans have been agreed with partners, a briefing note will be circulated to all Members, setting out further detail regarding implementation, governance and performance monitoring.
- The potential to further our collaborative working with the police will be further explored, such as developing a neighbourhood team approach, tackling a wide range of issues with police and council staff working together. The objective is to optimise the use of resources available from the council (public protection & enforcement) and the police to enforce against ASB, breaches of PSPOs, neighbourhood crime etc.
- In light of recent events nationally and the importance of ensuring that Cheltenham furthers its reputation for being a very safe town to visit and go out in, it is proposed to undertake a review that will assess town centre safety, working with businesses, the BID, the police and other relevant partners.

2.10 Marketing & entrepreneurial approach

Many of P&ED's services operate in a competitive market and require a focused commercial approach. Marketing is a critical activity for most effective business. Steps have been taken to drive forward some initial ideas. The introduction of two marketing/research interns has allowed a number of commercial initiatives to be further developed. Projects currently underway are:

- The new chargeable planning advice service has been well subscribed and generated additional income since its launch. The service was launched in April, supported by an email, corporate website and Facebook Boosting[®] marketing campaign.
- The Enforcement team are developing the use of YouTube[®] to promote pest control services alongside improvements to the corporate webpages. The service is currently engaged in a recruitment exercise to support the expected increase in income generating service demand.
- The Green Team have undertaken a direct marketing approach with local companies to determine whether sufficient demand exists to launch a chargeable 'Corporate Days' service. Initial responses have been very positive.
- The Licensing team are using social media platforms to promote their service and offer guidance & advice on new regulations.
- Bereavement Services have developed their webpages to promote the products and services available. A catalogue of suppliers has been developed and flyers produced.
- Parking Services have undertaken a number of exercises promoting the services and recent improvements. The corporate communication team have supported the promotion by means of press releases, Facebook and Twitter posts. There has also been significant utilisation of the relationship with the BID to get messages to the customer base.

Examples of recent promotions include:

- Free parking during events; Christmas late night shopping and the Cheltenham Festival

- Pay by Phone service
- Redevelopment of Town Centre East and Chelt Walk/Synagogue Lane car parks

Next Steps

- The success of these initiatives has shown that a small level of investment has already reaped significant return. When considering the income generation levels of some of the services provided and the potential uplift either from additional income generation, re-gearing of fees / charges, effective marketing and cost reduction / efficiency; further investment in this skill set is clearly worthwhile.
- It is proposed to appoint resource to drive forward this commercial operations model for our services that are in a competitive market and have either high income or high controllable operational costs. This would be done on a self-funding basis, as there is considerable scope for further uplift in this area.
- The use of business and marketing interns to support the programme has proved successful. It is proposed that this is developed as a formal programme to support the delivery of the transformation programme in the next phase. This will also explore the scope for a graduate programme linked to the internships.

2.11 Financial position & Funding Strategy

The Financial Strategy of the transformation programme was based around refocusing resources to help delivery priorities, particularly around economic growth, whilst supporting the MTFS and shaping a long-term self-financing framework for the council.

Progress to date:

- **Savings from vacancy management:** To date this policy has provided £125.1k of savings in 2016/17. It is estimated that further vacancy savings within 2017/18 will generate £329k including 2016/17 carry forward vacancies.
- **Income generation:** The new income streams that have been generated through the programme these include the new pre-application planning service fee, a planning uplift of fees by 20% awaiting Government authorisation and other small wins such as Pest Control increase due to small amount of marketing completed by interns. It is projected that 2017/18 will see lift income generation of £131.5k, growing to £332k in 2018/19.
- **Other income:** New sources of funding / income are being opened up. In many cases these are through external funds, sponsorship / partnership working, the sharing of posts with other authorities or initiatives where a new resource has been recruited to bolster and bring in new revenue streams.
- **Car Parking Strategy:** The implementation of the parking strategy with initiatives as the re-gearing of the fees structure will enable additional investment into the car parks and its management. Details regarding the deliverables are included as part of the roll-out of the strategy cabinet paper being considered at the June 17 Cabinet Meeting.

Next Steps

The programme is projected to meet the MTFS targets set for 2017/18 through to 2020/21. There is a period of considerable change set out for the next two years that will see the implementation of new business practices, the implementation of new roles and the shifting of resources towards priorities. The potential of some of the income generating initiatives are not yet fully known. As with most businesses P&ED's services are driven by the overall health of the economy. Peaks and troughs will have a considerable impact, thus building in flexibility into the operating model is of great importance.

The cumulative (year-on-year) financial targets are currently set within the MTFS and further details are provided in Appendix 4:

2017/18 - £50k
2018/19 - £257k
2019/20 - £407k
2020/21 - £457k

To deliver many of the workstreams set out above, new roles are required. The development of existing staff and concept of 'growing our own' is one of the key principles behind this programme, allowing potential to be unlocked and redirected to priorities.

The cost of these new roles is built into the base budget going forward. A number of the project specific posts are aligned to those individual capital or external funds.

To fund these costs / new roles a number of methods are to be used:

- **Base budget posts:** The majority of posts will be funded through the base budget, but be supported by either growth from new income or redirected resources through vacancy management.
- **Self-financing posts:** Going into 2017/18 and beyond, the new roles that are being created are roles where the individuals should be able to generate income from their roles to at least cover their costs. For example the creation of a commercial operations resource will support the high income / high controllable cost services and develop a marketing strategy / business approach will be self-financing after an initial settling period. This would also be the case for the external funding research role, taking its funding from a percentage of the downstream awards.
- **Externally funded posts:** There are multiple external funded programmes that are linked to programme (for example Growth Deal 3, HCA Capacity Building, Estates Regeneration, ESIF etc) Their delivery requires additional resources. Many of these projects may require skills / experience that is required on a longer term basis. Thus in some cases these will be filled working on the premise that they will become self-financing in future years if the need arises.

3. Action plan

- 3.1 The next steps are set out at the end of each sub-section of the report above. An action plan is provided in Appendix 5 setting out an indicative delivery timetable / action plan. It is proposed to bring a further update report in July 2018.

4. Reasons for recommendations

- 4.1 There continues to be considerable uncertainty around the future of local government financing and the wider economy. This has been recently highlighted in the Queen's speech pointing to further uncertainty regarding the position with longer term business rates retention. Developing flexibility, resilience and the ability to drive growth are essential if as a local authority we are to meet the ever changing framework in which we operate. Evidence from the first 12 months of the programme has demonstrated that investment into the service is possible, even at times when other providers are continuing to cut services.
- 4.2 The council has set out clear ambition for the future of Cheltenham in the Place Strategy as a town where everyone thrives. To support the delivery of this ambition, investment and a continued change of culture is required. The prioritisation and refocusing of resources needs to be managed on an ongoing basis. Services that are responsive, resilient and flexible are required if the ambition is to be fulfilled.

5. Alternative options considered

- 5.1 Reverting to a strategy of reducing the number of posts and activities in line with the reduced budget available has been considered. However the review of the first 12 months of the programme has demonstrated that investing in specific priority areas has resulted in successes. Considerable support has been given to the growth & inward investment agenda, investment into marketing and the concept of destination management for Cheltenham. Roles are being shared with partner organisations, new income streams generated.
- 5.2 Other options such as developing closer working relationships with other providers, in particular the new Publica business (part of the 2020 partnership) continues to be reviewed.
- 5.3 The delivery of the Place Strategy has a close relationship with regulatory, environmental, growth based services. There is therefore a strong case to continue with the next phase of the programme that delivers financial, social and economic objectives in the direct control of the council.

6. Consultation and feedback

- 6.1 Consultation has been undertaken with council members regarding the transformation programme which has enabled the development of the Place Strategy. Extensive consultation has been undertaken with external stakeholders, members and staff.
- 6.2 These matters have also been discussed at Overview and Scrutiny Committee on a number of times covering transformation, car parking and the Place Strategy.
- 6.3 Positive feedback has been received from different external forums, for example – the agents planning forum has provide a favourable steer for the introduction of pre-application planning service – which now levies a charge.

7. Performance management –monitoring and review

- 7.1 The implementation of the Business Management Framework and its continued development will provide service managers with the tools to effectively manage their business performance. Utilisation of these tools will naturally develop officer commercial acumen, underpinned with formal training coordinated by the Organisational Development Programme.
- 7.2 Dedicated resource has been secured to maintain and develop the framework in consultation with business units. The implementation of automated scheduled management reports will ensure that those responsible for service management can operate a regime of continuous business planning and performance monitoring.
- 7.3 It is proposed to provide an updated progress and service delivery monitoring report in July 2018 setting out next steps required for continued transformation and the potential financial implications.

| | |
|----------------------|---|
| Report author | Contact officer: Tim Atkins – MD for Place & Economic Development tim.atkins@cheltenham.gov.uk, 01242 264103 |
|----------------------|---|

| | |
|-------------------------------|---|
| Appendices | <ol style="list-style-type: none"> 1. Risk Assessment 2. Community Impact Assessment 3. Business Management - sample data 4. Financial plan 5. 2017 – 2019 Action Plan |
| Background information | <ol style="list-style-type: none"> 1. Regulatory and Environmental Services – Commercial Transformation Programme Cabinet 12th July 2016 |

| 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 Cabinet do not authorise the continuation of the commercial transformation programme, then there will be an adverse impact on the cultural objectives of the programme. | Tim Atkins | 25/05/16 | 5 | 2 | 10 | R | Place Strategy approved by Full Council in March 2017. Continuation of the programme is pivotal to the delivery of the Place Strategy. | | Tim Atkins | |
| | If the Cabinet do not authorise the continuation of the commercial transformation programme, then there will be an adverse impact on the financial objectives of the programme. | Tim Atkins | 25/05/16 | 5 | 2 | 10 | R | The MTFS financial targets allocated to PED are dependent on the successful delivery of the commercial transformation programme. | | Tim Atkins | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| 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 | | | | | | | | | | | |

Community impact assessments – for services, policies and projects

What is a community impact assessment?

A community impact assessment is an important part of our commitment to delivering better services for our communities. The form will help us find out what impact or consequences our functions, policies, procedures and projects have on our communities, as well as employees and potential employees.

By undertaking an impact assessment, we are able to:

- Take into account the needs, experiences and circumstances of those groups of people who use (or don't / can't use) our services.
- Identify any inequalities people may experience.
- Think about the other ways in which we can deliver our services which will not lead to inequalities.
- Develop better policy-making, procedures and services.

Background

| | | |
|--|--|---------|
| Name of service / policy / project and date | Place & Economic Development – Commercial Transformation Programme 11th July 2017 | Page 91 |
| Lead officer | Tim Atkins – Managing Director Place & Economic Development | |
| Other people involved in completing this form | Sanjay Mistry – Programme Manager Tracey Crews – Director of Planning Mike Redman – Director of Environment | |

Step 1 - About the service / policy / project

| | |
|--|---|
| What is the aim of the service / policy / project and what outcomes is it contributing to | <p>The programme has the following vision:</p> <p><i>By July 2018, transform Place & Economic development into a commercially focussed, cost effective and resilient division that strives to deliver an excellent customer experience that supports the delivery of Cheltenham's Place Strategy.</i></p> <p>The programme contributes significantly to all community and corporate outcomes in the Council's Corporate Strategy 2016/17:</p> <ul style="list-style-type: none"> • Cheltenham's environmental quality and heritage is protected, maintained and enhanced • Sustain and grow Cheltenham's economic and cultural vitality • People live in strong, safe and healthy communities • Our council can continue to facilitate the delivery of our outcomes for both Cheltenham and its residents |
| Who are the primary customers of the service / policy / project and how do they / will they benefit | <p>The primary customers of the programme are those that live, work, study and visit Cheltenham. The transformation agenda is focussed around understanding and delivering our activities within a commercial context and delivering against the growth agenda. From a corporate perspective this will contribute into supporting the MTFs and in doing so moving towards a self-financing Council. By supporting the economy of Cheltenham this will have wider and direct benefits to businesses and residents by creating opportunities for business growth, access to a wider range of jobs, skills and apprenticeships together with direct investment in infrastructure for the borough.</p> |
| How and where is the service / policy / project implemented | <p>The programme is being implemented by the Place and Economic Development division of Cheltenham Borough Council.</p> |
| What potential barriers might already exist to achieving these outcomes | <p>The council is facing significant financial pressures, the success of this programme hinges on the reinvestment of income and the repurposing of delivered saving.</p> |

Step 2 – What do you know already about your existing / potential customers

| | |
|--|---|
| What existing information and data do you have about your existing / potential customers e.g. Statistics, | <p>There are numerous service specific user forums in existence. These forums provide the opportunity to fully understand where the service is not meeting expectations and identify areas for improvement.</p> |
|--|---|

| | |
|--|---|
| customer feedback, performance information | Through systems thinking, services have understood and broken down their individual processes and the relationship of these against costs. |
| What does it tell you about who uses your service / policy and those that don't? | The evidence developed through systems thinking and analysis of performance is directly influencing how different parts of our business are being redesigned. Marketing has been highlighted as a key outcome, both in helping our customers understand our services and ensuring the right level of information is shared in the most appropriate way. |
| What have you learnt about real barriers to your service from any consultation with customers and any stakeholder groups? | <ul style="list-style-type: none"> • Lack of access to real time information • Difficulty in navigating through information, often presented in a technical language • Difficulty of accessing information through website • Lack of apps e.g. to support visitors |
| If not, who do you have plans to consult with about the service / policy / project? | |

Step 3 - Assessing community impact

How does your service / policy / project impact on different groups in the community?

| Group | What are you already doing to benefit this group | What are you doing that might disadvantage this group | What could you do differently to benefit this group | No impact on this group |
|---|--|---|---|-------------------------|
| People from black and minority ethnic groups | | | | ✓ |
| Gender | | | | ✓ |
| Gender Reassignment | | | | ✓ |
| Older people / children and young people | | | | ✓ |
| People with disabilities and mental health challenges | Provision of a Shopmobility service. | | Develop the offering currently available | |

| | | | | |
|-----------------------------------|--|--|--|---|
| | | | | |
| Religion or belief | | | | ✓ |
| Lesbian, Gay and Bi-sexual people | | | | ✓ |
| Marriage and Civil Partnership | | | | ✓ |
| Pregnancy & Maternity | | | | ✓ |
| Other groups or communities | | | | ✓ |

Step 4 - what are the differences?

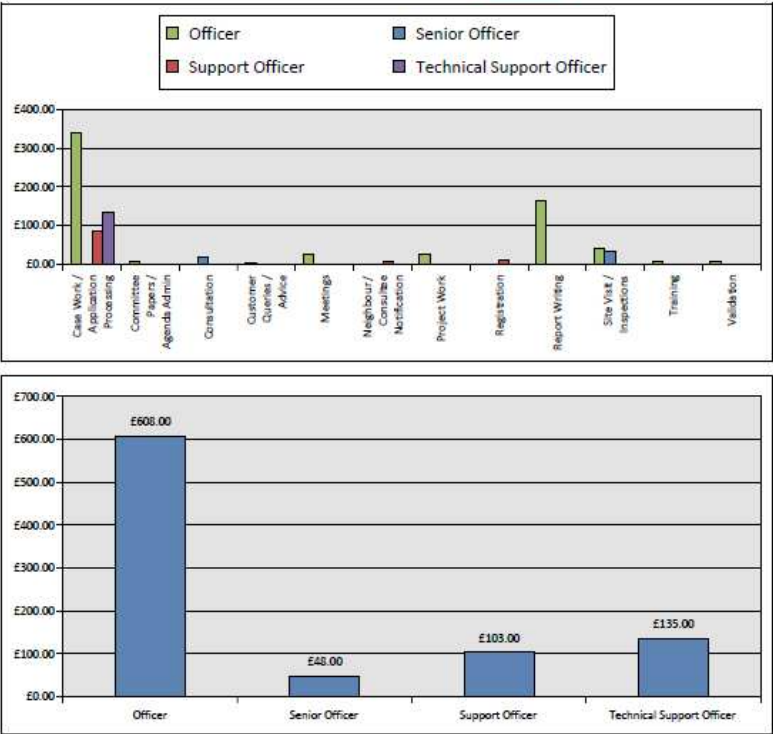
| | | |
|--|---|---------|
| Are any groups affected in different ways to others as a result of the service / policy / project? | All improvements to service delivery will be available to all groups. | Page 94 |
| Does your service / policy / project either directly or indirectly discriminate? | No | |
| If yes, what can be done to improve this? | N/A | |
| Are there any other ways in which the service / project can help support priority communities in Cheltenham? | | |

Step 5 – taking things forward

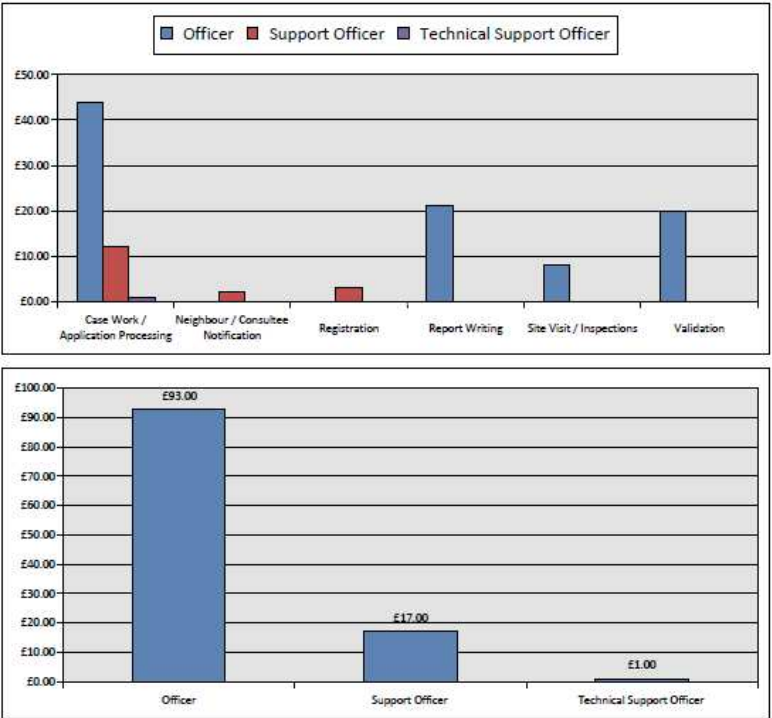
| | |
|---|--|
| What are the key actions to be carried out and how will they be resourced and monitored? | See main report. |
| Who will play a role in the decision-making process? | Cllr Andrew McKinley will be supported by the programme board in the decision making process. |
| What are your / the project's learning and development needs? | Develop service manager's commercial skill sets. Develop marketing content across all service areas Engage with customers more interactively through improved website/apps |
| How will you capture these actions in your service / project planning? | The programme manager will be working closely with the programme manager of the Organisation Development programme to ensure needs are captured and managed. |

Business Management – sample data

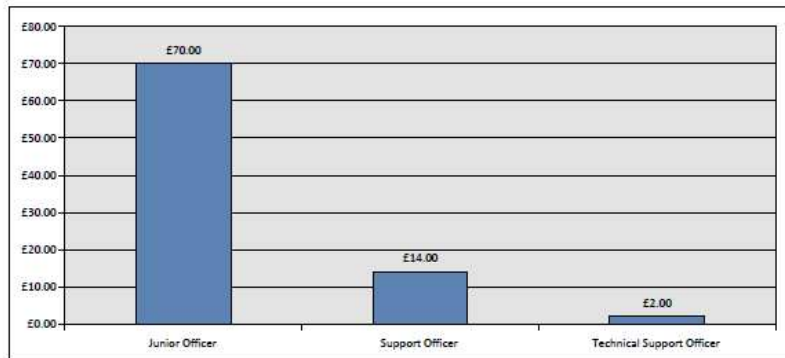
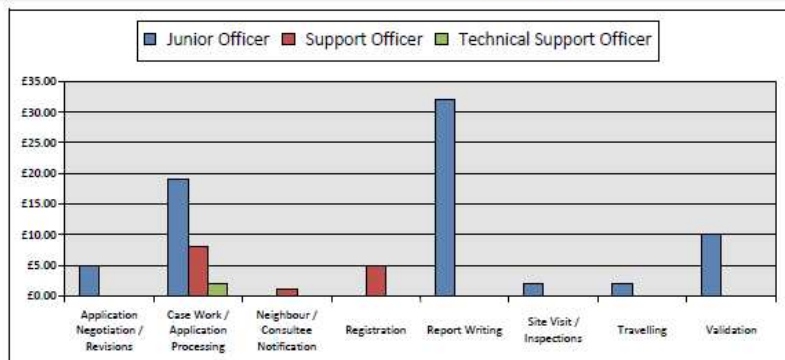
| | | |
|--|-------------------------|---|
| 17/00365/FUL | Permit | Committee Decision |
| Minor Full Planning Permission | Q13 Minor Dwellings | |
| Demolition of existing building and garage and replacement with two new detached dwellings | | |
| Date Received 21-Feb-17 | Decision Date 23-Jun-17 | Days Taken 122 |
| Fee £770.00 | Officer Cost £952.66 | Financial Performance £182.66 Overall Officer Time 60:15 |



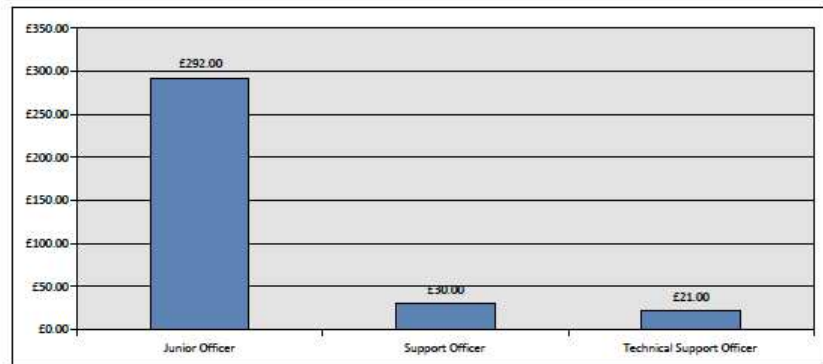
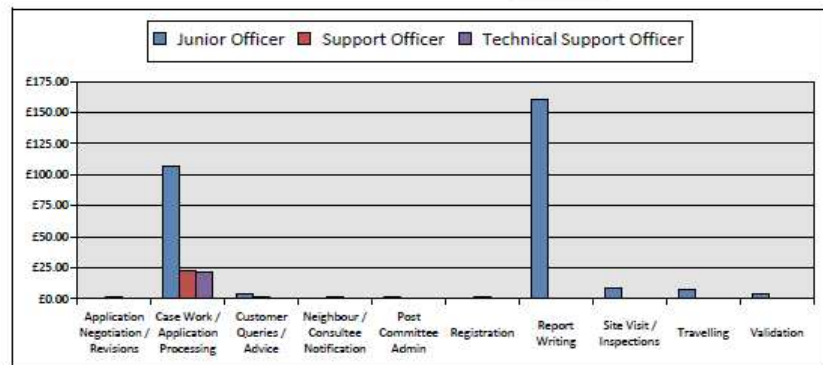
| | | |
|---|------------------------------|--|
| 17/00560/FUL | Permit | Delegated Decision |
| Minor Full Planning Permission | Q21 Householder Developments | |
| Proposed replacement of single glazed wooden sash windows to rear elevation with plastic double glazed sash windows | | |
| Date Received 17-Mar-17 | Decision Date 21-Jun-17 | Days Taken 96 |
| Fee £172.00 | Officer Cost £115.12 | Financial Performance £56.88 Overall Officer Time 07:15 |

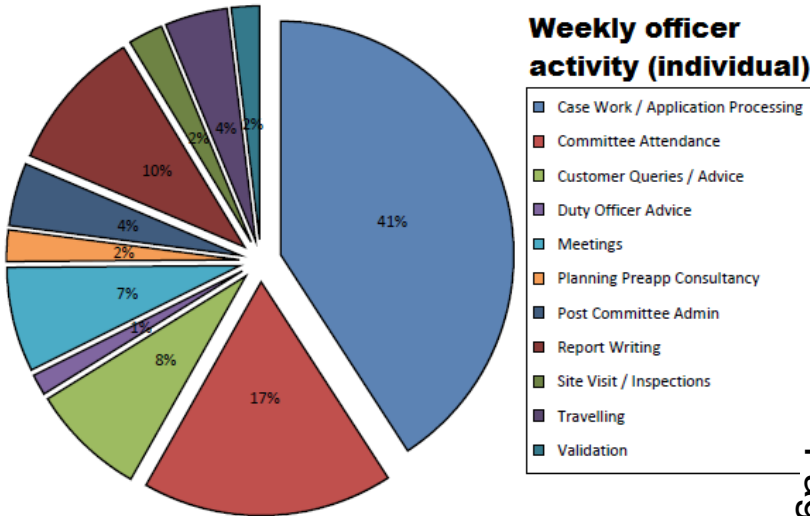
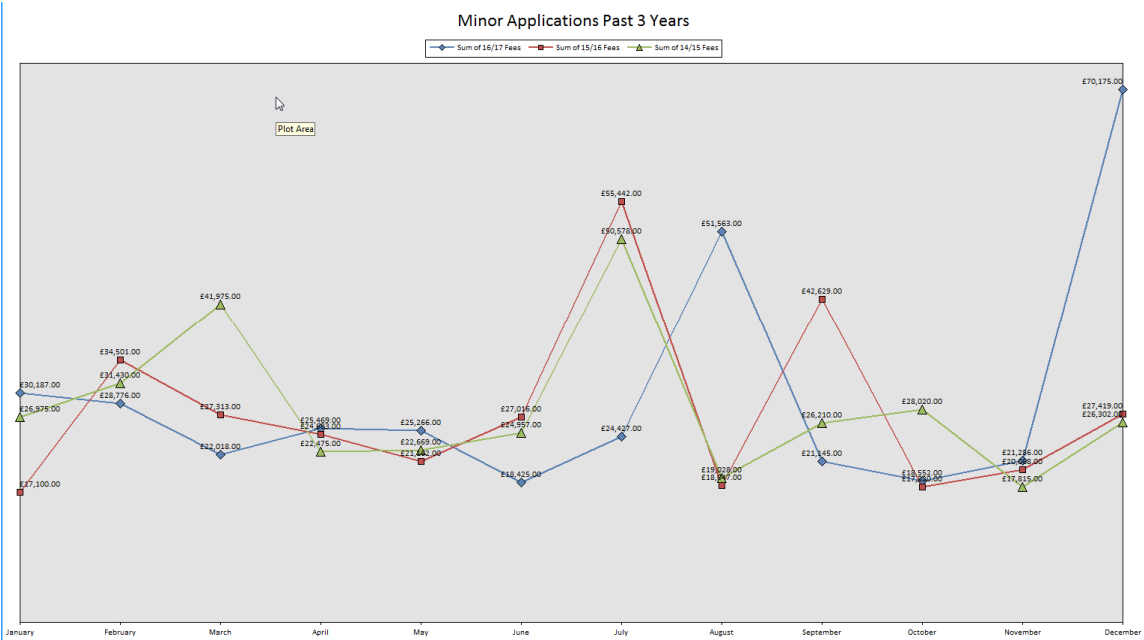


| | | |
|--------------------------------|-------------------------|---|
| 17/00547/FUL | Permit | Delegated Decision |
| Minor Full Planning Permission | Q21 | Householder Developments |
| Single storey rear extension | | |
| Date Received 16-Mar-17 | Decision Date 16-Jun-17 | Days Taken 92 |
| Fee £172.00 | Officer Cost £91.91 | Financial Performance £80.09 Overall Officer Time 07:05 |



| | | |
|---|-------------------------|--|
| 17/00386/FUL | Permit | Committee Decision |
| Minor Full Planning Permission | Q21 | Householder Developments |
| Two storey side and rear extension and external remodelling | | |
| Date Received 23-Feb-17 | Decision Date 23-Jun-17 | Days Taken 120 |
| Fee £172.00 | Officer Cost £360.86 | Financial Performance £188.86 Overall Officer Time 27:45 |





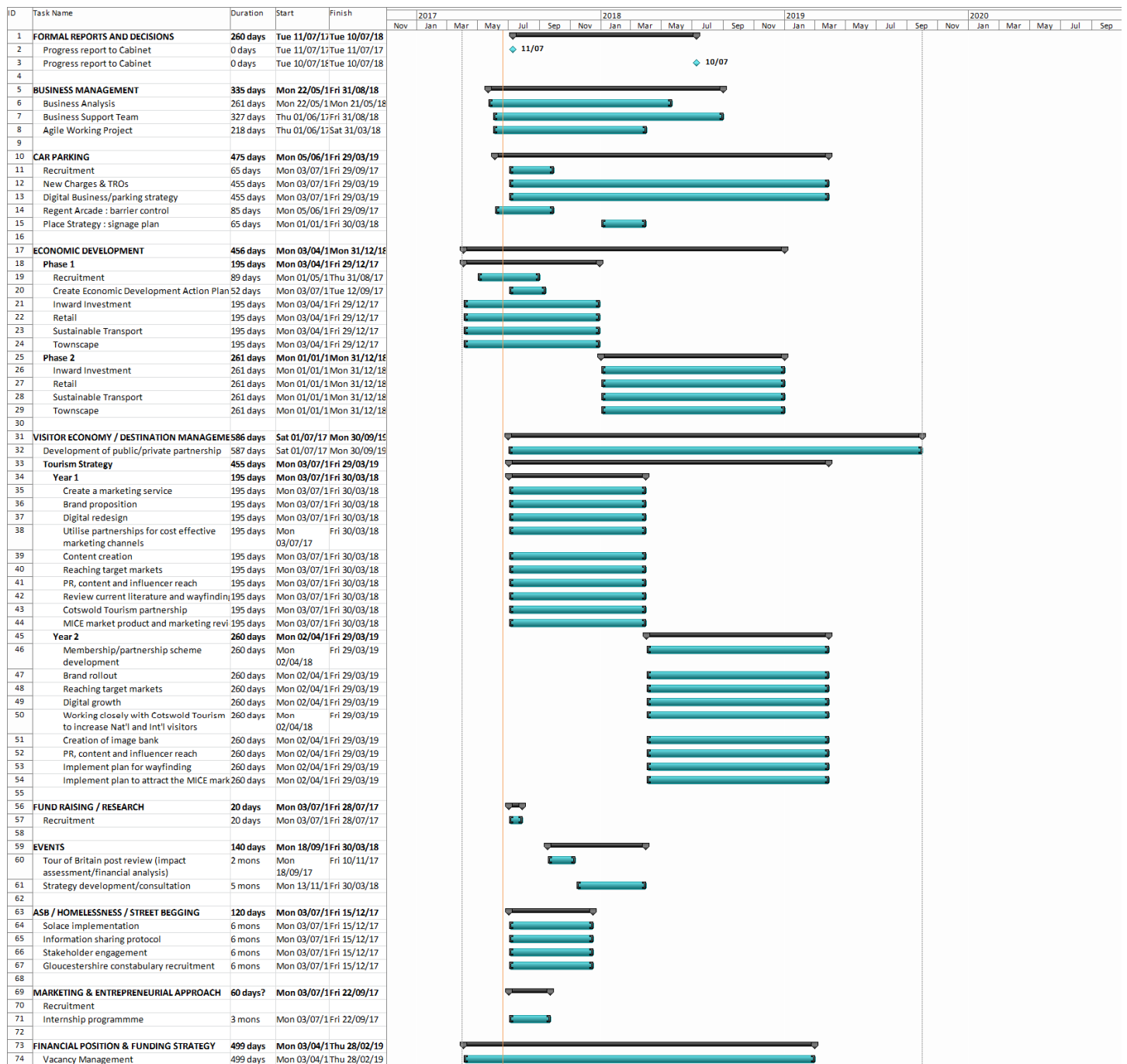
Officer Detailed Activity Breakdown

| | Cost | Time |
|------------------------------------|---------|-------|
| Case Work / Application Processing | £344.31 | 14:05 |
| Committee Attendance | £146.63 | 06:00 |
| Customer Queries / Advice | £67.21 | 02:45 |
| Duty Officer Advice | £12.22 | 00:30 |
| Meetings | £61.09 | 02:30 |
| Planning Preapp Consultancy | £18.33 | 00:45 |
| Post Committee Admin | £36.66 | 01:30 |
| Report Writing | £83.57 | 03:25 |
| Site Visit / Inspections | £20.28 | 00:50 |
| Travelling | £36.66 | 01:30 |
| Validation | £16.12 | 00:40 |

Financial plan

| MPED Commercial Transformation Programme cumulative targets | 16/17 £000 | 17/18 £000 | 18/19 £000 | 19/20 £000 | 20/21 £000 |
|---|---------------|---------------|---------------|---------------|---------------|
| Savings Made in 2016/17 | | | | | |
| Head of Planning | | -65.6 | -66.3 | -66.9 | -67.6 |
| Green Team | | -15.3 | -15.5 | -15.6 | -15.8 |
| Economic Development Officer | | -28.9 | -29.2 | -29.5 | -29.8 |
| Public Protection | -19.4 | -52.1 | -52.6 | -53.1 | -53.7 |
| REST Vacancies (existing) | -105.7 | | | | |
| Transformation one off transfer | -18.3 | | | | |
| sub total | -143.4 | -161.9 | -163.5 | -165.2 | -166.8 |
| New Base Budget Roles 2017 /18 | | | | | |
| Business Support Manager | | 50 | 50.5 | 51.0 | 51.5 |
| Data analyst | 9 | 45 | 45.5 | 45.9 | 46.4 |
| Economic Development Officer | | 14.5 | 29.2 | 29.5 | 29.8 |
| sub total | 9 | 109.45 | 125.1 | 126.4 | 127.7 |
| 2017/18 Vacancy Savings | | | | | |
| Public Protection | | -82 | -83.0 | -83.8 | -84.7 |
| Building Control | | -30 | -30 | -30 | -30 |
| Administration | | -35 | -35 | -60 | -75 |
| Enforcement | | | -40 | -60 | -80 |
| Other vacancies | | -20 | -40 | -60 | -80 |
| sub total | 0 | -167 | -228.0 | -293.8 | -349.7 |
| Project Costs | | | | | |
| Programme Manager | 0 | 2 | 2 | 2 | 2 |
| Interns | 5 | 60 | 60 | 60 | 60 |
| ASB partnership lead | | 20 | 30 | 30 | 30 |
| Business Operations Manager | | 0 | 60 | 60 | 60 |
| Subtotal | 5 | 82 | 152 | 152 | 152 |
| New project Cost | | | | | |
| Public realm / urban design | | | | | |
| Researcher / Grant Finder | | 29 | 29 | 29 | 29 |
| Economic Development with China | | 5 | | | |
| Agile Working | | 25 | | | |
| Marketing | | 90 | 90 | 90 | 90 |
| Events Delivery | | 30 | 40 | 70 | 90 |
| Marketing cheltenham | | 70 | 60 | 100 | 170 |
| Place Strategy Delivery | | 20 | | | |
| sub total | 0 | 269 | 254 | 324 | 414 |
| Income Uplifts from 2016/17 to 2017/18 | | | | | |
| Planning Pre-App | | -50 | -75 | -100 | -120 |
| Other | | -20 | -20 | -20 | -20 |
| Planning uplift - 50% Only | | -40 | -55 | -60 | -60 |
| Subtotal | 0 | -110 | -150 | -180 | -200 |
| Income 2017/18 additions | | | | | |
| Additional Bid Funding | | -25 | -55 | -65 | -85 |
| Additional Income from Marketing / Events | | -20 | -120 | -200 | -200 |
| Additional Income from Commercial Lead | | -30 | -80 | -110 | -150 |
| sub total | 0 | -75 | -255 | -375 | -435 |
| Total saving | -129.4 | -53.5 | -265.4 | -411.6 | -457.8 |
| Incremental MTFS saving | 0 | 50 | 257 | 407 | 457 |
| Remaining MTFS Target | -129.4 | -3.4 | -8.4 | -4.6 | -0.8 |
| Carry Forward Requests | | | | | |
| To fund £4k Maybe# | 4 | | | | |
| Interim Commercial Manager for 2017/18 | 45 | | | | |
| Car Park Strategy Project Manager | 40 | | | | |
| Highways Agency Consultant | 15 | | | | |
| | 104 | | | | |
| Remaining MTFS Target | -25.4 | -3.4 | -8.4 | -4.6 | -0.8 |

2017 – 2019 Action Plan



Cheltenham Borough Council Cabinet Report – 11th July 2017 Cheltenham Enterprise Centre

| | |
|---------------------------------|--|
| Accountable member | Cabinet Member for Finance, Councillor Rowena Hay |
| Accountable officer | Head of Property & Asset Management, David Roberts |
| Ward(s) affected | St. Peter's |
| Key/Significant Decision | Yes |
| Executive summary | Cheltenham Borough Council owns the freehold of the Cheltenham Enterprise Centre. Planning consent was granted in 2003 to build 8 light industrial units (this was later revised to 7 units). The construction of the first phase was completed in 2007 and comprised of 4 units, from which the council receives a rental income. It is proposed to build the additional units (Phase II) as part of the council's Property Portfolio Strategy as approved by Cabinet on the 6 th December 2016. |
| Recommendations | <p>That Cabinet:</p> <ol style="list-style-type: none"> Approves the further development of Cheltenham Enterprise Centre as part of the council's Property Portfolio Strategy, funded from unapplied capital receipts. Authority to be delegated to the Head of Property Services and the Borough Solicitor to proceed with the required contractors tendering process to develop the site. |

| | |
|-------------------------------|---|
| Financial implications | <p>In order to build 3 new units on Enterprise Way, it is estimated that this will cost £585k (to be confirmed via tender process). This is to be funded from capital receipts. These new buildings should deliver £53k per annum in rental income for the council based on current similar rental properties. After known costs this returns a yield of over 8% per year. This is above the council target of 5% and should return over £45k a year to the council once up and running. The leases will be full repairing leases so therefore there will be no risk to the council for repairs. There will also be additional business rates income to the council once these properties are occupied.</p> <p>Contact officer: Andrew Knott, Andrew.knott@cheltenham.gov.uk, 01242 264121</p> |
|-------------------------------|---|

| | |
|--|---|
| Legal implications | <p>The Authority has power to develop land under section 2 of the Local Authorities (Land) Act 1963 for the benefit or improvement of its area. Also, section 1 Localism Act 2011 gives the Authority <i>a power of general competence which allows it to do anything that an individual has power to do, provided there is no limitation or prohibition on that course of action in other legislation</i>. The Authority's Contract Rules and the Public Contracts Regulations 2015 will need to be followed to appoint the required contractors and professionals (e.g. employer's agent). The Authority should seek collateral warranties from those professionals and sub-contractors appointed by the build contractor.</p> <p>Once the units are developed, the Authority has power to let them under s123 of the Local Government Act 1972. Best consideration should be obtained where such leases are for terms exceeding 7 years.</p> <p>Contact officer: Rose Gemmell, rose.gemmell@tewkesbury.gov.uk, 01684 272014</p> |
| HR implications (including learning and organisational development) | <p>No direct HR implications arising from this report.</p> <p>Contact officer: Julie McCarthy, julie.mccarthy@cheltenham.gov.uk @cheltenham.gov.uk, 01242 264355</p> |
| Key risks | <p>Investment in property and carrying out development activities carries risks. Property rentals, values and occupancy rates typically fluctuate broadly in line with regional, national and global economies. It is also uncertain how Brexit will affect the UK economy in the short and long term. However, these units have proven to be very popular and there would appear to be a demand for similar sized units within Cheltenham.</p> |
| Corporate and community plan Implications | <p>The proposal will help to 'sustain and grow Cheltenham's economic and cultural vitality'.</p> |
| Environmental and climate change implications | <p>None</p> |
| Property/Asset Implications | <p>As outlined in this report</p> <p>Contact officer: David Roberts@cheltenham.gov.uk</p> |

1. Background

2. At a meeting on 12th December 2016, the council agreed to set aside £1m of unapplied capital receipts and £9m of prudential borrowing, a total pot of £10m, to support development of the investment property portfolio. In order to maximise the contribution to the MTFS, it is proposed that the building of additional units at Enterprise Way be funded 100% from the capital receipts allocation. The Council also approved a recommendation that any transaction under £5m, can be approved by Cabinet, in consultation with Asset Management Working Group and the chairman of the overview and scrutiny committee funded from unapplied capital receipts.
- 2.1 As a consequence of granting full planning consent (00/01026/FUL) for the development of the former Indalex site, adjoining Kingsditch Lane and Tewkesbury Road, a Section 106 Agreement required the developers to construct substitute light industrial units in order to create employment within Cheltenham. This resulted in the construction of the existing units on the Cheltenham Enterprise Centre.
- 2.2 Cheltenham Enterprise Centre is owned by the council. The former Fellmongers site is a former tannery located off Arle Lane. Planning consent (02/01616/FUL) was granted in 2003 for the construction of eight light industrial units within classes B2 and B8. The first phase of the development required the construction of four light industrial units as per the S.106 Agreement. These were completed 2007 with the remainder of the land being undeveloped.
- 2.3 The existing units have been fully occupied since completion and generate an annual rental income of £44,675 for the council.
- 2.4 Phase II will provide an additional three units of similar size, one unit will be approximately 175 square metres in size and two units will be 229 square metres in size. Construction of the units will be financed from the council's Capital Programme. Though planning consent granted the development of eight units, due to the land constraints and a vehicle turning area (as required by planning), it is not physically possible to construct an eighth unit. Enquiries have been made to the adjoining property owners investigating the possibility of purchasing approximately 5m of land. No response has been received.
- 2.5 The construction period including the tendering process, will take approximately 12-18 months and cost approximately £585,000 (subject to tenders). A new planning application is not required for the development this has been confirmed by the council's planning department.
- 2.6 The predicted annual rental income from the combined seven units will be in the region of £98,000 pa.
- 2.7 The lease agreements between the council and tenants are on a full, repairing and insuring basis, with all costs for common areas being recovered by way of a service charge. The management of the property is handled by the council's Property & Asset Management Department.

3. Reasons for recommendations

- 2.1 To allow the Council to increase income through strategic property investment, in response to the current financial pressure, reducing the reliance on government grant by building asset and investment portfolios that provide a commercial return which supports the MTFS.
- 2.2 The proposed development will support the place making strategy, assist the economic well-being of the Borough, increase business rates income and create jobs.

4. Alternative options considered

- 4.1 There are limited options available. If the land remained undeveloped, the council would continue

not realizing a rental income from the land. The entire property could be sold, but the rental income provides the council with a substantial capital return. The remainder of the land could be let for storage purposes (cars), with a likely rental of £15,000pa. However the ground requires levelling and surfacing.

5. Consultation and feedback

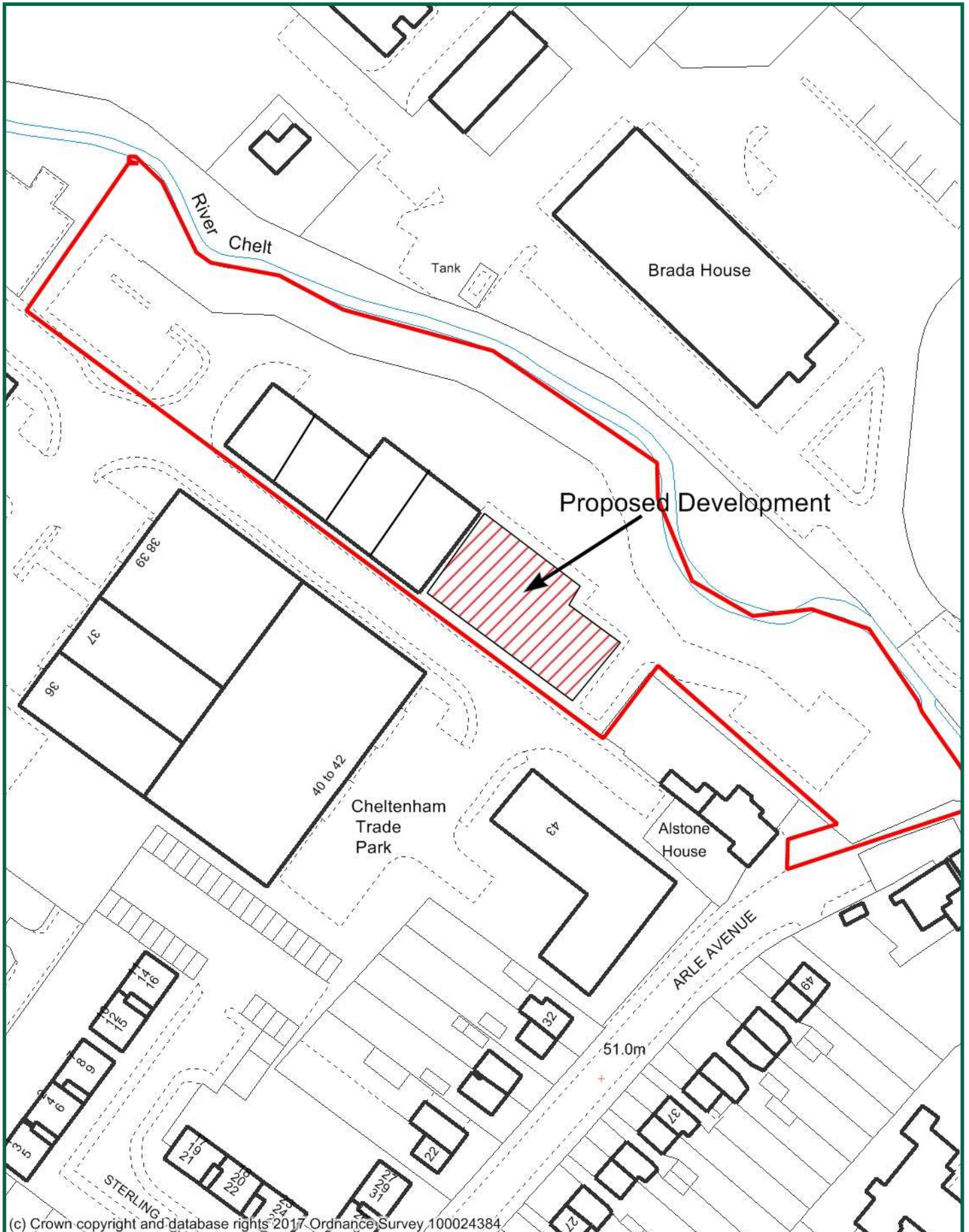
- 5.1** The proposal was discussed at a Property Acquisition Assessment Group (PAAG) meeting on the 12th May 2017. Members of the group supported the proposal and requested further investigations as to whether or not an additional fourth unit could be built. The outcome of the investigation is outlined above within paragraph 1.4.
- 5.2** Ward Members were consulted by email on the 19th May 2017.
- 5.3** The proposal was discussed and supported at Asset Management Working Group on 21st June 2017.

6. Performance management –monitoring and review

- 6.1** Property & Asset Management in consultation with PAAG and the Borough solicitor will execute the delivery of the development.

| | |
|----------------------|---|
| Report author | Contact officer: simon.hodges@cheltenham.gov.uk 01242-775148 |
| Appendices | 1. Risk assessment 2. Plan 3. Financial Model |

| 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 does not increase the size of its investment portfolio, then it will not deliver its MTFS target of £300k p.a. by 2019/20. | Simon Hodges | 19/05/2017 | 4 | 3 | 12 | Reduce | Cabinet to approve. | 19/05/2017 | Simon Hodges | |
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| 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 | | | | | | | | | | | |



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Cheltenham Borough Council**Cabinet – 11 July 2017****Five-year strategy to grow Cheltenham's visitor economy**

| | |
|---------------------------------|--|
| Accountable member | Councillor Steve Jordan, Leader of the Council |
| Accountable officer | Tim Atkins, Managing Director Place & Economic Development |
| Ward(s) affected | None |
| Key/Significant Decision | No |
| Executive summary | <p>Cabinet is being asked to approve an ambitious five-year strategy to grow Cheltenham's visitor economy. The strategy sets out the vision for Cheltenham's tourism offer, the aims and outcomes and an action plan for achieving them.</p> <p>The strategy also provides the framework for the council's place strategy outcome of a thriving visitor economy.</p> <p>The strategy recommends that the preferred option for the delivery of tourism services in the longer term is through a bespoke public/private partnership. This will deliver wider ownership of the marketing of tourism and better governance. An interim solution for marketing services is proposed, managed by the Council and supported by partners and a wider membership scheme in the short term. This solution will maintain momentum, enabling a number of outstanding activities to be completed and test funding and resources to inform the future model.</p> <p>The intention, also, is to undertake a review of the Tourist Information Centre (TIC); an agreed timescale for this is outlined in the report. The outcome of this review will inform the forthcoming negotiation of the management agreement and fee between the Council and the Trust beyond March 2019.</p> |
| Recommendations | <p>Cabinet is asked to:</p> <ul style="list-style-type: none"> • Adopt the five-year strategy to grow Cheltenham's visitor economy and its action plan • To delegate authority to the MD Place and Economic Development to work with the Cheltenham Trust and Cabinet Member Healthy Lifestyles to undertake and complete the handover of the marketing service for a go-live date of 1 August 2017 and also to bring forward plans for the future of the Tourist Information Centre in line with the timescales outlined in the report. • Approve a Variation to the management agreement between the Council and the Cheltenham Trust to remove tourism marketing |

| | |
|-------------------------------|---|
| Financial implications | <p>£70k per annum has been identified for marketing as part of the Place & Economic Development transformation programme. A paper regarding this is also being considered by Cabinet on 11 July. This will be used to support this project. It has been agreed that the removal of the marketing service from the Trust contract will be achieved without detriment to the Trust.</p> <p>The management fee payable by the Council to the Trust will be reduced by £11,520 per annum to reflect the transfer of website hosting and support from The Trust to the Council, as detailed in paragraph 4.1 to this report.</p> <p>Contact officer: Sarah Didcote, business partnership manager West, finance, sarah.didcote@cheltenham.gov.uk, 01242 264125</p> |
| Legal implications | <p>Tourism Services are required to be delivered by the Cheltenham Trust under the contract for services. These services can only be removed following the variation procedure in the Contract, or by another mutually agreeable procedure.</p> <p>The Public Contracts Regulations 2015 contains provisions about variations of contracts. The Regulations contain provisions as to when variations are permitted and advice on this has been provided to officers.</p> <p>The Authority must also comply with the Public Contracts Regulations 2015 and the Authority's Contract Rules in creating the arrangements envisaged by this report. Agreements prepared by One Legal also need to be put in place before any services are commenced, funding given and the creation of the tourism partnership.</p> <p>The Authority has a duty under Section 3(2) of the Local Government Act 1999. This is a general duty which requires the Council to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness. In deciding how to fulfil the duty there is a requirement to consult those persons referred to in the Act which includes representatives of council tax and non-domestic rates payers and persons who use or are likely to use the service. The Authority must also have regard to guidance on this duty issued by the Secretary of State.</p> <p>The Authority must also comply with the Public Sector Equality Duty contained in Section 149 of the Equality Act 2010 when considering any changes to the tourism services. The Authority must also comply with its own equality policy and conduct Equality Impact Assessments to assess the likely or actual effects of proposed changes in the service on persons who share a protected characteristic (as defined by the Act).</p> <p>The Authority's power to provide tourism is contained in Section 144 Local Government Act 1972 which permits local authorities either alone or jointly to encourage persons by advertisement or otherwise to visit their area for recreation purposes.</p> <p>Contact officer: Donna Ruck, Solicitor donna.ruck@tewkesbury.gov.uk, 01684 272696</p> |

| | |
|--|---|
| HR implications (including learning and organisational development) | <p>There are no direct HR implications arising from the content of this report at this time. The HR team will continue to work closely with the project as it develops and will report any HR changes and/or implications in further reports.</p> <p>Contact officer: Julie McCarthy, HR manager (GO shared services West), julie.mccarthy@cheltenham.gov.uk, 01242 264355</p> |
| Key risks | See risk assessment. |
| Corporate and community plan Implications | This strategy delivers the priority action in the corporate strategy to develop our strategic approach to tourism, work with the tourism partnership to ensure that there is alignment behind the strategy and agree appropriate delivery mechanisms. |
| Environmental and climate change implications | There are no direct implications arising from this report; however, as the action plan is delivered, thought will need to be given to the impact of increasing visitor numbers, how they travel to the town and ways of minimising their impact on the environment during their stay. |
| Property/Asset Implications | <p>There are no direct implications arising from this report at this time. It is noted that a future solution for the Tourist Information Centre may have property cost implications and these will be reviewed once options are clearer.</p> <p>Contact officer: David Roberts, head of property and asset management, David.Roberts@cheltenham.gov.uk, 01242 264151</p> |

1. Introduction

- 1.1** When the Council handed over responsibility for the tourism service and the tourist information centre to The Cheltenham Trust it retained accountability for developing the strategic approach to tourism, acknowledging its unique role as the democratically elected body for the town and its role as convenor and “place-shaper”.
- 1.2** Against a backdrop of an increasingly complex tourism landscape locally, regionally and nationally and financial constraints, it was recognised that a new and sustainable approach to tourism was needed. This also recognises that tourism is not one of the Trust’s charitable activities and does not, therefore, form part of their core business, which could present a problem for them going forward.
- 1.3** This new approach began to take shape in March 2016, when Cabinet endorsed a Strategic Tourism Outcomes Proposition. The Council then appointed a tourism consultant, in July 2016, to work with key partners to prepare a strategy and action plan and to develop the partnership structures and relationships needed to support the collective promotion of Cheltenham.

2. The strategy

- 2.1** The tourism consultant has worked extensively with the Council and key tourism stakeholders during her tenure to develop a five year strategy to grow Cheltenham’s visitor economy. The strategy sets out an ambitious aim to grow Cheltenham’s tourism economy by 5% year-on-year from 2019. The strategy outlines outcomes within four areas and an action plan for achieving them: Working Environment, Working Partnership, Product Development and Market Development. These are as follows:
- 2.2 Working Environment**
 - Cheltenham’s visitor economy is strategically and sustainably supported
 - Strong leadership – taking forward the strategy, focusing and coordinating delivery of growth in the visitor economy
 - New income streams – contributions from both public and private organisations to ensure this strategy can be sustained long-term
- 2.3 Working Partnerships**
 - Partnerships are active and dynamic in driving the vision and delivery for tourism in Cheltenham
 - New business model – more effective and dynamic partnership working supporting business needs and operating as a centralised destination marketing operation
 - Proactive partnership collaboration – more proactive and engaged relationships with others regionally in particular Cotswolds Tourism to maximise the attractiveness as a destination
- 2.4 Product Development**
 - Cheltenham’s product offer is refined and enhanced for visitor requirements
 - Support and guidance for current and new visitor economy investments – growth in the appropriate product offer and quality standards. Development of tourism enterprises to suit market need. A service that becomes a first port of call for those in the visitor economy needing help and advice
 - New visitor welcome – a tourist information service which is virtually, digitally and physically accessible
 - New experiences – a new way of enjoying ‘authentic’ Cheltenham is available and being presented
- 2.5 Market Development**
 - Growth of the visitor economy through marketing communications programmes and systems

- New perspectives – presenting strong reasons for our target markets to choose Cheltenham – regionally, nationally and internationally
- Development of owned marketing channels – refreshing or redesigning digital channels and print marketing collateral to adapt to the needs of our target markets
- New image – a distinct, contemporary brand for Cheltenham is adopted and championed utilising new video and images to create positive perceptions of Cheltenham
- New engagement – increased content development and relationships with influencers through which to reach visitors
- New insights – creation of benchmarking and market research to monitor success

3. The action plan

- 3.1** The strategy sets out an action plan for the first two years (2017/18 and 2018/19). Key to the delivery of the action plan is the establishment of a new partnership-based marketing service that will lead on the way in which Cheltenham is promoted to external audiences. Initially it is proposed that the Council manages this service, but that in the longer-term it is managed by a bespoke public/private partnership.
- 3.2** The partnership-based marketing service will be financed collectively by the Council, key partners and through a wider membership scheme. This addresses the generally accepted view that investment in tourism in recent years has been insufficient, but also that responsibility for the provision of funding should not lie solely with the Council.
- 3.3** Currently the marketing service and the Tourist Information Centre are managed by the Cheltenham Trust as part of the management agreement with the Council.

4. Implications for the Cheltenham Trust

- 4.1** The Council and the Trust have discussed the implications of the proposed action plan. An Accord has been reached with the Trust for the removal of the marketing service, which sets principles around roles and responsibilities, governance, implementation and finance to ensure the Trust suffers no detriment from the removal of the marketing service. A small budget of £11,520 for website hosting and support will be transferred back to the Council. The transfer will be managed on a pro rata basis for 2017/18.
- 4.2** Once the strategy has been agreed by Cabinet, officers from the Council will work with the Trust to hand over the service ready for a go-live date of 1 August 2017.
- 4.3** Officers will also begin the process of determining plans for the future of the Tourist Information Centre, in consultation with both the Trust and the Cabinet Member Healthy Lifestyles. This will include a review of the current model within the context of a 21st century tourism marketplace to understand visitor need and to determine how best to meet that need in the future. It is, however, recognised that there may well be implications for staff associated with the Tourist Information Centre, therefore this review will be carried out with full regard to the Council's restructure guidance, consultation with affected staff and Trade Unions and with a full understanding of legal, HR and financial implications.
- 4.4** An understanding has been reached with the Trust regarding the timescale for this work:
- To develop the scope of the review for the TIC in September 2017
 - To complete the review by the end of November 2017; this will enable the legal, HR and financial implications to inform the negotiation of the management agreement and management fee beyond March 2019
 - Subject to further Cabinet approval to implement the future model for the TIC by an end date of October 2019 through a process agreed with the Trust

- 4.5** During this period the TIC will remain with the Trust, but its activities will be managed by the interim partnership-based marketing service.

5. Interim partnership-based marketing service

- 5.1** Establishing the interim partnership-based marketing service will maintain the momentum built up over the last few months and also allow time to make progress on a number of activities:
- Developing the relationship with Cotswolds Tourism
 - Building the membership scheme
 - Considering the potential for expanding the marketing service to support economic development and business investment
 - Investigating the opportunity for a wider Gloucestershire model
 - Testing the availability of funding and resource required to inform the structure of the longer-term solution
- 5.2** The aim is to establish this service by the beginning of August using freelance/agency resources. The advantage of using a freelance resource is its flexibility, enabling resources to be matched to available funding. This avoids placing the Council in a position of having to underwrite the funding. The Council's own contribution will be met from savings within Place and Economic Development division, which have been identified for marketing. A number of partners have already indicated a willingness to contribute funding and other support and there is confidence that this new solution will work.
- 5.3** The intention is to seek a waiver of contract rules to retain the services of the current consultant to lead the marketing service. The basis of the waiver is that it is in the Council's best interest to maintain continuity of personnel to:
- capitalise on the relationships developed as a result of the extensive engagement undertaken in the production of the strategy, and
 - to maximise the effectiveness of the marketing service from the go-live date
- 5.4** This arrangement will be reviewed as part of an overall review of the new marketing service in nine months' time, as outlined in 8.1 below.

6. Governance

- 6.1** It is proposed that the Tourism Partnership will be reconstituted. Key stakeholders making a threshold financial contribution will secure a seat on the Board. Wider participation in the Partnership will be via a membership scheme with different levels of membership available; the details of this will be developed as a priority by the new marketing service. In some cases, partners may seek a higher level of marketing provision than that provided as standard through their membership. This will be dealt with separately and will be subject to a separate agreement. The income will contribute towards the delivery and development of the service and a separate trading account will be established to ensure transparency over costs, income and activity.

7. Consultation and feedback

- 7.1** Extensive engagement has been undertaken, both locally and regionally, in the development of this strategy. Discussions have taken place with key partners both as a group, through the Tourism Partnership, and on an individual basis. Partners are aligned behind the strategy and the principle of contributing to a marketing service has been tested and positively received.
- 7.2** Commitments have been made to support delivery of the strategy and the sector is now keen to see practical action.

8. Performance management – monitoring and review

8.1 A review of the interim marketing service will be undertaken in nine months' time to measure progress against the activities set out in section 5.

8.2 The strategy contains its own set of monitoring and reporting requirements.

| | |
|-------------------------------|--|
| Report author | Contact officer: Gill Morris, gill.morris@cheltenham.gov.uk, 01242 264229 |
| Appendices | <ol style="list-style-type: none"> 1. Risk Assessment 2. Five Year Strategy to Grow Cheltenham's Visitor Economy |
| Background information | None |

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 | Likeli-hood 1-6 | Score | Control | Action | Deadline | Responsible officer | Transferred to risk register |
| | If implementation of the strategy is delayed this may have a negative impact on partners' willingness to support the strategy and contribute funding | MD Place and Economic Develop't (PED) | 11/7/17 | 5 | 2 | 10 | Reduce | Work with the cabinet member healthy lifestyles to establish the interim marketing service. | 1/8/17 | MD PED | |
| | If businesses within the visitor economy are not effectively engaged then they may not support thestrategy's delivery. | MD PED | 11/7/17 | 5 | 2 | 10 | Reduce | Establish effective communication channels with businesses | Ongoing | Destination manager | |
| | If resources to deliver the strategy are insufficient, then Cheltenham will lose out to other destinations, which will have a detrimental impact on the economy, jobs and business investment | MD PED | 11/7/17 | 5 | 3 | 15 | Reduce | Work closely with partners to secure initial funding and to develop the membership scheme. | Ongoing | MD PED and destination manager | Page 120 |
| | If the impact of increasing visitor numbers is not considered and addressed during implementation, this may have a detrimental effect on the local and wider environment | MD PED | 11/7/17 | 3 | 3 | 9 | Reduce | Work with partners and businesses to encourage implementation of sustainable tourism measures | Ongoing | Destination manager with CBC client officer | |
| 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



5-Year Strategy to Grow Cheltenham's Visitor Economy

on behalf of Cheltenham Borough Council



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5-Year strategy to grow Cheltenham's visitor economy

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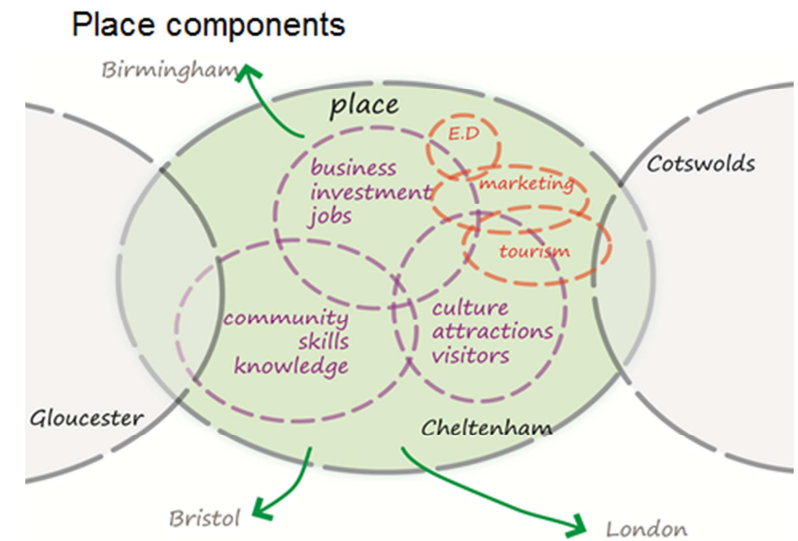
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1. Context

The 5 Year Strategy to Grow Cheltenham's Visitor Economy sits within the context of Cheltenham's wider Place Strategy.

Cheltenham's future prosperity depends on a number of different, interconnecting elements, the town's place within the region and its connections further afield.

The Place Strategy seeks to make the most of what the town has to offer for residents, visitors and those who work here and sets out the overall shared vision for the town.



The 5 Year Strategy to Grow Cheltenham's Visitor Economy sets out the framework and steps for building a thriving visitor economy which, in simple terms, is about encouraging more visitors to visit more of the time and stay longer. This, in turn, will support the wider marketing of the town, economic growth – new jobs, business creation – and culture.

The information contained in this document builds upon the strategic plan entitled 'A strategic tourism outcomes proposition for Cheltenham' produced by Creative Tourist Consults, which was commissioned by Cheltenham Borough Council in 2015. This document also draws upon further research that has become available since the outcomes proposition document was commissioned.

In order to avoid the commissioning of several strategic documents which would overlap, this document will operate as a Destination Management Plan, Tourism Strategy and Marketing Strategy to support the growth of Cheltenham's visitor economy.

2. Executive summary

This strategy sets out an ambitious but achievable approach for the visitor economy in Cheltenham for the period June 2017-2022.

This document is broken down into three sections:

1. Where do we want to be in 2022? **Our vision, aims and objectives**
2. Where are we in 2017? **The current situation**
3. How are we going to achieve our goals? **Our action plan**

In summary:

2.1 Where do we want to be in 2022?

The ambition for growth. The next five years are about putting the resources back in to support and grow Cheltenham's visitor economy by 5% year-on-year from 2019 - 2022¹. We will increase the interest in Cheltenham, significantly driving up visitors and engagement to visitcheltenham.com and associated digital platforms. We will grow the number of repeat visits from regional day visitors, grow new and repeat overnight trips as well as encourage increased length of stays.

In partnership. We will have a highly-engaged visitor economy sector within Cheltenham with businesses working together to create a great experience and contributing to a central marketing service for the good of their business and the town as a whole. Cheltenham will have a strong presence with the Cotswolds marketing offer and we will be working proactively in collaboration with surrounding destinations to encourage visitors into the region.

A distinctive and appealing brand and proposition. We will tackle the indifferent image that people have of Cheltenham. The town will once again have a clear, unified brand and a clear 'sense of place' which internal and external partners understand. We will be working towards developing product that aligns with our brand and unique proposition and Cheltenham's status will be elevated as a must-visit destination. All content will be presented around a core tourism digital platform linked to visitCheltenham.com.

¹ In line with VisitBritain prediction of growth for UK tourism.

2.2 Where are we in 2017?

About the visitors. Tourism is worth over £154 million to Cheltenham² and this has remained pretty static over the past ten years. Day visitors and staying visitors have grown; however, the amount they are spending is declining. There is also a decrease in overseas visitors. This is against a national picture of growth both in the number of domestic short-breaks and overseas holiday makers to the UK. Research has told us that people are indifferent about what Cheltenham has to offer – the perception is that if you’re not going to the races, there is little else on offer. On the positive, they are not against visiting, there are simply other destinations that present themselves as more appealing. Unless positive action is taken then Cheltenham is highly likely to lose its market share as other destinations continue to invest in their product and marketing effort.

Our unique proposition. Cheltenham is regarded as ‘the most complete Regency town in the UK’; in a competitive market place this, and the ambience it exudes, is Cheltenham’s most distinct and unique selling point. This is also a great opportunity to pursue World Heritage status. The independent food and drink sector is outstanding, there’s a great shopping offer for a town of its size – particularly the independent sector – and there is a diverse programme of events and festivals that give people reasons to visit every week of the year. Our racing calendar is world-class and some of our key festivals are the envy of some of the most dynamic cultural cities. Added to this is a vibrant culture led by many independent businesses and individuals who are creative and passionate about the town. Although currently intangible in the visitor sense, the mystique that surrounds GCHQ and the town’s relationship with the intelligence community is interwoven into Cheltenham. Coupled with the expected growth of the cutting-edge cyber security industry this provides Cheltenham with an element of intrigue and is another potential opportunity for product development.

Current tourism support and collaboration. The current tourism service is under-resourced both in terms of marketing, industry support and visitor information. The visitor economy consists of hundreds of businesses, yet very few are engaged in a collaborative approach. This is changing with the work of the Cheltenham BID however this covers only the town centre and not the whole town. There are several groups that exist as tourism related membership organisations including the Chamber of Commerce and the Cheltenham Hospitality Association and they provide basic tourism support and networking opportunities within the town; however, they do little, if any, external marketing.

² 2015 Volume and Value Survey, South West Research Company



Externally Cheltenham has not had the resources to work with and develop fruitful partnerships. The Cotswolds brand presents a great opportunity, yet few businesses are engaged in collaborative marketing to visitors coming to the area.

2.3 How are we going to achieve our goals? Our action plan

Capitalise on what we've got. Through a proactive marketing approach we will bring people together to tackle the visitor indifference. We will highlight our unique proposition and develop authentic experiences, reasons to visit and bookable product around the Regency, food and drink and cultural offer.

Tourist Information Service. We shall look at the current tourist information centre as a high priority project, considering how it can be developed physically, digitally and virtually along with the financial business model to support it. The solution for this needs careful consideration and further time to explore the options, as its personnel are currently shared with The Wilson Art Gallery and Museum.

A distinctive brand and proposition. We will re-establish a clear, unified brand for Cheltenham and work with the Place Strategy to develop a clear 'sense of place'. We will explore development of the town as a World Heritage site or a 'city' – giving it the status that it deserves.

In partnership. We will create an effective, sustainable public/private partnership business model that makes a step change in the positive promotion of Cheltenham and support for the visitor economy. We will create regular communication and networking opportunities to get the sector talking and working together. Working with the Cheltenham BID, the Chamber of Commerce and other key partners, we will create regular communication and networking opportunities to get the sector talking and working together. We will establish a combined membership and a linked, dynamic, digital presence with Cotswolds Tourism to ensure Cheltenham's businesses benefit from the millions of people who visit the Cotswolds each year. We will work in partnership with Cotswolds Tourism to develop the Cotswolds brand nationally and internationally.

Resources. For year one, a small team of experienced, self-employed tourism personnel will be recruited to lead and deliver a Transitional Marketing Service. Once the service and membership is established and reviewed movement to a more permanent structure can begin.

Budget. Total expenditure for year one will be in the region of £159,500. This will be supported by funding from Cheltenham Borough Council, the Cheltenham BID and several key businesses within the visitor economy including The Jockey Club. A membership scheme will be created



to generate additional income from smaller organisations. This will provide a significant injection of funds into a focused marketing vehicle and visitor offer, supported and owned by a much wider group of stakeholders.

With a shared vision and clear leadership delivered through a model that works for the town as a whole, Cheltenham can once again become an exciting place to visit as it once was in its heyday.

3. Where do we want to be in 2022?

3.1 The Vision

The long term vision for Cheltenham is **‘a place where everyone thrives’**.

A vision for the visitor economy:

Cheltenham aspires to be one of the UK’s most liveable towns, with residents and visitors inspired by its culture, food, public spaces, education and the diversity and quality of accessible experiences. It is about a more integrated year-round visitor offer; a unified presentation of Cheltenham as a distinctive, contemporary place; and more effective delivery partnerships can help Cheltenham realise its ambitions to become a highly competitive pre-eminent tourism destination drawing in visitors, talent and would-be investors³.

The next five years are about putting the basics back in to support the visitor economy. To develop an effective public/private partnership service that makes a step change in the positive promotion of Cheltenham. To create an environment where people are working to establish the future **together** – not as silos. To create and deliver a unified message giving Cheltenham back its strong, identifiable, sense of place.

3.2 Strategic aims and outcomes

This strategy aims to **grow Cheltenham’s tourism economy by 5% year-on-year from 2019**. This allows two years of developing the partnerships and infrastructure which will enable the strategy to thrive. This aim is in line with the national tourism growth rate.

³ The visitor economy Vision has been taken from the Outcomes Proposition by Creative Tourist on behalf of Cheltenham Borough Council and the Tourism Partnership

The **outcomes** are outlined within four areas: Working Environment, Working Partnership, Product Development and Market Development.

3.2.1 Working environment

Cheltenham's visitor economy is strategically and sustainably supported

1. **Strong leadership** – taking forward the strategy, focusing and coordinating delivery of growth in the visitor economy
2. **New income streams** – contributions from both public and private organisations to ensure this strategy can be sustained long-term

3.2.2 Working partnerships

Partnerships are active and dynamic in driving the vision and delivery for tourism in Cheltenham

1. **New business model** – more effective and dynamic partnership working supporting business needs and operating as a centralised destination marketing operation
2. **Proactive partnership collaboration** – more proactive and engaged relationships with others regionally, in particular Cotswolds Tourism, to maximise the attractiveness as a destination

3.2.3 Product development

Cheltenham's product offer is refined and enhanced for visitor requirements

1. **Support and guidance for current and new visitor economy investments** – growth in the appropriate product offer and quality standards. Development of tourism enterprises to suit market need. A service that becomes a first port of call for those in the visitor economy needing help and advice
2. **New visitor welcome** – a tourist information service which is virtually, digitally and physically accessible
3. **New experiences** – a new way of enjoying 'authentic' Cheltenham is available and being presented

3.2.4 Market development

Growth of the visitor economy through marketing communications programmes and systems

1. **New perspectives** – presenting strong reasons for our target markets to choose Cheltenham – regionally, nationally and internationally
2. **Development of owned marketing channels** – refreshing or redesigning digital channels and print marketing collateral to adapt to the needs of our target markets
3. **New image** – a distinct, contemporary brand for Cheltenham is adopted and championed utilising new video and images to create positive perceptions of Cheltenham
4. **New engagement** – increased content development and relationships with influencers through which to reach visitors
5. **New insights** – creation of benchmarking and market research to monitor success

4. Where are we in 2017?

4.1 What is the proposition and what makes Cheltenham distinct amongst its competitors?

Cheltenham is regarded by architectural historians as ‘the most complete Regency town in the UK’⁴. Aside from its architecture, it also has a stylish, contemporary edge created by the people who live here. Cheltenham is hard to beat for refined elegance and Regency terraces, annual festivals, internationally renowned educational establishments and a world famous racecourse. It is a hive of activity surrounded by glorious, quintessentially British, countryside.

Cheltenham as a town developed in its 18th and 19th century heyday as a pleasure health resort for wealthy visitors. The natural spring waters found here were said to provide health benefits and so many escaped the smog and disease of the cities to come to Cheltenham to

⁴ Sir Roy Strong (former director of the V&A, author, art historian, garden historian,) who used the phrase, and he was quoted by John Julius Norwich (also historian, author, travel writer, TV personality).

‘take the water’ or drink it – hence why it is often referred to as Cheltenham Spa. To describe Cheltenham as a spa town today would be somewhat misleading as the water can only be tasted at Pittville Pump room when it is open to the public, and there are a limited number of ‘health spas’ available. However, the legacy of this inland health resort is the most complete example of a Regency town in the UK as well as its attitude for enjoying the finer things in life – good food, entertainment, education and debate.

This context is used to best effect by Hotel du Vin, Cheltenham *‘A hip 18th century hang-out thanks to George III, Cheltenham is still living up to its billing 200 years later...’*⁵

It was described in 2016 by the New York Times as ‘a town enjoying a cultural renaissance’ and by the Independent as a ‘Design Destination’ for its stylish places to eat, drink and stay.

Cheltenham has a population of just under 116,000 with just under half (47%) of its residents categorised as Wealthy Achievers (ACORN classification) against a national average of 23%. It supports approximately 72,000 jobs in a range of industries including defence, aerospace, electronics and tourism and generates between £2.4bn and £2.7bn in economic output. Of these around 3,000 jobs are within the tourism industry which accounts for 5% of all employment. Cheltenham is a diverse and welcoming town that has well established neighbourhood-based communities. It is also home to many high achieving schools, further education and higher education establishments celebrating excellent levels of educational attainment. In the past five years, it has also been described by a national media poll as one of the best places to bring up a family in the UK.

Cheltenham has an enviable shopping offer with several areas of independent boutiques, antique and lifestyle shops, alongside a central shopping area consisting of the famous Promenade and High Street. In 2018 John Lewis is set to open which will elevate its desirability as a shopping destination further.

It also has a vibrant night-time economy, the largest such economy between Bristol and Birmingham, with an estimated 285 licensed premises in the town centre area out of 460 in the whole borough. The night time economy is bolstered by the presence of around 10,000 students at the University of Gloucestershire and from the many sporting events, particularly the Cheltenham Gold Cup Festival, the pinnacle of national

⁵ Taken from <https://www.hotelduvin.com/locations/cheltenham/> May 2017

hunt horse-racing with Gold Cup day itself attracting around 67,000 people alone. The cutting-edge jazz, classical and folk music, horseracing, family music and literature festivals attract people from across the globe. The four main cultural festivals – Literature, Jazz, Music and Science – see visitors of almost 225,000 people per annum, 34% of whom come from outside the county. The Racecourse sees over half a million visitors per year of which 69% are from outside a one hour drive time.

4.2 Visitor statistics and information⁶

The information below is what we know about Cheltenham's current visitors.

A visitor is someone who is making a visit to a main destination outside his/her usual environment for less than a year for any main purpose (including) holidays, leisure and recreation, business, health, education or other purposes. This scope is much wider than the traditional perception of tourists, which included only those travelling for leisure⁷. We are defining our visitors as day visitors or tourists. Day visitors also includes residents.

Day visitors are made up of 'Same Day' visitors, also known as tourist day visitors spending at least 3 hours away from home, and 'Leisure Day' visitors spending less than 3 hours away from home but outside their usual environment for general leisure, recreational or social purposes. Those who spend less than 3 hours are not included in the annual volume and value survey; however within this strategy they are defined as residents who contribute directly to Cheltenham's local visitor economy.

The last group are tourists who are visitors staying away from home for one or more nights for any of the purposes noted above (domestic or from overseas).

⁶ The 'volume and value' statistics for Gloucestershire are taken from the most recent figures available by The South West Research Company in 2015. Historic figures are difficult to compare against as there have been gaps in the research conducted for Cheltenham, coupled with changes in how figures are constructed. With overseas statistics, the International Passenger Survey (IPS) survey needs to be treated with caution as the sample size is quite low. It does however give us some indicators.

⁷ <http://www.tourismsociety.org/page/88/tourism-definitions.htm>

4.2.1 Resident population (leisure day visitors)

There are just under 116,000 people who live in Cheltenham. According to research carried out during Autumn 2016⁸ some 47% of the local population are categorised as in the wealthiest ACORN group 'Affluent Achievers', but just 33% of them come into the town centre. Whilst there were a high number of those aged 34 and below coming into the centre of town family groups were particularly low.

The CARD research told us that 82% of visitors to the town centre were from the local area. Most from outside Cheltenham were from Gloucester, Stroud and Cirencester. Many who come to the town centre are not going into areas such as Montpellier and the Suffolks.

4.2.2 Day visitors (more than three hours)

According to the volume and value research of 2015 there were over 1.82 million day visits to Cheltenham, this is a drop of 2% since 2014. However, since 2008, day visitors have grown from 1.5 million to 1.8 million. Neighbouring Gloucester apparently saw significant growth reaching 3.1 million day visits in 2015, which is a result of an increased events and marketing programme. Previous results for Gloucester are unknown.

4.2.3 Tourists – domestic visitors

According to the volume and value research of 2015 UK staying visitors were worth £51m to Cheltenham's economy. This equates to 311k overnight trips with 688k nights (average 2.21 nights per visit). The number of trips is up 5% on 2014.

69% of visitors were on a leisure trip whilst 10% were on business.

The Cotswold District had 1.3m trips with an income of £97m, whilst Gloucester saw 292k trips with a value of £44m.

Cheltenham's position in relation to the Cotswolds both in geographical terms and in the eyes of the media provides a huge opportunity to increase market share within this area. Since 2015, VisitEngland has been tracking visitor perceptions of holiday destinations across Great Britain. This study explores behavioural and experience measures such as visitation, spend, stay length, satisfaction and advocacy within individual destinations. It also looked at imagery perceptions. Some of the findings are outlined below:

⁸ CARD group research conducted on street and online September – November 2016, on behalf of Cheltenham Borough Council and Cheltenham BID

- Just over half of Great Britain's domestic visitors have visited the Cotswolds. Just over half of these visited more than a year ago.
- Visitors are most likely to come from Greater London (17%), the South East (17%) and West Midlands (12%).
- Visitors to the Cotswolds are more likely to stay in a hotel than they are in other countryside destinations.
- The average quality rating of the accommodation visitors have stayed in during their visit to the Cotswolds is 3.7 stars.
- The average number of visitors reporting stays in 4 or 5 star accommodation is above the countryside or GB average for those specific quality ratings.
- The Cotswolds has very low levels of rejection compared to other destinations across Great Britain. It has a higher number of considerers than the countryside or GB average.
- Visitors score the Cotswolds higher than other countryside destinations for the quality of the natural environment, quality of food and drink, its history and heritage, being welcoming, quality of accommodation and availability of independent shops.
- The Cotswolds is seen as a beautiful and relaxing destination for families and friends, with quality accommodation.
- It is seen as significantly more romantic, more upmarket and stylish than the rest of Great Britain.
- It is more associated with food and drink, nature, history and sports, rather than festivals, arts and shopping.
- The Cotswolds is seen as a traditional destination; more for the old, less for the young. It is not seen as exciting, out of the ordinary or fun.

Cheltenham must use its position next to the Cotswolds to maximise the opportunities. It also needs to develop its own identity that complements the offer. The number of accommodation options that Cheltenham has is a key selling point. Cheltenham needs to be aware of the perception of the the area as a place only for older people. This is not the image that Cheltenham wishes to portray of itself.

4.2.4 Tourists – overseas visitors

According to the volume and value research of 2015, overseas visitors generated just under £20m for Cheltenham's economy whereas the whole county generated £111m. Expenditure in Cheltenham is made up of 45k trips and 308k nights (average 6.8 nights). 18% were on a leisure trip, 24% were on business and 50% were visiting friends and relatives. Anecdotal evidence suggests that over the past twenty years there were many more overseas visitors in Cheltenham, but with world events and an increasingly competitive market Cheltenham's market share has been declining. As overseas visitors are growing in the UK, this is a market that Cheltenham has an opportunity to grow.

The top five overseas visitors to Cheltenham, by nationality, according to the tourist information centre (TIC) (2014 last recorded stats) were (1) Japan (2) US (3) Australia (4) Spain (5) Italy. In comparison to key markets entering the UK, the top five in terms of volume are (1) France (2) US (3) Germany (4) Ireland (5) Spain. Cheltenham, like the Cotswolds, is not currently benefiting from the 'near' European markets as much as it could – France, Germany and the Netherlands in particular. According to VisitBritain, Germany and the Netherlands are keen fans of the UK and visit often several times per year taking in different parts of the country. They generally have a good understanding of the English language and are 'active' tourists with culture and wellbeing high on their agenda. They also visit year-round, booking through travel agents and independently.

VisitEngland has identified the Cotswolds as an 'Attract' brand which means it is one of the key hook destinations for encouraging interest in the UK. It is essential that Cheltenham maximises its associations with the Cotswolds and uses its location and accommodation stock to be part of this interest.

The following target markets and characteristics have been taken from the Cotswolds Marketing Plan 2017:

| Target Markets | Characteristics |
|----------------|--|
| Japan | Female 18-35 & 'dankai' (retired) Fully Independent Travellers (FIT) |
| US | East coast FIT |
| N. Europe | Touring and FIT |
| China | Microgroups |
| Australia | FIT, 50+ |
| Other Markets | |

4.2.5 Business tourism

There are a number of businesses which benefit from business tourism or MICE (meetings, incentives, conferences and events). The largest capacity is at the Racecourse which can accommodate up to 900 people. There are no accommodation venues large enough to cater for a staying conference so the town cannot support large conferences currently. The town's accommodation offer is made up of a high number of

guest houses, B&B's and mid-sized hotels with the largest hotel having 148 rooms (DoubleTree hotel formerly The Park). There is currently no conference service for central enquiries or facility to manage multiple hotel bookings for such a conference.

4.2.6 Festival visitors

63% of people attending the Festivals (Literature, Jazz, Science and Music) come from within Gloucestershire with the Jazz Festival attracting the highest proportion from outside at 38% and the Literature Festival at 34%. Cheltenham Racecourse attracts a significant number from outside the county; however, the New Year's Day race is attended mainly by those from within.

4.2.7 National trends

According to VisitEngland the staycation is continuing to grow and short breaks within the UK are seen as attractive. The weaker pound since the Brexit announcement in June 2016 has made the UK an even more appealing destination for overseas visitors. Businesses within the Cotswolds have seen a dramatic rise in overseas business. VisitEngland report that for first quarter of 2017 overseas visitors were up 13% against 2016. The future impact of Brexit is unknown for incoming visitors. A potentially harmful effect of Brexit is the high reliance of the tourism industry on overseas staff.

Some general tourism trends:

- Those with limited time and resources will seek to maximise their leisure spend – increasing short breaks (at the expense of longer ones) and turning Visiting Friends and Relatives (VFR) trips into leisure ones. Cheltenham sees a high number of VFR visitors, particularly those from overseas.
- Active tourism is growing as a reaction to more sedentary lifestyles – people also “de-stress” through adventure experiences. Cheltenham has access to walking and cycling routes through the surrounding countryside. The Forest of Dean with its increasingly active outdoor offer is also forty-five minutes' drive away.
- There is an international trend to ‘do’ things rather than ‘see’ things – people, in particular Millennials, want to become more immersed. We need to identify the experiences that exist in Cheltenham and bring them to the surface to create easy to access bookable product that is useful for the Travel Trade. Food and drink are key to this, as are unique experiences where visitors get to meet key people who can bring Cheltenham to life.

4.3 What do visitors think of Cheltenham?

Cheltenham has an international profile in the visitor economy due to the racecourse, in particular the 'Cheltenham Festival' which takes place over a week in March. Its profile as the location of GCHQ is internationally known; however, due to the secret nature of the work carried out there, it is difficult to use this as a direct attractor for the visitor economy. The key festivals are known in some niche markets including Literature and Jazz.

According to online research carried out by the CARD group in three UK destinations (Solihull, Bristol & Cardiff) in October 2016, people don't really know why they should visit Cheltenham for a leisure visit other than for the racing – and some are even turned off by this association.

The results showed that there is not a dislike for Cheltenham, more a lack of reason to visit when other destinations look more appealing.

Headlines from the online survey⁹ where respondents were asked what they think of Cheltenham and whether they visit or would consider visiting are:

- There is positivity towards the town; however 30-40% of people are at best 'ambivalent' – have mixed feelings, have no definitive reason for visiting
- 'Nice', 'good', 'lovely', 'pleasant' were all adjectives used which are pretty middle of the road and unconvincing
- Racecourse, spa, shopping, horse racing, shops, historic, Georgian – nouns used to describe the town's offer (unprompted – no mention of Festivals)
- Leisure, retail, Cotswolds, horse racing, family and friends – were reasons for visiting in past five years
- Whilst 40% were unlikely to stay over, 29% were likely and 31% unsure – a potential market opportunity if the offer is made more desirable
- Cost is the biggest factor in putting people off followed by more appeal elsewhere. The former could be due to ease of a day trip rather than cost of hotels

⁹ These locations were chosen as the largest urban conurbations around a 60 – 90 minute drive time. These were expected to be the places from where we might get repeat day or overnight staying visitors.

- What would encourage an overnight visit – 22% offers or deals, 17% events/attractions, 6% value hotels
- When prompted, the following were highlighted as attractive reasons to visit – quality hotels, Cotswolds, Festivals, Retail, horse racing, period features
- London, Devon, Cornwall, Lake District, Bath and Cotswolds all ranked higher in likely choice of overnight stay. Cheltenham came 73rd on the list.

4.4 Branding

4.4.1 The Cheltenham brand

In December 2016, a group of people from across Cheltenham were asked to participate in an exercise to crystalise Brand Cheltenham and understand it's Sense of Place. In this context, we refer to the brand as how visitors experience the inherent character and personality (brand essence) of Cheltenham.

Understanding Brand Cheltenham is critical as we represent the town to the world. Everything we do needs to be 'truthful' and 'authentic' to ensure that it has 'cut through' and lives up to the presented expectation.

We shall use the brand values and characteristics as a framework for assessing our marketing communications and the visitor product that we wish to present. With 'place' branding, there are some key differences from consumer and organisational brands to be aware of¹⁰:

- Consumer brands can often remain relatively abstract, their realities virtual and their brand promises untested. With place brands, sooner or later, audiences *always* experience the brand on-the-ground, in real life, in real time, and will weigh their expectations accordingly, and publicly. Witness *Trip Advisor*.
- To this end, for place brands to gain traction, they must make brand promises they can deliver on, and keep delivering on. Aspiration alone is not enough.

¹⁰ Taken from The Way Design brand platform exercise who supported this work www.thewaydesign.co.uk

- Working on place brands requires pragmatism and attention to detail. As much, or more, work must be spent looking at visitor experience overall and brand touchpoints (working ‘bottom up’) as refining brand values with high-level stakeholders (working ‘top down’).
- Place brands are never ‘finished’. Whilst the *spirit of place* needs to feel as timeless and constant as possible the communication, evaluation and responsiveness of the brand needs to be particularly agile.
- Key audiences for brand comms and marketing are often particular businesses and visitor destination stakeholders within the area or region, more so than the end consumer. If we can ensure these have a clear sense of and support the overarching place brand, then these businesses can effectively do a lot of marketing and advocacy on the overall brand’s behalf – often more effectively than if done directly to consumer.

The *values* that underpin Cheltenham as part of the Place Strategy have been identified as:

| <i>Creative</i> | <i>Pioneering</i> | <i>Nurturing</i> | <i>Connected – reconnected</i> |
|--|--------------------------|-------------------------|---------------------------------------|
| The <i>character, brand essence or spirit of the place</i> can be defined in the following additional characteristics: | | | |
| <i>Celebratory</i> – Encouraging, supporting, fostering, nurturing. Playful, but not childish. | | | |
| <i>Energising</i> – Surprising, inspiring, enthusing and nourishing. Restorative. | | | |
| <i>Charming</i> – Gracious, quintessentially English. Welcoming and friendly. Enchanting. | | | |

4.4.2 The importance of the Cotswolds brand to Cheltenham

The Cotswolds is regarded as one of the top ten most desired destinations within the UK by overseas visitors. **Cheltenham is often considered part of the Cotswolds by media and prospective visitors.** As a result, many of Cheltenham’s businesses benefit from the Cotswolds inbound visitors and media coverage of the internationally renowned ‘Cotswolds’ brand.

The main Destination Management Organisation (DMO) within the area is Cotswolds Tourism and so it is vital that we work with them in partnership for many reasons. Cotswolds Tourism does not operate under a management board. Whilst this was the desire in 2014, the planned model and funds were never achieved, so today it operates as a collaboration of tourism officers, each employed by the local districts of Tewkesbury, Stroud, Cotswold and West Oxfordshire and Cheltenham. Strategic decisions are made by this group with endorsement from an Advisory Board.

There is only one person employed directly from funds generated by Cotswolds Tourism membership and local authority contribution. The operational marketing service is run by an Executive Officer group made up of tourism officers from Tewkesbury, Stroud, Cotswold and West Oxfordshire and recently attended by Kelly Ballard representing a strategic position on behalf of Cheltenham.

The DMO does not currently receive funding from Gloucestershire County Council or the LEP, so if the aforementioned Local Authorities and the private sector do not contribute both cash and staff resource, then little or no marketing takes place.

The Cotswolds brand has an established international reputation and the visitor economy could be so much more buoyant. However, current resources restrict its ability to have a significant presence in VisitBritain and other collaborative marketing activities.

The **value of tourism to Gloucestershire as a whole is just over £1billion¹¹** with the Cotswold District Council area benefitting from the largest share at £328 million. There are over two million tourism related trips to Gloucestershire each year and Cheltenham sees 356,000 of these. The Cotswold District sees 545,000. The website operated by Cotswolds Tourism www.Cotswolds.com sees on average one million visitors per year (VisitCheltenham.com currently receives 250,000).

Despite the lack of funding for Cotswolds Tourism, there is still a significant market that Cheltenham could benefit from. The Cotswolds is regarded as a holiday destination, with people staying longer than the average two nights. This brings significant opportunities for Cheltenham as a base, or at least part of a base, for the holiday. Cheltenham is also perfectly placed as a base for visiting not only the Cotswolds, but Shakespeare's County (Warwickshire), the Malverns and Birmingham, often regarded as England's second city.

¹¹ Volume and Value Survey 2015 conducted by South West Research.

Accessing the services of VisitBritain (VB) and VisitEngland (VE) through Cotswolds Tourism VB/VE work across the country but only with DMO's. In Cheltenham's case, they see Cotswolds Tourism as the gateway to the area.

All opportunities and referrals go through Cotswolds Tourism and their various channels. If Cheltenham businesses are not members of Cotswolds Tourism then they miss out on the many opportunities this channel brings.

VB/VE are important advocates for destinations across the UK. They bring a variety of opportunities from international media and travel trade referrals to event attendance. Destination Bristol along with many other English DMO's benefit significantly from VB & VE. Media and travel trade referrals have previously been so frequent that it can be a full-time job just managing these. The results of these opportunities are seen in a number of ways but they are essential in growing national and international audiences, particularly for destinations with limited budgets.

Key opportunities have been identified for working with the Cotswolds brand and Cotswolds Tourism services (see Appendix 1 for rationale):

1. A www.visitcheltenham.com website that is linked to www.Cotswolds.com through a database and editorial platform
2. A new combined **membership** that links the proposed Cheltenham and existing Cotswolds Tourism marketing and business support services

This approach is not intended to diminish Cheltenham's own outstanding offer or its identity as a destination, but will enable best use to be made of the well-known Cotswolds brand and will bring mutual benefits.

4.5 Where are the product issues/gaps and opportunities?

There are some key challenges with the tourism 'product' and visitor experience within Cheltenham. Below are some of the key challenges that we need to understand and overcome.

4.5.1 The visitor peaks and troughs of the year

There is no doubt that the horse racing calendar in Cheltenham boosts the economy. However retail suffers during major race meetings whilst the hospitality businesses thrive.

Retail, accommodation and attractions suffer like other towns during January and February; however, many accommodation businesses benefit from walkers and those enjoying the Cotswolds. Each business, dependent upon its size, location and offer has its own story; however, all of this is anecdotal without a robust monitoring system in place. There is an opportunity to work with a system called Tstats already in place with Cotswold Tourism, although this is dependent on a business being a member. Destination Bristol has a system of monitoring occupancy for different sized accommodation businesses, attractions (rural and urban) and car parks which is a great indicator of monthly trends and can help businesses assess market share.

It is generally felt that outside of key 'race' meetings in March and November the town has the opportunity and capacity to increase the numbers of people visiting. There is also capacity during the other cultural events including the Literature and Jazz festivals. That said, an understanding of occupancy rates and availability is required.

There is quite a diverse array of events taking place throughout the year that appeal to niche audiences from around the UK. We need to understand these, support them and bring them together to work in partnership to cross market the town.

4.5.2 Visitors making the most of Cheltenham

Cheltenham is a beautiful town to visit if you know your way around; however, for visitors, it is quite a challenge to navigate both on foot or driving. The train station is at least a 15 minute walk from the centre; however, the bus station is in the heart of the town.

The Suffolks and Bath Road, along with Montpellier, which all have a distinctive, independent and unique offer, are easy to miss. There is work to do to help orientate people around the town through a combination of in-person, printed and digital information along with signage and way finding. This includes reviewing the current role and format of the Tourist Information Centre situated within The Wilson Art Gallery and Museum foyer to consider how to best meet the needs of the visitor physically, digitally and virtually.

4.5.3 Appealing to young people

Research from the University of Gloucestershire, along with information taken from working with young people in the town, has identified both a perception and a potential reality that there is 'not enough' for young people.



Students are a huge boost to a local economy. Loans are there to be spent and millions of pounds are poured into cafes, restaurants, bars, pubs, clubs and shops in university destinations every year. Many of these businesses are also staffed by students. Students are often high users of public transport. Small independent stores also profit from this market as they are more accessible to those on foot than the big supermarkets.

Cheltenham needs to develop a more positive image for attracting and keeping young people aged 18 – 25. In collaboration with the University of Gloucestershire we need to highlight and present a younger image of what is in the town already, additionally we need to work with cultural providers to develop the offer for this age group further.

4.5.4 Understanding the business tourism/MICE (meetings, incentives, conferences and events) product and market

Several years ago a conference desk and marketing strategy for this market was managed by Cheltenham Borough Council. As austerity measures took place this service was cut drastically. Due to hotel and venue changes and developments, we no longer have an understanding of what 'product' exists within Cheltenham. We understand that the Racecourse can support a function of up to 900 people and that our largest hotel (DoubleTree by Hilton) has 148 rooms; however, all that is inbetween is unknown. We need to re-establish an understanding of the product and market opportunity that this presents.

5. How are we going to achieve our goals?

5.1 The action plan

5.1.1 Working environment

| Primary outcomes | Secondary outcomes | Measure of success |
|--|---|--|
| Working environment | | |
| Cheltenham's visitor economy is strategically and sustainably developed and supported | There is a leadership and management model in place for Cheltenham tourism/visitor economy development and delivery. | Implement visitor economy strategy; businesses identify a clear lead organisation for supporting their needs. |
| | A business model is developed that supports a central marketing and visitor economy support service to sustain the future of visitor economy growth for Cheltenham. | Both public and private organisations are contributing time and finance. A membership model is developed with businesses from across Cheltenham signing up to be part of it. Business are attending networking events and benefiting from the service. |

5.1.2 Working partnerships

| Primary outcomes | Secondary outcomes | Measure of success |
|--|---|--|
| Working partnerships | | |
| Partnerships are active and dynamic in driving the vision and delivery of tourism in Cheltenham | A firm relationship has been established with Cotswolds Tourism both strategically and in delivery. | <p>A service level agreement has been signed and Cheltenham is benefiting from closer links with Cotswolds Tourism.</p> <p>Joint membership scheme is developed.</p> <p>Linked digital presence is active which is providing Cheltenham businesses with a positive return on their investment and strengthening the reasons to visit the region.</p> |
| | Relationships with Marketing Gloucester, Shakespeare's England and Marketing Birmingham are building. | Shared learning and marketing referrals are taking place. |
| | The role, responsibilities and authority of the Tourism Partnership Group in the context of strategy and delivery is redefined with the new Business Model. | A Memorandum of Understanding is created to identify roles and responsibilities. More regular meetings and sub-group activity with regular two-way reporting. |
| | The businesses involved in the visitor economy are actively engaged in working with the central service. They are providing | At least 100 members have joined the membership scheme by June 2018. This should be 180 by June 2019. |

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| | a quality service, product and content that reflects the Cheltenham brand. They are actively engaged in initiatives to bring increased positive attention to Cheltenham. | <p>Tourism businesses have reached a quality standard – nationally or regionally agreed standard.</p> <p>Businesses are actively sharing things to do and updating content to encourage reasons to visit.</p> <p>Businesses are supporting the central service to accommodate visiting media and contribute to marketing campaigns.</p> |
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5.1.3 Product development

| Primary outcomes | Secondary outcomes | Measure of success |
|--|--|---|
| Product development | | |
| Cheltenham's product offer is refined and enhanced for visitor requirements of today | We will identify authentic, immersive experiences and stories that engage people with the 'real' Cheltenham. We shall pull out ways that visitors can 'experience' Cheltenham, not just see it. | Development of content that is used to promote the visitor offer is contained on VisitCheltenham and shared with other media. |
| | We will present a vibrant, eclectic and easy to access shopping and visitor offer to drive footfall to the town centre ensuring dispersement around areas including Montpellier, The Suffolks and Bath Road. | <p>We will create digital and printed collateral that not only promotes the area but helps with better navigation.</p> <p>We will work with partners within the town to</p> |

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| | | <p>develop better way finding and accessibility.</p> <p>We will work with those involved in the Cultural Strategy to encourage vibrant, animated spaces.</p> |
| | We will work with businesses to ensure product is bookable to encourage overseas and travel trade opportunities. | Increase pre-booking and engagement with Travel Trade. |
| | We will examine options around the tourist information centre and visitor welcome to make it more accessible. | A visitor information and welcome service will exist that supports the needs of the visitor and the businesses within the town. |
| | We will work with Gloucestershire Airport to establish its presence as a boutique airport to encourage affluent travellers to visit and to live and work locally. | Clear services and marketing information will be available for use on appropriate marketing channels. |
| | We will ensure Cheltenham is accessible for all abilities. | We will work with DisabledGo to ensure we meet standards and support visitors who have different needs. |
| | We will make Cheltenham a coach friendly destination. | We will gain official Coach Friendly status. |
| | <p>The organisation developed as part of this strategy will act as a champion and first port of call for the needs of tourism and related businesses on such things as:</p> <ul style="list-style-type: none"> • Cultural development including, for example, annual events programme, anti-clash diary and booking systems | Members will be satisfied that they are being supported in their needs and enquiries. |

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| | <ul style="list-style-type: none"> Reshaping the town centre and outer lying key retail and leisure areas, including the public realm, creating a connected sense of place Car parking and public transport Accessibility and routes/pathways into town centre – including brown signs | |
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5.1.4 Market development

| Primary outcomes | Secondary outcomes | Measure of success |
|--|--|---|
| Market development | | |
| Growth of the visitor economy through marketing communications programmes and systems | <p>Target markets: We will satisfy a wide range of visitor needs; however we will actively target the following markets:</p> <ul style="list-style-type: none"> Residents – families and the Affluent Achievers to visit more regularly Day visitors – active cultural, foodies and female shoppers within a 45 minute drive time Tourists – domestic: cosmopolitan pre-and post-family audiences in the South East, London and West Midlands. Holiday makers and coach travellers coming from the North to the South West coast Tourists – overseas: cosmopolitan active culture seekers | <p>Detailed marketing plans will be put in place to target each market in collaboration with relevant partners and members.</p> <p>Increased footfall and overnight stays monitored through a variety of sources.</p> |

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| | <p>in line with the Cotswolds: Japanese, US, Northern European, Chinese, Australian. Travel trade and independent travellers</p> <ul style="list-style-type: none"> • Additional audiences: supporting the University in key geographical areas, both domestically and overseas, to encourage young people to come and study in Cheltenham • We will encourage current visitors to stay longer and revisit more frequently <p>Business Tourism: We will identify product need and focus on relevant target markets as agreed with industry.</p> | |
| | <p>Positioning: We will put a spotlight on authentic Cheltenham and the key 'proposition', developing marketing plans that differentiate Cheltenham from other destinations. We will harness the heritage whilst presenting a young and vibrant destination that encourages younger people to visit, study and live in Cheltenham.</p> <p>We shall use Cheltenham's brand values and characteristics as a framework for all that we do, encouraging businesses in the visitor economy to do the same.</p> <p>We will leverage Cheltenham's location as a great place to stay to enjoy the Cotswolds, Stratford-upon-Avon and other key desirable tourist attractions along the M5/M4 corridor.</p> | <p>Cheltenham content and marketing collateral will be easy to identify amongst other destinations.</p> <p>Wider number of reasons to visit will be identified by potential visitors.</p> <p>Cheltenham will have increased presence on the Cotswolds marketing channels and collateral.</p> |

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| | <p>Digital Marketing: We shall redevelop visitcheltenham.com and create a content plan for the various ‘owned’ channels including Facebook, Twitter and Instagram as a minimum.</p> <p>We will create our own content including video, photography and narrative for use on our owned and earned channels¹². We will develop ways to work with the local community (including bloggers) to generate authentic content around Cheltenham.</p> | <p>We will have a digital platform that reflects Cheltenham’s brand and authentic experiences.</p> <p>Visitor numbers and engagement levels grow significantly from the present day 250,000 visitors on visitcheltenham.com.</p> <p>We hold a bank of content including imagery that is reflective of Cheltenham to be used for owned and earned channels. It should also be available for use by members.</p> |
| | <p>We shall create effective marketing plans that reach our target markets, encouraging reasons to visit throughout the year using the wider Cheltenham event calendar, annual national dates and holiday periods.</p> | <p>Increased visits to all owned VisitCheltenham digital channels.</p> <p>Shareable advance marketing plans and opportunities that members can engage with.</p> |
| | <p>We will actively encourage travel and lifestyle media and influencers to visit and experience the authentic Cheltenham of today – the independent, the quirky and all aspects outlined in the brand platform. As part of this we will ensure that national partners understand what Cheltenham has to offer outside the racing calendar. These partners include VisitEngland, VisitBritain, Cotswolds Tourism and transport providers</p> | <p>Increased media coverage.</p> <p>Increased coverage and inclusion in larger campaigns from national partners.</p> |

¹² Owned channels are those marketing channels that we can actively change, such as VisitCheltenham.com or Facebook.com/Cheltenham. Earned channels are those where we need to influence others to talk about Cheltenham positively.

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| | including, but not limited to, GWR, National Express, Stagecoach and the regional airports. | |
| | We will develop Cheltenham as a film location and actively seek filming opportunities, working with Creative England and others to provide a catalogue of locations within Cheltenham. | We are increasing income from film and TV. Visitors are coming to Cheltenham to spot film locations. |

5.2 Annual plans

An annual tourism and marketing plan (working document) will be developed for each of the five years.

The anticipated key work areas are below for years 1 and 2, NB this is not exhaustive.

| Year 1 July 2017 – March 2018 | Year 2 April 2018 – March 2019 |
|--|---|
| Invest in a resourced service that brings businesses together, acts as a Cheltenham visitor economy champion and marketing service. Create networking opportunities to inspire the visitor economy businesses of Cheltenham to work together. Begin supporting their needs and helping develop the product. | Membership/partnership scheme development: Roll-out of a membership scheme that encourages financial contribution to the service in return for clear member benefits. This model is to be a combined Cheltenham/Cotswolds model. |
| Brand proposition: Crystallise Brand Cheltenham and incorporate the values into everything we do. | Brand Rollout: Ensure all touch points are in line with the brand. Encourage partners to use the new brand approach. |
| Digital redesign: Redevelop VisitCheltenham.com. Develop and grow Facebook, Twitter, Instagram, YouTube and Pinterest | Expand target markets: Develop plans alongside the University and Cotswolds Tourism to reach international markets – including The Great |

| Year 1 July 2017 – March 2018 | Year 2 April 2018 – March 2019 |
|---|---|
| channels. | West Way (encouraging London based tourists to come west). |
| <p>Utilise partnerships to reach wider cost effective marketing channels: Establish more effective, working relationships with key external partners including Cotswolds Tourism, VisitEngland and the various transport providers including, but not limited to, GWR, National Express, Stagecoach, Cross Country Trains, Birmingham and Bristol Airports.</p> <p>We shall work closely with the management team at Cotswolds Tourism to develop Cotswolds.com into a platform that champions Cheltenham more obviously and presents a wider Cotswolds experience.</p> <p>Get involved in the Great West Way initiative, which encourages London based tourists to come west.</p> | <p>Digital growth: Increase ‘new’ content on partner channels both within Cheltenham and externally. Grow social media following and email databases.</p> |
| <p>Content creation: Creation and delivery of an annual plan for delivering new, authentic, shareable content around events, lifestyle and other reasons to visit. This will involve working with local attractors to focus on ‘experiences’, local people to highlight authentic stories, and local lifestyle and travel bloggers who can write about Cheltenham independently.</p> <p>Commissioning of new photography and filming of the authentic Cheltenham brand proposition and key aims.</p> | <p>Work closely with Cotswolds Tourism to increase national and international visitors: Work in collaboration on their marketing strategy ideally representing Cotswolds.com as a ‘touring’ destination for pre-and post-family target markets, groups and other niche markets such as walking and cycling.</p> <p>Take advantage of collaborative opportunities with other external partners.</p> |

| Year 1 July 2017 – March 2018 | Year 2 April 2018 – March 2019 |
|---|---|
| Reaching target markets: Focus on residents, day visitors and domestic tourists. | Creation of image bank |
| PR, content and influencer reach: The new content and news will be pushed through a variety of networks internationally, including increased media familiarisation visits, to begin writing about authentic Cheltenham. We will host regular blogger meetups around agreed themes. | PR, content and influencer reach: Develop interest around current niche markets – stay longer. |
| Review current literature and wayfinding: To establish a plan of action to enable better visitor orientation beginning with a new map based solution. | Implement plan for wayfinding to enable better visitor orientation. |
| Cotswolds Tourism partnership: Establish agreement and plans for collaborative working in the form of joint membership and combined digital opportunities. | Implement plan to attract the MICE market working with hospitality and other key partners/members. |
| MICE market product and marketing review: We will establish a working group of businesses who are keen to attract this market and create a separate marketing plan. | |
| Upgrade the Tourist Information Centre to support visitor needs: We will review options and develop a sustainable business model to support the future plans. Included in this will be a review of handling visitor enquiries both from visitors, trade and the media along with literature and digital platforms including maps, apps and | |



| Year 1 July 2017 – March 2018 | Year 2 April 2018 – March 2019 |
|---|--------------------------------|
| printed guides. We will look to make efficiencies where possible working with others both in Cheltenham and within the wider region | |

5.3 Budget and resource

The below table outlines the estimated resources, cost and income of a Transitional Marketing Service moving towards a fully functional operation. Step 1 is expected to run for nine months (August 2017 – April 2018) to trial the needs and business model for a long-term solution which includes the Tourist Information Centre.

The Transitional Marketing Service is a collaborative marketing service funded by both public and private organisations in order to create a step change.

Staff resources for the service operate on a self-employed/freelance basis in order to keep accommodation overheads low and enable the activity to develop quickly. These personnel will be experienced in the visitor/tourism economy. This model also allows us to assess the permanent resources necessary in future. There will be a small charge to support admin costs for example invoicing of advertising or membership.

Those funding partners for the Transitional Service include Cheltenham Borough Council, the Cheltenham BID, the Racecourse (The Jockey Club) and a small number of key contributors. This will establish a point of contact and coordinator of industry engagement. It will introduce a proactive marketing plan including redesign of VisitCheltenham, development of social media engagement, printed collateral including map, and development of marketing content to elevate Cheltenham to take advantage of partnership opportunities.

Step 1 will also include a detailed assessment and development of a membership model.

The TIC solution will be confirmed within Step 1 and a strategy to take it forward will be put in place, working with The Cheltenham Trust.

| Estimated Transitional Marketing Service | | | |
|---|-----------------|--|-----------------|
| Expenditure | | Income | |
| Marketing and Support Staff – self-employed/agency | | | |
| Destination Manager | 35,000 | Membership Sales* | 25,000 |
| Retained Marketing Agency | 20,000 | Cheltenham Borough Council | 60,000 |
| Digital Content Editor | 17,000 | Advertising Sales | 15,000 |
| Membership Executive | 17,000 | Key Partner contribution | 55,000 |
| | | Other | 11,000 |
| | | | |
| Total | £89,000 | Total | £166,000 |
| Marketing budget | | *If we achieve membership sales of predicted £68,000 in future years, we would increase our contribution to Cotswolds Tourism to £20,400 and provide the service with a surplus of £36,600 | |
| Marketing support including website development and campaigns | 52,000 | | |
| Contribution to Cotswolds DMO estimated** | 7,500 | **If a combined membership is agreed | |
| Total | £59,500 | | |
| Additional costs | | | |
| Admin | 6,000 | | |
| Expenses | 5,000 | | |
| | | | |
| Total | £11,000 | | |
| TOTAL EXPENDITURE | £159,500 | | |
| | | Total surplus | £6,500 |

5.4 Monitoring and reporting – regular monitoring and annual reporting

Monitoring would be carried out in the following ways:

1. Monthly analysis of occupancy rates and visitor footfall (possibly through T-Stats – run by Cotswolds Tourism)
2. Conduct annual Volume and Value Survey with Cotswolds Tourism
3. Review all stats annually in line with other regional destinations and VisitEngland national trends
4. Digital analysis: Monthly analysis of visitors to VisitCheltenham.com, followers and likes on social media along with engagement rates, numbers of email newsletter sign ups
5. PR – annual number of press and blogger visits and coverage gained in key target audience media
6. Number of new members/partners signed up to future funding
7. Number of networking events held
8. Collaborative working examples aided within Cheltenham
9. Examples of influence on external partner collaboration and tourism strategy
10. Examples of influence on collaborative working, championing the visitor economy

Reporting

1. Monthly reporting to the funding bodies
2. Bi-monthly email updates to members and associates
3. Quarterly reporting to partners and members. One-to-one meetings with key partners at times to be confirmed
4. Annual tourism and visitor forum for Cheltenham members and associates

Appendix 1: Key opportunities for working with the Cotswolds brand and Cotswolds Tourism

As part of the strategy to engage more businesses within the visitor economy there are two distinct propositions:

1. A visitcheltenham.com **website** that is linked to Cotswolds.com through a database and editorial platform
2. A new combined **membership** that links the proposed Cheltenham and existing Cotswolds Tourism marketing and business support services

1. Proposed website development and integration with Cotswolds.com

The current tourism website www.visitcheltenham.com is updated regularly; however, due to a lack of resources and ‘members’ or advertisers, its content is severely lacking.

Businesses within Cheltenham’s visitor economy are currently able to advertise on visitcheltenham.com; however, the numbers that take up this opportunity are very low. Members or advertisers on visitcheltenham.com number around 20, which draws a minimal income as it relates to website listings only. In recent years, there has not been enough resource to develop this.

Both Cotswolds.com and visitcheltenham.com are run on New Mind platforms however they are not linked. New Mind¹³ are a Liverpool based tourism website developer who are leaders in their field across Europe. Many DMOs use this platform and benefit from their understanding and subsequent developments in destination marketing.

There have been several examples of destinations using a local provider in recent years, only to regret their decision and return to a New Mind solution, for example Marketing Manchester and Bournemouth.

Currently there are annual charges of around £11,000 for VisitCheltenham.com. This site is in need of an overhaul which is likely to cost around £15,000 to present a more contemporary design and functionality. A report outlining the website options will be produced.

¹³ <https://www.newmind.co.uk/>

It would operate as a form of microsite retaining its own identity for Cheltenham focused searches but with opportunities to link content directly into the main landing pages of Cotswolds.com.

Visitcheltenham.com receives around 250,000 visits to the website per year whilst Cotswolds.com receives around million visits per year. Cotswolds.com is also the site that is currently referred to by visitengland.co.uk for Cheltenham.

There are many benefits to an integrated online offer aside from the cost savings. They include:

- Content on visitcheltenham.com would be immediately visible on Cotswolds.com
- Increased content from a new marketing staff resource means increased presence of Cheltenham on this key channel
- Cheltenham businesses are likely to be more interested in this combined membership than having to join two
- Cheltenham content is more likely to be promoted on Cotswolds.com social media channels which have significant engagement rates

The downsides to an integrated website would be:

1. Is the future of Cotswolds Tourism secure and what would happen to the website if it should fold? We have assessed this risk as low to medium. The Cotswolds is a brand which has had many managed forms over the past ten years but it has always retained its core digital asset. As the site is owned by New Mind, if there were any issues then we could pull out of this partnership and the content could quickly and easily be ported over to an alternative solution.
2. The web address visitcheltenham.com once clicked upon would become www.Cotswolds.com/cheltenham.

2. A combined Cotswolds/Cheltenham membership model

There are around 200 businesses (not including retail) in Cheltenham, that we know of, who might engage proactively in the visitor economy and become members. Despite this there are only around 20 businesses engaged in either the Cheltenham or Cotswolds Tourism advertising or membership models.

With a proactive membership executive, a new marketing and business support service and a new linked website it is estimated that a membership could raise around £68,900, based around gold, silver and bronze levels dependent on benefits.

Whilst the details need to be ironed out, we are proposing that we give 30% of any membership funds raised directly to Cotswolds Tourism. This would amount to just over £20,000 based on the estimated £68,900.

Discussions still need to take place around any contribution by the BID and the BID members benefit of this service.

The benefits of this approach:

- There are currently too many organisations within the market competing for membership and income. Most provide a business support, networking and lobbying service; however, there is little proactive marketing opportunity. The dual membership would be more appealing than a single stand-alone membership.
- Whilst Cheltenham has its own offer that can stand alone, by far and away the largest annual footfall driver for leisure visitors from outside the area is the Cotswolds.
- If Cheltenham were to have its own membership model, any members would still need to become members of Cotswolds Tourism to benefit from its marketing channels and support services. This would be costlier to business.
- The Cotswolds is one of the most desired places to visit in the UK by overseas visitors; it is also highly desirable for national visitors. It is currently under-resourced and needs increased funding to support its work. If we can support the growth in visitors to the area then Cheltenham will benefit.
- Cotswolds Tourism already has lots of services set up that we could benefit from including links to VisitEngland and VisitBritain, training, business support and advice for accommodation businesses, monthly member news and TStats – the monthly visitor monitoring service. All of this could be incorporated into membership.
- Cotswolds.com has access to just under a million website visitors per year, it has a highly engaged social media following and 50k consumer email addresses all of which we would get greater access to if we were to partner with them.
- For members uploading content, they would only have to do it once which saves time. This also makes sure the content is not at risk of being duplicated and the website being penalised by SEO (search engine optimization).



In order for this to work effectively, a number of things would need to be agreed including:

- Cheltenham to have representation at the Executive Officer level to ensure strategic input into the direction and marketing of Cotswolds Tourism
- A Service Level Agreement or partnership agreement

Cheltenham Borough Council

Cabinet 11 July 2017

Arrangements for managing a Sport England Grant to make improvements to Leisure-at-Cheltenham

| | | |
|---------------------------------|--|---|
| Accountable member | Cllr. Flo Clucas; Cabinet Member Healthy Lifestyles | |
| Accountable officer | Richard Gibson, Strategy and Engagement Manager | |
| Ward(s) affected | All | |
| Key/Significant Decision | No | |
| Executive summary | <p>The Cheltenham Trust successfully bid to Sport England for a Swim Local grant that will fund a range of improvements at leisure-at-Cheltenham to encourage people to swim.</p> <p>The grant award is broken down into two elements. A revenue grant of £150,981 to fund improvements to the swimming experience and the range of programmes that are on offer. A capital grant of £184,480 to fund the creation of new disabled changing units and improvements to the female changing area.</p> <p>Due to the Trust only having 7 secure years left of their lease, Sport England have offered the capital grant to Cheltenham Borough Council to manage.</p> <p>This report puts forward a solution for managing the capital grant in 2017.</p> | |
| Recommendations | 1 | Note that the Head of Paid Service has delegated authority under the Authority's constitution to enter into the grant agreement with Sport England. |
| | 2 | Cabinet delegates authority to the s.151 Officer, in consultation with the Cabinet Member Healthy Lifestyles and Cabinet Member Finance, to agree any subsequent arrangements with the Trust to manage the capital funds to achieve the completion and funding of the works as set out in this report. |

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| Financial implications | <p><i>Payment of the £184k grant is subject to a number of conditions including</i></p> <ul style="list-style-type: none"> • <i>Securing of planning permission and compliance with conditions</i> • <i>Securing of landlords permission</i> • <i>Submission of a project plan and key indicators</i> • <i>Submission and management of a project risk register</i> • <i>Evidence of a safeguarding policy</i> • <i>Final design being signed off by Sport England</i> • <i>Compliance with procurement rules</i> • <i>A restriction on title being registered at the Land Registry</i> <p>Contact officer: Sarah Didcote GO Business Partner Manager (West) <u>Sarah.Didcote@cheltenham.gov.uk</u> 01242 264125</p> |
| Legal implications | <p>Sport England requires the Authority as the landowner to enter into the grant agreement for a period of 25 years. One Legal has given detailed legal advice to council officers on the terms, conditions and restrictions imposed by this grant agreement.</p> <p>As the Authority is responsible for compliance with the terms of the Sport England Grant Agreement, if any funds are passed onto the Trust to manage, then advice has been given to officers that the Authority should enter into an agreement with the Trust in which the Trust agrees to comply with the terms of the Sport England Grant and indemnify the Authority for any losses caused by any breach of the agreement.</p> <p>Contact officer: Donna Ruck, Solicitor, One Legal Tel: 01684 272696 Donna.ruck@tewkesbury.gov.uk</p> |
| HR implications (including learning and organisational development) | <p>No HR implications identified with this report</p> |

| | |
|--|--|
| Property/Asset Implications | <p>Leisure-at Cheltenham is currently leased to the Trust on a 15 year term starting on October 2014 with a break clause at year 10, which is why Cheltenham Borough Council has been offered the grant and not the Trust. There are a number of property risks in accepting the grant.</p> <p>There is an obligation on the Council to seek Sport England's permission when letting the whole of the Leisure Centre for the next 25 years. It is unclear what the recourse is for not seeking this permission, but it is thought that partial or full repayment of the grant could be one. Seeking permission could also impact in terms of time delays on re-letting the Leisure Centre as there is no set time in which Sport England has to reply when approached for permission.</p> <p>For major capital works, to any part of the centre (not just that part subject to the grant), again there is an obligation on the Council (not the Trust) to apply for permission to Sport England to undertake the work. The same time delays and recourse questions apply as above.</p> <p>If any grant is passed onto the Trust, clarification will be needed on the ongoing management and maintenance of the changes and the impact on the changes to existing and unchanging elements currently captured in the lease and management agreement. Again, this risk is around loss of control by the Council by not managing the works and potential impacts the works can have on other building elements. Any future works required due to the 'works' here could potentially require the permission of Sports England to undertake.</p> <p>The Trust will need to seek and gain Landlord's consent for these works at this is going to be a crucial element for how CBC will manage future risks relating to the physical and legal elements of the funding agreement.</p> <p>Contact officer: Abigail Marshall Estates Surveyor Abigail.Marshall@cheltenham.gov.uk - 01242 775166</p> |
| Key risks | Please see Appendix 1 |
| Corporate and community plan Implications | <p>Successful delivery of the project by the Cheltenham Trust will help the council deliver its corporate strategy outcome:</p> <ul style="list-style-type: none"> • People live in strong, safe and healthy communities |
| Environmental and climate change implications | The range of improvements to Leisure-at-Cheltenham will be built in accordance with the environmental specifications set out in the latest building regulations. |

1. Background

- 1.1 The Cheltenham Trust was established as a consequence of a commissioning review into how best the Council could continue to support the delivery of its leisure and cultural services, and the management of five properties (The Wilson, Town Hall, Pittville Pump Room, Leisure at Cheltenham, Prince of Wales Stadium) whilst delivering best value to the taxpayer.
- 1.2 The Trust went live in October 2014 and the Council has encouraged the Trust to develop a vision for the Leisure Centre and Prince of Wales stadium.
- 1.3 The Trust has subsequently come back with an initial vision. This is:
- To develop a hub within the town that encourages public participation in diverse experiences that touch and inspire people be it through sport, culture, play, competition, heritage, learning, health and wellbeing. The ambition is to put Cheltenham at the forefront nationally, creating a unique place that contributes to the social, cultural and economic value of the town and enriching the lives of residents and visitors.*
- 1.4 Within this wider vision, Council agreed in March 2017 to offer the Trust a loan of up to £1.5m to update and upgrade the wellbeing facilities at the leisure centre and develop a new aquatic play space.
- 1.5 The Trust have also been active in securing external funds to deliver the vision and applied to Sports England under the Swim Local grant programme.

2. Swim Local programme

- 2.1 Swimming is the largest participation sport in England (around 17 million people aged 14+ who swim at least once a year), but is in a period of steep decline. It is important to stem this decline because of swimming's unique contribution to the physical activity landscape:
- 41% of weekly swimmers just swim and do no other sport (so if we 'lose' a swimmer, we're likely to 'lose' a participant from activity overall)
 - It's the sport with largest female participation and demand (in an overall context of many more men taking part in sport than women)
 - It is an accessible sport – it is an activity that can be low impact for those with injuries, disabilities and long term conditions - if disabled swimming was a sport in its own right it would be the 9th largest in England
- 2.2 Against this backdrop, Sport England is funding a series of pilot interventions to test different ways to increase swimming participation.
- 2.3 The vision for the pilot is to apply the latest national research around improving the swimming experience to local swimming pools, for local audiences. The desired outcome of the pilot is to understand the impact of making several 'small' (i.e. not major facility refurbishments) improvements simultaneously to the swimming customer experience within a small number of local facilities, to ensure that the swimming experience is improved.
- 2.4 The impact that we will ultimately be measuring in the pilot will be:
- Awareness of the facility and swimming opportunities available in the local community
 - Customer satisfaction with all elements of the swimming experience

- Workforce perception that the culture is centred around providing a great experience for the customer
- Swimming attendance / throughput
- Visitors to the facility/swimming pool are more representative of the profile of the local community (and an increase in groups that were previously under represented).
- Cost effectiveness of the improvements (ROI)

- 2.5** The council believes the availability of an affordable swimming facility and an excellent customer experience are vital elements in providing a diverse offer and increasing participation in activities to support healthy lifestyles. The availability of the swimming pool is therefore protected in the management agreement with the Trust alongside the specific activities of free swimming for the under-16s and the schools swimming programme.
- 2.6** The Trust led the bid to Sport England which comprised two elements, a revenue grant request of £150,981 to fund improvements to the visibility and relevance of the swimming experience and the range of programmes that are on offer. A capital grant request of £184,480 to fund the creation of new disabled changing units and improvements to the female changing area.
- 2.7** During the bidding process, it became clear that Sport England could not award the capital grant to the Trust. Their criteria states that for any capital funding bids over £100k they would require security of tenure for a minimum of 15 years. In the Trust's case having gone live on 1st October 2014 with a 10 year management agreement and a 15 lease that has a break clause after 10 years, we could only demonstrate security of tenure for approximately 7.5 years.
- 2.8** Therefore, so as not to jeopardise the grant application, an in principle offer was made that the Council would act as the contract holder for the capital award element. Subsequently, the provisional offer of a revenue grant and capital grant was made in February 2017 with the draft capital agreement being issued to the council in April 2017.
- 2.9** The Trust has now entered into an agreement with Sport England for the revenue funding.

3. Details of the proposed improvements

- 3.1** The proposed improvements are as follows:
- 3.2** Creation of a Changing Places changing room/shower and toilet unit
- 3.3** Installation of a mobile PoolPod hoist to enable better and more flexible access into the different pools
- 3.4** Refit of the female only changing room to make it more attractive/user friendly
- 3.5** Disabled changing facilities - range of improvement measures to include creation of "Changing Places" standard changing room/toilet facility, additional cubicle (Phase 1), Pool Pod hoist and training for staff & volunteers to improve disability access issues
- 3.6** The Trust has secured £55k from Gloucestershire County Council to fund the PoolPod and Changing Places conversion (3.2 and 3.3 above), with the £184,780 Sport England capital grant funding items 3.4 and 3.5.

4. Alternative options explored

- 4.1** The council has explored two options for managing the capital works associated with the grant; to

specify, procure and project manage the works itself or alternatively to pass the grant onto the Trust to specify, procure and project manage. The S.151 officer will consult with the Head of Property, the Lead Commissioner for the Trust and the Cabinet Member Healthy Lifestyles about the best option to pursue.

5. Project governance

5.1 The project will be co-sponsored project between The Cheltenham Trust and Cheltenham Borough Council with oversight being provided by the Joint Commissioning Group. The Joint Commissioning Group is the mechanism by which Cheltenham Borough Council and The Cheltenham Trust work together using a co-commissioning approach to deliver capital development projects relating to CBC owned and TCT managed venues.

5.2 Current membership of the Group is:

| | |
|---------------------|---|
| Jaki Meekings-Davis | Trustee, The Cheltenham Trust |
| Cllr Flo Clucas | Cabinet Member, Cheltenham Borough Council |
| Julie Finch | CEO, The Cheltenham Trust |
| Riah Pryor | Head of Content & Programmes, The Cheltenham Trust |
| Mark Sheldon | Director Corporate Resources & Projects, Cheltenham Borough Council |
| Richard Gibson | Lead Commissioner for the Trust, Cheltenham Borough Council |
| Jackie Rigby | Programme Manager, Cheltenham Borough Council |

5.3 Scrutiny of the project will be via the Cheltenham Trust's Audit and Governance Committee and the Council's Overview and Scrutiny Committee

6. Performance management – monitoring and review

6.1 Once the grant agreement with Sport England is entered into, it will be managed via the agreed terms and conditions as set out in the agreement.

| | |
|-------------------------------|---|
| Report author | Contact officer: Richard Gibson Strategy and Engagement Manager Richard.gibson@cheltenham.gov.uk 01242 235 354 |
| Appendices | 1. Risk Assessment |
| Background information | |

| 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 any element of the grant is passed onto the Trust to manage, CBC will still remain responsible for compliance with the terms of the Sport England Grant Agreement. If the Trust are then unable to manage the project satisfactorily (in terms of project delivery and/or financial management), there is a risk that CBC may be in breach of the grant terms. | Richard Gibson | 27 June 2017 | 2 | 3 | 6 | Reduce | Before any grant is passed to the Trust, CBC will enter into an agreement with the Trust in which the Trust agrees to comply with the terms of the Sport England Grant and indemnify the Authority for any losses caused by any breach of the agreement. | 31 July 2017 | Donna Ruck / Pat Pratley | |
| | As a result of the agreement with Sport England, CBC will need to seek Sport England's permission when letting the any part of the Leisure Centre for the duration of the agreement (25 years). If Sport England do not reply promptly or positively, this may hamper plans to re-let the building. | Richard Gibson | 27 June 2017 | 2 | 3 | 6 | Accept | | | Richard Gibson | |
| | As a result of the agreement with Sport England, CBC will need to seek Sport England's permission to undertake any capital works at the leisure centre for the duration of the agreement (25 years). If Sport England do not reply promptly or positively, this may hamper plans to re-let the building. | Richard Gibson | 27 June 2017 | 2 | 3 | 6 | Accept | | | Richard Gibson | |
| | If any element of the grant is passed onto the Trust to manage, there is potential for some confusion who is responsible for the ongoing management and maintenance of the changes and the impact on the changes to existing and unchanging elements currently captured in the lease and management agreement. | Richard Gibson | 27 June 2017 | 2 | 3 | 6 | Reduce | The Trust will need to seek and gain Landlord's consent for these improvement works at this is going to be a crucial element for how CBC will manage future risks relating to the physical and legal elements of the funding agreement | 31 August 2017 | Abi Marshall | |

Explanatory notes

Impact – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical)

Likelihood – how likely is it that the risk will occur on a scale of 1-6

(1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability)

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

Cheltenham Borough Council

Cabinet – 11 July 2017

Review of the council's performance at end of 2016-17

| | |
|---------------------------------------|--|
| Accountable member | Cllr. Steve Jordan, Leader of the Council |
| Accountable officer | Richard Gibson, Strategy and Engagement Manager |
| Accountable scrutiny committee | Overview and Scrutiny Committee |
| Ward(s) affected | All |
| Key Decision | No |
| Executive summary | <p>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.</p> <p>The report summarises how the council performed in regard to the published milestones, performance indicators and outcomes set out in the 2016-17 action plan that was agreed by Council on 4th April 2016.</p> <p>The full performance report is attached as appendix 2.</p> |
| Recommendations | Cabinet to note the review of performance in 2016-17 |

| | |
|--|---|
| Financial implications | None as a result of this report |
| Legal implications | None as the result of this report |
| HR implications (including learning and organisational development) | None as the result of this report |
| Key risks | <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> |
| Corporate and community plan Implications | This report sets out performance information relating to the delivery of corporate priorities in 2016-17 |
| Environmental and climate change implications | 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 2016-17 action plan that was agreed by Council on 4th April 2016.
- 1.3 The full performance report is attached as appendix 2.

2. Q4 Performance Overview

Corporate Strategy milestones

- 2.1 In the 2016-17 action plan, we identified 95 milestones to track our progress – Four devolution milestones have been assimilated into one. Out of these:
- 55 (58%) are complete
 - 32 (34%) are green. This means that the project is on track to be delivered against a revised and agreed timescale – which has been set out in the 2017-18 corporate strategy
 - 8 (8%) are amber. This means that there are some concerns about the deliverability of the project against the original timescale and that plans are still being put in place to bring the project back on track.
- 2.2 The eight amber milestones are as follows:

| Milestones | Status | Comments |
|---|---|--|
| ENV 02D - Support the enforcement of no side-waste and closed bin lid policy |  | Implementation of no side waste policy is stalled while resources are identified to finance it. This could potentially come from any garden waste windfall income – but this will be subject to a clearer understanding of any unanticipated costs arising from the new enhanced recycling service, following its implementation in Autumn 2017. |
| ECON 04D – Cheltenham Development Task Force; conclusion of and progress towards delivery on various key sites and themes - North Place |  | There is on-going liaison between property services and owners to bring forward a development. Now managed as a corporate project with monthly updates to the senior leadership team |
| ECON 04F - Conclusion of and progress towards delivery on various key sites and themes - Cheltenham Spa station |  | GWR progressing stakeholder meetings and will also be co-ordinating meetings over race week impact of proposals. Noted that 2017 race week saw 90,000 race goers transported from railway station to racecourse by Stagecoach. Hoping to see revised proposals and delivery timeline within next few months |
| COM 05D - Publication of Domestic Homicide Reviews |  | Our first Domestic Homicide Review into the death of a local woman was published on 17 October 2016. Our second Domestic Homicide Review, the draft report has been issued to the Home Office for quality assurance purposes - they have indicated that cannot review this until August 2017 |

| | | |
|---|---|--|
| COM 10A - Agreement to shopmobility procurement process |  | First early market engagement exercise (July 2016) produced no submissions. A second early market engagement exercise (October 2016) produced 1 expression of interest. Following recent recruitment of Place and Economic development Manager, this project has now been restarted and given limited interest to market testing alternative options are being explored. A new timescale will be agreed with lead member in due course. Action will be delivered at service level for 2017-18. |
| VFM 01C - To have developed and agreed a shared Customer Access strategy to support the development of the customer services |  | The transformation of customer services is now a work stream within the Organisational Development Programme. An initial 'opportunities assessment' review is being scoped which may identify opportunities for intervention which drive customer services transformation. PED transformation includes significant work on customer interaction. |
| VFM 02A - Agree with GCC proposals for devolved Cheltenham input on a range of highways matters |  | Discussions with regard to Cheltenham highway matters continue and are probably better placed now within the context of the creation of Cheltenham's Place Strategy and Parking Strategy and spatial planning concepts which emerge from those strategic reviews. |
| VFM 02B – Devolution deal presented to individual councils and organisations for approval VFM 02C - Public consultation VFM 02D - Reaffirm proposals post-election VFM 02E - Submit to government VFM 02F - Shadow arrangements |  | <p>The government's focus following the referendum has been on progressing existing devolution deals with Whitehall capacity diverted towards the process for leaving the EU.</p> <p>Gloucestershire's devolution asks were recently reviewed by KMPG with a focus on a longer term vision for Gloucestershire, infrastructure and housing, skills and employability, and public service reform in the areas of health and community safety.</p> <p>Leadership Gloucestershire have tasked officers to produce a resourcing plan to deliver on key elements that could be progressed without a formal devolution deal - in particular the planning and infrastructure work needs to be scoped because it is considered that this work will require the most significant additional resource. A group of officers is leading on this scoping work led by the Chief Executive of Tewkesbury Borough Council and including CBC's Director - Planning.</p> <p>Any options with regard to any public service reform which may emerge from the current work on devolution, would be subject to consultation before any changes were implemented.</p> |

3. Consultation and feedback

- 3.1** The draft performance report was presented to the Council's Overview and Scrutiny Committee on 26 June 2017. Members of the committee raised the following issues:
- 3.2** There was a desire to understand more about the issues relating to the enforcement of the no side waste policy and suggested that a briefing note on this issue be circulated to members.
- 3.3** There was interest in the future plans for devolution in the county; both in terms of working with the County Council on how we get more devolved Cheltenham input into highways matters, and discussing what can be progressed without a formal devolution deal with Government on matters such as community safety, safeguarding, planning and health and care.
















| | |
|-------------------------------|--|
| Report author | Contact officer: Richard Gibson, Strategy and Engagement Manager. 01242 235 354 richard.gibson@cheltenham.gov.uk |
| Appendices | 1. Risk Assessment 2. Corporate Performance 2016-17 |
| Background information | |
| Accountability | 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 |
| 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 | | | | | | | | | | | |

Corporate Performance at e... Quarter 4 (April 2016 to March 2017) – Report to Cabinet 11 July 2017

Our Outcome

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





















| Priority Action | Key Milestone | End Date | Lead | | 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 - Conclude JCS examination | Tue-30-May-17 | Tracey Crews |  | Now complete. Proposed modifications scheduled for consultation which will lead to further examination hearings - likely to be scheduled February 2017. |
| | ENV 01B - Adoption of the JCS (subject to Council approval) | Thu-31-Dec-07 | Tracey Crews |  | Council approved for public consultation the proposed main modifications on 10 Feb 2017. Key dates are outside control of JCS Councils and are set by the Inspector. RAG status green reflecting all live actions are being met by the program. Carried forward into 2017-18 corporate strategy under action ENV1. |
| | ENV 01C - Prepare and consult on draft Cheltenham Plan (non statutory) | Sat-31-Dec-16 | Tracey Crews |  | 6 week consultation ended on 20 March 2017 that focused on three policy areas: 1.economic strategy 2.potential local green space designations 3.potential development allocations (sites for development) |
| | ENV 01D - Publication of Cheltenham Plan (regulation 19) | Mon-28-Aug-17 | Tracey Crews |  | Pending completion of the preferred options consultation, publication of the plan will happen in Summer 2017. Timetable and key milestone changes agreed by Planning & Liaison Member Working Group. RAG status green to reflect performance against revised program. Carried forward into 2017-18 corporate strategy under action ENV1. |
| | ENV 01E - Submit Cheltenham Plan to Secretary of State for examination | Mon-30-Oct-17 | Tracey Crews |  | This is likely to happen in the Autumn of 2017. RAG status green to reflect performance against revised program as agreed by Planning & Liaison Member Working Group. Carried forward into 2017-18 corporate strategy under action ENV1. |
| | ENV 01F - Adoption Cheltenham Plan | Thu-30-Nov-17 | Tracey Crews |  | Anticipated January 2018, allowing for time for PINS to conduct a short examination. RAG status green to reflect performance against revised program. Carried forward into 2017-18 corporate strategy under action ENV1. |
| ENV 02 - We will deliver CBC's commitments contained within the Joint Waste Committee plan | ENV 02A - Consider options for the transfer of waste after August 2018 | Fri-31-Mar-17 | Pat Pratley |  | Project Team set up and discussions progressing over the feasibility of using Swindon Road as transfer facility. Consultants have now produced a report, currently being considered by the Joint Waste Team. Their thoughts will be fed into the next project meeting, to be held on 30 th May 2017. |
| | ENV 02B - Review options for recycling service redesign in Cheltenham including round optimisation across all services | Mon-31-Oct-16 | Pat Pratley |  | New vehicles of all fleet (recycling, food and refuse) ordered and delivery is on schedule. New recycling receptacle (blue bag) being procured for storage of bulky cardboard - will increase space available in the recycle boxes for storing a wider range of recyclable materials. Round optimisation work underway and being finalised, communications plan agreed. Consideration being given to promoting recycling via all primary schools in Cheltenham with a 'Name our Truck' competition - the winners will have their names (one name) on each of the vehicles. Action carried forward to 17-18 corporate plan. |
| | ENV 02C - Support Ubico in making preparations to implement chosen recycling service model in Summer 2017 | Fri-31-Mar-17 | Pat Pratley |  | Being undertaken via the service redesign project carried forward into 2017-18 action plan |
| | ENV 02D - Support the enforcement of no sidewaste and closed bin lid policy | Fri-31-Mar-17 | Pat Pratley |  | Implementation of no side waste policy is stalled while resources are identified to finance it. This could potentially come from any garden waste windfall income – but this will be subject to a clearer understanding of any unanticipated costs arising from the new enhanced recycling service, following its implementation in Autumn 2017. |
| | ENV 02E - Explore new recycling opportunities at HRCs including Swindon Road | Fri-30-Sep-16 | Pat Pratley |  | Linked to ENV02A Review of Swindon Road recycling facility currently on hold until wider infrastructure review has been completed with regard to waste transfer from the bulking facility. Action has been carried across into 2017/18 JWC action plan. |
| | ENV 02F - Undertake a review of the capacity and resources required by the JWT to deliver its plan | Fri-31-Mar-17 | Pat Pratley |  | An accord was approved by JWC in February which supports councils exploring the business case for service alignment. Resource requirements have been reviewed and a full time Head of Service for JWT was supported. A route map has been agreed across the districts, which reaffirms the original purpose of the JW committee - to achieve service alignment across the districts for waste and recycling collection services. |
| ENV 03 - We will strengthen the council's approach to enforcement as part of the re-structuring of the REST division | ENV 03A - Complete the amalgamation of Community Protection into the Enforcement Team to enable an increase in enforcement performance against outcomes, utilising the synergies that exist between teams | Tue-31-May-16 | Mike Redman |  | 3 FTE community protection officers have merged with the enforcement team to create combined enforcement resource. |
| | ENV 03B - Continue to deliver service improvements through systems thinking and provide quarterly performance statements | Fri-31-Mar-17 | Mike Redman |  | Consolidated admin arrangements now in place and work being undertaken to explore cross-cutting neighbourhood-focused teams. |
| ENV 04 - We will create a new children's play area in Pittville Park | ENV 04A - Commence work on-site | Sun-31-Jan-16 | Adam Reynolds |  | Project completed |





| | | | | | |
|--|--|-----------------------|---------------|---|---|
| | ENV 04B - Complete work on site | Page 180 31-May-16 | Reynolds |  | Completed |
| | ENV 04C - Soft opening | Thu-30-Jun-16 | Adam Reynolds |  | Play area opened and operational |
| | ENV 04D - Official Opening event | Mon-31-Jul-17 | Adam Reynolds |  | Successfully held on 12 July 2016 |
| ENV 05 - We will restore Cheltenham's War Memorial | ENV 05A - WMT grant application | Sat-30-Apr-16 | Mark Sheldon |  | Successful grant applications have been made to the War Memorial Trust (£24k) and Heritage Lottery Fund (£85k) to fund both the restoration and associated commemorative activity which will continue over the next 12 months. |
| | ENV 05B - HLF grant application outcome | Sat-30-Apr-16 | Mark Sheldon |  | As above |
| | ENV 05C - Commence War Memorial restoration | Tue-31-May-16 | Mark Sheldon |  | Memorial restoration complete. The peripheral project for lighting and interpretation is on-going. The planning application to replace the lamps has been approved and an application for the installation of interpretation boards has been submitted. |
| | ENV 05D - Complete War memorial restoration | Fri-30-Sep-16 | Mark Sheldon |  | Restoration work complete though some residual work to replace the lamps and install interpretation boards will now be undertaken |
| | ENV 05E - Commence WW1 commemoration programme | Sat-30-Sep-17 | Mark Sheldon |  | £89,400 has now been secured from the Heritage Lottery Fund to support a wide range of commemoration activity to start in 2018 |
| | ENV 05F - Close WW1 commemoration programme - War Memorial dedication ceremony | Fri-30-Nov-18 | Mark Sheldon |  | The restored war memorial was officially revealed to the public at the Battle of Britain event on 18 September |
| | ENV 06 - We will progress the building of the new Crematorium building | Thu-30-Jun-16 | Mike Redman |  | Key members of design team in place - Principal Contractor and Architect |
| | ENV 06B - Submit main planning application | Fri-31-Mar-17 | Mike Redman |  | Achieved 11th April 17 |
| | ENV 06C - Target completion date for new crematorium building | Tue-31-Oct-17 | Mike Redman |  | The new agreed target date for completion is 31st May 2019. This commitment has been carried forward into the 2017-18 corporate strategy action plan as project ENV 5 |

Our Outcome

Sustain and grow Cheltenham's economic and cultural vitality

What are our plans to deliver this outcome in 2016-17?














| Priority Action | Key Milestone | End Date | Lead | Progress |
|--|---|---------------|-------------------|--|
| ECON 01 - We will work in partnership with key stakeholders to develop a longer term strategy for place making and growth | ECON 01A - Draft Strategy | Fri-30-Sep-16 | Tim Atkins |  Council agreed a place-making vision, four values and four outcomes at its meeting on 27 March |
| | ECON 01B - Consultation Complete | Tue-31-Jan-17 | Tim Atkins |  The engagement plan has been developed and was agreed as part of the Cabinet report |
| | ECON 01C - Approved by Cabinet | Fri-31-Mar-17 | Tim Atkins |  The vision was signed off informally by cabinet ahead of it going to full council at the end of March |
| ECON 02 - We will develop our strategic approach to tourism, work with the tourism partnership to ensure that there is alignment behind the strategy and agree appropriate delivery mechanisms | ECON 02A - Tourism Development Officer in-place | Thu-30-Jun-16 | Tim Atkins |  Tourism development consultant appointed and in place |
| | ECON 02B - Commence implementation of key priorities | Thu-30-Jun-16 | Tim Atkins |  Implementation of key priorities underway - under the following headings: Stakeholder Communication, Research, Strategy, Business Model, Funding, Planning, Brand Development. Action carried forward into 2017-18 action plan |
| | ECON 02C - Establish Tourism Task Force | Fri-30-Sep-16 | Tim Atkins |  Agreement to run tourism project through already established Tourism Partnership; action carried forward into 2017-18 action plan |
| | ECON 02D - Report back to Cabinet on year 2 work plan | Sat-31-Dec-16 | Tim Atkins |  Update report presented to cabinet on 8 November 2016 |
| ECON 03 - We will undertake a ballot of town centre businesses on the establishment of a Business Improvement District and assist in its establishment if the ballot is positive | ECON 03A - CBC support for new BID company if 'YES' vote secured | Thu-31-Aug-17 | Tim Atkins |  Business Improvement District now fully operational |
| | ECON 03B - Measures to remove Late Night Levy if 'YES' vote secured | Sat-31-Mar-18 | Tim Atkins |  Council on 24 Feb agreed that the Late Night Levy should cease to apply in Cheltenham from 31 March 2017 |
| ECON 04 - We will support delivery of the Cheltenham Development Taskforce business plan | ECON 04A - Conclusion of and progress towards delivery on various key sites and themes - Brewery II | Mon-31-Jul-17 | Jeremy Williamson |  High Street link opened as planned. Block 2A fully let; positive impact upon original Brewery scheme and block 2B currently being marketed. |
| | ECON 04B - Conclusion of and progress towards delivery on various key sites and themes - Beechwood | Mon-31-Jul-17 | Jeremy Williamson |  Demolition works completed and re-construction has begun. Shell & core targeted for delivery Sept 2017 followed by major shop fit. |
| | ECON 04C - Conclusion of and progress towards delivery on various key sites and themes - Regency Place | Sun-31-Dec-17 | Jeremy Williamson |  Housing progressing as planned. Shop unit handover subject to clarification. Albion Street road changes deemed successful. |
| | ECON 04D - Conclusion of and progress towards delivery on various key sites and themes - North Place | Sat-31-Mar-18 | David Roberts |  On-going liaison between property services and owners to bring forward a development. Now managed as a corporate project with monthly updates to the senior leadership team |
| | ECON 04E - Conclusion of and progress towards delivery on various key sites and themes - Cheltenham Transport Plan - highways | Thu-31-Aug-17 | Jeremy Williamson |  Phase 2 (Imperial Square North) implemented; positive liaison with businesses impacted due to offer of alternative parking. Traffic monitoring to begin May 2017 to measure impact and undertake any necessary mitigation as necessary. If deemed successful then this allows for next phases including a trial at Boots Corner - to begin summer 2017. Action identified at ENV3 in 2017-18 corporate strategy. |
| | ECON 04F - Conclusion of and progress towards delivery on various key sites and themes - Cheltenham Spa station | Thu-31-May-18 | Jeremy Williamson |  GWR progressing stakeholder meetings and will also be co-ordinating meetings over race week impact of proposals. Noted that 2017 race week saw 90,000 race goers transported from railway station to racecourse by Stagecoach. Hoping to see revised proposals and delivery timeline within next few months |
| | ECON 04G - Conclusion of and progress towards delivery on various key sites and themes - Public realm upgrades | Sat-31-Mar-18 | Jeremy Williamson |  CBC/GCC continue to meet to agree project plan and funding delivery. Delivery needs to coincide with JLP opening potentially spring 2018. ESIF bid progressing to round 2 which could assist with High Street SuDs/greening/biodiversity strategy. Identified by Action ENV2 in 2017-18 Corporate Plan. Public realm projects led by Townscape team. |
| | ECON 04H - To support Director Resources with the implementation of the accommodation strategy | Sat-31-Mar-18 | Jeremy Williamson |  continue to provide support for options and maintain interest in MO |
| | ECON 05A - To have reviewed the potential projects which support the delivery of the business plan targets for the Trust | Sun-31-Jul-16 | Mark Sheldon |  On 27 March Council agreed to support the Trust with a loan of up to £1.5m to support their redevelopment proposals for leisure@ Cheltenham |
| ECON 05 - We will work in partnership with The Cheltenham Trust as they develop their capital investment strategy to support their business plan | ECON 05B - To have scoped, tendered and evaluated the initial feasibility study into the redevelopment of the Town Hall | Fri-30-Sep-16 | Mark Sheldon |  The work to scope and tender the initial feasibility work for the Town Hall is complete and the Joint Commissioning Group is now able to make a decision about the consultant it wishes to work with |
| | ECON 05C - To have made an application for external funding of the redevelopment of the Town Hall | Sat-31-Dec-16 | Mark Sheldon |  The revised timescale of March 2018 was included in the 2017-18 corporate strategy. |



















| | | | | | |
|---|--|---------------------------|-------------|---|--|
| ECON 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, having regard to the Council's overall financial position, environmental and tourism objectives | ECON 06A - Develop options in consultation with the Car Parking Working Group, including input from key stakeholders, including GCC and private car park operators | Page 182 Mon-31-Oct-16 | Mike Redman |  | First phase consultation complete; currently tendering for support to develop the strategy |
| | ECON 06B - Liaise with GCC regarding delivery options , having regard to any opportunities arising as a result of the devolution agenda | Fri-30-Jun-17 | Mike Redman |  | GCC has participated in Car Parking Working group meetings and provided input to the emerging strategy being suggested by our consultants. In tandem with this, the county has been pursuing its own strategy with a focus on on-street provision and we are working to ensure alignment, particularly around pricing. The strategy will now go to Cabinet in June 2017 |
| | ECON 06C - Undertake public consultation where appropriate to the implementation of emerging options | Tue-31-Jan-17 | Mike Redman |  | Extensive consultation has taken place with key stakeholders in relation to the emerging parking strategy for the town, including both on-line and face to face consultation with harder to reach groups with specific user needs. The car parking working group has included invited representatives from the business community and county council and there has also been contact with private car parking operators. |
| | ECON 06D - Report to Cabinet regarding recommended option(s) and associated action plan | Fri-30-Jun-17 | Mike Redman |  | The recommended parking strategy is going to cabinet on 13 June 2017. |

Our Outcome

People live in strong, safe and healthy communities

What are our plans to deliver this outcome in 2016-17?














| Priority Action | Key Milestone | End Date | Lead | Progress |
|--|---|---------------|-------------------|---|
| COM 01 - Work with CBH to deliver more houses for rent on HRA sites | COM 01A - Council approval to build on Garage Phase 2 sites | Sun-30-Apr-17 | Martin Stacy |  10 new affordable homes have been built on Swindon Road, with priority being given to Armed Forces Veterans. These homes have now been filled, all of which by Veterans. A further 3 homes are currently underway at Rowanfield Exchange and will be completed later this year. In addition, 4 homes have been acquired from the open market using right to buy receipts, with a fifth (and final) property identified and our offer accepted. |
| | COM 01B - Council approval to build on Garage Phase 3 sites plus other miscellaneous sites | Fri-31-Mar-17 | Martin Stacy |  Council has given authority to build on the following sites: Hesters Way Road Kingsmead Avenue, Beaufort Road and Newton Road, subject to various rights of way issues being addressed, and with the potential of up to 16 new homes being delivered. We are currently working with residents to resolve outstanding rights of way issues. All have now appointed solicitors, as requested and reasonable progress is being made - though the nature of these discussions is that it is often protracted. |
| COM 02 - Explore opportunities for creating more homes for veterans | COM 02A - Project scope agreed and embedded within CBC-CBH new build Joint Programme Board | Fri-31-Mar-17 | Martin Stacy |  Project completed. All 10 homes at the Swindon Road new build site were allocated to armed forces veterans as part of the Homes for Veterans project. |
| 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 | COM 03A - Monitor outcome of the government consultation and review considering an extension of the national mandatory HMO licensing regime | Sat-31-Dec-16 | Mike Redman |  The government responded favourably to the extension of HMO licensing following their consultation paper "Houses in multiple occupation and residential property licensing reforms" and has indicated an intention to legislate to extend mandatory licensing to all HMO's occupied by five or more persons, regardless of the number of storeys within the property. The enforcement team is reviewing staffing arrangements in expectation of an increased need for inspections and the opportunity to cover additional costs from a corresponding increase in HMO license fee income. |
| | COM 03B - Alongside monitoring the government's extended mandatory HMO licensing regime, utilise the emerging Cheltenham Plan to provide opportunities to frame new planning policies and strategies, to help improve the quality of HMO's, working with the University of Gloucestershire to inform the Council's overall HMO strategy | Fri-31-Mar-17 | Mike Redman |  This action is now being pursued in relation to the emerging Cheltenham Plan, which is critical to applying controls on HMO numbers through an Article 4 direction. |
| | COM 03C - Consider the feasibility and resourcing implications of introducing Article 4 direction(s) to limit the percentage of HMO accommodation currently leading to community imbalance and related loss of amenity in some parts of the town | Fri-31-Mar-17 | Philip Stephenson |  HMO survey work in St. Pauls is now complete and whilst a number of issues have been identified, there is insufficient evidence of poor conditions or anti-social behaviour to justify blanket licensing of private rented sector accommodation, much of which is now likely to be covered by a proposed extension to the national mandatory HMO licensing requirements. Further HMO survey and enforcement work is now taking place in the All Saints Ward and the potential for an Article 4 direction is being pursued through the Cheltenham Plan process. Timescale is linked to Cheltenham Plan preparation, program managed via Planning and Liaison Member Working Group. Action for 2017-18 will be managed at the service level, albeit the Cheltenham Plan is identified as action ENV1 in 2017-18 corporate strategy. |
| | COM 03D - Report to Cabinet on the options for extending activity relating to the enforcement of standards in private rented sector accommodation | Mon-31-Jul-17 | Mike Redman |  The survey work undertaken in St. Pauls (and now on-going in All Saints) will identify any need for additional enforcement; options will be reviewed on completion of the survey, in tandem with a review of actions being taken to improve standards in the private rented sector more generally. A report to Cabinet is still on target for July 2017, to include proposals for further action in relation to long term empty homes in the private sector. |
| COM 04 - Prepare for update housing and homelessness strategy in 2017 | COM 04A - Scope out engagement arrangements with relevant stakeholders to help inform the development of the strategy | Fri-31-Mar-17 | Martin Stacy |  Project carried forward into 2017-18 corporate strategy action plan. Work about to start on gathering evidence on current needs, agreeing key strategic priorities and themes, followed by conversations with relevant stakeholders. |
| COM 05 - We will update our safeguarding policy to reflect our wider work to safeguard people including recognition of domestic abuse and sexual violence, hate crime and modern slavery | COM 05A - Draft report to Cabinet | Sun-31-Jul-16 | Richard Gibson |  A briefing note was taken to cabinet in December to notify members that current strategy will be extended for a further year. This is so that we can align the new policy with the county-wide domestic abuse concordat (yet to be published), the county-wide anti-slavery strategy and the new county-wide hate crime strategy |
| | COM 05B - Staff consultation sessions | Fri-30-Sep-16 | Richard Gibson |  Staff training sessions held on safeguarding vulnerable adults and modern slavery. Additional staff sessions will be held as part of the development of the final safeguarding handbook. |
| | COM 05C - Final report to Cabinet | Wed-30-Nov-16 | Richard Gibson |  Project carried forward into 2017-18 corporate strategy - The final updated safeguarding policy in the autumn and this will be a joint district policy led by the district safeguarding network |
| | COM 05D - Publication of DHRs | Sun-31-Jul-16 | Richard Gibson |  Our first Domestic Homicide Review into the death of a local woman was published on 17 October 2016. Our second Domestic Homicide Review, the draft report has been issued to the Home Office for quality assurance purposes - they have indicated that cannot review this until August 2017 |
| | COM 05E - Development of partnership response | Mon-31- | Richard Gibson |  The first DHR was published with an agreed action plan that will be monitored by the Cheltenham Strategic Leadership Group |

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|--|---|---------------|----------------|---|--|
| COM 06 - We will work in partnership with Gloucestershire Constabulary to review town centre CCTV provision and associated monitoring arrangements | COM 06A - Work with the Police & Crime Commissioner to consider the impact of the closure of Lansdown Road police station on the provision of town centre CCTV monitoring | Fri-30-Sep-16 | Mike Redman |  | The fibre-optic link has now been moved to the monitoring site at Waterwells |
| | COM 06B - Review the provision and need for upgrading of the town centre CCTV system, having regard to the delivery of our priority outcomes, including crime reduction | Fri-31-Mar-17 | Mike Redman |  | Project carried forward into 2017-18 corporate strategy. Currently in consultation with the Police and PCC about the future provision of CCTV in the town centre. A draft project initiation document has been produced. |
| COM 07 - Enable a range of community building and celebration events through taking a facilitative role to working with community groups and organisations | COM 07A - Coordinate & deliver the Children's Festival | Tue-31-May-16 | Richard Gibson |  | Children's Festival successfully delivered; 10 different partners contributed with with over 1,500 children and their families attending |
| | COM 07B - Coordinate & deliver the Midsummer Fiesta | Sun-31-Jul-16 | Richard Gibson |  | Midsummer Fiesta successfully held on 2 July 2016; a few thousand attended the event which is Cheltenham's only free festival |
| | COM 07C - Support Black History Month | Mon-31-Oct-16 | Richard Gibson |  | Black History Month was successfully delivered by the African Community Foundation, supported by officers from CBC and a community pride grant |
| | COM 07D - World Mental Health Day | Mon-31-Oct-16 | Richard Gibson |  | CBC helped raise awareness of emotional wellbeing and mental health issues at an event on World Mental Health Day on 10 October 2016. This included handing out leaflets in the town centre and launching Heads Up at an evening seminar |
| | COM 07E - Support Inter-Faith week | Wed-30-Nov-16 | Richard Gibson |  | This year's Inter-faith event was held on Thursday 17th November. This year's theme was 'People of Sanctuary' and is an exploration of faith and the refugee crisis. The event was open to all and brought together different faith and non-faith communities to strengthen good inter faith relations |
| | COM 07F - Support Holocaust Memorial Day | Tue-31-Jan-17 | Richard Gibson |  | CBC supported the HMD commemoration Committee event that was held in the Municipal Offices on January 26th 2017 |
| | COM 07G - Support LGBT history month | Tue-28-Feb-17 | Richard Gibson |  | CBC helped support the LGBT partnership with their plans for LGBT history month in February 2017 |
| COM 08 - Develop a commissioning approach to tackling a range of health and wellbeing issues in Cheltenham such as tackling obesity, reducing alcohol harm and improving mental health | COM 08A - Agree specifications | Sat-30-Apr-16 | Richard Gibson |  | Health Inequality Grants have been awarded to Gloucestershire University to develop a Strategy for the smart commissioning of our alcohol harm outcome, plus a grant to Cheltenham West End Partnership to understand the risks posed to young people, aged between 12 and 18, who are congregating in the town centre that might be at risk of negative influences such as alcohol, drugs, inappropriate sexual activity and grooming. |
| | COM 08B - Commissioned providers in place | Thu-30-Jun-16 | Richard Gibson |  | As above; 2 providers in place |
| | COM 08C - Report to Chelt Partnerships on progress | Sat-31-Dec-16 | Richard Gibson |  | Both projects have reported to the partnerships |
| COM 09 - Progress cycling & walking options as a result of the work of the O+S task group | COM 09A - Establish Advisory Group | Sat-30-Apr-16 | Wilf Tomaney |  | Cllr Wilkinson identified as Member Cycling Champion. First meeting took place March. |
| | COM 09B - Produce a delivery plan for the various recommendations | Fri-30-Mar-18 | Wilf Tomaney |  | Cycling and Walking Advisory Group now in place to act as a sounding board and support for key initiatives. Action will not produce a delivery plan as anticipated, but will support the following activities; * input to Cheltenham Plan * oversee preparation of walking and cycling strategy - milestone extended to March 2018 to reflect agreement of corporate strategy at Council * review possible funding streams. Group are currently inputting into innovation in cycling and walking competition - deadline June 2017. Activity of preparation of walking and cycling strategy - action identified in 2017-18 corporate plan ENV3 Cheltenham Transport Plan. Wider activities of the Advisory Group to be managed at service level |
| | COM 09C - Installation of contra-flow cycle lane in Winchcombe St with rearrangement of the Albion St junction | Wed-31-Aug-16 | Wilf Tomaney |  | Completed on target. |
| COM 10 - Commissioning review of Shopmobility | COM 10A - Agreement to procurement process | Wed-31-Aug-16 | Wilf Tomaney |  | First early market engagement exercise (July 2016) produced no submissions. A second early market engagement exercise (October 2016) produced 1 expression of interest. Following recent recruitment of Place and Economic development Manager, this project has now been restarted and given limited interest to market testing alternative options are being explored. A new timescale will be agreed with lead member in due course. Action will be delivered at service level for 2017-18. |
| | COM 10B - Award of contract | Fri-30-Sep-16 | Wilf Tomaney |  | Project on hold. A new project timetable will be agreed with the lead member as such the RAG status has been changed to green as project will be refreshed. Action will be delivered at service level for 2017-18. |
| | COM 10C - Implementation of service | Fri-31-Mar-17 | Wilf Tomaney |  | Project on hold. A new project timetable will be agreed with the lead member as such the RAG status has been changed to green as project will be refreshed. Action will be delivered at service level for 2017-18. |

Our Outcome

Our council can continue to facilitate the delivery of our outcomes for both Cheltenham and its residents

What are our plans to deliver this outcome in 2016-17?

| Priority Action | Key Milestone | End Date | Lead | Progress |
|--|---|---------------|--------------|---|
| VFM 01 - We will work with our 2020 partners to implement agreed shared services from April 2016 | VFM 01A - Cabinet to consider a business case for a local authority company governance model | Sun-31-Jul-16 | Pat Pratley |  Legal agreements are in the process of being finalised. CBC Council approved withdrawal of employment matters from the Joint Committee wef 1 April 2016. Council approved s151 Officer appointment and designation wef 28 March 2017. Work on specifications taking place. |
| | VFM 01B - To have reviewed the capacity for provision of strategic property advice | Sun-31-Jul-16 | Mark Sheldon |  Following a review work is now underway to develop a revised structure which addresses need to for more strategic support to deliver the MTFS targets, development of the investment property portfolio, support key capital projects as well as taking a more commercial approach to service delivery. A new post for a programme manager to support delivery of commercial activity has now been recruited to. |
| | VFM 01C - To have developed and agreed a shared Customer Access strategy to support the development of the customer services | Fri-31-Mar-17 | Mark Sheldon |  The transformation of customer services is now a work stream within the Organisational Development Programme. An initial 'opportunities assessment' review is being scoped which may identify opportunities for intervention which drive customer services transformation. PED transformation includes significant work on customer interaction. |
| VFM 02 - We will work with our Gloucestershire partners to develop an implementation plan for the delivery of the devolution agreement | VFM 02A - Agree with GCC proposals for devolved Cheltenham input on a range of highways matters | Sat-30-Apr-16 | Pat Pratley |  Discussions with regard to Cheltenham highway matters continue and are probably better placed now within the context of the creation of Cheltenham's Place Strategy and Parking Strategy and spatial planning concepts which emerge from those strategic reviews. |
| | VFM 02B – Devolution deal presented to individual councils and organisations for approval VFM 02C - Public consultation VFM 02D - Reaffirm proposals post-election VFM 02E - Submit to government VFM 02F - Shadow arrangements | Sat-30-Apr-16 | Pat Pratley |  The government's focus following the referendum has been on progressing existing devolution deals with Whitehall capacity diverted towards the process for leaving the EU. Gloucestershire's devolution asks were recently reviewed by KMPG with a focus on a longer term vision for Gloucestershire, infrastructure and housing, skills and employability, and public service reform in the areas of health and community safety. Leadership Gloucestershire have tasked officers to produce a resourcing plan to deliver on key elements that could be progressed without a formal devolution deal - in particular the planning and infrastructure work needs to be scoped because it is considered that this work will require the most significant additional resource. A group of officers is leading on this scoping work led by the Chief Executive of Tewkesbury Borough Council and including CBC's Director - Planning. Any options with regard to any public service reform which may emerge from the current work on devolution, would be subject to consultation before any changes were implemented. |
| VFM 03 - We will deliver our Accommodation Strategy which delivers more modern, flexible and cost-effective office accommodation | VFM 03A - Establish future space needs and those of our partners | Thu-30-Jun-16 | Mark Sheldon |  This project has been carried forward into the 2017-18 corporate strategy action plan as project VFM 4. An updated space audit has been deferred pending the development and piloting of smart/flexible working in order to inform the methodology for revisiting future space needs. |
| | VFM 03B - Determined the strategy for relocation from and the redevelopment of the Municipal Offices | Thu-30-Jun-16 | Mark Sheldon |  This project has been carried forward into the 2017-18 corporate strategy action plan as project VFM 4. The existing strategy for relocation from and redevelopment of the Municipal Offices is being reviewed as a result of the development of the wider 'place shaping' strategy which includes the opportunity for a more significant regeneration proposal which considers the Municipal Offices in its wider setting. The potential for a larger redevelopment footprint and the creation of a planning framework to support the wider place making aspiration is being developed over the next 2/3 months. The impact on the current strategy, timelines and MTFS targets has yet to be fully assessed. |
| | VFM 03C - Undertake consultation of redevelopment proposals | Sun-31-Jul-16 | Mark Sheldon |  This project has been carried forward into the 2017-18 corporate strategy action plan as project VFM 4. |
| | VFM 03D - Prepared a marking pack to support the process of finding a joint venture (JV) partner to deliver the accommodation strategy | Fri-30-Sep-16 | Mark Sheldon |  This project has been carried forward into the 2017-18 corporate strategy action plan as project VFM 4. |
| | VFM 03E - Evaluated options and enter into a contract for a JV partner | Sat-31-Dec-16 | Mark Sheldon |  This project has been carried forward into the 2017-18 corporate strategy action plan as project VFM 4. |
| VFM 04 - Asset Management Plan | VFM 04A - Agreed a revised AMP including parameters and terms of reference to support decision making in respect of enhancing the Investment Property portfolio | Sat-30-Apr-16 | Mark Sheldon |  In December 2016, the Council approved a report allocating £1m of reserves plus the potential of a further £9m of borrowing to support the development of the investment property portfolio. |
| | VFM 04B - Agree a revised policy of support to the third sector | Sun-31-Jul-16 | Mark Sheldon |  A revised policy was finalised and agreed by the Cabinet in December 2016. |
| VFM 05 - We will implement the 'Bridging the Gap' programme and budget strategy for meeting the MTFS funding gap | VFM 05A - Identify further savings / income to close gap for 2017/18 and residual MTFS budget gap | Fri-31-Mar-17 | Paul Jones |  Revised MTFS agreed by Cabinet at its meeting on 11 October. New 5 pronged approach to bridging the gap: Regulatory & Environmental Services Transformation Rolling Approach to Commissioned Services Review of Accommodation Economic Growth / Investment Service Cuts |

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| Relevant portfolio holder | Cllr Steve Jordan - Leader of the Council |
| Accountable officer | Tracey Crews - Director of Planning |
| Ward(s) affected | All |
| Key Decision | Yes |
| Executive summary | <p>The overall purpose of the Community Infrastructure Levy (CIL) is “to ensure that costs incurred in supporting the development of an area can be funded (wholly or partly) by owners or developers of land in a way that does not make development of the area economically unviable” (Section 205, Planning Act 2008). CIL enables the local planning authority to charge a tariff on most new development of land in its area. This goes into a locally-held fund it administers and is to be applied to supporting development by funding the provisions, improvement, replacement, operation or maintenance of infrastructure, with receipts which are under the legislation which is to be passed to others also able to be applied to anything that is concerned with addressing demands that development places on an area.</p> <p>A local planning authority which proposes to charge CIL must issue a Charging Schedule that is subject to formal public consultation and examination. The Charging Schedule sets out the amount to be levied from various types of development.</p> <p>On the 4th of April 2016 Council agreed the publication of the Draft Charging Schedule for public consultation and ‘following the conclusion of the publication period, directed the responses received be compiled and submitted with the Draft Charging Schedule to the Planning Inspectorate for Examination’. The Community Infrastructure Levy Draft Charging Schedule was submitted to the Planning Inspectorate in July 2016. Following changes to Strategic Allocations within the Joint Core Strategy, revisions are now required to the Draft Charging Schedule through the publication of a Proposed Statement of Modifications. This report seeks Cabinet approval to undertake public consultation on the Proposed Statement of Modifications and approval to compile and submit responses received to the CIL Examiner for examination. Tewkesbury Borough and Gloucester City Councils will also be consulting on their Statements of Proposed Modifications.</p> |

Recommendations

- 1) The Community Infrastructure Levy Proposed Statement of Modifications at Appendix 2 be **APPROVED** for public consultation.
- 2) Delegate authority to the Director of Planning, in consultation with the Leader to amend the Proposed Statement of Modifications at Appendix 2 and prepare any further statements of modification that may be required following the JCS hearings and/or any further viability assessments undertaken.
- 3) The Director of Planning be authorised to agree the date of public consultation(s) with Gloucester City and Tewkesbury Borough Councils.
- 4) The Director of Planning, following the conclusion of the public consultation(s), be authorised to compile and submit responses received to the CIL Examiner for examination.

Financial implications

The cost of implementing CIL going forward has been estimated at £180,000, to be shared equally between the three Joint Core Strategy (JCS) authorities. Each council's contribution will cover the following requirements:

- Staffing costs - £30,000
- IT system costs - £30,000

The CIL Regulations provide for Charging Authorities to recover their administrative costs from CIL income, up to a total of 5%. This includes set up costs, fees involved in setting the charge and any training, defrayed against the first 3 years. The anticipated CIL income over the first three years between the JCS authorities is estimated to be in the region of £13 million.

Contact officer: Sarah Didcote, Business Partner Manager
sarah.didcote@cheltenham.gov.uk, 01242 264125

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| Legal implications | <p>The formal procedure for the setting and adoption of CIL charges is set out in Part 11 of the Planning Act 2008 and the Community Infrastructure Regulations 2010 (the requirements of which, so far as they relate to the drafting of the charging schedule, are known collectively as “the drafting requirements”). Under the drafting requirements, a Charging Authority (the local planning authority) which proposes to charge CIL must, after having prepared and consulted upon a Preliminary Draft Schedule, prepare a Draft Charging Schedule (DCS) and then formally publish the DCS together with the appropriate available evidence on infrastructure costs, other funding sources and economic viability for consultation for a minimum period of four weeks. After the close of the consultation process, the Charging Authority must then submit the DCS for public examination before an independent person.</p> <p>There is a “Statement of Modifications” process available in respect of amending a DCS prior to submission to examination and the process is also utilised in respect of proposed modifications to a DCS subsequent to submission. The statement of modifications must be sent to each of the consultation bodies that were invited to make representations on the Preliminary Draft Charging Schedule and must be published on the local planning authority’s website. Substantive changes should be avoided, unless they have been sufficiently consulted upon; with Charging Authority’s taking steps they consider necessary to inform people who were invited to make representations on the DCS that the statement of modifications has been published.</p> <p>Anyone who makes representations about a DCS must, if that person so requests at the time of making a representation on the DCS, be heard by the examiner. Similarly, a period of four weeks is to be available for any person to make representations and requests to be heard on any published modifications. The examination will consider whether the drafting requirements have been complied with, including whether there has been due regard to the actual and expected costs of infrastructure, economic viability of development and other actual and expected sources of funding for infrastructure.</p> <p>Contact officer: Cheryl Lester, Cheryl.Lester@tewkesbury.gov.uk, 01684 272032</p> |
| HR implications (including learning and organisational development) | <p>There will be a requirement for additional staffing resource to support the CIL charging structure and the costs for the additional resource are set out in the finance section above</p> <p>Contact officer: Julie McCarthy, julie.mccarthy@cheltenham.gov.uk, 01242 264355</p> |

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| Key risks | <p>Failure to develop a CIL Charging Schedule would reduce the Council's ability to ensure that new development contributes proportionately to infrastructure provision in the longer term. The Council will also continue to utilise Section 106 agreements to secure appropriate infrastructure contributions.</p> <p>Failure to adopt a CIL in the longer term means that the Council could be disadvantaged by the changes to Section 106 which took effect on 6 April 2015, which limit the pooling of contributions for the infrastructure needed to support new development, and could result in a significant loss of contributions towards infrastructure until such time as a CIL is adopted.</p> |
| Corporate and community plan Implications | <p>By delivering infrastructure needed to support new development and mitigate against the impact of new development, CIL would contribute to supporting the objectives of the corporate plan.</p> |
| Environmental and climate change implications | <p>Poor-quality infrastructure – owing to underfunding or resource constraints - will not assist in mitigating the effects of climate change and may exacerbate existing problems. For example, underprovision of transport infrastructure may increase congestion and exhaust emissions. The development of the CIL would take into account the three dimensions of sustainable development set out in the National Planning Policy Framework (NPPF):</p> <ul style="list-style-type: none"> • An economic role – contributing to building a strong, responsive and competitive economy. • A social role – supporting strong, vibrant and healthy communities. • An environmental role – contributing to protecting and enhancing our natural, built and historic environment. |
| Property/Asset Implications | <p>No direct implications – but property colleagues will need to be aware of the potential introduction of the Community Infrastructure Levy described in this report.</p> <p>Contact officer: David Roberts@cheltenham.gov.uk</p> |

1.0 Background

1.1 The Joint Core Strategy (JCS) authorities (Tewkesbury, Cheltenham and Gloucester) have been working towards adopting a Community Infrastructure Levy (CIL) alongside the JCS. CIL will allow the Councils to raise funds from developers undertaking new developments to fund a wide range of infrastructure that is needed to support new development such as road improvements and schools. As almost all development has some impact on the need for infrastructure, services and amenities CIL is a more effective, quicker and fairer system to fund new infrastructure. CIL will replace the majority of Section 106 Planning Obligations; however, S106 will still be used to deliver affordable housing provision and site-specific mitigation measures. For Strategic Allocations, the majority of required infrastructure will still be funded through the S106 Planning Obligations process.

1.2 The proposed CIL rates for the JCS area are set out within the Draft Charging Schedule which was submitted to the Planning Inspectorate for Examination on 29 July 2016. The CIL submission documents can be found at: <http://www.gct-jcs.org/CIL/CIL.aspx>

An independent Planning Inspector has been appointed to preside over the Examination into the CIL Charging Schedule; this is the same Inspector who is dealing with the Joint Core Strategy (JCS). The CIL Hearings will take place sometime after the conclusion of the JCS Hearings.

2.0 Amendments Required Following the JCS Hearings

2.1 Following the hearings on the JCS in 2016, the Planning Inspector published an Interim Report. This report set out that in order for the JCS to be found sound further work was required and a number of recommendations were made. This included:

- Increasing the level of housing provision from 30,500 to 35,175; and
- The deletion of the North Churchdown and Leckhampton strategic allocations from the plan.

In October 2016, it was confirmed that the majority of MOD Ashchurch would no longer be available for development for at least the next ten years.

2.2 With the removal of the three sites as strategic allocations and the increase in the required housing provision the following sites have been added as strategic allocations within the Proposed Main Modifications JCS. These are:

- West Cheltenham
- Twigworth
- Winnycroft

2.3 The JCS authorities have commissioned Peter Brett Associates (PBA) to complete a viability study on these additional sites in consultation with developers and these (save in respect of Winnycroft, which is currently in hand) are available on the JCS website. Appendix 2 indicates the potential CIL rate applied to all Strategic Allocations and anticipated affordable housing provision based on JCS requirements.

3.0 Proposed Modifications to the Draft Charging Schedules

3.1 Given the changes to the JCS strategic allocations, the Draft Charging Schedules for each JCS Authority require amending before an Examination can take place. The JCS authorities have received legal advice setting out that the most appropriate way forward is to produce a 'Statement of Modifications' to each Draft Charging Schedule before the examination and to consult on these statements for a period of four weeks. The statement contained within Appendix 2, sets out the following modifications:

- The addition/deletion of strategic allocations as recommended by the JCS Inspector.
- The inclusion of maps showing the boundaries of Strategic Allocations (as required by the CIL Regulations).
- A section setting out how the CIL charge will be calculated (as required by the CIL Regulations).

4.1. Reasons for recommendations

4.1 Officers consider that the case for consulting on the revised CIL Charging Schedule is persuasive and that the modifications are necessary to allow the next stages of the process to commence. If the CIL charging schedule were to go to the CIL examiner unmodified it would not reflect the current state of the JCS and consultees would not have been able to have their say on the latest version of the schedule and the sites within it.

5. Alternative options considered

5.1 At the early stages of considering CIL, an option not to implement CIL and continue to rely only on negotiations of S106 was investigated. However, the restrictions put in place which limit the ability to pool receipts from S106 would be likely to result in the loss of resources to fund identified infrastructure needs. The use of CIL would address this loss of resources towards the funding gap for future infrastructure.

6. Consultation and feedback

6.1 Once the three councils have each approved the Statement of Modifications for their respective Draft Charging Schedules the proposed timetable is as follows:-

- Consultation for four weeks commencing – late July/early August 2017
- Examination – anticipated October 2017
- Adoption – January 2018.

7. Performance management –monitoring and review

7.1 Following the 4 week publication period, any representation and requests to be heard in respect of the proposed modifications will be passed to the CIL Examiner for examination.

7.2 Once in place, CIL will be required to be closely monitored and the Charging Schedule kept under review, ensuring that levy charges remain appropriate over time..

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|-------------------------------|---|---|
| Report author | Jonathan Dibble JCS Programme Manager 01684 27 2237 | Philip Stephenson Development Manager - Strategy 01242 264 379 |
| Appendices | 1. Risk Assessment 2. CIL Proposed Modifications and Maps 1 -3 | |
| Background information | <p>The submitted Community Infrastructure Levy Documents (2016) can be found at: http://www.gct-jcs.org/CIL/CIL.aspx</p> <p>The Draft Charging Schedule was agreed by Council on the 4th of April 2016. Decisions and minutes of this meeting can be found here: https://democracy.cheltenham.gov.uk/mgAi.aspx?ID=10356</p> | |

| 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 |
| | A robust system needs to be put in place for the day to day administration of CIL. There are legal and financial responsibilities which need to be administered. Failure to put in place a system will mean that the Council will not be able to effectively collect CIL receipts and fulfil its responsibilities as a Charging Authority. | Tracey Crews | 16/3/16 | 5 | 2 | 10 | Reduce | Investigate options for governance and billing of CIL. | 8/10/17 | Tracey Crews | On Divisional Risk Register |
| Explanatory notes Impact – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical) Likelihood – how likely is it that the risk will occur on a scale of 1-6 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability) Control - Either: Reduce / Accept / Transfer to 3rd party / Close | | | | | | | | | | | |

Cheltenham Borough Council Community Infrastructure Levy (CIL) Draft Charging Schedule: Proposed Modifications

Changes are highlighted in **bold** with ~~strike-through~~ indicating deletions and underline indicating additions.

| Modifications | | | | | |
|---------------|--|--|----------------------------------|-------------------------------------|---|
| | Document Reference/Page/Para Number | Modification | | | Reason for Modification |
| MOD 1 | CIL Draft Charging Schedule – Table 1.2 | Delete the following row from Table 1.2: | | | Required changes following the Inspector's findings in the JCS Interim Report |
| | | | Recommended CIL | Recommended Affordable Housing (AH) | |
| | | Strategic Sites | A6 Leckhampton | £35 | 35% |
| MOD 2 | CIL Draft Charging Schedule – Table 1.2 | Add a new row in Table 1.2: | | | Required changes following the Inspector's findings in the JCS Interim Report |
| | | | Recommended CIL | Recommended Affordable Housing (AH) | |
| | | Strategic Sites | <u>B1 West Cheltenham</u> | <u>£35 sqm</u> | <u>35%</u> |
| MOD 3 | CIL Draft Charging Schedule – New section to be added after para 1.7.1 | Add new section: <u>Calculating the CIL Chargeable Amount</u> <u>CIL charges will be calculated in accordance with Regulation 40 of the Community Infrastructure Levy Regulations 2010 as amended.</u> | | | To ensure compliance with the Regulations and relevant CIL legislation. |

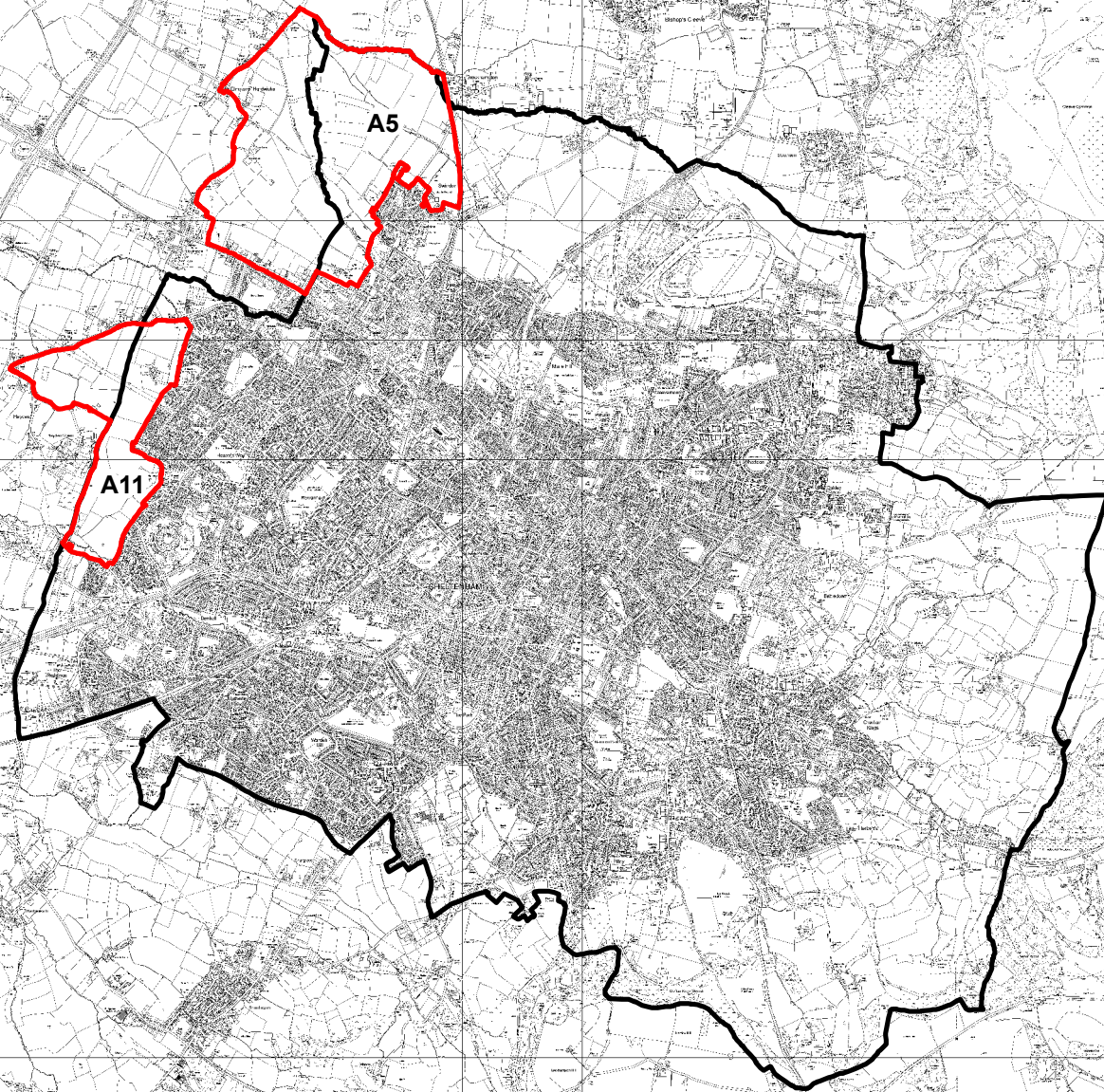
| | | | |
|-------|--|---|---|
| | | <p><u>The Community Infrastructure Levy is generally chargeable on the net increase in gross internal floor space of all new development, except:</u></p> <ul style="list-style-type: none"> • <u>Minor development: that is buildings or extensions where the gross internal area of new build is less than 100m², other than where the development will comprise one or more new dwellings (in which case the new dwellings will constitute 'Chargeable Development', irrespective of their size);</u> • <u>Where the CIL chargeable amount is calculated to be less than £50;</u> • <u>Where the development is of buildings into which people do not normally go, or which they go only intermittently for the purpose of inspecting or maintaining fixed plant or machinery;</u> • <u>Where the development is exempt under Part 6 of the CIL Regulations (as amended); or</u> • <u>Where Cheltenham Borough Council as 'Charging Authority' has in this schedule applied a £0m² rate, based on viability evidence, therefore not levying a charge on that intended development due to its use, location or size.</u> <p><u>All CIL Liability will be index linked to the Building Cost Information Service (BCIS) All-in Tender Price Index or any other Price Index in accordance with the CIL Regulations (Regulation 40).</u></p> <p><u>As set out in the Regulations, the calculation of the chargeable amount is based on gross internal area (GIA). The definition of gross internal area is not specified in the Regulations; however, the generally accepted method of calculation is the RICS Code of Measuring Practice (6th edition, 2007).</u></p> | |
| MOD 4 | CIL Draft Charging Schedule - Appendix | <p>Addition of '<u>Appendix C – Strategic Allocation Boundaries</u>'</p> <p><u>In accordance with Regulation 12 of the Community Infrastructure Levy Regulations 2010 (as amended), the following maps identify the location and boundaries of the Strategic Allocations identified within the JCS.</u></p> | To ensure compliance with the Regulations and relevant CIL legislation. |

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

A request to be heard by the examiner on the above proposed modifications may be made to the Cheltenham Borough Council by email or post.

Email: cil@gct-ics.org

Post: JCS Community Infrastructure Levy Team, Municipal Offices, Cheltenham, Gloucestershire, GL50 9SA



Key



Strategic Allocations

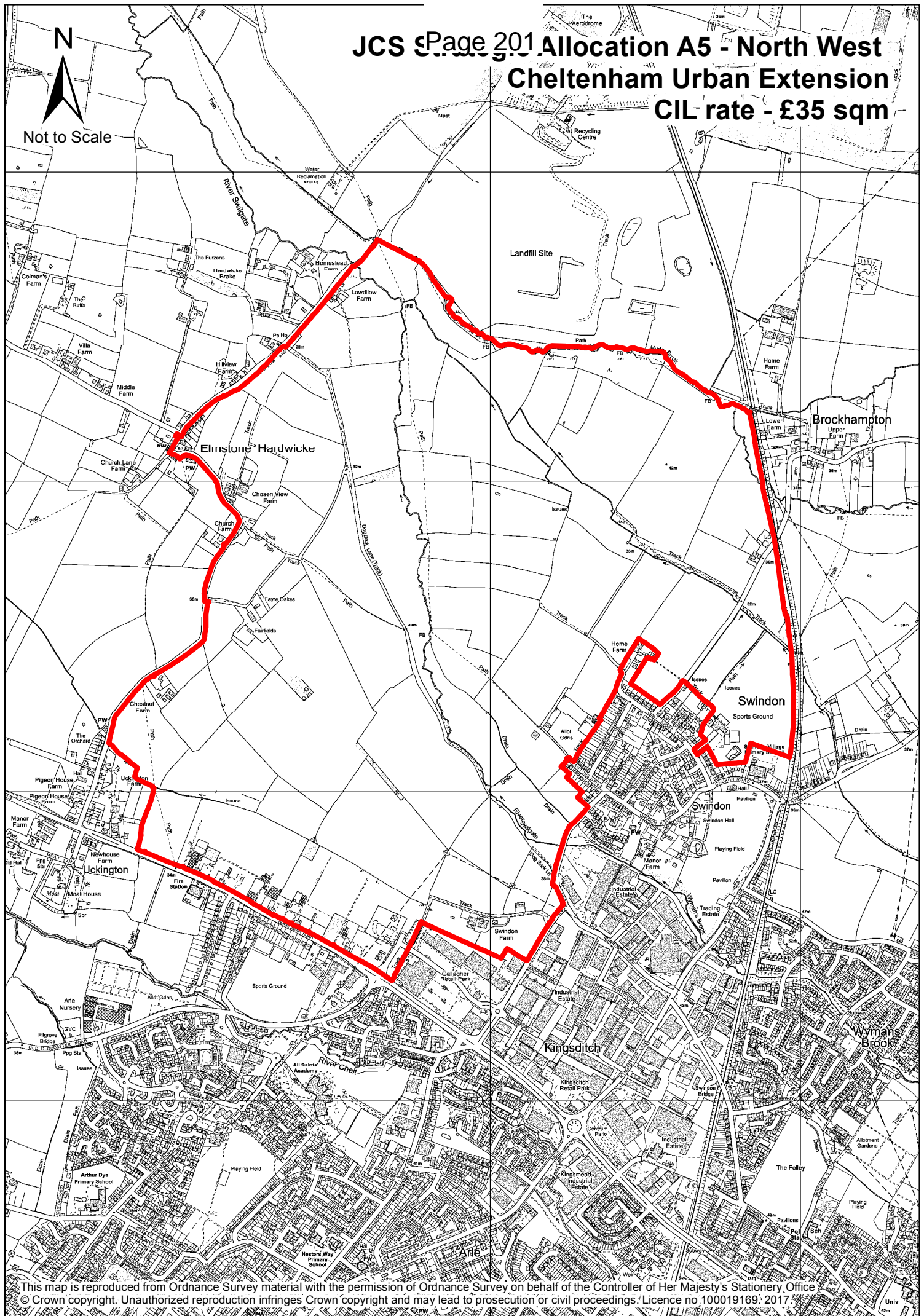
A5 - North West Cheltenham Urban Extension - £35sqm

A11 - West Cheltenham Urban Extension - £35sqm



Cheltenham CIL Charging Zone

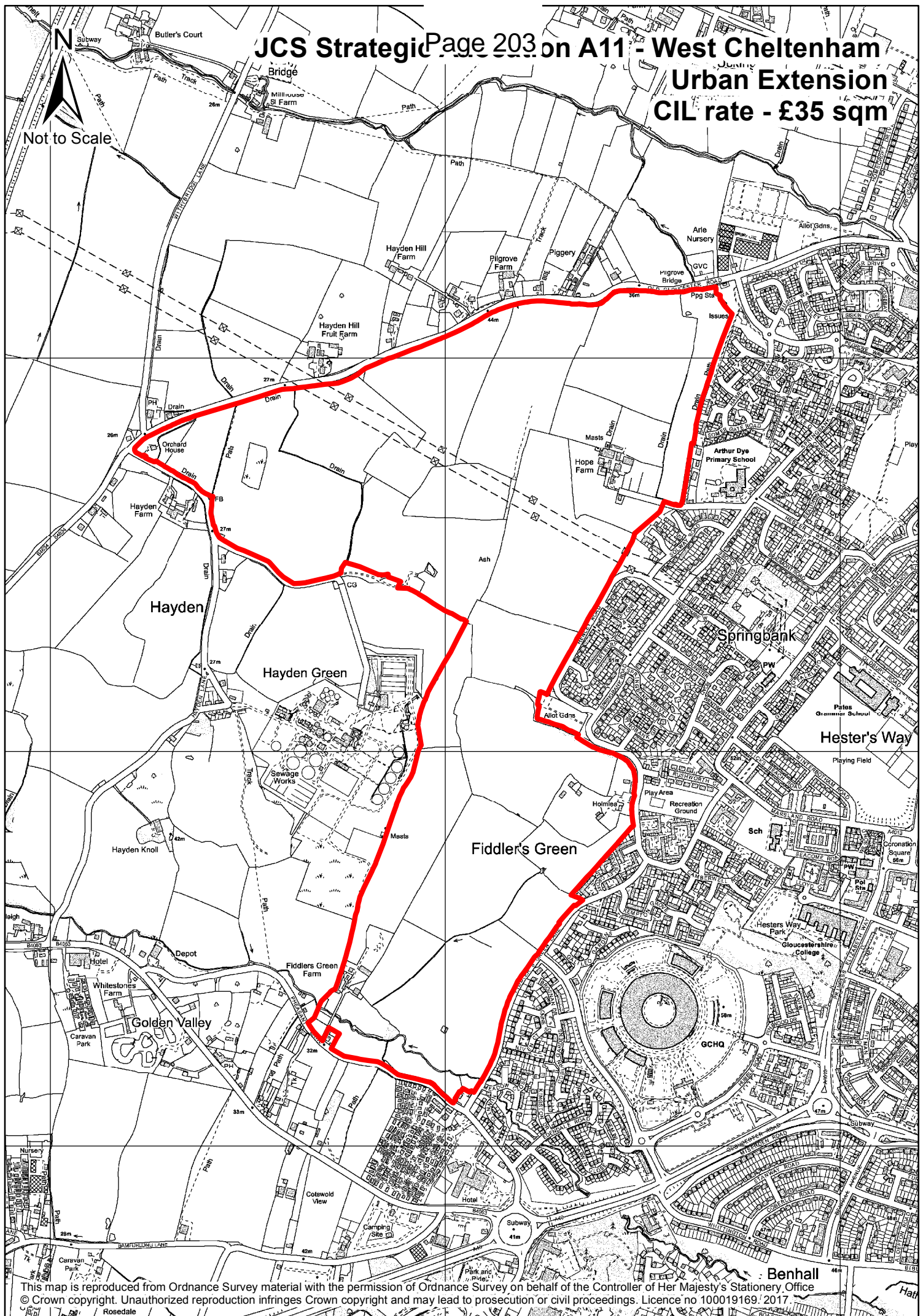
JCS sPage 201 Allocation A5 - North West Cheltenham Urban Extension CIL rate - £35 sqm



JCS Strategic Page 203 on A11 - West Cheltenham

Urban Extension

CIL rate - £35 sqm



Briefing Note: Health & Safety Service annual update

To: All Councillors and Senior Leadership Team

1. Background

On 14th July 2015, Cabinet approved the [Health and safety service plan 2015-2018](#) with an annual performance and work plan refresh to be communicated to Members and Senior Leadership Team via a Briefing Note each year. This briefing note sets out performance for the year in review and provides a plan for proactive work for the year ahead.

2. Service planning

The Health and Safety (H&S) service is delivered in accordance with recently reviewed Advice/Guidance to Local Authorities on Targeting Interventions (now on revision 6). This guidance gives national priorities for both proactive and reactive intervention and must be considered alongside national guidance that local authorities must reduce the number of proactive inspections and justify why they took place. As a result, the emphasis is much more on topic-based inspections according to risk and at only visiting premises when there is a genuine reason to do so. As part of central government's red tape challenge, regulators must comply with a National Code for enforcement which is a risk based approach for targeting health and safety interventions and recognises the respective roles of business and the regulator in the management of risk. The Regulators' Code is available from the following link:

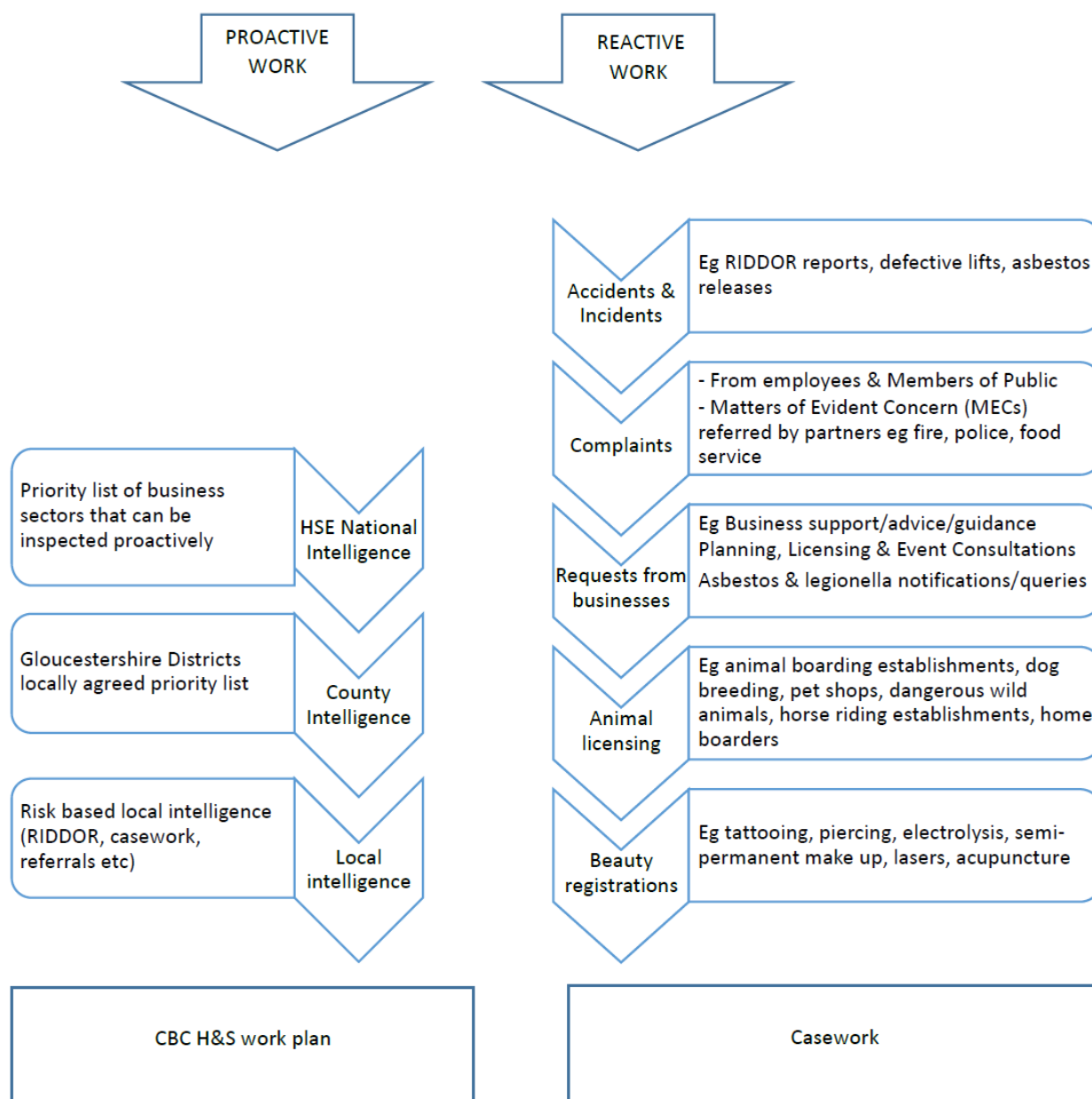
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/300126/14-705-regulators-code.pdf

The Health & Safety Executive (HSE) produces an annual list of higher risk activities and sectors suitable for targeting proactive inspection by local authorities. H&S services are only permitted to proactively inspect outside of the list if there is sufficient local intelligence to warrant intervention, and the relevant guidance is followed (ie LAC 67/2 (6) and Supplementary Guidance and the Regulators' Code). This list is reproduced as Appendix 1.

Cheltenham's profile of local authority enforced workplaces predominantly comprises the hospitality, catering and retail sectors. This means the opportunity for proactive inspection in HSE priority areas is very limited (as Appendix 1 demonstrates). The HSE allows for consideration of local intelligence when planning proactive inspections. In Gloucestershire this is delivered through the service managers' County Health and Safety Technical Liaison Group and agreement of local priorities where possible.

The County has been working collaboratively on its most at risk workplaces for a number of years now, so the options of further joint working are somewhat restricted by the differing numbers and types of suitable premises in each district's business profile. Last year (2016-17) the County Group agreed a suggested list of local priorities linked to national and local intelligence as far as possible whilst recognising that justification for each intervention will vary further still within each district. The possibilities for joint working in 2017-18 are further limited by the focus on high volume premises eg warehousing and distribution as the premises suitable for proactive intervention vary in number, type and nature of inherent risk, but the county group will review opportunities at their quarterly meetings.

The following schematic depicts how proactive and reactive workstreams are formed:



CBC's work plan is a suggested inspection Page 207 from the HSE national priority list and Gloucestershire locally agreed priorities, in compliance with statutory guidance for regulators. Please see appendix 2 for the 2017-18 work plan. This is a continuation of the 2016-17 workplan due to a) a reduction in service capacity from 2FTE to 1.4 FTE and b) internal resource demand for projects such as agile working.

Reviews

The work plan will be reviewed regularly in response to intelligence gathered. These are some suggested scenarios which may result in the plan being amended (eg projects extended, delayed or deferred):

- If an initial feasibility exercise does not justify the proposed intervention
- If the first proactive inspections do not evidence the need for further interventions
- If initial proactive inspections require more intensive regulatory support (and/or enforcement) due to risks identified
- If capacity in the team is affected by complex or major investigations or legal work, or by officer sickness
- If the service focuses on developing commercial interests eg Primary Authority Partnerships, chargeable expert advice, training courses

Reactive work

The service operates a duty officer system to undertake the reactive work as detailed in the diagram above.

3. Annual performance review

a) Statutory reporting to Health & Safety Executive (HSE) through LAE1 return

The service usually submits an annual statutory return to the HSE which reports against proactive and reactive intervention categories. However, it was not possible to generate the data in time due to two of the posts usually responsible for this work no longer being available

Prosecutions are collated separately by the HSE so are not included in the 'enforcement' part of the LAE1. No prosecutions were concluded in 2016 - 17 although a couple of investigations undertaken may result in prosecution in the coming year.

One Prohibition Notice was served in 2016-17 regarding an unguarded bandsaw in a food premises (case referred as a Matter of Evident Concern by a food safety officer). The Prohibition Notice was effective in securing compliance and no further enforcement action was required.

b) Review of 2016-17 service delivery

The following table is based on previous year's internal reporting format and gives an overview of the volume and type of reactive work received (only certain elements of this are reported in the LAE1).

Performance would usually be reviewed against local performance targets such as the percentage actioned within three working days but this data is currently unavailable. However, improved business information should become available through the Place & Economic Development transformation programme over the coming year.

Note: The Health & Safety Executive has set selection criteria to govern the investigation of accidents, incidents and complaints. The Council is only able to investigate cases where the criteria are met, which should be taken into consideration when reviewing performance.

Performance outcomes for 2016-17 (figure for previous year given in brackets)

| Intervention | Performance 2016-17 |
|---|--|
| Reactive complaint investigations | 80 (43) received, 2 (4) visited |
| RIDDOR accident investigations | 62 (67) received, 2 (6) visited |
| Legionella notifications & requests for advice | 0 (2) received |
| Beauty Sector Strategy | ISSUED: 65 (38) personal and premises registrations issued INSPECTIONS: 15 |
| Animal licensing | ISSUED/INSPECTED: 31 (18) animal boarding establishments, 1 (1) zoo exemption, 1 (0) pet shop applications & 4 (4) pet shop renewals (100% in timescale) |
| Asbestos notifications or Duty to Manage service requests | 0 (1) received |
| Gas safety in commercial premises | 19 (0) referrals from food safety team actioned |
| Legionella workplan project | Proactive interventions at 33 care home premises to ensure legionella systems are under appropriate management Awareness raising at Care Quality Commission team meeting Feedback on local issues to Public Health England |
| Legionella notifications/investigations | One complex case |
| Targeted business advice eg asbestos, gas safety, event safety, silica dust | 53 businesses engaged through planning and licensing system |

The Health and Safety function is delivered within the Public Protection Department and was reduced from two FTE Senior Environmental Health Officers to 1.4 FTE in the year 2016 – 17 following an application by an officer to reduce working hours. Both posts are dedicated to H&S regulation and licensing and registrations with a health and safety and/or public safety element (these include animal licensing and beauty sector registrations).

There has been a significant rise in health and safety registrations and licensing. The administration of these functions is being transferred to the licensing team which will mitigate the impact on health and safety resource over time as will the transfer of non-specialist work to the forthcoming shared support team, and an increase in agile working.

There are no key risks specific to the delivery of the health and safety work plan that need to be highlighted to Members. Risks to service delivery will be regularly reviewed and added to the divisional risk register as appropriate. The most likely emerging risks would be resource related, for example, a complex case could divert capacity from the work plan, or in the event of officer illness.

5. Appendices

Appendix 1: HSE list of activities/sectors for proactive inspection by LAs (from LAC 67/2 rev 6 January 2017)

Appendix 2: CBC H&S work plan 2017-18

Contact Officer: Sarah Clark

Tel No: 01242 264226

Email: sarah.clark@cheltenham.gov.uk

| List of activities/sectors for proactive inspection by LAs ¹ – only these activities falling within these sectors or types of organisation should be subject to proactive inspection | | | |
|---|--|--|---|
| No | Hazards | High Risk Sectors | High Risk Activities |
| 1 | Legionella infection | Premises with cooling towers/evaporative condensers | Lack of suitable legionella control measures |
| 2 | Explosion caused by leaking LPG | Premises (including caravan parks) with buried metal LPG pipework | Buried metal LPG pipe work (For caravan parks to communal/amenity blocks only) |
| 3 | E.coli/ Cryptosporidium infection esp. in children | Open Farms/Animal Visitor Attractions ² | Lack of suitable micro-organism control measures |
| 4 | Fatalities/injuries resulting from being struck by vehicles | High volume ³ Warehousing/Distribution | Workplace transport |
| 5 | Fatalities/injuries resulting from falls from height/ amputation and crushing injuries | Industrial retail/wholesale premises e.g. steel stockholders, builders/timber merchants | Workplace transport/work at height/cutting machinery /lifting equipment |
| 6 | Industrial diseases (occupational deafness/cancer/ respiratory diseases) | Industrial retail/wholesale premises e.g. steel stockholders, builders/timber merchants/ in-store/craft bakeries ⁴ , stone wholesalers' | Noise (steel stockholders), use of loose flour(in-store/craft bakeries ⁴), exposure to respirable crystalline silica (outlets cutting/shaping their own stone) |
| 7 | Falls from height | High volume ³ Warehousing/Distribution | Work at height |
| 8 | Manual Handling | High volume Warehousing/Distribution | Lack of effective management of manual handling risks |
| 9 | Unstable loads | High volume Warehousing/Distribution Industrial Retail/Wholesale/builders/timber merchants | Vehicle loading and unloading |
| 10 | Crowd management & injuries/fatalities to the public | Large scale public gatherings e.g. cultural events, sports, festivals & live music | Lack of suitable planning, management and monitoring of the risks arising from crowd movement and behaviour as they arrive, leave and move around a venue |
| 11 | Carbon monoxide poisoning | Commercial catering premises using solid fuel cooking equipment | Lack of suitable ventilation and/or unsafe appliances |
| 12 | Violence at work | Premises with vulnerable working conditions (lone/night working/cash handling e.g. betting shops/off-licences/hospitality ⁵) and where intelligence indicates that risks are not being effectively managed | Lack of suitable security measures/procedures. Operating where police/licensing authorities advise there are local factors increasing the risk of violence at work e.g. located in a high crime area, or similar local establishments have been recently targeted as part of a criminal campaign |

¹ See LAC 67/2 (rev 6) for guidance on the application to certificated petroleum and licensed explosives storage sites.

² Animal visitor attractions may include situations where it is the animal that visits e.g. animal demonstrations at a nursery

³ Typically larger warehousing/distribution centres with frequent transport movements/work at height activity

⁴ Premises where loose flour is used and exposure inhalation to flour dust is likely to frequently occur during baking i.e., not baking pre-made products

⁵ Pubs, clubs, nightclubs and similar elements of the night time economy

Occupational Safety Service Proactive and Reactive Workplan 2017 – 18

PROACTIVE

| # H SE list | Hazards | Intelligence: National or Local | High Risk Sectors | High Risk Activities | Dates | Roles | Measures |
|--|--|--|--|--|---|--------------|---|
| LEGIONELLA: PLANNED PROJECT/PRIORITY FOR PROACTIVE INTERVENTION – NATIONAL PRIORITY | | | | | | | |
| 1 | Legionella infection Spa facilities in gyms etc Hotels | National priority for proactive inspection County priority Recent local issues with a theatre and care home | National: High risk premises with cooling towers/evaporative condensers Local examples: hotels and leisure facilities) with complex hot and cold water systems; spa pools or water features Care homes project was undertaken in 2016-17 | Lack of suitable legionella control measures | 1st July 2017 – 31st March 2018 | To be agreed | Outcomes: systems under appropriate management & reduced levels of legionella sp (if sampled) |
| HIGH VOLUME PREMISES: PROACTIVE INTERVENTION DEPENDENT UPON RESOURCE & OPPORTUNITY – NATIONAL PRIORITIES | | | | | | | |
| 7 | Falls from height | Local intelligence Recent prosecution of a theatre National priority for proactive inspection | Local: many town centre workplaces are in converted Period buildings with cellars eg hospitality and catering, retail National: high volume eg warehousing/distribution/industrial | Work at height Deliveries | 1st July 2017 – 31st March 2017 when opportunities arise eg through RIDDOR or complaints | Duty officer | Outcomes: Risk assessment & controls in place to prevent hazards |

| | | | | | | | |
|---|---|------------------------------|--|--|---|--------------|--|
| 8 | Manual handling | National intelligence | High volume eg warehousing/distribution | Lack of effective management of manual handling risks | 1st July 2017 – 31st March 2017 when opportunities arise eg through RIDDOR or complaint investigations | Duty officer | Outcomes: Risk assessment & controls in place to prevent hazards |
| 5 | Fatalities/injuries resulting from falls from height/amputation and crushing injuries | National intelligence | Industrial retail/wholesale premises eg steel stockholders, builders/timber merchants | Workplace transport/work at height/cutting machinery/lifting equipment | 1st July 2017 – 31st March 2017 when opportunities arise eg through RIDDOR or complaint investigations | Duty officer | Outcomes: Risk assessment & controls in place to prevent hazards |
| 6 | Unstable loads | National intelligence | High volume warehousing/distribution/industrial/retail/whole sale/uilders/timber merchants | Vehicle loading and unloading | 1st July 2017 – 31st March 2017 when opportunities arise eg through RIDDOR or complaints | Duty officer | Outcomes: Risk assessment & controls in place to prevent hazards |

| EVENT SAFETY – PROACTIVE INTERVENTION DEPENDENT UPON RESOURCE & OPPORTUNITY – NATIONAL PRIORITY | | | | | | | |
|--|---|------------------------------|--|---|--|--------------|--|
| 10 | Crowd management & injuries/fatalities to the public | National intelligence | Large scale public gatherings eg cultural events, sports, festivals and live music | Lack of suitable planning, management and monitoring of the risks arising from crowd movement and behaviour as they arrive, leave and move around a venue | 1st July 2017 – 31st March 2017 when opportunities arise eg LA event advisory work. Large scale events in district inc Tour of Britain, Half Marathon, Wychwood , Science, Literature and Jazz Festivals, Gold Cup racing festival, which might be suitable for proactive intervention if LA enforced | Duty officer | Outcomes: Advice given on event plans Risk assessment & controls in place to prevent hazards Safe and successful event/repeat bookings |

| VIOLENCE AT WORK – PROACTIVE INTERVENTION DEPENDENT UPON RESOURCE & OPPORTUNITY – NATIONAL PRIORITY | | | | | | | |
|--|----------------------------------|---|--|--|---|--------------|--|
| 12 | Violence at work | a) Local: referrals from BID/police etc b) National intelligence | Premises with vulnerable working conditions (lone/night working/cash handling eg betting shops/off-licences/hospitality) and where intelligence indicates that risks are not being managed effectively | Lack of suitable security measures/procedures . Operating where police/licensing authorities advise there are local factors increasing the risk of VAW eg high crime area, or similar local establishments have recently been targeted as part of a criminal campaign. | 1st July 2017 – 31st March 2017 when opportunities arise | Duty officer | Outcomes: Improved risk assessment and implementation of controls Reduction in violence at work incidents |
| CARBON MONOXIDE POISONING: PROACTIVE INTERVENTION DEPENDENT UPON RESOURCE & OPPORTUNITY – NATIONAL PRIORITY | | | | | | | |
| 11 | Carbon monoxide poisoning | National intelligence | Commercial catering premises using solid fuel cooking equipment | Lack of suitable ventilation and/or unsafe appliances | 1st July 2017 – 31st March 2017 when opportunities arise eg through RIDDOR notifications, complaints, or referrals | Duty officer | Outcomes: Improved compliance Reduction in local and national ill health |

REACTIVE

| Workstream | Intelligence | Risk sector/activity | Measures |
|---|---|---|---|
| Improving risk management in new businesses | Local intel (other visits/face to face contacts): Jobs and growth is a key priority for Glos. | All LA enforced premises. Egs of risk activities: gas safety; asbestos; silica dust; slips and trips; event safety; radon and evaporative condensers. | Number of contacts with businesses eg through the planning and licensing consultation process |
| Beauty sector registration and Tattoo Hygiene Rating Scheme | Growth industry locally. Predominantly micro business and self employed. Reactive response to applications and enquiries including compliance visits. | Local: Skin piercing, electrolysis, tattooing, and beauty therapy businesses such as laser skin treatment and micro-dermabrasion require regulation in order to prevent accident or disease to public and employees | 100% of registration and THRS applications processed Reduction in 'end to end' times from receipt to registration |
| Animal licensing | New conditions/standards being implemented locally Reactive response to applications and enquiries including compliance visits | Local: dog breeders, home boarders, pet shops, zoos, riding establishments, dangerous wild animals – all pose a risk to occupational and public health and safety if not appropriately regulated. | 100% of licence applications processed Reduction in 'end to end' times from receipt to registration Administration process to be moved to licensing |

| | | | |
|---|---|--|--|
| Service requests Including: Gas safety | Complaints, accident notifications and requests for service Local – referrals from food safety team. | Local: lift reports, whistle-blowing, Matters of Evident Concern from food team/fire service/QCC and other partners require investigation in order to manage risks | Duty officer system 100% of all concerns assessed within 3 working days Food safety officers are requesting gas safety certificates (or equivalent evidence of maintenance) during their routine inspections. A request for service is referred to the H&S duty officer to assess the certificate and to take any follow up action required. |
|---|---|--|--|

Review:

Team meetings and 121s will be used to review CBC's workplan against other possible proactive inspections from the current HSE list for LAs. Where work is ahead of schedule or local evidence suggests a need for intervention, more high risk activities and sectors will be added to CBC's workplan informed by HSE proactive inspection list, county workplan or analysis of local stats eg RIDDOR

Guidance:

[LAC 67/2 \(5\) and operating guidance \(includes links to sector guidance and action plans\)](#)

[HSE list of activities/sectors for proactive inspection by LAs \(January 2017\)](#)

Regulators Code: <http://www.hse.gov.uk/lau/national-la-code.pdf>

