



CHEL TENHAM

BOROUGH COUNCIL

Notice of a meeting of Council

Monday, 26 March 2018

2.30 pm

Council Chamber - Municipal Offices

Membership	
Councillors:	Klara Sudbury (Chairman), Bernard Fisher (Vice-Chair), Matt Babbage, Paul Baker, Garth Barnes, Nigel Britter, Flo Clucas, Chris Coleman, Mike Collins, Wendy Flynn, Tim Harman, Steve Harvey, Colin Hay, Rowena Hay, Alex Hegenbarth, Karl Hobley, Sandra Holliday, Peter Jeffries, Steve Jordan, Adam Lillywhite, Chris Mason, Helena McCloskey, Paul McCloskey, Andrew McKinlay, Chris Nelson, Tony Oliver, Dennis Parsons, John Payne, Chris Ryder, Louis Savage, Diggory Seacome, Malcolm Stennett, Pat Thornton, Jon Walklett, Simon Wheeler, Roger Whyborn, Max Wilkinson, Suzanne Williams and David Willingham

Agenda

1.	APOLOGIES	
2.	DECLARATIONS OF INTEREST	
3.	MINUTES OF THE LAST MEETING Minutes of the meeting held on 19 February 2018	(Pages 3 - 38)
4.	COMMUNICATIONS BY THE MAYOR	
5.	COMMUNICATIONS BY THE LEADER OF THE COUNCIL	
6.	TO RECEIVE PETITIONS	
7.	PUBLIC QUESTIONS These must be received no later than 12 noon on Tuesday 20 March 2018.	
8.	MEMBER QUESTIONS These must be received no later than 12 noon on Tuesday 20 March 2018.	
9.	PLACE VISION Report of the Leader	(Pages 39 - 74)

10.	INTERIM CORPORATE STRATEGY ACTION PLAN 2018-19 Report of the Leader	(Pages 75 - 96)
11.	COUNCIL DIARY 2018-19 Report of the Cabinet Member Corporate Services	(Pages 97 - 112)
12.	NOTICES OF MOTION	
13.	ANY OTHER ITEM THE MAYOR DETERMINES AS URGENT AND WHICH REQUIRES A DECISION	

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Pat Pratley
Chief Executive

Council

Monday, 19th February, 2018
2.30 - 6.50 pm

Attendees	
Councillors:	Klara Sudbury (Chairman), Bernard Fisher (Vice-Chair), Matt Babbage, Paul Baker, Garth Barnes, Nigel Britter, Flo Clucas, Chris Coleman, Mike Collins, Wendy Flynn, Steve Harvey, Colin Hay, Rowena Hay, Alex Hegenbarth, Karl Hobley, Sandra Holliday, Peter Jeffries, Steve Jordan, Adam Lillywhite, Chris Mason, Helena McCloskey, Paul McCloskey, Andrew McKinlay, Chris Nelson, Dennis Parsons, John Payne, Diggory Seacome, Malcolm Stennett, Pat Thornton, Jon Walklett, Simon Wheeler, Roger Whyborn, Max Wilkinson, Suzanne Williams and David Willingham

Minutes

1. APOLOGIES

Apologies were received from Councillors Harman, Nelson, Oliver, Ryder and Savage

2. DECLARATIONS OF INTEREST

Councillor Barnes declared an interest in agenda item 10 as Chair of the Cheltenham Festival of Performing Arts which was being allocated £20k in the annual budget.

Councillor Hobley declared an interest in agenda item 10 as a Council nominated Trustee to the Cheltenham Trust.

Councillor Babbage declared an interest in agenda item 10 as he owned a property in the vicinity of the High Street. He would withdraw from the chamber during the debate of an amendment.

3. MINUTES OF THE LAST MEETING

The minutes of the meeting held on 23 January 2018 were approved and signed as a correct record.

4. COMMUNICATIONS BY THE MAYOR

The Mayor updated Council on her recent engagements.

5. COMMUNICATIONS BY THE LEADER OF THE COUNCIL

The Leader wished to pay tribute to Cliff Ride, a former Director of Environment at the council, who recently passed away.

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The Leader informed Members that Ian Bickerton had resigned as a councillor. He wished to put on record his thanks to his contributions to the Council whilst he was a Member.

The Leader reminded Members that Highways England had launched its consultation on the options for the A417 until 29 March. A consultation event was taking place at St Andrews Church on 24 February between 11am and 6pm.

The Cabinet Member Clean and Green Environment was then invited to make a statement on the crematorium. He explained that on 9 February a Health and Safety review was undertaken at the crematorium and due to the cremators operating under positive pressure at times and subsequently emitting smoke into the crematory area the decision was taken to stop cremating from Monday 12 February. The welfare of staff was paramount in taking this last resort decision. Emergency meetings would be held with service engineers and inspections done as a matter of urgency to determine the way forward in order to become fully operational as quickly as possible. Until then all future bookings had been cancelled and with the funeral directors help all currently booked cremations would be moved to alternate crematoriums. He was aware the distress this would cause to families involved and stressed that if he had any other option he would be taking it.

The Cabinet Member Clean and Green Environment went on to say that the service continuity plan was put into operation straight away and last Tuesday morning, all of the five coffins from Monday's services were transported to Newport, where they were cremated at Westerleigh's new crematorium. He wished to reassure everyone that the process would be as dignified as to be expected. The coffin would leave Cheltenham Crematorium via the catafalque, through the chapel, and out of the main doors, where it would be placed into private ambulance ready for transportation. Upon arrival at Newport, the coffins would be carried into the chapel, placed on the catafalque where the curtains would be closed and the coffin taken into the crematory or storage area waiting for cremation. The ashes from the previous day's cremations would be ready to collect and return to Cheltenham. He advised of a maximum time frame of 72 hours. Cremated remains would be available for collection from Cheltenham Crematorium in the usual manner once ready.

Inspection works and repairs had taken place on both cremators and contractors were on site. A part was awaited from abroad so it was likely that the service would be non operational for next week.

He wished to put on record his thanks to staff who had taken the decision hard. He was confident however that it was the right decision. All Members had received updates via press releases at the same time as those affected i.e. members of the public and funeral directors. He confirmed that the events had not affected the crematorium project which remained on track.

Finally, he said that on a personal level he was acutely aware of the impact on families and wished to apologise to them. He assured them that the council was working as hard as it could to offer the full cremation service again from the week commencing 5 March.

6. TO RECEIVE PETITIONS

None received.

7. PUBLIC QUESTIONS

1.	Question from Ben Stone to Cabinet Member Clean and Green Environment, Councillor Chris Coleman
	<p>Residents in All Saints Villas Road have recently been experiencing problems with the Council's Garden Waste collection service and have reported a number of missed collections. Residents have been told that this is due to issues with getting the collection vehicle down their narrow street. Given residents have to pay for this scheme, this is clearly very poor service.</p> <p>How will the Council address the specific problems on All Saints Villas Road and numerous other town centre streets which are notoriously narrow?</p>
	Response from Cabinet Member
	<p>There have always been access issues in All Saints Villas Road due the narrowness of the road and parking on the corners and bend. A smaller vehicle is now being used to make garden waste collections in this road and other narrow roads in the town.</p>
2.	Question from Tess Beck to Cabinet Member Development and Safety, Councillor Andrew McKinlay (present)
	<p>Can it be inferred from the decision taken by the Licensing Committee on 2/10/2018 that they agreed with the statement made on behalf of the Two Pigs Management that any unaccompanied women are likely to be prostitutes, and should therefore be refused entry to a pub?</p> <p>Does the council agree with this and if so how is this compatible with the council's public sector equality duty?</p>
	Response from Cabinet Member
	<p>The Council recognises that Parliament has made it lawful to operate a sex establishment and that such businesses are a legitimate part of the retail and leisure industries. It is this council's role as the Licensing Authority to administer the licensing regime in accordance with the law.</p> <p>To this end, the council is under a duty to determine applications for sex establishment licences. Each application is determined on its individual merits taking into account a wide range of factors such as; its adopted policy, local comments and objections, primary legislation and submissions by the applicant before the relevant Licensing Committee.</p> <p>The Licensing Committee did not concur with the supposition that unaccompanied women were likely to be prostitutes when entering the establishing of Two Pigs. The Licensing Committee were keen to relay to the representatives of the establishment that an inference should not be drawn by lone women entering the establishment that they were prostitutes. The Committee reminded the representatives of the Equality</p>

	<p>Duty and not displaying any discriminatory practices or treatment towards women.</p> <p>The council is fully aware and follows its Public Sector Equality Duty and its obligations under it which is relevant when determining any licensing application.</p> <p>In a supplementary question Tess Beck asked the Cabinet Member whether he agreed with the representative of the Two Pigs management that lap-dancing increases the risk of prostitution on their premises.</p> <p>The Cabinet Member responded that it was entirely up to the Two Pigs management to ensure their premises are licensed in accordance with the regulations and he did not agree with the statement made by the questioner.</p>
3.	Question from Lisa Belshaw to Cabinet Member Development and Safety, Councillor Andrew McKinlay on behalf of the Cheltenham Labour Party Women's Group
	What are the economic and social benefits for Cheltenham of sexual entertainment clubs during race week? Given previous objections to the licenses what would result in them being refused?
	Response from Cabinet Member
	<p>The council's role is to license and regulate the operation of sexual entertainment venues locally recognising that Parliament has made it lawful to operate such venues and that such businesses are a legitimate part of the retail and leisure industries.</p> <p>The council is bound by strict statutory rules with regards to what it is allowed to consider relevant when determining licence applications of this type. The economic and social benefits of sexual entertainment venues are not a relevant consideration in law and as such are not considered by the council when determining applications.</p> <p>The council is bound to consider and have due regard to, among other things, objections raised by residents and other local people when determining licence applications. Each application is determined on its individual merits including reasons for refusal.</p>
4.	Question from Laura Kennedy to Cabinet Member Development and Safety, Councillor Andrew McKinlay
	Are there going to be adequately resourced gull prevention measures and treatments in key areas of Cheltenham, including in the Tivoli area?
	Response from Cabinet Member
	<p>I met with the 'Gulls Working Group' on the 22nd November, 2017, to discuss the issue of gulls in Tivoli. I suggested that the Working Group put a bid into the budget process to fund the remedial works being advocated, but I am not aware of any such bid for funding being submitted.</p> <p>Historically, during the egg replacement programme carried out annually by the Council, the vast majority of eggs have been replaced on</p>

	<p>commercial buildings within certain areas of town. This is a discretionary service with a limited budget and to achieve maximum benefit within the resources available, we propose to target those buildings where we know most nests will be found. This does not include properties in the Tivoli area.</p> <p>For all other property owners who wish to install bird proofing measures or replace eggs in nests, the services of private pest control contractors are available. Officers will continue to give advice in this respect where we receive enquiries from members of the public.</p>
<p>5.</p>	<p>Question from Mary Nelson to Cabinet Member Development and Safety, Councillor Andrew McKinlay</p>
	<p>In CBC's 2017 Air Quality Annual Status Report dated <u>June 2017</u>, it states the following:</p> <p><i>"the Council is now considering revoking the current borough-wide AQMA in favour of a much smaller linear route across the north of the town centre, which has consistently given poor air quality results."</i></p> <p><i>The new AQMA would:</i></p> <ul style="list-style-type: none"> <i>• Illustrate to visitors, residents, and prospective purchasers of properties within Cheltenham that the whole of the Borough is NOT an area of poor air quality</i> <i>• Allow more concerted and targeted action, by the District and County Councils and their partners, to address the known areas of poor air quality.</i> <p><i>The proposed new AQMA is under consideration and will be subject to the necessary procedures before it can go to Council for approval.</i></p> <p>Question:</p> <p>Given:</p> <ol style="list-style-type: none"> 1. CBC's published intentions to make the above major changes to its Air Quality Plan in Cheltenham <u>and</u> 2. the long expressed concerns by many of Cheltenham's residents of the likely increase in air pollution in residential areas from the closure of the inner ring road through Boots Corner <u>and</u> 3. the impact that JCS housing development will have on Cheltenham's radial road network, with no new ring road infrastructure being provided <p>Why is there no Air Quality Policy in the Local Plan (just released for public consultation), and not even a single mention of the word 'Air Quality' anywhere in the text of the Plan?</p>

	Response from Cabinet Member
	<p>The Cheltenham Plan does not contain any specific policies on air quality because the Gloucester, Cheltenham and Tewkesbury Joint Core Strategy (JCS) already covers this in policies SD3 and INF1. These policies require applicants to assess any potential impacts on air quality. Several other policies in the JCS and Cheltenham Plan focus development into the most accessible areas and require proposals to increase the use of sustainable modes of transport. The development plan for Cheltenham consists of both the JCS and the Cheltenham Plan and as such the Cheltenham Plan, now being consulted upon does not duplicate either the JCS or planning policy set out via the National Planning Policy Framework.</p> <p>Cheltenham Plan is currently available for public comment until 9th April, comments are welcomed.</p>
6.	Question from Mary Nelson to Cabinet Member Development and Safety, Councillor Andrew McKinlay
	<p>In July 2017 the government produced a report entitled “UK plan for tackling roadside Nitrogen dioxide concentrations”, as vehicles contribute 80% of NO2 pollution at the roadside, exacerbated by the huge growth in the number of diesel vehicles over the last 10 years.</p> <p>This report stated that the government requires local authorities who have areas or hot spots where air pollution has exceeded acceptable limits, to set out a draft air quality plan by the end of March 2018, with a final plan in place by the end of December 2018. To assist local authorities in meeting these timescales the government made an Implementation Fund of £255 million available, with £40 million available immediately, in addition to central government expertise.</p> <p>Question:</p> <p>Can you please say whether CBC has benefitted from this government Implementation Fund (and if so by how much), and whether it could have used these funds to increase the number of air pollution monitoring sites within the town to provide sufficient evidence to justify removal of the whole town AQMA, or whether CBC has utilized any of this funding to make changes to their existing Air Quality plan from a whole town AQMA to only a narrow <u>linear route</u> across <u>one area</u> of the town?</p>
	Response from Cabinet Member
	<p>No money has been received from this source. The Government directive of July 2017 was issued in response to the 2nd Client Earth court case challenging the Government’s policies on air quality. This directive was itself then challenged by Client Earth. The directive announced funding, but no indication of how to apply or what projects would be eligible. The DEFRA LAQM funding page has not been updated since October 2016. Funding was confirmed in November 2017 budget, with consultation running until January 2018, however the results</p>

	of this have not been published and guidance still not issued, so we are unable to say what the fund could be used for. We intend consulting on updating our Air Quality Action Plan this coming financial year notwithstanding the outcome of the funding.
7.	Question from Ken Pollock to Cabinet Member Development and Safety, Councillor Andrew McKinlay
	<p>Sarah Clark, CBC 'team leader for environmental health', states in reply to an AQMA query that:</p> <p>"Our intention is to <u>revoke the town wide AQMA</u> subject to consultation and replace it with a smaller AQMA based on the area with the poorest air quality as evidenced by ongoing monitoring trends." [my underlining].</p> <p>Why has this long-established "intention" by CBC been kept <u>out</u> of the "final version" of the Cheltenham Local Plan, published yesterday, thereby evading public consultation before the scheme is <i>de facto</i> implemented (with consequent reduction of monitoring areas) ?</p>
	Response from Cabinet Member
	The potential changes to the Air Quality Management Area are not included in the Cheltenham Plan consultation document. Although these changes were mentioned in the 2017 Air Quality Annual Status Report no formal proposal has been put forward or been consulted on as of yet. The legislation which governs AQMAs is separate from that which the Cheltenham Plan sits under so the plan cannot make changes to the AQMA.
8.	Question from Ken Pollock to Cabinet Member Development and Safety, Councillor Andrew McKinlay
	<p>The A46 (Bath to Cheltenham section) terminates in the Cheltenham 'Inner Ring Road' loop, which thereby <u>connects</u> to the onward routes of A435 (to Bishops Cleeve & Evesham), then to B4079 (to expanding Ashchurch), to B4632 (Winchcombe) and to the A4019 (east-west Northern Relief Road).</p> <p>How can this hub of Cheltenham's extraordinarily deficient road network be <u>cut</u> for general traffic, when no viable alternative corridors exist, and Cheltenham has no middle or outer 'ring roads' ?</p> <p>The main alternatives, College Road and Gloucester Road, are no longer viable (nor widenable) for vital south-north traffic flows.</p> <p>The hub of a transport <u>network</u> cannot be glibly "dispersed" (as CTP has claimed).</p>
	Response from Cabinet Member
	<p>To date the phased implementation of the Cheltenham Transport Plan has had no impact upon traffic flows around the town, as measured by the highways authority 26 data collection points.</p> <p>Monitoring will continue during the trial closure of Boots Corner. This approach allows changes to be made if adverse effects occur.</p>

8. MEMBER QUESTIONS

1.	Question from Councillor Wilkinson to the Cabinet Member
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	Development and Safety, Councillor Andrew McKinlay
	What assessment is being made of the impact on the housing market and on communities due to the increase in Airbnb rentals?
	Response from Cabinet Member
	<p>It is unclear at present what impact, if any, Airbnb rentals are having specifically on the local housing market and on our communities.</p> <p>Airbnb is in effect a lodgings agency that specialises in facilitating access to short term B and B accommodation. As such it is likely to have more impact on the Hospitality sector than the Housing sector. As a result the activities of Airbnb fall outside of the Housing Licensing regime.</p> <p>What is clear is that private rents have increased significantly in Cheltenham in recent years, with the result that many low income households are being priced out of the private rented market.</p> <p>The upward pressure on private rents suggests that demand for private rented accommodation is exceeding supply. This is likely to be attributable to a number of factors, such as high house prices, which is resulting in many more households remaining within the private rented sector for longer.</p> <p>The council will be looking to jointly commission with other districts across the county a new Strategic Housing Market Assessment (SHMA), once the government have provided further clarity about the methodology that needs to be followed by local authorities when commissioning this type of work. Included within the SHMA will be an assessment of the need for private rented accommodation.</p> <p>It is envisaged that specific issues and pressure points, such as any potential impact Airbnb rentals are having on the local housing market, could well be identified then.</p>
2.	Question from Councillor Mason to the Cabinet Member Finance, Councillor Rowena Hay
	When is the Borough Council scheduled to move into Delta House?
	Response from Cabinet Member
	<p>Work is ongoing to develop the relocation strategy which is responding to a changing landscape.</p> <p>The council is undergoing significant transformation in the way in which staff work and has created agile workspace and promoting flexible working which is reducing the space needs and is informing the strategy for the relocation from the Municipal Offices.</p> <p>The council has been actively working with other public sector agencies on the potential of a public sector hub to serve residents.</p> <p>Options for relocation into alternative accommodation either temporarily or permanently are kept under continuous review. As yet, due to the shortage of suitable offices, no viable option has been identified. As such, should this</p>

	position not change, the council will relocate to Delta Place in 2024.
3.	Question from Councillor Harman to the Cabinet Member Housing, Councillor Peter Jeffries
	Gloucester City Council has recently announced a 35 per cent reduction in the number of rough sleepers. Understanding fully that this is only one part of a complex and very human issue, can the Cabinet Member confirm what progress is being made in Cheltenham on this issue
	Response from Cabinet Member
	<p>Nationally rough sleeping has increased by 15%, figures for the South West show an overall increase of 8%, For Gloucestershire numbers in the Forest of Dean and Stroud areas stayed the same, Tewkesbury figures increased, and Cotswold, Gloucester and Cheltenham areas went down.</p> <p>There has been a 28.5% reduction in rough sleeping across the county (the numbers across the county were 42 in 2016 and 30 in 2017). This is based on the rough sleeper count undertaken on 1st Nov last year, which noted a reduction in those people existing on our streets by 12 over a 12-month period.</p> <p>Cheltenham also noted a reduction, from 11 to 9 – 19% over the same period. These estimates were based on a street count by P3 of known hotspots for rough sleepers and were combined with other rough sleepers known or believed by agencies to be sleeping rough on that night.</p> <p>These local outcomes suggest that the county-wide commissioning of assertive outreach services to reduce rough sleeping is beginning to have positive effects. It should be noted however that these rough sleeper counts are based on a snapshot in time, so the actual number of rough sleepers will vary throughout the year. It should also be noted that rough sleepers can move from one local authority area to another, so a better understanding of the overall picture would be provided by looking at the combined outcomes of local authorities, rather than looking at the outcomes of each local authority in isolation.</p> <p>This year I volunteered and accompanied the P3 outreach team when they undertook the count in Cheltenham, it was enlightening to witness first-hand the process by which these estimates are produced and interaction with rough sleepers. Meeting people who were existing on our streets was extremely humbling, especially given the range and complexities of some of the individual needs and circumstances. Our continued commitment to help and support rough sleepers in Cheltenham with our partners is paramount, as you rightly point out this is a “very human issue”.</p>
4.	Question from Councillor Walklett to the Chair of the Licensing Committee, Councillor David Willingham
	Woody's Henrietta St car park
	On 12th January 2017 Licensing Committee members agreed the

	<p>following: RESOLVED THAT, no further action be taken in relation to Mr Adrian Wood t/a Woody's Fruit & Veg street trading consent and that he continue to work with officers to reduce risk.</p> <p>However one of the outstanding issues (or risks) was the sighting of bicycle racks which restricted access and caused difficulty in erecting stalls. Unfortunately the bicycle racks are still in place and apart from a visit by Licensing Dept during Summer 2017 little appears to have been done to either remove or re-site them. I would ask that Licensing confirm their commitment to fulfilling the Committee members' resolution with a published timeline for necessary action.</p>
	<p>Response from Cabinet Member</p>
	<p>I would like to thank Cllr Walklett for raising this matter. Having a vibrant economy in the Lower High Street area and promoting independent retailers are aspirations that I am sure both he and I share. The Licensing Committee of 12th January 2017 was also of that opinion when it decided not to follow the officer recommendation, which was to revoke the licence, but agreed to continue the licence while requiring the applicant worked with the council to reduce the risk.</p> <p>There are clearly a number of complex competing issues, including the provision of a safe, long-term street trading location for Woody's, the provision of adequate cycle parking in that part of town, as well as the safety of pedestrians accessing the car park and those shopping at Woody's.</p> <p>Whilst there may be some risk, the primary entrance to the car park should be from the A4019 Swindon Road, and if someone is not able to drive slowly across a pavement and past a very visible fruit and veg stall without hitting a pedestrian, people might question whether they ought to be driving at all.</p> <p>The primary role of the Licensing Committee in this matter was to determine whether they felt this was an acceptable location for street trading, which it was deemed to be. The prioritisation and delivery of the requested changes is not within the direct remit of either licensing officers or the Licensing Committee. I understand that within the Borough Council, the responsibility for delivering the changes requested by the Licensing Committee falls between Townscape, Property Services, Car Parks and Legal Services, and that the changes may require planning permission as well as some level of approval from Gloucestershire County Council in its role as Highways Authority.</p> <p>Although, this matter is now not primarily one for the Licensing Committee, I am more than happy to work with the St Paul's councillors, the applicant and the council to try to find a safe, mutually agreeable and long-term solution.</p> <p>In a supplementary question Councillor Walklett stated that after a straightforward licensing decision 13 months ago, clearly very little action had taken place on this matter and he asked the Chair of Licensing</p>

	<p>Committee whether he considered that a senior leadership role in the Council should now be taking ownership of the problem.</p> <p>The Chair advised that this was not primarily a licensing matter however he was more than happy to champion the action required. He confirmed that he had raised it at a senior level of management in the council in the interests of seeking a low-cost and expedient solution. There were some issues which officers needed to investigate and he had suggested an on-site meeting with Ward councillors and relevant councillors to find a solution that is acceptable to them all and also works for Woody's.</p>
<p>5.</p>	<p>Question from Councillor Lillywhite to Cabinet Member Development and Safety, Councillor Andrew McKinlay</p>
	<p>Please share what was learnt from the traffic experienced through the CTP works in Cheltenham over the Xmas period and outline how this information was captured and informed the decision to implement further phases?</p>
	<p>Response from Cabinet Member</p>
	<p>My understanding is that traffic is monitored by Gloucestershire County Council as the Highways Authority over 26 monitoring points across the town not simply through areas that have been subject to change through the phased implementation of the Cheltenham Transport Plan.</p> <p>Modifications were made to the signal crossing at the Rodney Road / Oriel Road / Imperial Square junction in November 2017, following reports and an investigation into intermittent queueing. No further issues or concerns have been raised to the Highway Authority since the introduction of the modifications.</p> <p>In a supplementary question Councillor Lillywhite asked why phase 3 of the CTP had been performed when clearly the issues of phase 2 into the Regent Arcade had not been resolved, over Xmas frequently queuing back up Bath Road and into the High street, there appears to be a refusal even to acknowledge that they still exist, you are the person that claimed "my fingerprints are all over this scheme" who is responsible for allowing the progression to phase 3 and why are these problems not being addressed first, as specified to the TRO committee?</p> <p>The Cabinet Member acknowledged that Councillor Lillywhite could blame him if he needed someone to blame but he did not agree with the assertion made. He acknowledged there had been problems in Oriel Road in November and there had been traffic issues in the lead up to Christmas however these were not unique at this time of year and he did not accept this was an ongoing problem.</p>
<p>6.</p>	<p>Question from Councillor Question from Councillor Lillywhite to Cabinet Member Development and Safety, Councillor Andrew McKinlay</p>
	<p>The fundamentals principle of the CTP is that visitors and residents travelling by car have such a poor experience that the next time they visit, they will opt for a different mode of transport. How is data being collected</p>

	to determine the ones that would rather stay in their car and visit somewhere else?
	Response from Cabinet Member
	<p>I don't agree with the premise so it is difficult to respond.</p> <p>Census data shows that around 50% of trips to work are less than 3 miles. This category represents around 30% of trips undertaken on the network, showing there are huge opportunities for modal shift.</p> <p>The Cheltenham Transport Plan is simply encouraging alternatives other than car into the very heart of the town (for those who have a choice), given that more people travel by bus than private vehicle for this journey and that the changes to date have also encouraged cycling.</p> <p>If a car borne visitor arrives and can access a car park without entering the previous labyrinthine one way system and can then leave I am perplexed as to why they would drive to a different destination, unless of course they were looking for a very different offer to that available in Cheltenham.</p> <p>In a supplementary question Councillor Lillywhite said that he was particularly concerned with the ongoing viability of Cavendish House, a regional store, and the ability of out of town shoppers to access it via the Regent Arcade car park. He believed it would disastrous to lose this key store from the town centre and he asked how would the access impacts on this store, recently seen before Xmas, after Xmas and into the New Year, be monitored through the trial?</p> <p>The Cabinet Member advised that the traffic monitoring put in place monitored the movement of traffic and not footfall into shops. Cavendish House may be struggling in the current retail climate but he did not believe that the ongoing viability of Cavendish House would be affected by the implementation of the Cheltenham Transport Plan as this had not been replicated by other businesses in the town centre.</p>
7.	Question from Councillor Lillywhite to Cabinet Member Development and Safety, Councillor Andrew McKinlay
	Please explain why the contraflow on Clarence Street and Parade has been dropped from phase 3 of the CTP and will it be attempted (on a reversible "trial" basis) in Phase 4?
	Response from Cabinet Member
	<p>Given the commitment to phase the introduction of the Cheltenham Transport Plan I believe that the highways authority has taken every opportunity to review each stage and have adjusted their delivery accordingly.</p> <p>The initial extent / concept for Phase 3 included returning two-way traffic to Clarence Street and Clarence Parade. Detailed consideration and analysis of the extent of the changes for Phase 3 was undertaken during the second half of 2017. However, further investigation of various infrastructure configurations demonstrated that changes on Clarence Street and Clarence Parade were unlikely to be successful without the closure of Boots Corner.</p>

	<p>Subsequently, phase 3 of the Cheltenham Transport Plan was revised to pause the changes to Clarence Street and Clarence Parade. Clarence Street and Clarence Parade will remain one-way during the trial, as they would require significant construction works which may need to be reversed if the trial is not successful.</p> <p>Clarence Street and Clarence Parade are planned to be returned to two-way operation if the Boots Corner closure is made permanent following the experimental traffic regulation order.</p> <p>In a supplementary question Councillor Lillywhite stated that many of the elements of the CTP were not in place, such as the bus lane directly across the front of Boots into the Lower High Street, the banning of private vehicles on Pittville Street or the mandatory pedestrian crossing that that they cannot determine where to put, even recent media releases state, "Council bosses stressed that any work carried out might be different to that suggested in those illustrations." Can you please confirm that these changes will be implemented prior to any trial of Phase 4 to ensure the public are fully aware of what is being considered? Or are these elements that are now excluded from the scheme?</p> <p>The Cabinet Member advised that to the best of his knowledge nothing had been excluded from the scheme and the order of work was determined by the county council as it implemented Phase 4. Clearly there were certain aspects which were dependent on the closure of Boots Corner, for example they could not implement a bus lane in the lower High Street before Boots Corner was closed.</p>
<p>8.</p>	<p>Question from Councillor Lillywhite to Cabinet Member Development and Safety, Councillor Andrew McKinlay</p>
	<p>It is now being claimed by a number of studies that the 'stop/start' nature of congested and queuing traffic emits up to four times more pollutants than when passing through at a steady speed. Can you please explain why traffic is intentionally being 'dispersed' into residential areas on longer, more congested stop/start journeys, increasing pollution where the residents are captive, as opposed to allowing it to flow more cleanly and freely past a transient, visiting, voluntary population on the present, far shorter journey through the town centre.</p>
	<p>Response from Cabinet Member</p>
	<p>Again I am not sure to which studies, or the funding / bias of their authors, the question refers to. My understanding is that car manufacturers have introduced stop-start technology as an aid to reducing pollution not increasing it. Councillor Lillywhite should stop trying to scare residents with predictions of congestion and air quality issues in residential streets.</p> <p>The principles of the CTP were agreed by the GCC Traffic Regulation Order committee in 2015 and endorsed by GCC cabinet and this council.</p> <p>The modelling work undertaken for the scheme shows traffic dispersing across the whole network with no significant increases in congestion on</p>

	<p>residential streets or increased air pollution issues. Removing the traffic from the town centre also removes air pollution issues on the High Street.</p> <p>My understanding is that the results of the modelling have been borne out by the GCC traffic monitoring, which to date has identified no dispersal of traffic from the phased implementation of the Cheltenham Transport Plan. Equally that is why phase 4 is an experimental order, to allow monitoring across the town to understand if any impacts occur.</p> <p>In a supplementary question Councillor Lillywhite commented that, given the initial consultation on Boots Corner, it is astounding that you mention a funding bias! It is questionable if the wealth of the developers who are supposedly insisting on the closure of Boots corner will be increased, yet the health of the residents and school children is already being impaired, please justify this trade off in the light of an estimated 40,000 premature deaths last year in the UK due to pollution, primarily from traffic. Please do not try and claim, yet again, that the increased traffic does not exist given the recent letter from a resident objecting to the increased traffic and pollution, particularly on Pittville Circus.</p> <p>The Cabinet Member advised that the evidence to date suggested a significant reduction in pollution as a result of the implementation of phases 1 and 2, mainly as cars no longer have to drive round the inner ring road and clearly there would be a further reduction in the town centre once Phase 4 was completed as there will no longer be traffic flowing through the centre of town. The traffic modelling already carried out did not predict an increased impact of pollution in outlying areas of the town and if any was detected there was a fund which could finance any mitigating actions required.</p>
<p>9.</p>	<p>Question from Councillor Lillywhite to Cabinet Member Development and Safety, Councillor Andrew McKinlay</p>
	<p>In the CBC Air Quality Annual Status Report dated June 2017, it states the following: "the Council is now considering revoking the current borough-wide AQMA in favour of a much smaller linear route across the north of the town centre, which has consistently given poor air quality results". There must be no doubt over the impact of the conscious decision made by the Liberal Democrat majority on this Council to increase the pollution from each vehicle and move it into more vulnerable residential areas on longer journeys. What is the status of this consideration and why are we decreasing instead of increasing the area of our monitoring to understand this fundamental change?</p>
	<p>Response from Cabinet Member</p>
	<p>Please identify in the minutes of Council where a conscious decision to increase the pollution from each vehicle was passed.</p> <p>I do not believe that the proposal to change the AQMA area has any impact upon the extent of air quality monitoring, simply that the challenges remain in a focussed area and thereby it is disingenuous to suggest that it is a borough wide problem as it is clearly not the case.</p>

	<p>The County Council and the Borough Council are working together throughout the trial period and will be monitoring air quality and traffic flows on both town centre and residential streets to be able access the impact of the scheme. Assessment with real data is key and not un-evidenced guess work.</p> <p>In a supplementary question Councillor Lillywhite said that, the TRO committee had been assured that the impacts of the changes of each phase would be monitored, yet now it seems there is an intention to reduce the environmental monitoring, excluding three of the five areas of NO2 exceedance in the town, one of which is predicted to see over a 100% increase in traffic, why does there appear to be an intention to fail to undertake this necessary evaluation of the scheme? Particularly why other areas of the town are likely to receive considerably more traffic?</p> <p>The Cabinet Member advised that the overall monitoring areas had been reduced but not in the sense that any key areas had been cut out but only to exclude areas of the town where there was not likely to be a problem. If Councillor Lillywhite could supply him with the details of the areas which were not included which may have a potential problem with air quality he would provide him a written response within two weeks as requested.</p>
10.	Question from Councillor Lillywhite to Cabinet Member Development and Safety, Councillor Andrew McKinlay
	<p>What steps are being taken to ensure up to date accident statistics are available without a six month delay in registering them so that decisions made on the CTP are better informed?</p>
	Response from Cabinet Member
	<p>Recording and reporting data from personal injury collisions on the highway network is undertaken by the police. The County Council, Police and Borough Council will monitor the accident statistics during the trial.</p> <p>Each phase of the CTP has undergone independent road safety audits during design and after construction, to review the scheme and identify any opportunities for improvement.</p> <p>In a supplementary question Councillor Lillywhite referred to Appendix A of the TRO Committee recommendation which specifies that junctions works to the Royal Well Road and Crescent Terrace are dependent on restrictions at Boots corner. Yet without these necessary works for this consent, these changes have taken place, Taxi drivers have complained in the press of the danger of this change and there has been at least one accident involving a stagecoach bus. What action is to be taken in the light of this?</p> <p>The Cabinet Member advised that the impact of Phase 3 was currently being evaluated by Gloucestershire County Council and the results will be reported in due course. He clarified that the works performed by the county traffic team had in fact been run in front of and agreed by the TRO committee to ensure that they would be effective and appropriate, and if</p>

	Councillor Lillywhite had any concerns with this he should raise them with the relevant county council officers.
11.	Question from Councillor Lillywhite to Cabinet Member Development and Safety, Councillor Andrew McKinlay
	Why is it now necessary to signpost Evesham and Winchcombe from the town centre along a route that you are determined to close, yet when an explanation of signposting was previously requested it was claimed that traffic will 'disperse' or 'find its own way'?
	Response from Cabinet Member
	<p>Simply because on a phased implementation plan, that currently is the route; Boots Corner remains open to through traffic. When the phase 4 experimental traffic order is implemented I believe that there will be a parallel exercise to amend signing as required</p> <p>In a supplementary question Councillor Lillywhite rephrased his original question. When putting this scheme to the public there was a refusal to identify alternate routes, yet now it is considered necessary to signpost the route even though it has not changed! Where in Cheltenham could you conceivably signpost and route the traffic to "Evesham and Winchcombe", Surely not through the overloaded College Road into High Street bottleneck, nor through the Gloucester Road into Tewkesbury Road jam-up. As the person whose fingerprints are all over this scheme, why do you refuse to acknowledge these implications?</p> <p>The Cabinet Member was happy to acknowledge the implication that once Boots Corner was closed you could not put traffic through it. At the moment there was a route through so it was signposted and when the route ceases to be there it will not be signposted and alternative routes will then be signposted from further out of town. That was in the hands of the County Council at this stage but he would certainly expect that signposting to be in place prior to the closure of Boots corner.</p>
12.	Question from Councillor Ryder to the Cabinet Member Clean and Green Environment, Councillor Chris Coleman
	Given the sensitive matter of the cremators being down at this present time (13/2/18) at the Crematorium, do you envisage that the two cremators will be repairable to a sufficient standard that will support our clients, the Funeral Homes over the next 15 month or so, until the New Crematorium is in use?
	Response from Cabinet Member
	<p>Cllr Ryder will be aware of the longstanding issues with our cremators at the Bouncers Lane site, which were installed by a company which went into liquidation before the contract was completed. In common with 11 other local authorities that had equipment provided by the same company, we have experienced recurring problems with the unreliability of the plant and higher than expected maintenance costs. The issues with the current plant are one of the primary reasons for the construction of the new crematorium, which is due to be completed in Spring 2019.</p> <p>Our maintenance contractor ATI, who are a major player in the cremation</p>

	industry, is currently undertaking works to the existing cremators which we anticipate will allow our ability to cremate at the site to be reinstated.
	I will be providing a verbal update on the current situation to Council.

9. EXECUTIVE BOARD RESTRUCTURE

The Chief Executive introduced the report and reminded Members that in July 2017 Council had resolved that a phased approach to the review of the authority's senior leadership team and service managers be undertaken. This report aimed to put in place the key building blocks for an executive board structure with the necessary skills, capacity and capabilities for the future.

She highlighted that going forward it was important for Members to have confidence that the council's finances continued to be managed well and that officers safely navigated through issues such as business rate retention and the fair funding regime. It was also important that the necessary skills were in place to strike a balance between taking more commercial opportunities whilst maintaining our reputation of strong financial stewardship. The first key building block therefore related to financial sustainability and was reflected in the post of Executive Director-Finance and Assets.

The Chief Executive went on to say that the proposed executive board structure reflected the broader approach to place shaping in its widest sense which was not simply limited to economic growth and developing the physical place in a way that was sustainable but also reflected an ambition for inclusive growth as well as contributing to the sense of place and how Cheltenham felt as a place. This was reflected in the second key building block in the post of Managing Director Place and Growth.

She then highlighted that gaps had been identified in the current executive board team principally in relation to capacity coupled with experience and capabilities in authority-wide service modernisation and organisational change. Work was currently underway to consider what the future service management organisational model could look like and that a very high level initial business case was being developed. She highlighted that the potential level of change should not be underestimated and therefore the third key building block was reflected in the new post of Executive Director People and Change.

The final issue which arose from her assessment was that of capacity at executive director level to both manage and deliver key corporate projects whilst also delivering authority wide modernisation. The need to address both these issues had therefore informed the proposal to create the new Executive Director post. This would result in the Director of Resources and Corporate Projects post being deleted, and with his agreement, the current post-holder flexibly retiring and his appointment to a new transitional, part-time role of Director-Corporate Projects.

The Chief Executive reported that formal consultation had taken place with those directly affected and this was reported to the Appointments and Remuneration Committee in January. The financial implications of this phase 1 review were outlined in the report with the flexible retirement approach being of less cost to the authority than compulsory redundancy as well as retaining for a period of time a very experienced director. In addition, she explained that the

budgetary cost of recruitment to the new Executive Director post would also need Council approval.

Finally she stressed how vital it was that the senior officer leadership foundation of the authority had the necessary skills, capacity and capabilities for the future.

The following questions and comments were raised and responses given :

- A Member asked whether this new role would be being proposed if revenues and benefits had been transferred to Publica. In response the Chief Executive said that in any case a different organisational structure would have been in place if that had been the case.
- Some Members felt that this was a sensible way forward, recognising the unprecedented level of change local government had been subject to. It was now vital that the business was fit for purpose.
- A Member believed that the proposed structure would enable the authority to grow and this was particularly important given the potential impact of Brexit in terms of the economic growth of the town and the role of young people.
- The flexible retirement approach for the existing Director Resources and Corporate Projects was commended as this would mean in the transition period the authority would still get the benefit of his experience and in return the postholder would regain a work-life balance.
- Some Members believed this to be a piecemeal approach and believed there was no overview of where the authority would be in 3-5 years' time. In response the Chief Executive explained that the Appointments and Remuneration Committee had received two reports on the proposals for the restructure in December 2017 and January 2018 respectively. The proposals did take a whole authority view and her view was that it did present a cohesive and coherent structure. She added that a commercial focus was key over the coming years the ambition for the authority had changed.
- A Member questioned why one Director was being flexibly retired whilst another was being recruited. He referred to costs of £400k spent on restructuring roles in the last two years which included increments for responsibility. He had no confidence in the proposals which he expected may change further in six months' time.
- A Member expressed concern that where a Member was unable to attend a committee then substitutes should be arranged. It was important to acknowledge that the organisation should evolve with this. Each time the Appointments and Remuneration committee had met it had considered a proposal it was accompanied by a business case and explanation.
- In response to a question the Chief Executive confirmed that there were three elements to the cost of the flexible retirement of the Director Corporate Projects. Firstly, the salary for the individual for agreed

period, secondly the redundancy at the end of the 2nd year and the pension one off cost.

- The Chair of the Appointments and Remuneration Committee highlighted how vital it was that the organisation was fit for purpose. The council had an ambitious programme which would benefit the people of the town and the senior leadership team would be the best it possibly could be. The council was now operating in a different world driven by cuts in central funding. She welcomed the proposals which would add to the financial sustainability of the authority.

RESOLVED THAT

1. the new Executive Board structure as set out in section 4 and Appendix 2 of this report be approved in accordance with the recommendations of the Appointments and Remuneration Committee at its meeting on 29 January 2018.

2. a budget of £18,000 be approved to enable the recruitment of the new Executive Director post to be funded via the Pension and Restructuring earmarked reserve.

Voting- For 32, against 1, abstentions 0.

10. FINAL GENERAL FUND REVENUE AND CAPITAL BUDGET PROPOSALS 2018/19 (INCLUDING SECTION 25)

The Cabinet Member Finance introduced the report which summarized the revised budget for 2017/18 and the Cabinet's final budget proposals and pay policy statement for 2018/19. Her introduction is attached in full to these minutes.

The budget was seconded by Councillor Jordan.

A question was raised by a Member as to how the budget was prepared in chaotic circumstances owing to the wrong figures being published by the Valuation Office Agency. In response the Cabinet Member Finance said that apparently the Minister was aware the figures were incorrect before he published and as the consultation period had closed there was no opportunity for local authorities to comment on the fact that this authority had received momentarily an increased tariff of £454k from the proposed provisional settlement as detailed in section 5 of the Section 151 Officers report.

Group Leaders were invited to address Council.

In the absence of Councillor Harman, Conservative group leader, Councillor Babbage spoke on behalf of the Conservative group. He paid tribute and thanks to those who had been involved in producing this draft budget. He also thanked officers for their support to the budget scrutiny working group. He informed Members that two amendments to the budget would be put forward by his group.

On behalf of the People Against Bureaucracy group Councillor Stennett recognised the professionalism of the finance team particularly in this new changing environment of reducing government support.

Councillor Babbage proposed the following amendment :
Amendment 1 (Revenue)

Reduce number of councillors by 10: £54k pa saving

Move to four-yearly election cycle: £30k pa saving

Consolidate Revenue, Benefits & Customer Services within Publica: £79k pa saving

Additional emptying of Recycling Banks at peak periods to avoid littering: £10k pa cost

Reverse proposed car parking charge increase: £150k pa cost

The amendment was seconded by Councillor Mason

The following questions and comments were raised on the amendment and responses given :

- It was questioned as to how soon a reduction in the number of councillors and the move to 4 yearly elections could be implemented bearing in mind this would involve changes to electoral arrangements to be agreed with the Electoral Commission. The potential savings from the amendment were proposed to be spent in 2018/19 and would this be possible without a further increase in council tax ?
- Some Members felt that this proposal should have been raised prior to this meeting as the implications of the changes could have been worked through. Changes to revenue amounted to £300k and it was difficult to see how this could be done without putting at risk some services which were important to the town, e.g. Leisure @
- Some Members felt that with regard to car parking charges it would be sensible if the Cabinet Member of the County Council and the CBC Cabinet Member could discuss an integrated parking solution for Cheltenham rather than a piecemeal approach.
- The Cabinet Member Development and Safety referred to the support given to the Arup report on car parking. Money raised from charges had been invested in car parks and formed part of a wider strategy which was a five year plan for more sustainable transport.
- A Member felt that by reducing the cost of democracy the council would move further away from residents and there would be a higher workload for councillors representing wards and potentially a poorer service. Having elections every two years represented a test for councillors which did not make them complacent.
- The Cabinet Member Clean and Green Environment commented that the introduction of the new recycling service had been a success in terms of take up and widening of the range of new materials. He highlighted that as a result the use of bring sites there had been changes in terms of number of users and the profile of the recycle received. In any case there were increased collections from bring sites during peak periods, particularly Christmas. He added that a review of bring sites was planned to ensure that they were in the

right locations and that it was vital they were kept clean and tidy. He believed additional funds were not necessary and questioned how the £10k would be sourced. Recycling however was a clear priority and there needed to be an evidence based decision on bring sites.

As seconder of the motion Councillor Mason questioned why a Member believed that the reduction of councillors would mean a reduction in democracy bearing in mind there was no evidence that this had happened at the County Council. There was also no evidence that four yearly elections at the County Council meant councillors did not take their jobs seriously.

Councillor Babbage, as proposer of the amendment, clarified that the £3k underspend from the proposed amendment would be put into reserves. He highlighted that the amendments had been worked through with the finance team so were sound proposals. He said that whilst Members of the car parking working group voted in favour of the Arup report this did not mean he was in favour of every single element.

In response to the amendment the Cabinet Member Finance felt that such amendments should be brought forward in a timely fashion to facilitate due consideration.

The Chief Finance Officer was asked whether the two savings in the amendment could be brought forward in this financial year. He stated that the numbers referred to in the amendment could be delivered but the number of councillors could not be reduced in the current or next financial year. Councillor Babbage clarified that the intention would be in the short term to average through reserves so there would be no need to increase council tax. In her right of reply the Cabinet Member Finance still questioned how this would work in the light of no concrete income from central government and the prudent financial approach at the council.

Upon a vote the amendment was LOST

Voting:

For 3: Councillors Babbage, Mason and Seacome

Against 30: Councillors Baker, Britter, Clucas, Coleman, Collins, Fisher, Flynn, Harvey, C Hay, R Hay, Hegenbarth, Hobley, Holliday, Jeffries, Jordan, Lillywhite, H McCloskey, P McCloskey, McKinlay, Parsons, Payne, Stennett, Sudbury, Thornton, Walklett, Wheeler, Whyborn, Wilkinson, Williams, and Willingham

Abstentions 1: Councillor Barnes

Having declared an interest in Amendment 2 Councillor Babbage left the chamber and did not participate in the debate.

Amendment 2 (Capital)

Proposed by Councillor Mason and seconded by Councillor Seacome

Withdraw plans to close Boots Corner, releasing public realm reserve: £1.8m saving

Invest in full 'M&S' style resurfacing & improvements of Cheltenham High St, including John Lewis frontage: up to £1.8m

In discussing the amendment Members made the following comments :

- It was the County Council who should honour its responsibility for resurfacing of the High Street with the enhancement to be paid by the Borough council. This would represent a proper solution for the High Street
- The transport plan was vital for the town, if this was withdrawn then other developments would not happen.

In response to the amendment the Cabinet Member Development and Safety believed it undermined the Cheltenham Transport Plan and the way that issues in the town centre were being tackled. The County Council was under an obligation to deliver on this. He confirmed that work was ongoing on the area outside John Lewis and should be completed by September this year. He was confident that the work would be successful and was pleased to hear that the stone would be locally sourced which should ensure a better supply and retain jobs in the county.

The Leader clarified that the Cheltenham Transport Plan was being funded by the Local Sustainable Transport fund and a key element of the plan was the Boots Corner work, a trial for which would commence in less than 6 months. It was important that this trial was concluded as if it was stopped there was the risk that any funds received would have to be repaid.

In responding to comments Councillor Mason felt that there was an opportunity for the borough and the county council to work together and pool resources. Air pollution might decrease in the centre but increase in St Lukes. This amendment represented an opportunity to take £1.8million and some joined up thinking to deliver something which the town could be proud of.

Finally, the Cabinet Member Finance commented that the Borough Council had contributed funds to raise standards in the High Street and Members and businesses had been consulted. The situation with the County Council was very frustrating as they were not supportive and CBC did not have the finances to fund the work.

Upon a vote the amendment was LOST

For 3: Lillywhite, Mason and Seacome

Against 26: Baker, Britter, Clucas, Coleman, Collins, Fisher, Flynn, Harvey, C Hay, R Hay, Hegenbarth, Holey, Holliday, Jeffries, Jordan, H McCloskey, P McCloskey, McKinlay, Parsons, Thornton, Walklett, Wheeler, Whyborn, Wilkinson, Williams and Willingham

Abstentions 4: Barnes, Payne, Stennett and Sudbury

The Council adjourned for a short break.

Upon return at 6 pm the Cabinet Member Finance formally proposed the budget as per the recommendations as laid out in the report.

In the debate that followed the following points were raised :

- Members gave thanks to the finance team for the preparation of the budget particularly in light of government revenue support grant cuts. They welcomed the fact that the authority would still have a balanced budget and be able to protect services, act in an entrepreneurial manner, make investments, deliver a new cemetery and crematorium and support development in West Cheltenham and have a dedicated marketing team for the town.
- A query was raised on the county council vision for on street parking in the town which would assist the development of a town wide parking strategy
- A Member queried why the MP had not pledged his support for the Portland Street proposals despite having been provided with the relevant evidence
- In response to a question as to how much the council taxpayers of Cheltenham paid GCC for its services the Chief Finance Officer confirmed that this amounted to £51.4 million. Following on from this the Member explained that the issue of concern was how much the Borough received in terms of maintenance of roads and pavements as she was concerned that this was sufficient. This was necessary to ensure that residents were able to live safely and securely and that children were safe.
- The Leader thanked all those who had been involved in the preparation of the budget faced with relentless cuts and he recognised that it had been a massive effort to bring it all together. He believed that the council tax rise was fair and accepted that the council was taking advantage of the extra facility the government had provided. He expressed concern about the government's incoherence on Brexit but in light of this locally the administration would do all it could to plan for the future and he gave the JCS, the Cyberpark, the BID- Lighting Up Cheltenham and the Cheltenham Transport Plan as examples. In terms of the High Street, John Lewis presented the town with an opportunity and he was keen that the paving would work provided it was funded 50:50 with the county council. Marketing Cheltenham was also to be welcomed.
- A Member stated that there was evidence to suggest that a Cheltenham County Councillor was not spending his County Council highways funding amounting to £30k in their ward. In response the Member concerned said that the Highways Local Fund did not represent a pothole fund but should be used for schemes to improve certain aspects of roads and pavements in the ward. He confirmed that his fund had been allocated and invited any Member to speak to him for further details.

Finally, the Cabinet Member Finance wished to put on record her thanks to the Finance Team and all Members of Cabinet for their support.

Upon a vote on the substantive motion the recommendations were CARRIED

RESOLVED THAT

- 1. the revised budget for 2017/18 be approved.**
- 2. Having considered the budget assessment by the Section 151 Officer at Appendix 2 the following recommendations be agreed:**
- 3. the final budget proposals be approved including a proposed council tax for the services provided by Cheltenham Borough Council of £203.01 for the year**

2018/19 (an increase of 2.99% or £5.89 a year for a Band D property), as detailed in paragraphs 4.26 to 4.30.

4. the growth proposals be approved, including one off initiatives at Appendix 4.
5. the savings / additional income totalling £716,500 and the budget strategy at Appendix 5 be approved.
6. the use of reserves and general balances be approved and the projected level of reserves, as detailed at Appendix 6 be noted.
7. It be noted that Gloucestershire was successful in becoming a 100% Business Rate Retention pilot in 2018/19 and propose that the additional revenue generated be earmarked for economic growth initiatives specific to Cheltenham (paragraphs 4.19 to 4.20).
8. the extension of grants to Cheltenham Performing Arts (£20,000) and the Holst Birthplace Trust (£7,500) for a further 3 years be approved, as detailed in paragraph 5.12.
9. the deferral of the 2017/18 Cheltenham Trust management fee saving to 2019/20 and 2021/22 and provide for a contingency within the working balance of £150,000 for the Trust to drawdown (paragraphs 5.13 to 5.18) be approved.
10. the Pay Policy Statement for 2018/19 be approved, including the continued payment of a living wage supplement at Appendix 9.
11. a level of supplementary estimate of £100,000 for 2018/19 as outlined in Section 13 be approved.

Voting

For 29: Barnes, Baker, Britter, Clucas, Coleman, Fisher, Harvey, C Hay, R Hay, Hegenbarth, Hobley, Holliday, Jeffries, Jordan, Lillywhite, H McCloskey, P McCloskey, McKinlay, Parsons, Payne, Stennett, Sudbury, Thornton, Walklett, Wheeler, Whyborn, Wilkinson, Williams and Willingham

Against: 0

Abstentions 3: Councillors Babbage, Mason and Seacome

11. HOUSING REVENUE ACCOUNT - REVISED FORECAST 2017/18 AND BUDGET PROPOSALS 2018/19

The Cabinet Member Finance introduced the report which summarised the Housing Revenue Account (HRA) revised forecast for 2017/18 and the Cabinet's budget proposals for 2018/19.

She referred to the Government's rent reduction policy of reducing rents by 1% per annum which had meant that CBH had to make provision to mitigate the loss of £6.7 million in rental income up to 2020. Beyond that Government had now confirmed that the rent policy will revert back to annual increases of up to CPI plus 1% per annum for the following five years until the next review.

She believed that the approach CBH had taken was a balanced one, making management and maintenance savings of £1,421 million, realigning the capital programme and the use of revenue reserves together with some smaller cost savings. By this approach CBH were able to maintain existing service levels, retain the decent homes standard, continue delivery of the major windows and doors replacement and complete the new build programme.

She highlighted the impact of the introduction of Universal Credit which was set out in the report and the steps CBH were taking to provide support and information to all tenants affected by these changes.

She highlighted the difficult of finalising a 30 year business plan when in reality there was so much change happening at short notice but the projections had been updated to reflect the current situation as set out in the report.

She highlighted some of the achievements on CBH and CBC. These included over three and a half million of spending on repairs and maintenance, and nearly eight million on property improvements and major works, one and a half million on new build and acquisitions, and the continuing spending on benefits advice, employment initiatives and services for older and disabled people.

She concluded by thanking all of CBH's team for ensuring that the challenges they face will still include some new builds, deliver the same level of service to tenants, in particular the valuable work in terms of tenant wellbeing around debt and money advice, community support & activity events, and to see that supporting the council's older tenants living in supported accommodation despite the last few years in decreased funding will all continue. She acknowledged the thought and hard work that had gone into preparing the revised budget.

In response to a question from a Member regarding her confidence that the Government would keep to its policy that rent increases would be restricted to 1%, the Cabinet Member advised that there were no guarantees in life but the council and CBH would continue to react swiftly to any changes announced by Government.

A Member commented that they looked forward to the day when CBH could include a building company which would be in a position to build new homes and would provide valuable opportunities for taking on and training apprentices. The Cabinet Member Housing advised that he had regular conversations with CBH on this suggestion and would keep Members informed of any changes. He considered CBH did an excellent job for the council and wished to put on record his thanks.

Members congratulated CBH for doing an excellent job in very difficult circumstances. They also recognised the hard work of officers in CBH in not only carrying out property repairs but also looking after the community particularly as cuts in policing were having an impact on levels of crime. The chair of the Budget Scrutiny Working group also thanked officers at CBH for attending their meeting to give a detailed presentation and answer any questions.

Upon a vote the recommendations were carried unanimously.

RESOLVED THAT

- 1. the revised HRA forecast for 2017/18 be noted.**

2. the HRA budget proposals for 2018/19 (shown at Appendix 2) including a proposed rent decrease of 1% and changes to other rents and charges as detailed within the report be approved.
3. the proposed HRA capital programme for 2018/19 as shown at Appendices 3 and 4 be approved.
4. Authority be delegated to the Section 151 Officer, in consultation with the Cabinet Member for Finance, to apply for a direction from the Ministry of Housing, Communities and Local Government to permit Discretionary Housing Payments to Council Tenants to be funded from the HRA if it appears probable that the annual Government allocation for the year will be exceeded (see paragraph 6.6 of the report).

Voting:

For 34: Councillors Babbage, Barnes, Baker, Britter, Clucas, Coleman, Collins, Fisher, Flynn, Harvey, C Hay, R Hay, Hegenbarth, Hobley, Holliday, Jeffries, Jordan, Lillywhite, Mason, H McCloskey, P McCloskey, McKinlay, Parsons, Payne, Seacome, Stennett, Sudbury, Thornton, Walklett, Wheeler, Whyborn, Wilkinson, Williams and Willingham

12. TREASURY MANAGEMENT STRATEGY STATEMENT AND ANNUAL INVESTMENT STRATEGY 2018/19

The Cabinet Member Finance introduced the report and explained that under the CIPFA code the council must report annually on its treasury management strategy statement which incorporated the investment strategy and its prudential indicators .

She reported that CIPFA had published new editions of Treasury Management in the Public Services: Code of Practice and Cross-sectoral Guidance Notes and the Prudential Code for Capital Finance in Local Authorities in December 2017. In response to these changes, Council should consider the Treasury Management Strategy for 2018/19 based upon the requirements of the 2011 Code and in line with current governance practices. The changes to the Prudential Code had introduced a requirement for the Council to approve a Capital Strategy with effect from 2018/19.

Since this report had been considered by the Treasury Management Panel and Cabinet, expectations had been raised that further interest rate rises were likely to happen sooner and to a higher level than previously anticipated by markets.

The treasury strategy statement and annual investment strategy formed part of appendix 2 and she drew members' attention to the revisions made to the lending and parameter list on page 86 table 2.

She reported that during the 2017/18 financial year the council decided to look into alternative investments outside the traditional bank deposits. It currently had £3m invested in the CCLA Property Fund which was generating returns of 4.5%. This had brought an additional £35k over and

above the revised 2017/18 investment income budget, and with new investments in other Pooled Funds had seen the expected gross income surplus of £307k for 2018/19.

The Cabinet Member Finance concluded by putting on record her thanks to the Treasury Management team.

The following questions and comments were raised :

- Following changes to UK legislation to better protect customers and the day-to-day banking services they relied on where did the council's investments sit ? The Chief Finance Officer explained that the council's current accounts were held with Lloyds bank plc and this was therefore considered "retail". He undertook to provide a written response to Members with regard to the council's treasury deposits.
- A Member commended the quality of the recent presentation by the council's new treasury advisors Arlingclose at Treasury Management Panel.
- Members recognised the importance of moving deposits away from the High Street banks as this was not keeping up with inflation. It was acknowledged that changing from a risk averse approach to a more pragmatic approach was necessary to aid the Medium Term Financial Strategy.
- A question was raised in terms of the item in the treasury report last year with regard to the council's £30k investment in a local shopping app designed by a seed company. The Leader informed that the council had shared its investment with the BID on a 50:50 basis but having reviewed the success of the app it had decided not to progress the investment further. The Chief Finance Officer undertook to provide a full update to Members on this.

RESOLVED (unanimously) THAT

The attached Treasury Management Strategy Statement, Annual Investment Strategy for 2018/19 at Appendix 2, Lending list at Appendix 2, Table 2 page 6 and MRP policy statement for 2018/19 at Appendix D, be approved including :

- The general policy objective 'that Council should invest prudently the surplus funds held on behalf of the community giving priority to security and liquidity'.
- That the Prudential Indicators for 2018/19 including the authorised limit as the statutory affordable borrowing limit determined under Section 3 (1) Local Government Act 2003 be approved.
- Revisions to the Council's lending list and parameters as shown in Appendix 2, Table 2 page 6 are proposed in order to provide some further capacity. These proposals have been put forward after taking advice from the Council's treasury management advisers Arlingclose Limited and are prudent enough to ensure the credit quality of the Council's investment portfolio remains high.

13. COUNCIL TAX RESOLUTION

The Cabinet Member Finance introduced the report and said that having agreed its budget and level of council tax for 2018/19, Council was required to formally approve the total Council Tax for residents of Cheltenham, including the Council Tax requirements of the precepting organisations, Gloucestershire County Council and Gloucestershire Police.

It was important to note that the relevant basic amount of council tax for the financial year 2018/19, which reflected a 2.99% and £5.89 increase, was not excessive in accordance with the principles approved by the Secretary of State under Section 52ZB of the Local Government Finance Act 1992 as amended and the Referendums Relating to Council Tax Increases (Principles) (England) Report 2018/19 and, therefore, the requirement to hold a referendum was not engaged.

Upon a recorded vote the recommendations were CARRIED unanimously

RESOLVED THAT

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

Voting:

For 29: Councillors Babbage, Barnes, Baker, Britter, Clucas, Coleman, Fisher, C Hay, R Hay, Hegenbarth, Holey, Holliday, Jeffries, Jordan, Lillywhite, Mason, McKinlay, Parsons, Payne, Seacome, Stennett, Sudbury, Thornton, Walklett, Wheeler, Whyborn, Wilkinson, Williams and Willingham

14. APPOINTMENT OF MAYOR ELECT AND DEPUTY MAYOR ELECT

The Chief Executive introduced the report and reminded Members that Councillor Bernard Fisher had served as Deputy Mayor since last year's Council meeting and that Members would be asked to elect him as Mayor at this year's Annual meeting.

With regard to the appointment of Deputy Mayor for 2018-19, she explained that the Members listed at Appendix 2 to the report had been approached, in order of precedence, to ascertain if they would be willing and able to have their name put forward for that appointment. In so doing, some Members had highlighted that their decision on whether to put themselves forward for the role may depend on the results of the borough elections this May. Therefore, having consulted informally the Group Leaders in January, it was now proposed that no nomination for Deputy Mayor elect was put forward at this stage and that the nomination for Deputy Mayor be put to Annual council in May following the borough elections.

RESOLVED THAT

- i) The Order of Precedence in Appendix 2 be noted.
- ii) That Councillor Bernard Fisher be put to the Annual Council Meeting for election as Mayor for the Municipal year 2018 - 2019.
- iii) That the nomination for Deputy Mayor for the Municipal year 2018 – 2019 be put to the Annual Council Meeting.

15. NOTICES OF MOTION

None received.

Klara Sudbury
Chairman

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Mayor, Members

I have great pleasure in presenting the revised general fund budget for 2017/18 and the final budget proposals for 2018/19.

For some years now, we have been working to a Medium Term Financial Strategy that sets out our financial situation over a rolling five-year period. Planning for several years at a time became even more important, when the Government announced that it was going to phase out the revenue support grant over four years and give councils a bigger share of the income from business rates.

I and my predecessor have over the last few years opened this introduction to the proposed budget with a reminder of just how huge the cuts in the revenue support grant year on year have been and the difficulties those continue to pose, I do not propose to do so again, I intend to focus on how we have taken positive steps over recent years in a planned and measured approach to securing a sustainable financial future without Government funding, therefore allowing a much greater degree of spending what is raised locally in order to deliver what our residents want and pay for.

The budget I am presenting is based on four principles. Firstly to protect services as far as possible. Secondly to use reserves and one-off savings to cushion the blow of Government cuts. Thirdly, to put ourselves in the best possible position to benefit from business growth, maximizing our income from business rates alongside looking at different and diverse ways of generating additional income. Fourthly, to give ourselves time to continue our search for efficiency savings and to identify other reductions in spending that may be necessary in the medium and long term.

Funding Settlement

As members will recall this council took up the four year settlement funding offer in order to bring some guaranteed stability of at least a fixed amount for those years albeit decreasing to zero in 2019/20.

The provisional financial settlement, announced on 19th December 2017, suggests that the local share of Business Rates Retention will increase from 50% to 75% and will include the transfer of public health and other grants, and therefore may not require a specific Local Government Finance Bill to enable this.

A technical consultation paper on the funding mechanism for Local Government finance from 2020/21 titled the Fair Funding Review was launched through the provisional settlement with a closing date of 12th March 2018. Officers are working with colleagues within Gloucestershire to ensure a robust response is put forward on behalf of this Council.

Business rates

The redistribution of business rates income, has become an important part of our lives, to the extent that business rates are already our biggest source of income, more than 65% of this councils government funding comes directly from business rates.

The idea that local councils can share more fully in the proceeds of business rates is very attractive, especially for towns like Cheltenham which are likely to see substantial economic growth over the next few years not least the new West Cheltenham development.

But the devolution of business rates income to local authorities has introduced a very large element of risk into council finances that wasn't there before.

I am pleased to say that Gloucestershire was successful in its bid to become a pilot area, there was huge competition to be included with a number of other shires close by not being selected, I wonder if our success was due to the fact that we are doing it differently in so much as the split is equal between the county and us together with a commitment to the strategic economic development fund. A note of caution

needs to be remembered, although this is a very positive result for us it is only for a year therefore leaving us with further uncertainty as to governments financial proposals for 20/21 and little time to plan a budget.

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In more detail under the pilot 100% of growth is shared locally, with 50% going to the District's and 50% to the County Council. The benefit to Cheltenham is estimated to be circa £633,457. With a transfer to the strategic economic development fund of circa £300.00 which will be used to fund one-off economic growth initiatives specific to Cheltenham, members should note that this is an estimate of the rates collection forecast and the actual business rates collected may be more or less than this. It is therefore prudent to allocate this additional share to the Business Rates Retention earmarked reserve until a point that the monies can be released to fund specific schemes when there is more clarity on the actual business rates collected.

As the pilot does not form part of the settlement funding assessment for Cheltenham and is only for one year, this additional income has not been built into future base budget estimates.

It is pleasing to report that the estimated net surplus from retained business rates against the baseline funding position under the 100% pilot is £1,942,709.

However, temporary retail closures in the town centre for redevelopment, the large reductions made by the Valuation Office (VO) in the rateable values of purpose-built doctors' surgeries and health & medical centres which are backdated several years and other rateable value changes, deficit adjustments need to be made from previous years to the value of £745,710.

(Paul how is this broken down ? (£235,484 in 2016/17 and £510,226 in 2017/18)

It is therefore appropriate and necessary to support the 2018/19 budget proposals with a contribution from the BRR reserve which has been built up over the last two financial years to deal with these such issues.

The move to local business rates retention is still I believe a positive one albeit we are four years in and the rules are still changing, alongside significant levels of risk due to the volume of outstanding business rates appeals which are being processed by the Valuation Office. Where appeals are successful, refunds of business rates may be repayable back to the 2010/11 financial year, which reduces the business rates yield in the year in which the refund is made. The Council has made provision for its share of the cost of outstanding appeals in its financial statements. The level of provision has been reviewed as part of the preparation of the business rates estimates for 2018/19.

New Homes Bonus

If I could turn to the new homes bonus, this council has prudently always been cautious in its use of the bonus to support the revenue budget and has planned for reductions in its Medium Term Financial Strategy. This has left us headroom to cope with fluctuations in our income.

This year there are no changes in the way that the New Homes Bonus is calculated and the baseline target will remain at 0.4%. This equates to an additional £67,530 NHB in 2018/19.

Council Tax

I believe we have a serious responsibility to protect services not just in 2018/19 but beyond. There is no doubt that an additional £37,153 of council tax income, will strengthen the council's finances substantially and reduce our dependence on reserves. It will directly benefit Cheltenham residents by reducing the budget gap we have to bridge in future years and thereby protecting services from cuts.

With increased pressure for the cap on public sector pay to be lifted and the need for inward investment in the Borough through specific events and marketing of the Town, the Cabinet has had to consider what

level of increase in council tax is sustainable, without creating an increased risk of service cuts and/or larger tax increases in the future.

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Therefore, the Cabinet is proposing a 2.99% increase in council tax in 2018/19; an increase of £5.89 for the year for a Band D property.

I am not minimising the significance of any tax increase, but we need to keep this in perspective. The County Council and the Police tax increase this year is far greater than we are proposing. I think our proposed 11 pence a week increase is a price people will be prepared to pay for their services and their quality of life.

It is very clear that the Government in future financial settlements will assume we have made this increase. Therefore not doing it will affect our funding for years to come.

I am pleased that this Council has again this year made the commitment not to withdraw the support of the Council tax benefit even though the funding for this was lost when in 2014/15 the government stopped separately indentifying their contribution and left it to local councils to continue or not, I am pleased to say that this council has continued to support those residents that are on low working incomes.

Facing budget pressures is a fact of life for local government. Since the draft budget proposals were published some additional pressures have been identified some are unavoidable such as new legislation on general data protection that requires funding, the national pay awards which will see many of those at UBICO who are on very low pay get increases in excess of 2% investing in people is a positive especially for those who are at the lowest end of the pay bracket of SCPs 6-19.

Roundup

In the current exceptionally difficult national funding situation, the Cabinet's overriding financial strategy has been, and is, to drive down the Council's costs. This Cabinet's aim is to hold down council tax as far as possible, while also protecting frontline services, identify savings through reorganization of service delivery or raising additional income.

How have we done that,

This budget has been prepared under a general philosophy of no growth, as such members will see a very short list at appendix 4, those areas that are in as supported growth are about making sure that we have staffing in place to deliver our aspirations to generate additional income from assets and investment and deliver our major capital schemes such as Leisure @ and Town Hall, delivering events building on the success of the cycling festival to deliver economic and community benefits and visibility linked to our place making vision for Cheltenham, I am proposing that the increase in council tax goes to support helping to add further diversity and events to the calendar , there are no guarantees but I am hoping that this is the last cost associated with the now approved JCS, I am proposing that these growth items are funded by the additional New Homes Bonus, Business Rates and changes in the tax base and collection fund surplus with the proposal to increase Council Tax by an additional 2.99%, which will result in a revised net budget requirement of £14.429m as detailed in Appendix 3.

Firstly a major focus for the longer term is closing the gap as set out in the MTFS document which includes savings targets rather than necessarily worked up projections, it includes the relocation strategy, sharing management and staff costs where possible, commercial asset rationalization which includes the depot. The MTFS indicates broadly how the Council will close the projected funding gap over the period 2018/19 to 2021/22. It is based on the building blocks of place and economic growth; organizational change; and finance and assets. The detailed schedule of target savings is provided in greater detail within Appendix 5.

The cabinet believes that the longer term approach to closing the funding gap is fundamentally through economic growth and investment together with the use of our assets to this end cabinet worked with the executive finance officer and introduced last year a commercial strategy which sits alongside the MTFs, in addition resources will be geared towards supporting and delivering major benefits to the Town in North West and West Cheltenham.

I am also proposing that we make full use of the New Homes Bonus of £1.754 million to support this revenue budget,

A budget support reserve was created in 2015 for the specific purpose of providing more resilience, should short term challenges be faced, today my proposal is to draw on this reserve, having been successful with some major redevelopments that in the long term will benefit our Towns economy enormously, there are some short term challenges, a reduction in business rates for the next 12 to 18 months and the delay in getting parking income from North Place. Because these are short term challenges the use of £913,058 thousand of this reserve I would suggest is preferable to cuts in service or indeed any increase in charges.

Capital programme

Supporting the artistic, heritage and cultural life of the town as economic drivers will remain a core focus, the Town Hall redevelopment scheme and the support to enable significant improvements at the Leisure facility are both work in progress, and an earmarked contribution to public realm works within the town centre, all helps to show that Cheltenham is a town with a vision, backed up with a new Place Strategy.

Investing in our services that contribute to our income is imperative, the proposals for the new crematorium is one example, of a commitment to provide a facility, that is fit for purpose to deliver a first class service to our residents and the businesses that use it.

Grants

Ensuring that this council looks at fairness and equality in what it provides to its residents and visitors must always be considered which is why I am delighted to say that today I am proposing that two of our long standing organizations that contribute so much will benefit from extending the financial contribution to them for a further three years in the sum of £20 thousand per year to the Towns oldest festival The Festival of Performing Arts and The Gustaf Holst museum to the tune of £7,500.00 per annum.

Over the first 3 years of operation the Trust has delivered base budget revenue savings to the Council of £641,800 which cumulatively equates to financial savings in excess of £1.8m over the same period. In addition, the Trust has managed to leverage in additional grants in excess of £900k in addition they have accumulated £200.000 of volunteer support. These savings primarily have come from business rates, employer pension contributions and VAT; it is acknowledged that these savings could not have been realized through the continuation of an in-house provision.

It was anticipated that overall savings of £835,300 could be realized by 2018/19, the difference being £193,500 which were scheduled to be delivered in 2017/18 and 2018/19. Over the last 3 months, representatives from the Trust have met with Officers and the Cabinet to express their difficulty in delivering these latter savings

The Cabinet therefore propose that, in order to give the Trust the best opportunity to succeed, the management fee reductions proposed in 2017/18 and 2018/19 (totaling £150,500 and £43,000 respectively) be deferred until the financial years 2019/20 and 2020/21 as detailed in Appendix 5.

The Cabinet further propose that a contingency provision of £150,000 be held in general balances for the Trust to draw down; this will provide for short-term losses incurred by the Trust as they go through re-organisation and transformation. Furthermore, the Cabinet have requested that the Trust look at their business operations, including those services that are currently protected, to ensure it is fit for purpose and commercially focused.

Before I conclude, We are required on an annual Page 37 affirm our support for the Living Wage and for paying the supplements necessary to implement it. I am proposing that we do so now in these budget resolutions.

Finally, Mayor, let me summarize what these proposals achieve.

- A balanced budget, despite a huge cut in Government grant.
- The local economy strengthened.
- Car parks Invested in
- Front line services protected
- More efficiency savings.
- More services shared to save money.

I have heard it said from the otherside of the chamber that this administration has no vision for Cheltenham, to recap in brief if you will allow me to mention a few highlights of the last year.

A successful bid to HIF to bring forward much needed housing on Portland Place
The introduction of a Commercial Strategy, a new Place making vision, a new cemetery and crematorium on its way, increased kerbside collections, exciting times ahead for West Cheltenham with a cyber centre, the launch of marketing Cheltenham, investing in new and diverse treasury instruments to increase revenue, taking a risk aware approach to investment such as the CCLA new diversification fund and property investment, the launch of a successful Business improvement district working in partnership, the Tour of Britain event saw 40 thousand visitors and an estimated million pound brought into Cheltenham, it is not all about the bigger ticket those small things such contactless donation points to support homelessness, creating a largely free event for our residents at the new festival of cycling, the commitment to two changing place facilities, facilitating the BID to light up Cheltenham. I could go on but I did say a few !

Mayor, I have pleasure in proposing the general fund budget for 2018/19

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Cheltenham Borough Council

Council – 26 March 2018

Place Vision

Report of the Leader of the Council

Accountable member	Leader of the Council, Cllr. Steve Jordan
Accountable officer	Strategy and Engagement Manager, Richard Gibson
Accountable scrutiny committee	All
Ward(s) affected	All
Key Decision	No
Executive summary	<p>At March Council last year, Council agreed an initial draft place-making vision for Cheltenham with the expectation that a final place strategy and action plan would come back to Council in March 2018.</p> <p>This report sets out the progress to date in bringing the final document to council for approval.</p>
Recommendations	<p>Council approves the place vision document for Cheltenham attached as appendix 2.</p> <p>Council delegates authority to the Chief Executive, in consultation with the Leader of the Council to make subsequent changes to the place strategy as a result of this Council meeting.</p> <p>Council delegates authority to the Chief Executive, in consultation with the Leader of the Council to establish a place governance group to be evolved from the existing Cheltenham Strategic Leadership Group.</p>
Financial implications	<p>There are no direct financial implications arising in respect of this report. However financial resources will be required for the delivery of the place strategy actions, and funding for any CBC actions will be considered as part of a business case, and the impact on the medium term financial strategy considered at this time.</p> <p>Contact officer: Paul Jones, Chief Finance Officer. E-mail: paul.jones@cheltenham.gov.uk Tel no: 01242 775154</p>

Legal implications	There are no legal implications directly arising from this report. Contact officer: Peter Lewis E-mail: Peter.Lewis@teWKesbury.gov.uk Tel no: 01684 272012
HR implications (including learning and organisational development)	There are no HR implications directly arising from this report. Capacity to deliver the council's commitment will be identified through the corporate planning process. Service managers and project managers are responsible for identifying capacity shortfalls and escalating those that cannot be resolved. Contact officer: Julie McCarthy Strategic HR & Client Manager E-mail: julie.mccarthy@cheltenham.gov.uk Tel no: 01242 264355
Key risks	Risks are detailed at appendix 1 of this report.
Corporate and community plan Implications	The Place Strategy is a priority action as identified in the 2017-18 corporate strategy ECON 1 – We will work in partnership with key stakeholders to develop a longer term strategy for place making and growth.
Environmental and climate change implications	The corporate strategy sets out the council's commitment to reducing carbon emissions and adapting to the impacts of climate change.

1. Introduction – what is a place strategy

1.1 In the report to Cabinet in October 2016, the purpose of the place strategy was defined as being a document that sets out:

- A collective assessment of the challenges that the town faces, and the strengths we can build on;
- A shared vision for Cheltenham –setting out our ambitions for the kind of town we want Cheltenham to be in the future;
- A framework for action – what are the priority actions that will make the biggest impact on our outcomes and ambitions.

1.2 It was also acknowledged that whilst Cheltenham Borough Council would take the lead in its development, we would want the strategy to be owned by everyone who has a stake in the success of Cheltenham. As such the strategy will:

- Harness the ambitions for success shared by local businesses, agencies and organisations;
- Reflect the pride that people living in Cheltenham feel for their town; and
- Tell a story of ambition to the outside world, both nationally and internationally, to those people wishing to visit, study in or invest in Cheltenham.

2. Progress

2.1 Council on 27th March 2017 agreed a place-making vision for Cheltenham and that this would form the basis of an action plan that would come back to Council in March 2018 along with the Council's Corporate Strategy 2018-19.

2.2 The agreed vision was: "We want Cheltenham to be a place where everyone thrives. We will do this by linking our heritage to an exciting future by being;

- Creative
- Pioneering
- Nurturing
- Connected and re-connected”

2.3 Council also agreed that the place strategy action plan will deliver the following four outcomes:

- Businesses thrive in Cheltenham
- Culture thrives in Cheltenham
- People thrive in Cheltenham
- Communities thrive in Cheltenham

2.4 Since last March, work has been progressing to develop the place strategy in consultation with key stakeholders and partners. These discussions have included:

- The Civic Society Annual Conference held in June;
- Four partnership workshops;
- Two meetings of Cheltenham Strategic Leadership Group;
- Two meetings of the Cheltenham VCS Forum;
- A cultural partners workshop;
- Two discussions at Overview and Scrutiny Committee;
- Four staff sessions;
- Eight meetings with local businesses including with the Chamber of Commerce;
- Cheltenham Tourism Partnership.

2.5 These discussions have helped us reflect on the vision that was agreed by Council and evolve it to provide a more robust framework for the action plan. The proposed structure is as follows:

2.6 A vision:

2.7 Partners have come together to help define what Cheltenham should feel and look like in the future. The vision is:

We want Cheltenham to be a place:

- Where all our people and the communities they live in thrive;
- Where culture and creativity thrives, celebrated and enjoyed throughout the year;
- Where businesses and their workforces thrive; and
- Where everyone thrives.

2.8 Three ambitions:

2.9 These are ambitions that Cheltenham, its residents, businesses, and our organisation can be proud of. These are ambitions that we want Cheltenham to be known for.

- Cheltenham enables business growth by being better connected.
- Champions physical and mental wellbeing.
- Internationally renowned for its culture, heritage, food and sport.

2.10 Nine aspirations:

2.11 For each ambition, we are proposing supporting aspirations. These will form the basis of our actions.

- Education and skills pathways connect our primary, secondary, further education and higher education to our growing jobs market.
- We have improved connectivity including our cycling, walking, public transport and digital infrastructure.
- We have facilitated more flexible business space to help grow our economy and connect local residents to growth.
- We ensure that all our residents, businesses and visitors feel safe.

- We increase numbers of affordable, accessible, safe and secure housing.
- We build strong, healthy and inclusive communities.
- We have a sustainable future for our cultural organisations and buildings.
- We have invested in marketing the town, nationally and internationally.
- We have invested in our public spaces and our heritage.

2.12 The place strategy also sets out a number of proposed actions that are structured around the vision, ambitions and aspirations. To guide the delivery of these actions and our collective response to long-term challenges, four values have been identified that are challenging and forward-looking, but deeply grounded in Cheltenham’s character and history. The four values are:

- Being environmentally-friendly;
- Being nurturing;
- Being pioneering; and
- Being connected.

3. Next Steps

- 3.1** Assuming that the place strategy is agreed by Council, the focus of activity will now switch to establishing a place governance group that will evolve out of the existing Cheltenham Strategic Leadership Group. The group will provide strategic co-ordination, ensuring linkages with members own organisational plans and priorities, plus linkages with other plans and bodies at national, county and local levels to gain consensus about the way forward. It will also develop and drive the effective delivery of the place vision and actions through effective performance management and holding delivery partners to account.
- 3.2** The membership of the place governance group will need to ensure fair representation from business, culture and community sectors. It will also be held accountable through the democratic processes of the partner organisations, including through Cheltenham Borough Council.
- 3.3** The Place Vision should also be seen as a living document. It is a high level statement of intent and ambition but one that must move and develop as the town around us does, particularly as we understand the impacts of external factors and influences that we do not have direct control over. The place governance group will therefore test and develop our thinking on some of these issues; strengthening some areas and amending others as required and bringing updated versions back to council as required to ensure it remains relevant.

Report author	Richard Gibson Strategy and Engagement Manager 01242 235354 richard.gibson@cheltenham.gov.uk
Appendices	<ol style="list-style-type: none"> 1. Risk assessment 2. Place Vision

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 structure its strategy-strands within an overarching Place Strategy, then there is a possibility of a divergence in strategic approaches with the potential to impact on economic growth.	TC	Oct 2016	4	2	8	Reduce	Produce Place Strategy in partnership with key stakeholders and wider community which provides a coherent and expression of the ambition for Cheltenham.	Summer 2017	TC	Corporate
	If the Council does not effectively engage with its communities in the preparation of the Place Strategy, then it runs the risk of failing to bring with it organisations and communities vital to the Strategy's delivery and isolating parts of its community.	TC	Oct 2016	5	2	10	Reduce	Undertake engagement as set out in the main report.	Summer 2017	TC	Corporate

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Cheltenham. Place Vision.



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Creating a Vision for Cheltenham.

Cheltenham is an amazing place. From humble medieval origins to a buzzing borough of 115,000 people, Cheltenham is a place that has thrived through centuries of change. It is a place we are proud of and passionate about, and we are committed to helping it grow and prosper in years to come.

Cheltenham is entering a period of significant change once again. Harnessing the opportunity for growth that this brings is absolutely critical for our town's future success. But we also acknowledge that Cheltenham's success is also dependent on the success of our neighbouring towns, cities and rural areas. We will use

our place strategy to foster strong relationships beyond our boundaries that will help deliver our vision.

A range of organisations have come together to help define what Cheltenham should feel and look like in the future. We are calling this our vision for Cheltenham.

In this document, we'll guide you through our vision, including:

- What is our vision for the future of Cheltenham
- Why we need a vision
- What ambitions, aspirations and actions we will take to deliver our vision
- How we will guide our vision, through our values
- How we measure our success

What is our Vision for Cheltenham?

Cheltenham is a place...

- where all our people and the communities they live in thrive.
- where culture and creativity thrives, celebrated and enjoyed throughout the year.
- where businesses and their workforces thrive.
- where everyone thrives.



**Cheltenham
is a place where
everyone
thrives**

Why a Vision for Cheltenham?

Cheltenham is approaching a decade of growth. The Gloucester, Cheltenham and Tewkesbury Joint Core Strategy sets out a target of 11,000 new homes and 55ha of new employment land for our town by 2031.

This is an incredibly exciting time for us. But, if we want to deliver our vision of Cheltenham being a town in which everyone thrives, we need to recognise the challenges our town faces and take action.

There are three key areas:

- **Business**
- **Culture**
- **Community**



Business

Cheltenham has an affluent economy that supports 72,000 jobs in a range of industries including defence, aerospace, electronics and tourism. Our key growth sector is cyber industries, and our relationship with GCHQ puts us in a unique position to drive our ambition in super-fast digital connectivity and innovation in technology and productivity.

We have a strong educational sector with a range of providers. As Cheltenham engages with the growth agenda, there is an increasing demand for skills and apprenticeships.


! **But** our rate of economic and job growth is still below the national average, and worklessness rates in parts of Cheltenham remain higher than they should be. Feedback from businesses highlights the difficulties of recruiting at both entry level and mid management levels. In addition, retail nationally is experiencing challenges in the current financial environment and impact of online shopping.

We need to increase the supply of employment land, encourage and nurture existing and new businesses and ensure that all our residents have access to a choice of high quality jobs, and the right education and skills training.





Cheltenham has identified 55 ha of new employment land.



But rates of job growth and productivity are below average.

Annual rate of economic growth (0.7 per cent) lags behind national average growth rates (1.9 per cent). Job growth rate (9.1 per cent) higher than the average for England (7.6 per cent), but lower than Gloucestershire County as a whole (14.1 per cent, or 40,000 jobs).


Culture

Cheltenham has an international reputation as a thriving centre for culture, heritage and sporting events. We host world-renowned festivals such as the Cheltenham Literature Festival and the Cheltenham (Gold Cup) Festival, which enjoys ticket sales of over 250,000. Embracing culture in its broadest sense, we celebrate the best of literature, art, music, sport and science, from the most innovative to the most accessible.

We have the potential to build on this. We can use creativity as an inclusive tool to stimulate the local economy, attract visitors, engage young people and reach out to communities.

! **But** as Cheltenham has to compete with other towns and cities to attract visitors, we must work together to promote ourselves as a world class visitor and cultural capital. We also need to address longer-term funding challenges for our cultural partners, and work to create a vibrant town that will attract and retain young people to visit, live and work here.





 **Cheltenham**
has a national
and international
reputation as a
festival town.

250,000

people a year visit the
four festivals across
Cheltenham Festivals.

250,000

tickets sold for the Cheltenham
(Gold Cup) Festival over the
four days, that attracts
10,000 fans from Ireland.



Cheltenham's challenge is to
strengthen and broaden our
culture, food and drink offer to
visitors, businesses and residents
so that we grow our market
share in a competitive market
of UK destinations.





Community

We are proud of Cheltenham's strong and diverse communities. These are supported by a range of voluntary and community groups, resident associations, faith groups, partnerships and parish councils. Projects such as our Inspiring Families project, the St. Peters and The Moors Big Local Project and Midsummer Fiesta are just some of the building blocks on which we can build stronger, healthier and more inclusive communities.

! But we know we need to do more. Cheltenham has some of the wealthiest areas in the UK, and yet some areas fall within the nation's 10% most deprived. We must also do more to keep our young people here. Forecasts tell us that by 2029 there will be proportionately fewer under 18s than over 65s living in Cheltenham. This is partly due to the high cost of housing and the lack of affordable, quality rented accommodation on secure tenancies, as well as access to jobs. We must ensure Cheltenham offers affordable, accessible, secure housing that can support the growth in employment.





 **Cheltenham**
has a strong
tradition of
volunteering and
community action.

11

Friends of
Groups

20

Resident
associations

5

Parish
councils



Cheltenham is generally a safe place to live, visit and do business. But when there is crime that causes concerns to local residents, this is subject to intensive work by local partners.

Despite falling crime rates there were 8,500 recorded crimes in the 12 months from Jan 2017 to Jan 2018.

Working together to address these long-term challenges and seize the opportunities that new growth will bring, we will make sure Cheltenham remains an amazing place, a place where everyone thrives.



Delivering our Vision.

Actions driven by our Ambitions and Aspirations.

Our Place Vision is the start of a conversation about how we work together to realise the ambitions, aspirations and actions.

Over the next few months we will be putting in place a new partnership and developing more detailed action plans to make sure Cheltenham remains an amazing place, a place where everyone thrives.

You can follow our progress at:
cheltenham.gov.uk/place
#IloveCheltenham



Our Ambitions

Taking the right actions to deliver our vision is key. To help inform the actions we take, we've committed to three ambitions for Cheltenham. These are ambitions that Cheltenham, its residents, businesses, and our organisation can be proud of. These are ambitions that Cheltenham will be known for.



Business

Cheltenham enables business growth by being better connected.

Businesses, residents and visitors benefit from improved transport connectivity both within the town and beyond, fast and secure digital infrastructure and improved connections between businesses, education and local residents.



Culture

Internationally renowned for its culture, heritage, food and sport.

Cheltenham celebrates its cultural, heritage and sporting experiences, our food, drink and retail offer and our regency architecture, parks and gardens.



Community

Champions physical and mental wellbeing.

Cheltenham takes a preventative approach to addressing some of the longer-term health inequalities and related challenges that some of our residents face including housing needs, feeling safe and realising their potential.



Our Aspirations

For each ambition, we are proposing three supporting aspirations. These will form the basis of our actions.



Business

Education and skills pathways connect our primary, secondary, further education and higher education to our growing jobs market.

We have improved connectivity including our cycling, walking, public transport and digital infrastructure.

We have facilitated more flexible business space to help grow our economy and connect local residents to growth.



Culture

We have a sustainable future for our cultural organisations and buildings.

We have invested in marketing the town, nationally and internationally.

We have invested in our public spaces and our heritage.



Community

We ensure that all our residents, businesses and visitors feel safe.

We increase numbers of affordable, accessible, safe and secure housing

We build strong, healthy and inclusive communities.



Our Actions.

For each ambition and for each aspiration, we are proposing clear action. Local partners will now work together to develop plans for how these actions are made into a reality.





Business

Vision:

Businesses and their workforce thrive.

Ambition:

Cheltenham enables business growth by being better connected.

Aspiration:

Education and skills pathways connect our primary, secondary, further education and higher education to our growing jobs market.

Action:

Through direct engagement with Learning and Skills Board, schools, colleges and University, bring forward practical actions to support our growth priorities.*

Aspiration:

We have improved connectivity including our cycling, walking, public transport and digital infrastructure.

Action:

Deliver a transport plan focussed on increasing connectivity across the town, and work with partners to bring about fast and secure digital infrastructure.

Aspiration:

We have facilitated more flexible business space to help grow our economy and connect local residents to growth.

Action:

Facilitate the delivery of the UK Cyber Park that will create 45 ha of new employment space along with employment and training initiatives to benefit local residents.



* Action to be given early attention



Our economy supports
72,000 jobs.



But there are skill gaps between FE/HE and growth sectors.

Workers in Cheltenham have a high qualifications profile, but there is a lower percentage of people working in high skilled occupations. Average earnings are below the national average.



Cheltenham has an affluent, diverse economy: cyber, advanced engineering, defence, public sector and tourism.

Cheltenham economy supports c.72,000 jobs in a range of industries including defence, aerospace, electronics and tourism, generating between £2.4bn and £2.7bn in economic output.



But despite economic diversity, the health of Cheltenham's retail offer is poor.

Cheltenham does not feature on the list of top 50 retail centres (Vitality).

極度乾燥(しなさい)
SuperdryStore.



Culture

Vision:

Culture and creativity thrives.

Ambition:

Internationally renowned for its culture, heritage, food and sport.

Aspiration:

We have a sustainable future for our cultural organisations and buildings.

Action:

Develop a new vision and masterplan for Cheltenham Town Hall that enables a significant increase in our festival and events programme and also create opportunities for Leisure-at Cheltenham to be a sporting hub.

Aspiration:

We understand what makes Cheltenham special and use this as the basis of marketing the town, nationally and internationally.

Action:

Create a new independent delivery model that brings together organisations throughout the town to promote Cheltenham as a world class place to visit, work, study and live.

Aspiration:

We have invested in our public spaces and our heritage.

Action:

Develop a vision for the town centre which delivers investment into the delivery of world class public spaces that link people, businesses and entertainment.





Cheltenham has a strong hospitality offer.

£154 million tourism economy in Cheltenham. Day and staying visitor numbers are growing. 11 restaurants featured in the Michelin 2018 guide, including a 2-star restaurant.



But visitors are not spending as much.

Day and staying visitor spend is declining. Decrease in overseas visitor numbers, against national growth in domestic and overseas visitors to the UK.



Cheltenham has a heritage of historic architecture and beautiful parks.

Cheltenham Central Conservation Area is one of the largest in the country, covering 599 hectares. Five parks and gardens have the Green Flag award, recognising they are among the best in the country.



But there are concerns about funding for cultural assets.



Community

Vision:
People and communities thrive.

Ambition:
Champions physical and mental wellbeing.

Aspiration:
We ensure that all our residents, businesses and visitors feel safe.

Action:
Reduce vulnerability and harm through collaborative working to reduce crime and anti-social behaviour and through a joined-up approach to safeguarding children and adults that will nurture and support those that are most vulnerable through community-based approaches.*

Aspiration:
We increase numbers of affordable, accessible, safe and secure housing.

Action:
A review of options for a step-change in the pace of delivery of housing (including housing that is affordable) and a collective approach to reducing homelessness.*

Aspiration:
We build strong, healthy and inclusive communities.

Action:
Commitment to create socially sustainable communities in both new residential developments and in our existing communities and increase opportunities community-based health and wellbeing projects.



* Action to be given early attention



Cheltenham has a wide range of diverse communities.

11.2% (12,940 people) of the population were born outside the UK, compared to 7.7% for the county and 13.4% nationally (2011 Census).

47% (6,130 people) of these were recent migrants, arriving since 2004.



But some communities that are characterised by ‘multiple deprivation’.

Parts of St. Marks, Hesters Way and St. Pauls are in the 10% most deprived areas nationally (Indices of Multiple Deprivation 2015).



Cheltenham has excellent educational establishments.

Two secondary schools rated as outstanding, three secondary schools rated good. Schools, further education and higher education establishments promoting lifelong learning and celebrating excellent levels of educational attainment.



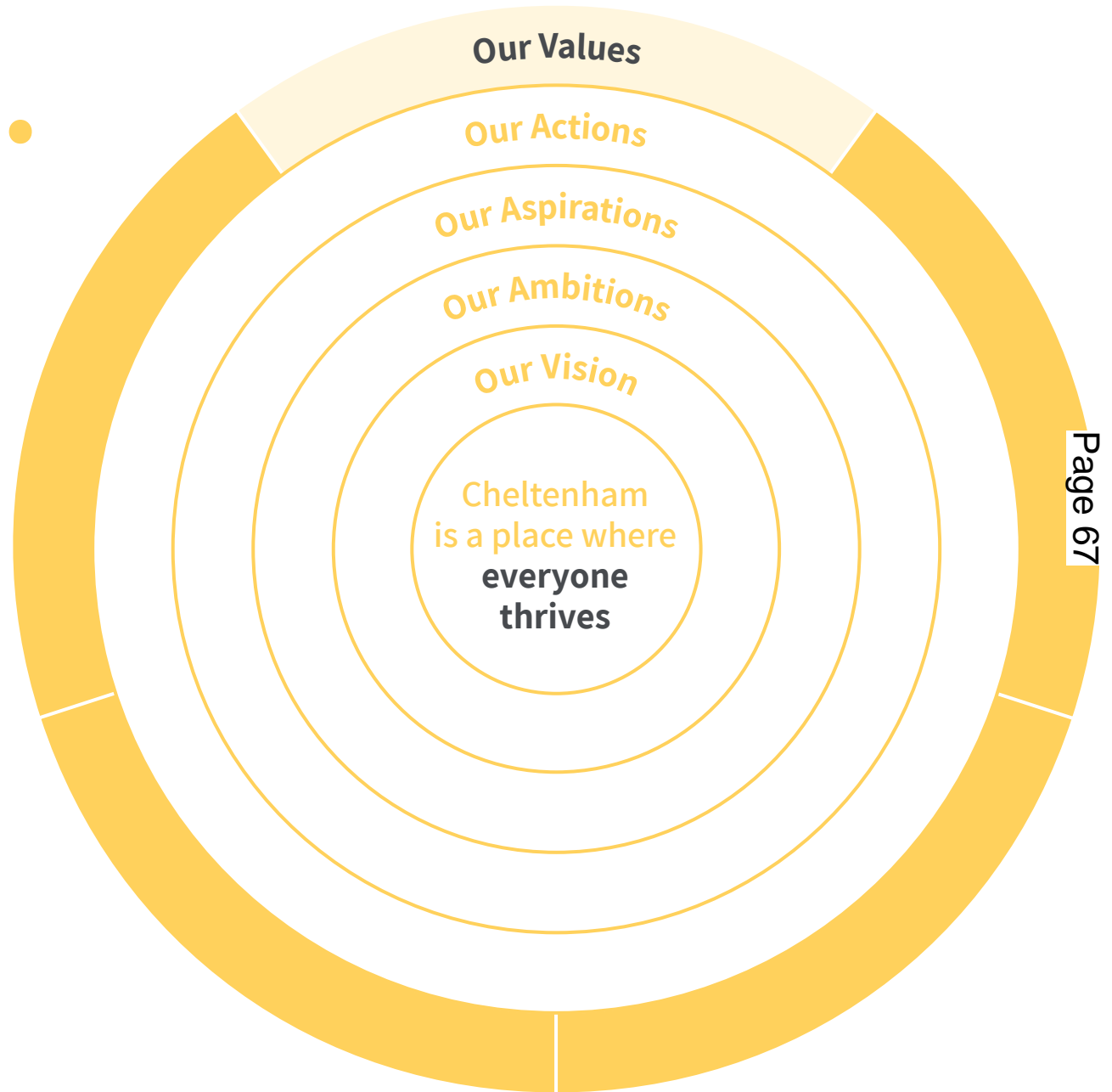
But we are not attracting and retaining young people.

To 2039, Cheltenham is predicted to see an increase of 11,100 over 65s against an increase of 2,100 under 18s.



Our Values.

To guide our actions and our response to long-term challenges, we've identified four values that are challenging and forward-looking, but deeply grounded in Cheltenham's character and history.

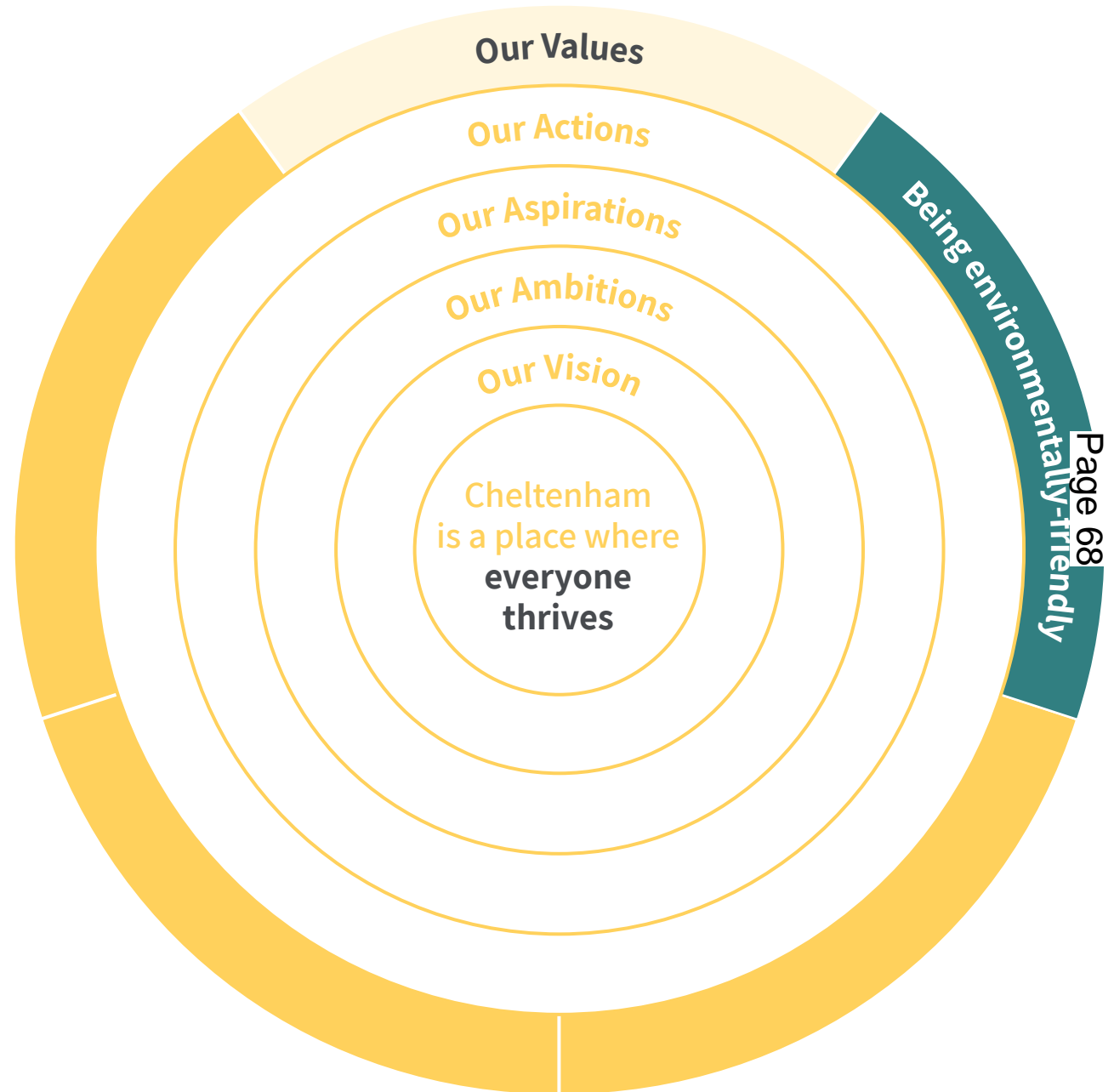


Being environmentally-friendly.

- **Resource-wise**
- **Low-carbon**
- **Bio-diverse**
- **Recycling**

Cheltenham has a long tradition of local environmental action. From the mid-90s, local charity Vision 21 promoted sustainable development in Cheltenham and beyond. Since the 1950s, Cheltenham Civic Society has been active in maintaining the special architectural qualities of Cheltenham and its environment.

Adopting the value of being environmentally-friendly means we recognise that the long-term success of our town relies on protecting and enhancing the environmental resources that underpin it.

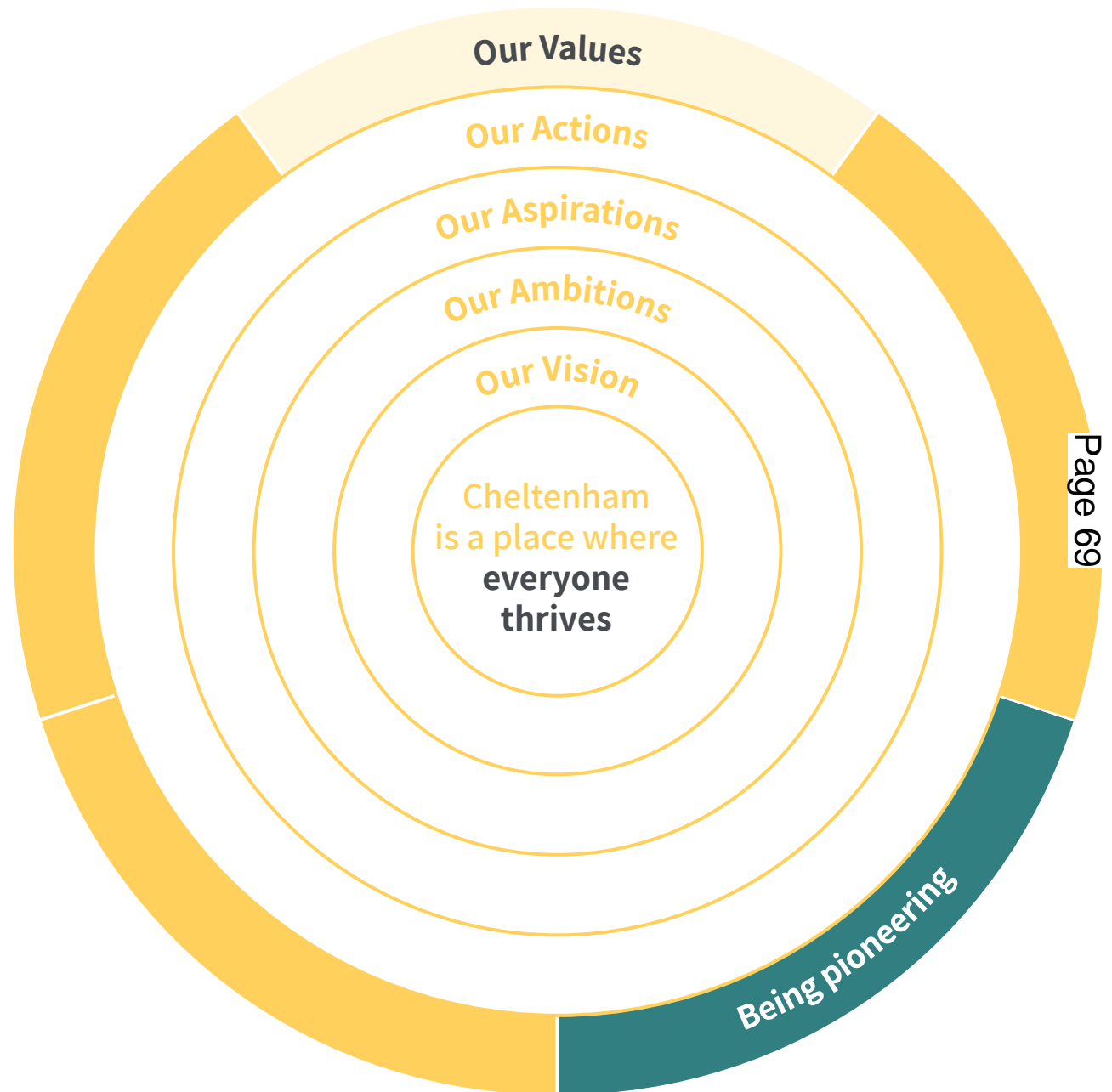


Being pioneering.

- **Enterprising**
- **Creative**
- **Aspirational**
- **Inventive**

A pioneering approach has made Cheltenham the town it is today. Captain Henry Skillicorne took an unassuming village on the edge of the Cotswolds and single-handedly began developing the spa and the town around it. In the late eighteenth century, Edward Jenner sent the first vaccines around the world from here. In the 1940s, George Wilkinson and John Moore began the longest running literature festival in the world. And in 2017, the first start-ups graduated from the GCHQ Accelerator programme.

Cheltenham was founded and thrives on this pioneering spirit. It's natural for us to continue this bold, pioneering attitude to guide our vision.



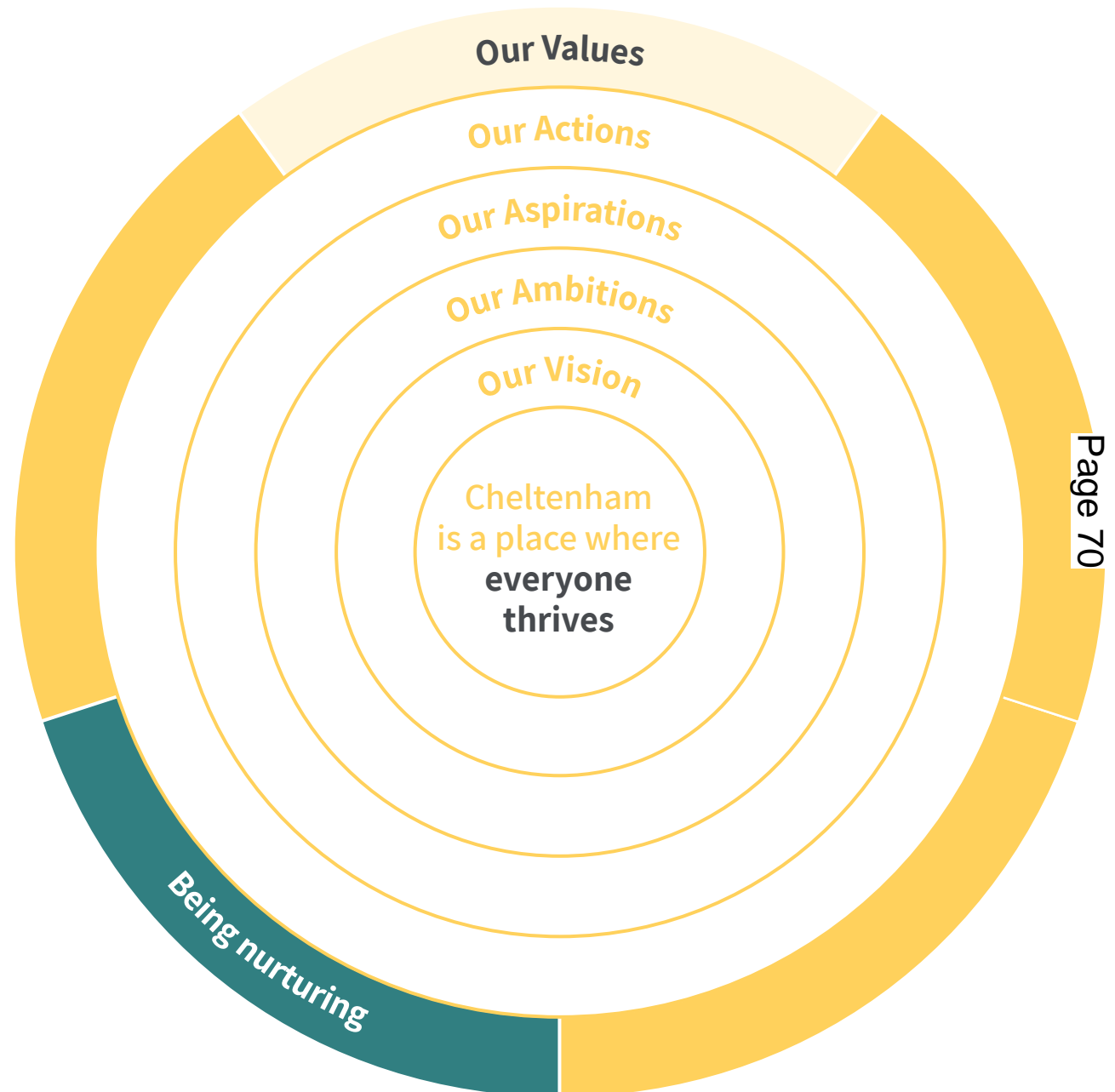
Being nurturing.

- **Enabling**
- **Inspiring**
- **Inclusive**
- **Kind**

Cheltenham is a famously beautiful, historic spa town based on the health giving nature of our waters. It's a nurturing, gracious, green town with broad streets and generous public spaces, fine educational establishments and an exceptional quality of family life.

We're building on and distributing this shared inheritance, through our festivals supporting and nurturing emerging and local talent, our business initiatives and our powerful network of charities.

We'll continue to guide our vision by nurturing, supporting and celebrating the local and visitor economy, our communities and young people.



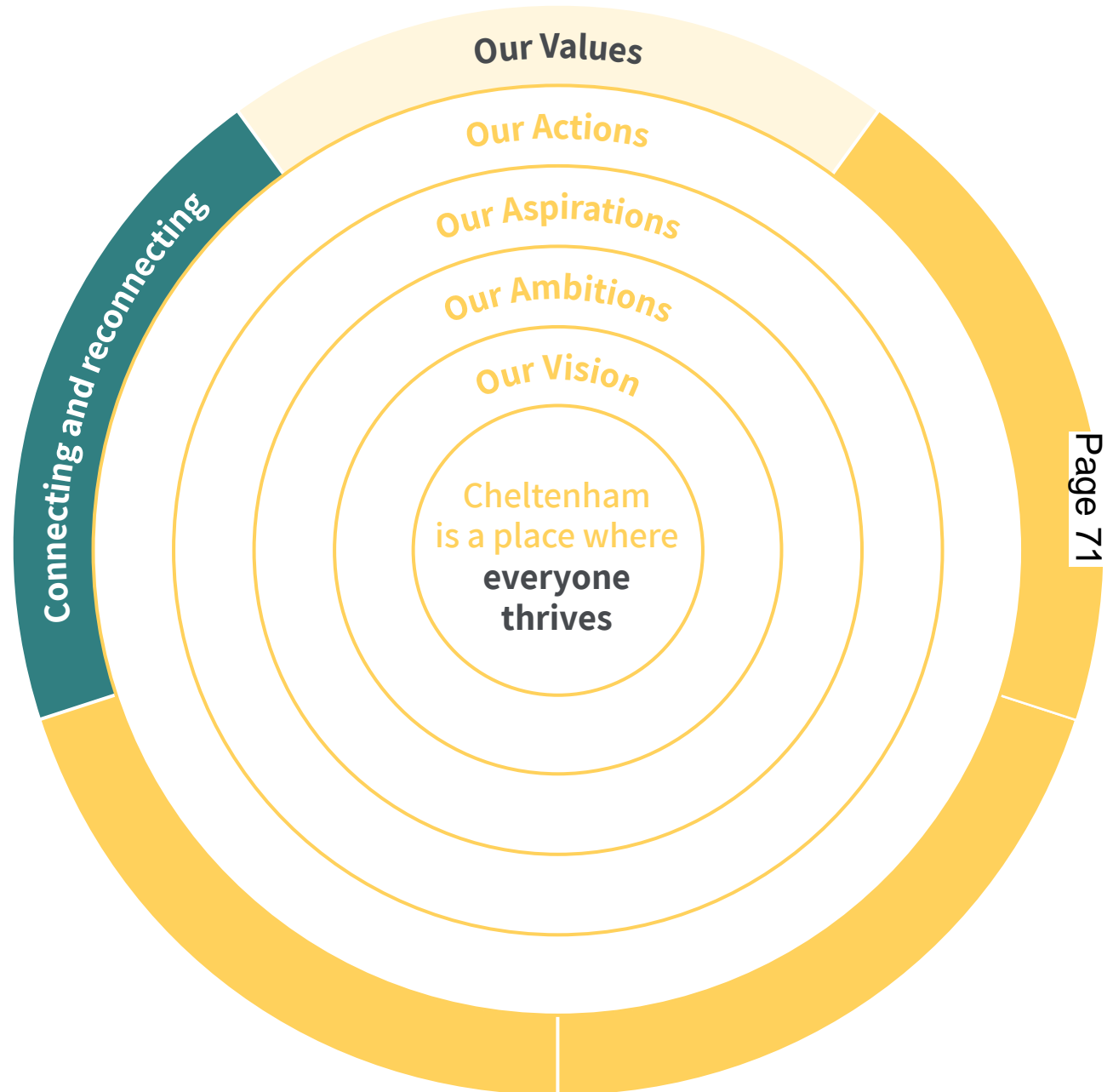
Connecting and reconnecting.

- **Linking**
- **Uniting**
- **Community**
- **Relationships**

Connectivity has always been of real value to our town. With the launch of the Cheltenham Cyber Hub and the influence of GCHQ, our digital and tech connectivity is assured. Cheltenham and Gloucester are the first towns in the UK to trial high street digital hubs.

Our arts, science and sporting festivals create unique opportunities for people to connect with one another, exchange ideas and build relationships.

This value of connectivity guides our vision and gives us a strong platform to explore opportunities, reach out, connect and reconnect everyone to a thriving future.





Measuring our impact.

We want our vision, values, ambitions, aspirations and actions to have a real impact on the businesses, culture and communities of Cheltenham. These are some examples of how can measure our success. Our new place partnership will develop plans on how best to measure our impact.



Businesses and their workforce thrive when:

- Cheltenham has grown its economy and increased its productivity rate.
- The rewards of economic growth are shared inclusively across the town with more local residents and young people having the skills and support to get into employment.
- The number of journeys made by on foot and by bike increases.
- New employment land and premises have been developed to cater for growth in business.



Culture, creativity and our environment thrives when:

- We have achieved 5% growth in the value of the visitor economy year on year from a baseline of £154 million.
- Our festival and events offering is broader, more frequent and more diverse
- We have increased numbers of domestic overnight stays and overseas visitors.
- We have improved the environment of the town centre and this has led to an improvement in our retail rankings



People and our communities thrive when:

- The health and wellbeing of all Cheltenham residents has improved with more opportunities for people to be physically active and more support for those suffering with mental health problems.
- We have helped more people rent or buy housing that meets their needs.
- Cheltenham is known as a safe and friendly, town, accessible to all, where everyone is welcomed.
- There are more opportunities to volunteer, to give time and effort to making Cheltenham and its organisations and communities a better place.



Cheltenham Borough Council

Council – 26 March 2018

Interim corporate strategy action plan 2018-19

Report of the Leader of the Council

Accountable member	Leader of the Council, Cllr. Steve Jordan
Accountable officer	Strategy and Engagement Manager, Richard Gibson
Accountable scrutiny committee	All
Ward(s) affected	All
Key Decision	No
Executive summary	<p>The interim corporate strategy action plan for 2018-19 has been drafted and is now put before full Council for approval. This sets out a range of projects and initiatives where there is a current commitment.</p> <p>It is then proposed that a longer-term corporate strategy is brought back to Council in July 2018 that will set out a longer-term plan of action.</p>
Recommendations	<p>Council approve the interim corporate strategy action plan for 2018-19 (appendix 2) and uses this as a basis for monitoring the Council's performance.</p> <p>Council delegates authority to the Chief Executive, in consultation with the Leader of the Council, to make subsequent changes to the Interim corporate strategy action plan as a result of this Council meeting.</p>
Financial implications	<p>None as a direct result of this report. The corporate strategy has been developed alongside the Medium Term Financial Strategy to ensure that there are sufficient budgets in place to deliver the outcomes as proposed.</p> <p>The corporate strategy will be reviewed on an annual basis to take into account our changing budgetary position.</p> <p>Contact officer: Paul Jones, Chief Finance Officer. E-mail: paul.jones@cheltenham.gov.uk Tel no: 01242 775154</p>

Legal implications	The corporate strategy 2018-19 is the “corporate strategy” for the purposes of the Local Authorities (Functions and Responsibilities) Regulations 2000. The Executive is responsible for preparing the strategy which must then be submitted to and approved by council. Contact officer: Peter Lewis E-mail: Peter.Lewis@teWKesbury.gov.uk Tel no: 01684 272012
HR implications (including learning and organisational development)	Capacity to deliver the strategy will remain a key focus for the Senior Leadership Team. Effective forward planning, use of project management techniques, re-prioritising work streams are some of the tools available to ensure that there is adequate resource available to deliver the strategy. Contact officer: Julie McCarthy Strategic HR & Client Manager E-mail: julie.mccarthy@cheltenham.gov.uk Tel no: 01242 264355
Key risks	We recognise that if the council does not establish prioritised, realistic and achievable ambitions there will be continued pressure on organisational capacity and staff to maintain core services, and a risk of a perception of poor performance due to over-ambitious or ill-informed planning. The Senior Leadership Team is responsible for the management of the risks associated with the delivery of the corporate strategy and where appropriate, risks are included on the corporate risk register. Elected members will have oversight of the corporate risk register through the scrutiny arrangements and through Audit Committee. Specific risk assessments are carried out as part of our programme and project management arrangements.
Corporate and community plan Implications	The corporate strategy sets out the framework for our corporate priorities.
Environmental and climate change implications	The corporate strategy sets out specific actions to fulfil the council’s commitment to reducing carbon emissions and adapting to the impacts of climate change.

1. Introduction

- 1.1** Every year, the council publishes its annual corporate strategy action plan setting out the priority outcomes that the council will be working towards, the priority actions to deliver the outcomes and the key milestones by which progress will be measured.
- 1.2** This year, it is proposed that an interim corporate strategy action plan is brought forward for approval by council in March 2018. This will set out a range of projects and initiatives where there is a current commitment.
- 1.3** It is then proposed that an updated corporate strategy is brought back to Council in July 2018 that will set out a longer-term plan of action and a more robust performance management framework.
- 1.4** The interim corporate strategy action plan for 2018-19 sets out the following:
- The four priority ambitions that we will be working towards;
 - The council’s priority actions to deliver the ambitions;
 - The milestones by which progress will be measured.

2. 2018-19 Corporate Strategy Alignment

- 2.1** The two key strategic documents that have helped shape this year's corporate strategy are the draft place strategy and the council's medium term financial strategy.

3. Draft Place Strategy

- 3.1** This year, the council has been facilitating the preparation of a place strategy for Cheltenham which sets out a shared vision for Cheltenham for the kind of town we want Cheltenham to be in the future. The vision is that Cheltenham is a place:

- Where all our people and the communities they live in thrive;
- Where culture and creativity thrives, celebrated and enjoyed throughout the year;
- Where businesses and their workforces thrive; and
- Where everyone thrives.

3.2 Place ambitions and aspiration

- 3.3** The place strategy sets out three ambitions for Cheltenham, supported by nine aspirations. It is proposed that these form the framework for the 2018-19 corporate strategy together with a fourth internal transformation ambition.

- 3.4** The proposed corporate framework is therefore as follows:

- Cheltenham enables business growth by being better connected.
- Champions physical and mental wellbeing
- Cheltenham is internationally renowned for its culture, heritage, food and sport.
- Cheltenham Borough Council contributes to a thriving Cheltenham and delivers excellent services to its customers

- 3.5** By aligning our corporate planning framework to the place strategy framework we are making a powerful statement in support of the place strategy and providing more detail about how the place ambitions and aspirations will get delivered.

4. The council's medium term financial strategy

- 4.1** The council's medium term financial strategy sets out plans for achieving £3.3m worth of savings and/or income growth over the next four years. The four areas where efforts will be focused will be:

- Place and Economic Development Division
- Organisational Change
- Finance and assets
- Use of reserves

- 4.2** Again these themes are referenced in the action plan.

5. Next Steps

- 5.1** The corporate strategy sets out our intended milestones associated with the four ambitions and provides the basis for monitoring the council's performance.

- 5.2** To promote accountability, the Senior Leadership Team will receive quarterly performance reports that will set out progress made against corporate strategy milestones.

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

5.4 After the elections, work will begin on developing the longer-term corporate strategy and performance framework with the intention of bringing in back to full council in July. This will include involving members through overview and scrutiny and through other meetings as appropriate.

Report author	Richard Gibson Strategy and Engagement Manager 01242 235354 richard.gibson@cheltenham.gov.uk
Appendices	<ol style="list-style-type: none">1. Risk assessment2. Interim Corporate Strategy action plan 2018-19

Risk Assessment

Appendix 2

The risk				Original risk score (impact x likelihood)			Managing risk			
Risk ref.	Risk description	Risk Owner	Date raised	I	L	Score	Control	Action	Deadline	Responsible officer
CR75	CR75 - If capacity to deliver key projects is achieved by diverting necessary resources away from either core services or other provider commitments, then there is a risk of not being able to deliver all of the business as usual expectations including a failure to comply with internal controls that could in turn impact on our reputation and finances	Pat Pratley		3	3	9	Reduce	Service managers and project managers are responsible for identifying capacity shortfalls and escalating those that cannot be resolved. Currently reviewing whether any further systematic action is needed.	June 2018	Pat Pratley

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CHEL TENHAM

BOROUGH COUNCIL

Interim Corporate Strategy Action Plan 2018-19

Draft for Council

March 2018

Introduction

Every year, the council publishes its annual corporate strategy action plan setting out the priority outcomes that the council will be working towards, the priority actions to deliver the outcomes and the key milestones by which progress will be measured.

This year, it is proposed that an interim corporate strategy action plan is brought forward for approval by council in March 2018. This will set out a range of projects and initiatives where there is a current commitment.

It is then proposed that an updated corporate strategy is brought back to Council in July 2018 that will set out a longer-term plan of action together with a more robust performance management framework.

2018-19 Corporate Strategy Alignment

The two key strategic documents that have helped shape this year's corporate strategy are the draft place strategy and the council's medium term financial strategy.

Draft Place Strategy

This year, the council has been facilitating the preparation of a place strategy for Cheltenham which sets out a shared vision for Cheltenham for the kind of town we want Cheltenham to be in the future. The vision is that Cheltenham is a place:

- Where all our people and the communities they live in thrive;
- Where culture and creativity thrives, celebrated and enjoyed throughout the year;
- Where businesses and their workforces thrive; and
- Where everyone thrives.

The place strategy sets out three ambitions for Cheltenham, supported by nine aspirations. It is proposed that these form the framework for the 2018-19 corporate strategy together with a fourth internal transformation ambition.

By aligning our corporate planning framework to the place strategy framework we are making a powerful statement in support of the place strategy and providing more detail about how the ambitions and aspirations will get delivered.

The medium term financial strategy

The council's medium term financial strategy sets out plans for achieving £3.3m worth of savings / income growth over the next four years. The four areas where efforts will be focused will be:

- Place and Growth
- People and Change
- Finance and assets
- Use of reserves

Again these themes are referenced in the action plan.

Vision		Ambitions	Supporting aspiration
Cheltenham is a place where everyone thrives	Businesses and their workforce thrive	Cheltenham enables business growth by being better connected.	Education and skills pathways connect our primary, secondary, further education and higher education to our growing jobs market.
			We have improved connectivity including our cycling, walking, public transport and digital infrastructure.
			We have facilitated more flexible business space to help grow our economy and connect local residents to growth
	People and communities thrive	Champions physical and mental wellbeing	We ensure that all our residents, businesses and visitors feel safe.
			We increase numbers of affordable, accessible, safe and secure housing
			We build strong, healthy and inclusive communities
	Culture and creativity thrive	Internationally renowned for its culture, heritage, food and sport.	We have a sustainable future for our cultural organisations and buildings.
			We have invested in marketing the town, nationally and internationally.
			We have invested in our public spaces and our heritage.
Cheltenham Borough Council contributes to a thriving Cheltenham and delivers excellent services to its customers			<p>Financial stability: The council works to a sustainable financial plan that responds to continuing uncertainty in the local government financial landscape.</p> <p>People: The Council's customers will have access to services in a way that is modern, easy and convenient for them</p> <p>The council's staff will have the necessary competencies, skills, behaviours and capabilities to deliver excellent services to its customers.</p> <p>The council's will build and maintain healthy and productive relationships with a wide-range of partners.</p> <p>Assets The council uses its assets and infrastructure in a way that supports the place strategy vision and ambitions, whilst also maximising any returns to help deliver a sustainable financial plan.</p>

Meeting needs in our communities

The corporate strategy constitutes the council's Crime Reduction Strategy to comply with Section 17 of the Crime and Disorder Act 1998. The Act places a statutory duty on CBC to work together in partnership to formulate and implement local crime reduction strategies. Along with the Cheltenham Partnership's action plan and the services and projects set out in the action plan we have a well-rounded approach to reducing crime and the fear of crime in Cheltenham.

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

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

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

Listening and responding to a wide-range of communities.

Our commitment

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

Actions

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

Promoting fair access to our services

Our commitment

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

Actions

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

Ensuring fair employment practices

Our commitment

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

Actions

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

Businesses and their workforce thrive

CBC Business as usual that supports this vision:

- Open for business approach with an emphasis on joining up regulatory services and delivering coordinated advice and support;
- Promotion of pre-application service, including option for fast tracking applications;
- Developing and implementing the Economic Development Action Plan;
- Aligning the Council's Investment Plan to support the delivery of economic growth and place strategy ambitions;
- Planning Committee training;
- Cheltenham Development Task Force;
- 'Better Business for All' Gloucestershire and sustainable service delivery;
- Health, Safety & Wellbeing at Work interventions/projects; food safety interventions; food hygiene rating scheme; environmental protection; planning and licensing consultations;
- Licensing and community safety; and
- Building control.

Place Vision	Place ambition and supporting aspirations	Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Cabinet Lead
Businesses and their workforce thrive	Cheltenham enables business growth by being better connected.	Bring forward the Cheltenham Plan – the local development plan for Cheltenham which will include polices to support growth and protect the environment and contribute to the delivery of the Place Strategy.	Cheltenham Plan Examination	May 2018	Tracey Crews	Leader of the Council
		Facilitating the delivery of the UK cyber security centre.	Planning application receipt for UK Cyber Park	Expected June 2018	Tracey Crews	Cabinet Member Development & Safety
		Devise a clear action plan for delivery of economic development.	Economic Development Action Plan considered by cabinet	July 2018	Tracey Crews	Leader of the Council
	Education and skills pathways connect our primary, secondary, further education and higher education to our growing jobs market.	Direct engagement with Employment and Skills Board, schools, colleges and University to consider practical actions to support priorities of Cheltenham Place Strategy and Economic Development Action Plan.	Agreed priorities with Learning and Skills Board	Sept 2018	Tracey Crews	Leader of the Council
We have facilitated more flexible business space to help grow our economy and connect local residents to growth.	West Cheltenham Pre Application engagement. Growth Deal 3 funding Agreed to enable suitable access and delivery of transport capacity to facilitate the opening up of West Cheltenham JCS Strategic allocation.	Submission of outline application	June 2018	Tracey Crews	Cabinet Member Development & Safety	
		Detailed application and determination Cyber Park open	December 2018 2020/21	Cliff Naylor		

We have improved connectivity including our cycling, walking, public transport and digital infrastructure.	Implement Phase 4 of Cheltenham Transport Plan – the trial closure of Boots corner and monitor the impact.	Boots Corner Trial starts	June 2018	Tim Atkins	Cabinet Member Development & Safety
	Commission consultants to support delivery of a borough wide transport plan – Connecting Cheltenham, with a focus on modal shift, accessibility and bus connectivity.	Procurement	March 2018	Tracey Crews/Cliff Naylor	
	Keep the implementation of the car parking strategy under review.	Report to Cabinet	December 2018		
	Develop action plan and timetable for delivery of the Staff Green Travel Plan.	Revised parking strategy action plan	September 2018	Mike Redman	
A strategic approach and governance is put in place to manage Community Infrastructure Levy (CIL) to support the delivery of infrastructure to enable the growth identified in the JCS and Cheltenham Plan.	Community Infrastructure Levy Examination and adoption.	Regent Arcade system upgrade	September 2018	Mike Redman	Cabinet Member Development & Safety
		Phase 2 action plan agreed	March 2019	Mike Redman	
We understand the challenges for retail in terms of demand for new floor space, impact of online activities, role and position of Cheltenham within wider region.	Review of retailing across Gloucester, Cheltenham and Tewkesbury as part of the early review of the JCS.	Report to Exec Board	March 2019		Leader of the Council
		Commission JCS retail review	March 2018	Jonathan Dibble	
		Final version of retail evidence, including engagement and policy drafting	Spring 2019		

People and communities thrive

CBC Business as usual that supports the vision:

- Embedding of principles set out in Social Sustainability model with all relevant teams negotiating development;
- Engagement with parish councils and identified forums on spending priorities of neighborhood element of Community Infrastructure Levy;
- Inspiring families project; supporting vulnerable children and families;
- Big Local project – resident-led project working in St. Peters and the Moors;
- Community development support for geographic communities and communities of interest including community pride grants and support for community-based events;
- Housing enabling, client side for CBH;
- Food safety, licensing, air quality, infectious disease investigations, private water supplies, contaminated land, statutory nuisance;
- Community safety activities including responding to anti-social behaviour;
- Licensing of HMOs, Housing Standards, Lifetime Homes;
- CBC's role in private sector housing and new housing provision; and
- Implementing agreed safeguarding policy.

Place Vision	Place ambition and supporting aspirations	Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Cabinet Lead
People and communities thrive	Cheltenham champions physical and mental wellbeing for all.	Commitment to working with Active Gloucestershire on delivering three Gloucestershire Moves projects in Cheltenham: <ul style="list-style-type: none"> • Reducing risk from older people falling • Primary school physical activity • Development of walking/cycling support 	Review of year 1 approach to inform year 2	March 2019	Richard Gibson	Cabinet Member Healthy Lifestyles
		Oakley health and wellbeing project as funding by the Gloucestershire Prevention and Self-Care Board.	Appointment of coordinator Implementation of projects Monitoring and evaluation	April 2019 April 2019 March 2019	Richard Gibson	Cabinet Member Healthy Lifestyles
		Provide Changing Places accessible toilet facilities for people with complex disabilities.	Secure funding for two changing places facilities Provide Changing Places facility at Pittville park Provide Changing Places facility at a town centre location	April 2018 May 2018 July 2018	Mark Sheldon	Cabinet Member Clean and Green Environment
		Collective action to protect and improve Cheltenham's air quality.	Feasibility study to inform future air quality measures eg clean air zone (subject to Defra funding)	July 2018	Sarah Clark	Cabinet Member Clean and Green Environment
			Review the Air Quality Management Area (AQMA) and associated Air Quality Action Plan (AQAP).	Oct 2018	Sarah Clark	

Place Vision	Place ambition and supporting aspirations	Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Cabinet Lead
	We increase numbers of affordable, accessible, safe and secure housing.	A review of options for a step-change in the pace of the delivery of housing (including housing that is affordable) and a collective approach to reducing homelessness.	Key delivery mechanism confirmed and funding approach agreed	Sept 2018	Tim Atkins	Cabinet Member Housing
		Housing and homelessness strategy 2018-2023; key outcomes and priorities will be identified and delivery will be supported by a detailed action plan for the year ahead.	Consultation Consideration by Cabinet	April – May 2018 Summer 2018	Martin Stacy	Cabinet Member Housing
		Review of the Estates Regeneration approach in West Cheltenham.	Consideration by Cabinet	Nov 2018	Cliff Naylor/Martin Stacy	Cabinet Member Housing
		A review of the Severe Weather Protocol for rough sleepers.	Initial discussions will be with district authority partners to consider whether county-wide alignment is possible	Dec 2018	Martin Stacy	Cabinet Member Housing
		Explore opportunities to introduce contactless donation points to support homelessness charities.	Funding and terms agreed with facilitator/provider	Dec 2018	Martin Stacy	Cabinet Member Housing
	We ensure that all our residents, businesses and visitors feel safe.	Ensure that safeguarding is embedded across all areas of the council's business for staff and elected members including; recruitment, training and awareness-raising, service delivery, policy development, procurement and communications.	Adopting quality assurance safeguarding framework across all our service areas.	June 2018	Tracy Brown	Cabinet Member Housing (Safeguarding member champion)
		Lead a partnership approach to safeguarding children and adults that will nurture and support those that are most vulnerable through strengths-based approaches.	Agreed partnership action plan for vulnerable young people	July 2018	Tracy Brown	
		Solace Implementation and Review (a partnership between Cheltenham Borough Council, Gloucester City Council and Gloucestershire Constabulary to prevent and address high and medium antisocial behaviour with partners and communities, with a particular focus on vulnerability and risk).	Briefings to Members, partners, staff and communities	July 2018	Sarah Clark	Cabinet Member Development & Safety
			Public launch of Solace	July 2018	Sarah Clark	
		Town Centre security: Co-create a town centre multi-agency engagement team that uses strength-based approaches to prevent and reduce antisocial behaviour and low-level crime (subject to funding)	Approval of Action Plan and Performance Framework Secure funding	Sept 2018 Dec 2018	Sarah Clark Mike Redman	Cabinet Member Development & Safety
Town Centre CCTV	Town Centre CCTV upgrade to digital	March 2019	Louis Krog			

Place Vision	Place ambition and supporting aspirations	Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Cabinet Lead
	We build strong, healthy and inclusive communities.	Facilitate a range of community building and celebration events to promote inclusion and reduce incidents of hate related crime	Midsummer Fiesta World Mental Health Day Inter-faith 16 days of action Holocaust Memorial Day 2018 International Women's Day	July 2018 Oct 2018 Nov 2018 Nov 2018 Jan 2019 Mar 2019	Richard Gibson	Cabinet Member Healthy Lifestyles
		Work through the Communities Partnership to facilitate delivery of projects in four communities; Oakley, St. Pauls, The Moors, Hesters Way / Springbank	Agreed action plan for the four geographic communities	November 2018	Richard Gibson / Tracy Brown	Cabinet Member Healthy Lifestyles
		Work through the Communities Partnership to facilitate delivery of projects to support priority communities of interest that are at risk of vulnerability and harm; Young People at risk of exclusion, people on benefits who are transitioning to universal credit, groups that are vulnerable to hate crime, Older people dependent on social care	Agreed action plan for the four communities of interest	November 2018	Richard Gibson / Tracy Brown	Cabinet Member Healthy Lifestyles
		Bring forward an article 4 direction for St. Pauls that will remove permitted development rights for the conversion of single dwellings into HMOs	Article 4 issued	March 2019	Philip Stephenson	Cabinet Member Development & Safety

Culture and creativity thrive

CBC Business as usual that supports the vision:

- Environmental cleanliness, maintenance and enforcement;
- Working towards more sustainable maintenance and planting practices and delivery of identified European Structural and Investment Funds (ESIF) projects;
- Protect and enhance our natural and built places (eg land/air/water quality and enviro-crime investigations);
- Refresh approach to engagement on public art in-line with recommendations of Public Art Strategy agreed 2017;
- Continue to encourage and facilitate community participation in park management and maintenance, AONB active land management;
- Management Agreement with the Cheltenham Trust;
- Green Space management;
- Urban Design, Landscape Architecture Heritage, Arboriculture;
- Delivery of 5-year visitor economy strategy.

Place Vision	Place ambition and supporting aspirations	Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Cabinet Lead	
Culture and creativity thrive	We have an international reputation for our year round programme of cultural, heritage and & sporting events.	Develop a coordinated approach to our events programme including exploring commercial opportunities.	Undertake infrastructure improvements	Dec 2018	Tracey Crews	Cabinet Member Finance	
		Organise a programme of events to mark the Centenary Commemorations of the end of World War 1.	Programme of events published	March 2018	Mark Sheldon	Cabinet Member Healthy Lifestyles	
			WW1 Website launched	April 2018			
			Partnership events	April-Nov 2018			
			War memorial Interpretation Board installed	May 2018			
		Deliver a community cycling event in 2018.	Project initiation	May 2018	Tracey Crews	Cabinet Member Finance	
			Event	Sept 2018			
		Develop a business case for a major cycling event for 2019.	Bring forward the business case	Oct 2018	Tracey Crews	Cabinet Member Finance	
		We have invested in our public spaces and our heritage.	Deliver the High Street East Public Realm project.	Delivery of phase 1	September 2018	Tracey Crews	Cabinet Member Development & Safety
				Agreement of funding & of delivery programme for phase 2	September 2018		
Work towards more sustainable maintenance and planting practices.	Introduction of mixed public realm planting schemes (perennial & annual) to reflect new trends and sustainability		June 2018	Mark Sheldon	Cabinet Member Clean and Green Environment		

	We have a sustainable future for our cultural organisations and buildings.	Develop a new vision and masterplan for Cheltenham Town Hall.	Report to cabinet to gain agreement to a preferred option for the masterplan	July 2018	Mark Sheldon	Cabinet Member Healthy Lifestyles
		Complete the Leisure-at redevelopment project to create a vibrant sport, fitness and play destination.	Complete Phase 1 redevelopment	May 2018	Mark Sheldon	
			Complete phase 2 (splash-pad) redevelopment	Aug 2018		
	We have invested in marketing the town, nationally and internationally.	Deliver an agreed approach to events and experiences.	Review of delivery via Tourism Partnership	Sept 2018	Tim Atkins	Leader of the Council
		Bring forward options for the governance and operating model for marketing, promotion and events in Cheltenham.	Options paper to cabinet	Sept 2018	Tim Atkins	
			Undertake a review of the Tourist Information Centre.	Business model options and recommendations to Cabinet	July 2018	Tim Atkins
		Implementation of preferred option		March 2019		

Cheltenham Borough Council contributes to a thriving Cheltenham and delivers excellent services to its customers

Business as usual that supports the vision:

Agreement with Publica for delivery of ICT services, human resources, health and safety, transactional financial services and procurement;
 Asset management, property management;
 Reception, telephony, custodian services, post-room, income processing and car park income collection;
 Council tax, housing benefits;
 Project and programme management, customer complaints, freedom of information requests, systems thinking, client-side;
 Committee management, member liaison;
 Electoral register and elections.

CBC Ambition and supporting aspiration	Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Cabinet Lead
Cheltenham Borough Council contributes to a thriving Cheltenham and delivers excellent services to its customers					
<u>Financial stability:</u> The council works to a sustainable financial plan that responds to continuing uncertainty in the local government financial landscape.	Invest in Cheltenham’s development to ensure long-term housing, employment and infrastructure needs are met. Ensure existing and new assets make a direct contribution towards service delivery, place-making and economic growth / regeneration. Undertake a LGA Peer Challenge.	Agreement to a revised Capital and Investment Strategy	Feb 2019	Paul Jones	Cabinet Member Finance
		Prepare self-assessment	Sept 2018	Pat Pratley	Leader of the Council
		Peer Review Team on-site	Nov 2018		
		Feedback	Dec 2018		
<u>People:</u> The council’s staff will have the necessary competencies, skills, behaviours and capabilities to deliver excellent services to its customers.	Deliver the organisational development programme to create a modern workplace with a sustainable future operating model.	People strategy - development and approval	Dec 2018	Pat Pratley / Ann Wolstencroft	Leader of the Council
		Customer & Digital strategy – development and approval	Dec 2018		
		Organisational design blueprint – development and approval	Dec 2018		

		Conclude the review of the service management structure (phase 2)	March 2019		
		Introduce wellbeing champions across the council	Sept 2018		
The Council's customers will have access to services in a way that is modern, easy and convenient for them.	Develop the Better Business for All (BBfA) partnership which provides a holistic link between local businesses and the support and regulatory functions of the council and explore and implement sustainable service delivery options (eg consultancy).	Wider range of business support related services will be made available	Apr 2018	Sanjay Mistry	Cabinet Member Development & Safety
		Review & evaluation of BBfA activities through partnership meetings	March 2019	Sanjay Mistry	
	Implement the Committee room sound system improvement project.	Report to cabinet on preferred option	April 2018	Rosalind Reeves	Cabinet Member Corporate Services
		Implementation of preferred option	Sept 2018		
	Ensure the council complies with the new General Data Protection Regulations (GDPR) coming into force in May 2018	Each service area to have developed and be implementing their actions plans	Mar 2019	Mark Sheldon	Cabinet Member Corporate Services
Waste & Recycling Review: <ul style="list-style-type: none"> • Further route optimisation/balancing • Contract and Financial Management reviews • Waste Management Policy update • Analysis of operating processes - CBC/Ubico/JWT 	Production of Project Initiation Documentation	March 2019	Tim Atkins	Cabinet Member Clean and Green Environment	
The council's will build and maintain healthy and productive relationships with a wide-range of partners .	Create place governance partnership and cultural partnership to help deliver the place vision. Continue support for the Communities Partnership.	New place and cultural partnerships in place	Sept 2018	Richard Gibson	Leader of the Council
	The council will contribute to shaping the Gloucestershire 2050 Vision.	Facilitate a workshop with members	June 2018	Pat Pratley	

<p><u>Assets</u> The council uses its assets and infrastructure in a way that supports the place strategy vision and ambitions, whilst also maximising any returns to help deliver a sustainable financial plan.</p>	Cemetery and Crematorium project.	Open Cheltenham's new crematorium	May 2019	Mike Redman	Cabinet Member Clean and Green Environment
		Review options for the future use of the Victorian chapels and develop a plan for their future viability	Dec 2018	Mike Redman	
	Progress the Accommodation Strategy to ensure the council has fit for purpose office accommodation.	Progress update	March 2019	Mark Sheldon	Cabinet Member Finance
	Progress the ambitious plans for the re-development of the Municipal Offices.	Progress update	March 2019	Mark Sheldon	
	Depot Rationalisation project.	Determine the masterplan for optimum use of site	March 2019	Mark Sheldon	
Determine the future of the Arle Nursery site.	Consider long term future & viability	July 2018	Mark Sheldon		

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Cheltenham Borough Council

Council – 26 March 2018

Council Diary September 2018 to August 2019

Accountable member	Cabinet Member Corporate Services, Councillor Roger Whyborn
Accountable officer	Democratic Services Manager, Rosalind Reeves
Accountable scrutiny committee	Not applicable
Ward(s) affected	All
Significant Decision	No
Executive summary	<p>The proposed diary of Council meetings for September 2018 to August 2019 is attached as Appendix 1.</p> <p>The dates and times for the Cabinet are shown for information only as it is for the Leader of the Council to determine the Cabinet meeting dates. However, they follow the pattern of time and frequency followed in previous years.</p> <p>If it is necessary to make any subsequent amendments to the draft diary, these will be reflected in the published diary.</p>
Recommendations	<p>I therefore recommend that</p> <p>1. The draft Council Diary of meetings for September 2018 – August 2019 be approved.</p>

Financial implications	<p>No Financial Implications</p> <p>Contact Officer: Paul Jones, Tel 01242 264 123 E-mail paul.jones@cheltenham.gov.uk</p>
Legal implications	<p>No specific legal implications arising from the recommendation</p> <p>Contact Officer: Peter Lewis, Tel 01684 272012 E-mail peter.lewis@teWKesbury.gov.uk</p>

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

1. Background

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

- As far as possible meetings of a particular committee are scheduled on the same day of the week.
- With the occasional exception of the regulatory Planning and Licensing meetings, Easter, August and Whitsun half terms and Friday evenings will be avoided wherever possible.
- Evening meetings have been scheduled for 6 pm to facilitate Members' attendance after the working day.
- The start time for planning view meetings is again omitted to give greater flexibility in arranging an appropriate start time dependent on the time of the year and number of sites to be visited.
- Three regular meetings of the Standards Committee have been scheduled in the diary per year. Due to the nature of the committee, there may be a need for ad hoc meetings during the year to deal with specific issues or for meetings to be rescheduled.
- The dates and times for the Cabinet are shown for information only as it is for the Leader of the Council to determine the Cabinet meeting dates. However, they follow the pattern of time and frequency followed in previous years.
- Generally, once a working group has been established it will be permitted to schedule meetings at a time to suit those members involved so working group meetings are not included in the diary.
- Eight meetings have been scheduled for Overview and Scrutiny Committee. These are

timetabled to cover key events during the year likely to require scrutiny involvement including the budget consultation, review of the corporate strategy and agreeing the annual work plan.

2. Consultation and Feedback

- 2.1 The draft diary was circulated to Councillors and Officers in February as part of the consultation and feedback was also sought from Cheltenham Borough Homes to avoid any clashes and a few minor changes made.
- 2.2 As requested, provisional dates have been included for the Informal Cabinet meetings. These, however, are subject to change and can be rescheduled as the Cabinet sees fit.
- 2.3 Generally, once a working group has been established it will be permitted to schedule meetings at a time to suit those members involved. The Asset Management and Treasury Management working group meetings are included in the diary but others will be set up as required.
- 2.4 Regarding Council meetings, a June and July Council meeting has again been scheduled for 2019 to avoid too long a gap from the March meeting; however, if both are not required then one will be cancelled.
- 2.5 Consideration has been given to party conference dates and meetings avoided during these times as far as possible. For reference, party conference dates are as follows:-
Lib Dem – 15th – 18th September, Conservative – 30th September - 3rd October 2018.

3. Performance Management – Monitoring and Review

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

Report author	Rosalind Reeves E-mail rosalind.reeves@cheltenham.gov.uk Tel 01242 774937
Appendices	1. Risk Assessment 2. Draft Council Diary September 2018 – August 2019

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	I	L	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
	If the dates for Council meetings are not fixed by the Council before the start of or at the first meeting in the New Municipal Year then the Council will not be meeting the requirements of the Constitution.	DSM	2018	3	2	6	Reduce	Approve the diary at the March meeting of Council	March 18	Democratic Services Manager	
	If dates for other meetings are not scheduled in advance there could be problems in arranging meetings in terms of Member, officer and facilities.	DSM	2018	3	2	6	Reduce	Approve the diary with a full list of meetings as early as possible.	Mar18	Democratic Services Manager	

September 2018

Start of School Term 1		
<i>(please note the school term dates and holidays listed in the diary are those set by Gloucestershire County Council and may vary for individual schools)</i>		
Monday 3		
Tuesday 4		
Wednesday 5	Licensing – Full	6.00pm
Thursday 6		
Friday 7		
Monday 10	Overview and Scrutiny	6.00pm
Tuesday 11	Cabinet	6.00pm
Wednesday 12	CBH Audit and Risk	5.00pm
Thursday 13	Members Seminar	6.00pm
Friday 14		
Monday 17		
Tuesday 18	Planning View	
Wednesday 19	Audit	6.00pm
Thursday 20	Planning	6.00pm
Friday 21		
Monday 24	Treasury Management Panel	6.00pm
Tuesday 25	Informal Cabinet	6.00pm
Wednesday 26	Public Art Panel CBHS Board HWRC CBH BOARD HWRC	6.00pm 4.30pm 5.30pm
Thursday 27	Asset Management Working Group	6.00pm
Friday 28		

October 2018

Monday 1		
Tuesday 2	Appointments	6.00pm
Wednesday 3	Licensing – Miscellaneous	6.00pm
Thursday 4	Budget Scrutiny Working Group	6.00pm
Friday 5		
Monday 8	<i>Deadline for Council Motions</i>	<i>12 noon</i>
Tuesday 9	Cabinet	6.00pm
	<i>Deadline for Council Questions</i>	<i>12 noon</i>
Wednesday 10		
Thursday 11	Members Seminar	6.00pm
Friday 12		
Monday 15	Council	2.30pm
Tuesday 16	Planning View	
	Informal Cabinet	6.00pm
Wednesday 17	Standards	2.00pm
	CBH ANNUAL GENERAL MEETING HWRC	5.00pm
	BOARD HWRC	5.30pm
Thursday 18	Planning	6.00pm
Friday 19		
School Half Term All Week		
Monday 22		
Tuesday 23		
Wednesday 24		
Thursday 25		
Friday 26		
Start of School Term 2		
Monday 29	Overview and Scrutiny	6.00pm
Tuesday 30		
Wednesday 31		
Thursday 1		
Friday 2		

November 2018

Monday 5		
Tuesday 6	Cabinet	6.00pm
Wednesday 7	Licensing - Miscellaneous	6.00pm
Thursday 8		
Friday 9		
Saturday 10		
Sunday 11	Remembrance Sunday	
Monday 12	Members Seminar	6.00pm
Tuesday 13		
Wednesday 14	CBH Audit & Risk CH	5.00pm
Thursday 15	Asset Management Working Group	6.00pm
Friday 16		
Monday 19	Treasury Management Panel	6.00pm
Tuesday 20	Planning View Informal Cabinet	6.00pm
Wednesday 21		
Thursday 22	Planning	6.00pm
Friday 23		
Monday 26	Overview and Scrutiny	6.00pm
Tuesday 27		
Wednesday 28	Public Art Panel CBH Board HWRC	6.00pm 5.30pm
Thursday 29		
Friday 30		

December 2018

Monday 3	<i>Deadline for Council Motions</i>	<i>12 noon</i>
Tuesday 4	Cabinet	6.00pm
	<i>Deadline for Council Questions</i>	<i>12 noon</i>
Wednesday 5	Licensing - Full	6.00pm
Thursday 6	Appointments	6.00pm
Friday 7		
Monday 10	Council	2.30pm
Tuesday 11	Informal Cabinet	6.00pm
Wednesday 12	CBH BOARD AWAY DAY	12-6pm
Thursday 13	Members Seminar	6.00pm
Friday 14		
Monday 17		
Tuesday 18	Cabinet (Budget Proposals)	6.00pm
	Planning View	
Wednesday 19		
Thursday 20	Planning	6.00pm
Friday 21		
Start of School Christmas Holidays		
Monday 24		
Tuesday 25	Christmas Day	
Wednesday 26	Boxing Day	
Thursday 27		
Friday 28		
School Christmas Holidays		
Monday 31		

January 2019

Tuesday 1	Bank Holiday	
Wednesday 2	Licensing – Miscellaneous	6.00pm
Thursday 3		
Friday 4		
Start of School Term 3		
Monday 7	Budget Scrutiny Working Group	6.00pm
Tuesday 8		
Wednesday 9		
Thursday 10		
Friday 11		
Monday 14	Overview and Scrutiny	6.00pm
Tuesday 15	Planning View	
	Informal Cabinet	6.00pm
Wednesday 16	CBH Audit & Risk CH	5.00pm
Thursday 17	Planning	6.00pm
Friday 18		
Monday 21	Treasury Management Panel	6.00pm
Tuesday 22	Cabinet	6.00pm
Wednesday 23	Audit	6.00pm
Thursday 24		
Friday 25		
Monday 28	Members Seminar	6.00pm
Tuesday 29		
Wednesday 30	Public Art Panel	6.00pm
	CBH Board HWRC	5.30pm
Thursday 31		
Friday 1		

February 2019

Monday 4	<i>Deadline for Council Motions</i>	<i>12 noon</i>
Tuesday 5	<i>Deadline for Council Questions</i>	<i>12 noon</i>
Wednesday 6	Licensing - Miscellaneous	6.00pm
Thursday 7		
Friday 8		
Monday 11	Overview and Scrutiny	6.00pm
Tuesday 12	Cabinet (Budget)	6.00pm
Wednesday 13	Standards	2.00pm
Thursday 14		
Friday 15		
School Half Term		
Monday 18	Council (Budget)	2.30pm
Tuesday 19	Planning View <i>Informal Cabinet</i>	<i>6.00pm</i>
Wednesday 20		
Thursday 21	Planning	6.00pm
Friday 22	Additional Council if Required	2.30pm
Start of School Term 4		
Monday 25		
Tuesday 26		
Wednesday 27		
Thursday 28	Members Seminar	6.00pm
Friday 29		

March 2019

Monday 4		
Tuesday 5	Cabinet	6.00pm
Wednesday 6	Licensing - Full	6.00pm
Thursday 7		
Friday 8		
Monday 11	Appointments	6.00pm
Tuesday 12	Race Week Starts	
Wednesday 13		
Thursday 14		
Friday 15	Gold Cup	
Monday 18	Members Seminar	6.00pm
	<i>Deadline for Council Motions</i>	<i>12 noon</i>
Tuesday 19	Planning View	
	Informal Cabinet	6.00pm
	<i>Deadline for Council Questions</i>	<i>12 noon</i>
Wednesday 20		
Thursday 21	Planning	6.00pm
Friday 22		
Monday 25	Council	2.30pm
Tuesday 26		
Wednesday 27	Public Art Panel	6.00pm
	CBH BOARD HWRC	5.30pm
Thursday 28	Asset Management Working Group	6.00pm
Friday 29		

April 2019

Monday 1	Overview and Scrutiny	6.00pm
Tuesday 2		
Wednesday 3	Licensing - Miscellaneous	6.00pm
Thursday 4		
Friday 5		
School Easter Holidays		
Monday 8		
Tuesday 9	Cabinet	6.00pm
Wednesday 10		
Thursday 11		
Friday 12		
School Easter Holidays		
Monday 15		
Tuesday 16	Planning View	
Wednesday 17		
Thursday 18	Planning	6.00pm
Friday 19	Bank Holiday	
Monday 22	Bank Holiday	
Start of School Term 5		
Tuesday 23	Informal Cabinet	6.00pm
Wednesday 24	Audit	6.00pm
Thursday 25	Budget Scrutiny Working Group	6.00pm
Friday 26		
Monday 29	Members Seminar	6.00pm
Tuesday 30		
Wednesday 1		
Thursday 2		
Friday 3		

May 2019

Monday 6	Bank Holiday	
Tuesday 7		
Wednesday 8	Licensing – Miscellaneous	6.00pm
Thursday 9		
Friday 10		
Monday 13	Annual Council and Inauguration of the Mayor (Town Hall)	5.00pm 6.30pm
Tuesday 14	Cabinet	6.00pm
Wednesday 15		
Thursday 16	Members Seminar	6.00pm
Friday 17		
Monday 20		
Tuesday 21	Planning View Informal Cabinet	6.00pm
Wednesday 22		
Thursday 23	Planning	6.00pm
Friday 24		
School Half Term Starts		
Monday 27	Bank Holiday	
Tuesday 28		
Wednesday 29	Public Art Panel	6.00pm
Thursday 30		
Friday 31		

June 2019

Start of School Term 6		
Monday 3	Overview and Scrutiny	6.00pm
Tuesday 4		
Wednesday 5	Licensing - Full	6.00pm
Thursday 6		
Friday 7		
Monday 10	Treasury Management Panel	6.00pm
	<i>Deadline for Council Motions</i>	<i>12 noon</i>
Tuesday 11	Cabinet	6.00pm
	<i>Deadline for Council Questions</i>	<i>12 noon</i>
Wednesday 12		
Thursday 13	Asset Management Working Group	6.00pm
Friday 14		
Monday 17	Council	2.30pm
Tuesday 18	Planning View	
	Informal Cabinet	6.00pm
Wednesday 19		
Thursday 20	Planning	6.00pm
Friday 21		
Monday 24	Members Seminar	6.00pm
Tuesday 25		
Wednesday 26		
Thursday 27		
Friday 28		

July 2019

Monday 1	Overview and Scrutiny	6.00pm
Tuesday 2	Budget Scrutiny Working Group	6.00pm
Wednesday 3	Licensing - Miscellaneous	6.00 pm
Thursday 4		
Friday 5		
Monday 8		
Tuesday 9	Cabinet	6.00pm
Wednesday 10	Standards	2.00pm
Thursday 11	Members Seminar	6.00pm
Friday 12		
Monday 15	<i>Deadline for Council Motions</i>	<i>12 noon</i>
Tuesday 16	Planning View Informal Cabinet <i>Deadline for Council Questions</i>	 6.00pm 12 noon
Wednesday 17		
Thursday 18	Planning	6.00pm
Friday 19		
Monday 22	Council	2.30pm
Tuesday 23		
Start of School Summer Holidays		
Wednesday 24	Audit	6.00pm
	Public Art Panel	6.00pm
Thursday 25		
Friday 26		
School Summer Holidays		
Monday 29		
Tuesday 30		
Wednesday 31	Licensing - Miscellaneous	6.00pm
Thursday 1		
Friday 2		

August 2019

School Summer Holidays		
Monday 5		
Tuesday 6		
Wednesday 7		
Thursday 8		
Friday 9		
School Summer Holidays		
Monday 12		
Tuesday 13		
Wednesday 14		
Thursday 15		
Friday 16		
School Summer Holidays		
Monday 19		
Tuesday 20	Planning View Informal Cabinet	6.00pm
Wednesday 21		
Thursday 22	Planning	6.00pm
Friday 23		
School Summer Holidays		
Monday 26	Bank Holiday	
Tuesday 27		
Wednesday 28		
Thursday 29		
Friday 30		