CHELTENHAM
BOROUGH COUNCIL

Notice of a meeting of
Overview & Scrutiny Committee

Monday, 18 November 2019
6.00 pm
Pittville Room - Municipal Offices

Membership	
Councillors:	Chris Mason (Chair), Klara Sudbury (Vice-Chair), Sandra Holliday, John Payne, Paul Baker, Max Wilkinson, Dilys Barrell, Iain Dobie, Jo Stafford and Dennis Parsons

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

Agenda

1.		**APOLOGIES**	
2.		**DECLARATIONS OF INTEREST**	
3.		**MINUTES OF THE LAST MEETING** 21 October 2019	(Pages 3 - 14)
4.		**PUBLIC AND MEMBER QUESTIONS, CALLS FOR ACTIONS AND PETITIONS**	
5.		**MATTERS REFERRED TO COMMITTEE**	
6.	6.05 pm	**QUARTER 2 PERFORMANCE** Richard Gibson, Strategy and Engagement Manager **(Consider performance to the end of Quarter 2 and comment as necessary)**	(Pages 15 - 20)
7.	6.25 pm	**TOWN HALL REDEVELOPMENT - UPDATE** Mark Sheldon, Director of Corporate Projects and Councillor Flo Clucas, Cabinet Member Healthy Lifestyles **(Comment on the options as necessary, particularly option 3 which is being recommended by the project team)**	(Pages 21 - 30)
8.	6.55 pm	**THIRD SECTOR RENT SUPPORT GRANT - ONE PAGE STRATEGY** **(Agree the ambitions and outcomes for the review)**	(Pages 31 - 34)

9.	7.10 pm	**FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED** Gloucestershire Economic Growth O&S Committee (30 October) – update from Councillor Paul McCloskey – to follow Police and Crime Panel (12 November) - update from Councillor Jonny Brownsteen – to follow	
10.		**CABINET BRIEFING** A verbal update from the Cabinet on key issues for Cabinet Members which may be of interest to Overview and Scrutiny and may inform the O&S work plan	
11.		**UPDATES FROM SCRUTINY TASK GROUPS** Events Task Group – verbal update from Councillor Parsons as the Chair of the Task Group	
12.		**REVIEW OF SCRUTINY WORKPLAN**	(Pages 35 - 38)
13.		**LOCAL GOVERNMENT ACT 1972 - EXEMPT INFORMATION** **The committee is recommended to approve the following resolution:-** "That in accordance with Section 100A(4) Local Government Act 1972 the public be excluded from the meeting for the remaining agenda items as it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public are present there will be disclosed to them exempt information as defined in paragraph 3, Part (1) Schedule (12A) Local Government Act 1972, namely: Paragraph 3; Information relating to the financial or business affairs of any particular Person (including the authority holding that information)	
14.		**EXEMPT MINUTES** 21 October 2019	(Pages 39 - 44)
15.	7.30 pm	**FUTURE STRATEGIC WASTE SITE RELOCATION PROJECT** Karen Watson, Client Manager – environmental services (interim) **(Comment on the information as necessary and decide if the committee would like to receive further updates)**	(Pages 45 - 48)
16.		**DATE OF NEXT MEETING** 13 January 2019	

Contact Officer: Saira Malin, Democracy Officer, 01242 264129
Email: democratic.services@cheltenham.gov.uk

Overview & Scrutiny Committee

Monday, 21st October, 2019
6.00 - 8.25 pm

Attendees	
Councillors:	Chris Mason (Chair), Klara Sudbury (Vice-Chair), Sandra Holliday, John Payne, Max Wilkinson, Dilys Barrell, Jo Stafford and Dennis Parsons
Also in attendance:	Hilary Gardner (Campbell Tickell), Mark Sheldon (Director of Projects), Richard Gibson (Strategy and Engagement Manager), Councillor Jordan (Leader), Councillor Hay (Cabinet Member Finance), Mike Redman (Director of Environment), Paul Jones (Executive Director of Finance and Assets) and Abigail Marshall (Estates Surveyor) Councillor Steve Jordan, Councillor Flo Clucas and Councillor Rowena Hay

Minutes

1. **APOLOGIES**
    Councillor Dobie had given his apologies.

    The Chairman introduced Hilary Gardner from Campbell Tickell. He explained that as part of the review of scrutiny, she would be observing the meeting and noted that she had already met with some members.

2. **DECLARATIONS OF INTEREST**
    No interests were declared.

3. **MINUTES OF THE LAST MEETING**
    The minutes of the last meeting had been circulated with the agenda.

    Upon a vote it was unanimously

    RESOLVED that the minutes of the meeting held on the 9 September be agreed and signed as an accurate record.

4. **PUBLIC AND MEMBER QUESTIONS, CALLS FOR ACTIONS AND PETITIONS**
    None were received.

5. **MATTERS REFERRED TO COMMITTEE**
    No matters were referred to the committee.

6. **PUBLIC CONVENIENCES**
    The Director of Projects introduced the report, as circulated with the agenda. He reminded members that the committee had considered a report in July which outlined the current provision of the Authority's public toilets, as well as

four options for how these amenities might be managed in the future. All with the aim of providing improved access to high quality facilities. The committee supported option 3 (to retain selective facilities and seek a community partnership initiative to provide public access to alternative facilities) and Cabinet in turn, agreed to undertake a consultation exercise in respect of option 3. Having concluded this consultation, which involved third sector partners, businesses and members of the public, as well as learnings shared by Gloucester City Council on their Community Partnership Scheme, the report identified opportunities and recommendations for improvements to the future provision of public conveniences in the town centre. Results appeared to support the proposal to retain selected facilities and undertake a community partnership initiative and the business community also seemed to support this, with John Lewis, House of Fraser, Mr Mulligans Crazy Golf and Treble 2 Coffee House, as well as the Cheltenham Trust, having shown initial interest. The recommendation was that toilets located in Montpellier, Pittville and Sandford Park, be retained, with Montpellier and Pittville requiring refurbishment, within a ten year period, and Sandford Park being redeveloped, in close proximity to the current site near the children's play area. Bath Terrace, Imperial Gardens and Royal Well had all been identified for closure, with a community partnership offering improved access to better quality facilities, which would generate an annual saving of £97k. He noted that there was still a commitment to create a town centre Changing Places facility, which could potentially be located in the Regents Arcade, though negotiations on this were ongoing. Where alternative facilities had not yet been identified as part of a community partnership scheme, more targeted consultation would be undertaken, though it was also noted that Gloucester City had observed increased take-up following implementation.

The Director of Projects gave the following responses to member questions:

- The consultation had not resulted in a particularly good response level from Bath Road businesses and it was for this reason that more targeted consultation would be undertaken. There would be no closure of toilets until a workable scheme had been identified.
- The Royal Well facilities had been identified for closure but members were reminded that toilets were located right across the road, in addition to the nearby Municipal offices and Trust buildings. It was clear that signposting would be crucial to the success of any partnership scheme.
- An annual payment of £500 would be offered to businesses for their involvement in the scheme, though it could be, as was the case in Gloucester, that not all businesses would require payment.
- There would be a minimum standard expected from any facilities and certain stores would not be considered for inclusion by their nature (i.e. bookmakers, lingerie shops).
- Gloucestershire County Council had committed to fund a town centre Changing Places facility and Bath Road did not quite meet that town centre location. It was also questionable as to whether the Bath Terrace site would actually be adaptable.
- The Town Hall facilities could be offered as an alternative to the Imperial Gardens, should they be closed.
- The option currently being explored in terms of Sandford Park would involve demolishing the existing building and creating a new one in a more central location.

- Much of the focus had been on day-time provision given the condition and existing opening hours of the council's facilities and he felt that a partnership scheme would improve the night-time offer at the same time.
- The refurbishment costs outlined in Appendix C had been provided by the Property Team and were indicative only, at this stage. It was noted that it was sometimes cheaper to create a new structure than to refurbish an existing structure.
- With the opening of a cinema complex, the Regent Arcade would be open into the evening, which is why it was considered to be the best location for a town centre Changing Places facility.
- It would be made clear to any businesses wishing to sign-up to the scheme that there would be no obligation on people using their facilities, to buy anything.

Member comments included:

- In the context of the Place Strategy, the decision to close the facilities at Royal Well seemed odd, as a welcome to people accessing the town by coach.
- Members were pleased that Pittville Park and Montpellier gardens would be refurbished.
- The facilities in many of the business premises on Bath Road were no particularly accessible, with many either up or down a set of stairs.
- Cabinet were urged to consider carefully, any decisions to close facilities, and to seriously consider provision for the night-time economy.
- Loss of the Imperial Gardens facilities could lead to some people to use the gardens, having spent the afternoon in the beer garden.
- A request was made that any decisions be fully reviewed after a period of time.

The Chairman thanked the Director of Projects for his attendance.

7. **GLOUCESTERSHIRE HEALTH AND WELLBEING STRATEGY**
The Strategy and Engagement Manager introduced the update, as circulated with the agenda. The draft Joint Health and Wellbeing Strategy was agreed by the Health and Wellbeing Board in July and undertook consultation between the 20 August and 15 October; however, the lead officer for the strategy had confirmed that a response from Cheltenham Borough Council would be welcome on the 22 October, should the committee decide to agree a response.

He highlighted the key elements from the draft strategy:

- The proposed approach had been called the Gloucestershire Way and this was outlined in detail at paragraph 2.2 of the paper.
- The vision was 'Gloucestershire is a place where everyone can live well, be healthy and thrive'.
- There were seven priorities and no feedback had been sought on these.
- The strategy covered health inequalities.
- There were eight principles for ways of working and members were asked to consider the governance around these principles.

Members made the following comments:

- The strategy painted a clear picture of health related Gloucestershire, highlighting specific challenges, which it was suggested, demonstrated Gloucestershire was not in fact a place where everyone lived well or thrived.
- A number of members expressed their disappointment at the lack of any specific actions to address the challenges highlighted in the strategy. As a result of this, they queried the value of producing the strategy, as well as how members of the public could be expected to respond to the consultation.
- It would have been useful to have included reference to previous strategies and how this latest version built on them.
- The priorities included making physically active the social norm and getting the inactive more active, as well as enabling people to build and nurture strong social networks; but nothing about the benefits that walking and cycling could have in both these areas. There was a suggestion that the relevant organisations should therefore focus some of their budgets on improving the walking and cycling offer throughout the county, so it could easily form part of people's everyday lives, rather than being a lifestyle choice made by some.
- A member felt that the consultation questions had been formed in such a way that they were only going to get positive feedback in response.

A member expressed their opinion that this and the following paper on the Indices of Deprivation were linked and that many of the changes members wanted for Cheltenham could be delivered by Cheltenham, without the need to be part of wider (county) groups.

The Chairman thanked the Strategy and Engagement Manager for his attendance and asked that he feedback the comments of the committee to the lead officer for the strategy.

8. **INDICES OF DEPRIVATION**
The Strategy and Engagement Manager talked members through a PowerPoint presentation (attached at Appendix 1) that included maps which he felt members would find useful and the following key points were made:

- In 2019 Cheltenham had two areas ranked in the top 10% most deprived areas in the country, St. Marks followed by St. Pauls. It was noted that this had fluctuated over the years, there was a similar pattern, with between one and three wards ranking in the top 10%.
- In terms of Education, Skills and Training deprivation, in 2019 there were seven areas within Cheltenham that ranked in the top 10% most deprived areas in the country, which represented a significant issue for the community and was at odds with a town that prided itself on its educational offer.
- There were two sub-domains in terms of educational and skills deprivation: one relating to children and young people, which measured the attainment qualifications and one relating to adult skills, which measured the lack of qualifications in the resident working-age adult population.

- The Cheltenham Needs Assessment 2019 which was produced by GCC and contained a great deal of information which supported the deprivation data, including
- Unemployment rates based on claimant counts are highest in the areas of deprivation as well as the percentage of 16-17 year old NEETs (Not in Education, Employment or Training).
- As assessment of 'Health Assets' referred to green space and 'Health Hazards' fast food outlets and gambling establishments showed that the Town Centre had more hazards than assets.
- Over 40% of children in St. Pauls were growing-up in what the Government called 'child poverty'.
- Residents vulnerable to fuel poverty were again more concentrated in areas of deprivation, but also in parts of College and Leckhampton wards. It was noted that not all poor households are fuel poor, and some households would not normally be considered poor but could be pushed into fuel poverty if they have high energy costs
- In terms of users of the Citizens Advice Bureaux, these were again more concentrated in, St. Pauls, Lansdown, St. Peters, Hesters Way, Swindon Village and Oakley
- The chart on Free School Meals demonstrated the contrast between areas of Cheltenham; with 45% of children at Hester's Way Primary School being eligible and in stark contrast, less than 5% at the Charlton Kings Junior Academy.
- The council was developing a Social Value Policy, which aimed to use procurement to secure wider social benefits to priority areas.
- He made a cautionary note: that statistics were on occasion, used to attack the most deprived and that there should instead be no judgement, but rather understanding of the journey that some people have been on.
- The town was on the cusp of major growth and this should be inclusive, driving improvement and benefiting all.
- Ten months into the successful 'No Child Left Behind' initiative and it was time to start thinking about the second year and having conversations about the degree of commitment from CBC

The Chairman acknowledged that this was a major issue for the town, but urged members to be realistic about what the council was able to solve alone.

The Strategy and Engagement Manager gave the following responses to member questions:

- The Social Value Policy would set out the council's commitment to delivering wider social benefits as part of its procurement process, meaning that cost would not be the only consideration, meaning it may not select the cheapest bid, if a higher bid could deliver other tangible benefits to the community. The procurement process already permitted the council to weight cost against quality. The draft policy would be tabled with Cabinet and the committee were welcome to review it in advance of this if they wished.
- In light of the Cheltenham Cyber Business Park, Gloucestershire College had announced that they would be launching a huge cyber programme, which represented a great opportunity to provide people in

Cheltenham with the skills and qualifications needed to fill the jobs that would be created as a result. There were however, many schools in Cheltenham, that faced a major challenge to recruit GCSE and A-Level computer science teachers, and this was an issue.

- An scheme called 'Men in Sheds – Cheltenham' worked to reduce social isolation in older men.
- Assuming the council adopted a 'Social Value Policy', the inclusive growth could involve major sums of money and therefore there would need to be robust evaluation and the necessary governance in place.

Comments from members included:

- A member questioned whether 'social value' would mean the council paying more just to make people happier and urged caution. The Executive Director of People & Change reassured members that social value could be something as simple and cost effective as a contractor offering refurbished PCs to those in need.
- Members gave their support to a second year of commitment to the 'No Child Left Behind' project.
- Social isolation and loneliness effected people of all ages and a member felt that a major issue was that there was more talking than there was action. Whilst he acknowledged that organisations did arrange events, he stressed that in many cases people that were feeling socially isolated, wouldn't attend these events without someone to take them.
- A member commented that skills and social mobility were interlinked and that a poor educational offer, made both impossible.

The Chairman invited the Cabinet Member Healthy Lifestyles to address the committee. She assured members that 'social value' did not necessarily mean the council would get less or spend more and gave the example of CBH, who under the 'Empower' project, had taken almost 300 unemployed people from the town and provided training and/or employment, with no impact on the service provided to the council and at no extra cost. The cyber-park would involve major development and provided an opportunity to build in opportunities for young people in the west. The Cabinet Member suggested that the issue of getting young people to where they need to be if there was a shortage of teachers, needed to be taken up at national level. On the issue of 'No Child Left Behind' she reminded members that the Cheltenham Lottery Fund would be used to support this into the second year, but stressed the need to make longer term plans, beyond the initial two years. On the issue of older people, she advised that discussions were underway with the Dementia Alliance, looking at what could be done across the borough.

Members agreed that the data was sobering and in acknowledging the limited resources of the council, stressed that any interventions needed to be monitored, to ensure that they were effective.

The committee were supportive of the development of a Social Value Policy and asked to be involved at an early stage, rather than immediately before it was taken to Cabinet.

The Chairman thanked the Strategy and Engagement Manager for his attendance.

9. **FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED**
   Councillor Brownsteen had produced a written update on the most recent meeting of the Police and Crime Panel (13 September). This was taken as read and members asked to contact Councillor Brownsteen directly with any questions.

   No update had been provided by Councillor Horwood.

10. **CABINET BRIEFING**
    The Leader had nothing to add to the briefing which had been circulated with the agenda, other than to remind members about the county-wide governance seminar which was scheduled for the 23 October at 6pm.

11. **UPDATES FROM SCRUTINY TASK GROUPS**
    Councillor Parsons, as Chair of the Events Task Group, provided a short update on progress. He explained that the group had met for the first time on the 10 October and agreed an approach for the review. There would be four meetings focussing on strategy, process, previous events and enforcement and would include relevant stakeholders for each. The group would then come back to committee to endorse the current approach or to make recommendations about suggested changes.

    The Democracy Officer confirmed that her colleague was in the process of establishing officer/stakeholder availability for various dates, all of which were before Christmas, and would email members with at least two options for each meeting, as soon as possible.

12. **REVIEW OF SCRUTINY WORKPLAN**
    The Cabinet Member Finance had suggested that the committee may wish to review the Third Sector Policy and he invited her to address the committee. The Cabinet Member Finance explained that the policy, which resulted in over £200k in rent subsidies for third sector organisations, was last reviewed in 2016. Since then the council had adopted a new corporate plan, commercial strategy and place documents and given the earlier discussion regarding social value, a review would be timely. Members agreed that the review should be undertaken by a small task group. The Democracy Officer would draft some terms of reference, which would be tabled for approval at the next meeting.

13. **LOCAL GOVERNMENT ACT 1972 - EXEMPT INFORMATION**
    Upon a vote it unanimously

    RESOLVED that in accordance with Section 100A(4) Local Government Act 1972 the public be excluded from the meeting for the remaining agenda items as it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public are present there will be disclosed to them exempt information as defined in paragraph 3, Part (1) Schedule (12A) Local Government Act 1972, namely:

Paragraph 3; Information relating to the financial or business affairs of any particular person (including the authority holding that information)

14. **CREMATORIUM PROGRAMME**
The committee considered lessons learnt with regard to the crematorium programme.

15. **NORTH PLACE UPDATE**
The committee received an update on North Place.
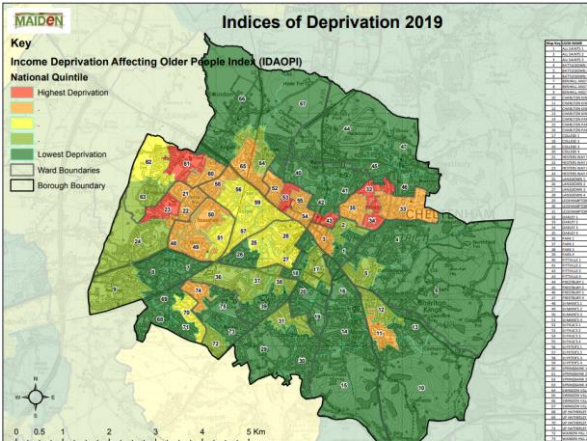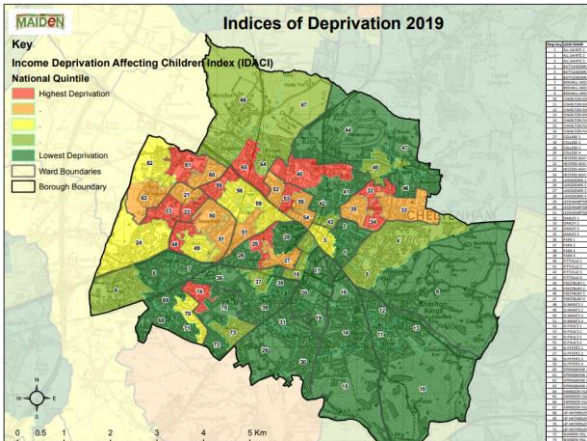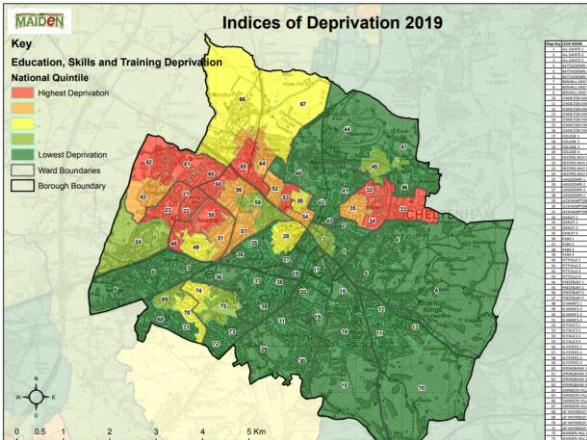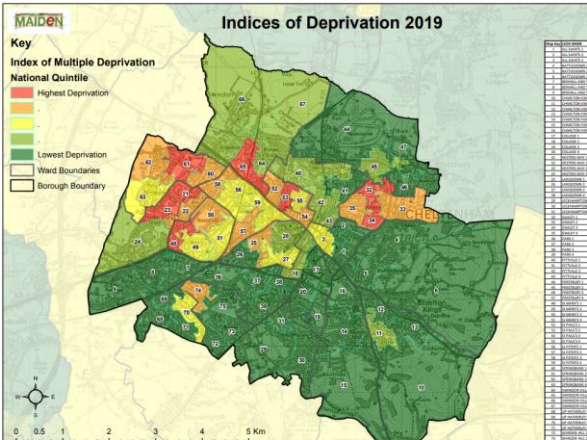
16. **DATE OF NEXT MEETING**
21 November 2019.

Chris Mason
Chairman

Deprivation and inequality in Cheltenham
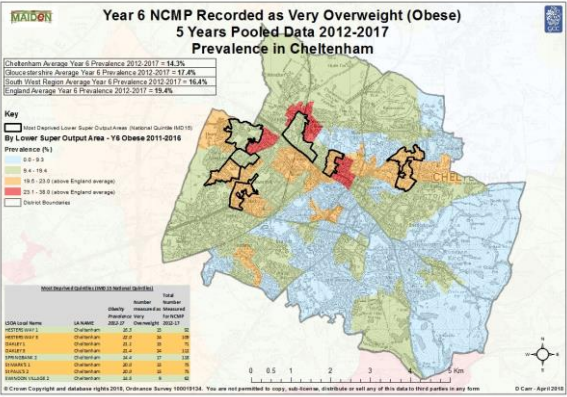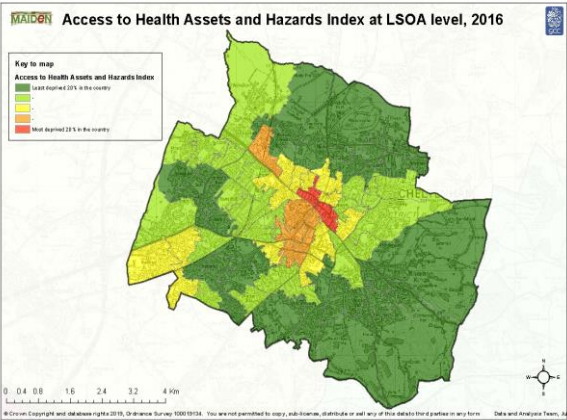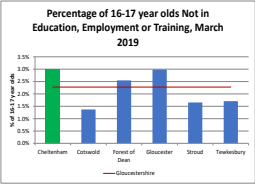
Richard Gibson

Deprivation maps

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Needs analysis data

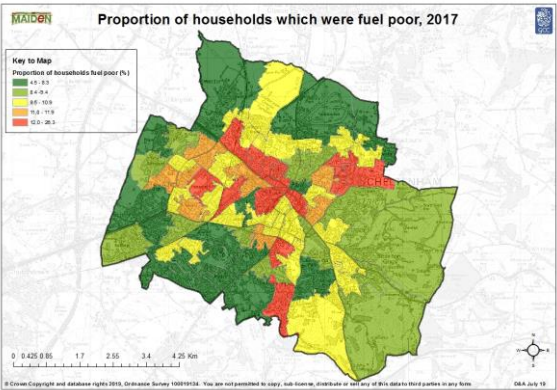Table 5: Analysis of Claimant Count at Cheltenham Borough ward level - September 2019

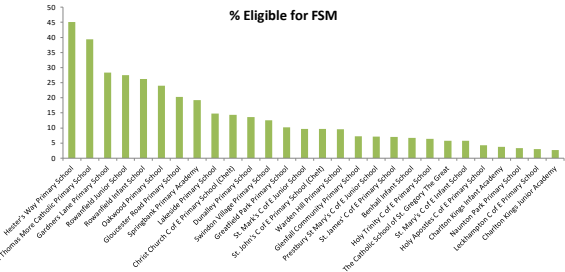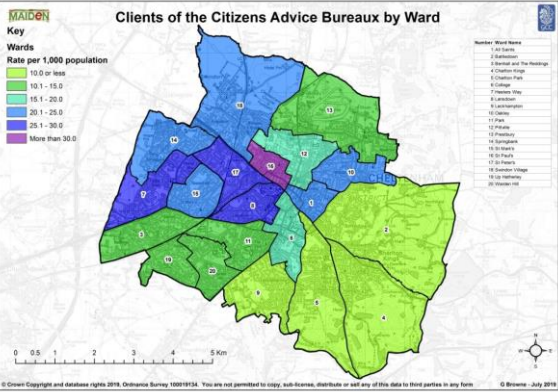| District	Ward	Rate	Rank*
Cheltenham	Benhall and The Reddings	0.7	6
Cheltenham	Charlton Kings	0.7	6
Cheltenham	Leckhampton	0.7	6
Cheltenham	Battledown	0.8	14
Cheltenham	Charlton Park	0.8	14
Cheltenham	Park	0.8	14
Cheltenham	Up Hatherley	0.8	14
Cheltenham	Prestbury	1.1	44
Cheltenham	Warden Hill	1.3	61
Cheltenham	Pittville	1.4	73
Cheltenham	All Saints	1.6	86
Cheltenham	Lansdown	1.7	90
Cheltenham	College	1.8	96
Cheltenham	Springbank	2.1	110
Cheltenham	St Peter's	2.4	121
Cheltenham	Swindon Village	2.4	121
Cheltenham	St Paul's	3.0	129
Cheltenham	St Mark's	3.9	139
Cheltenham	Oakley	4.1	139
Cheltenham	Hesters Way	4.2	142

lowest 10% of county
first quartile of county
second quartile of county
third quartile of county
fourth quartile of county
highest 10% of county

* 1 = "best" and 146 = "worst"

Percentage of 16-17 year olds Not in Education, Employment or Training, March 2019

Access to Health Assets and Hazards Index at LSOA level, 2016

Year 6 NCMP Recorded as Very Overweight (Obese)
5 Years Pooled Data 2012-2017
Prevalence in Cheltenham

Ward	% of children in poverty before housing costs	% of children in poverty after housing costs
St Paul's	25.8%	41.1%
Springbank	26.5%	39.6%
Oakley	21.7%	33.1%
Hesters Way	23.2%	32.3%
St Mark's	20.7%	29.8%
St Peter's	20.2%	29.3%
Swindon Village	15.7%	23.8%
Pittville	13.4%	22.1%
Lansdown	8.6%	18.2%
Benhall and The Reddings	11.9%	17.3%
College	8.8%	17.0%
Up Hatherley	10.5%	15.9%
All Saints	9.4%	15.9%
Battledown	10.3%	15.8%
Charlton Kings	10.3%	15.8%
Warden Hill	9.6%	15.3%
Leckhampton	8.0%	13.5%
Park	7.1%	13.3%
Charlton Park	9.5%	12.9%
Prestbury	8.8%	12.4%

Proportion of households which were fuel poor, 2017

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Clients of the Citizens Advice Bureaux by Ward

% Eligible for FSM

Ward	Total number of CYP known to social care	% of CYP aged 0-17 known to social care
Hesters Way	137	8.1
Oakley	80	5.8
Springbank	77	4.6
St. Mark's	72	5.6
St. Paul's	70	7.2
St. Peter's	65	4.7
Swindon Village	38	3.4
Warden Hill	23	2.3
Battledown	19	1.4
Lansdown	16	1.7
All Saints	11	1.5
Charlton Kings	10	0.7
Prestbury	8	1.0
Benhall and the Reddings	8	0.8
College	8	0.7
Park	6	0.5
Up Hatherley	6	0.5
Leckhampton	6	0.5
Pittville	6	0.7
Charlton Park	<5	suppressed

Vulnerable adults / older people

Ward	No. Service Users	% Service Users
St Mark's	113	9.95%
Leckhampton	110	9.68%
Lansdown	107	9.42%
Charlton Kings	82	7.22%
Springbank	72	6.34%
Warden Hill	65	5.72%
Park	62	5.46%
Pittville	60	5.28%
Hesters Way	60	5.28%
Charlton Park	54	4.75%
St Peter's	53	4.67%
Prestbury	51	4.49%
College	43	3.79%
Benhall and The Reddings	42	3.70%
Oakley	37	3.26%
Up Hatherley	33	2.90%
Swindon Village	27	2.38%
Battledown	25	2.20%
St Paul's	20	1.76%
All Saints	20	1.76%
Grand Total	1136	100.00%

average age of service user 65+ requiring physical support	
Ward	Average Age
College	87
Lansdown	86
Charlton Kings	85
All Saints	85
Prestbury	84
St Mark's	84
St Peter's	84
Pittville	84
Charlton Park	84
Park	84
St Paul's	83
Leckhampton	82
Battledown	82
Benhall and The Reddings	82
Hesters Way	82
Swindon Village	82
Warden Hill	81
Up Hatherley	81
Springbank	80
Oakley	80

Analysis – groups at risk of not thriving

Vulnerable groups at risk	Possible areas of focus
Residents living in areas of multiple deprivation	Support for community-based organisations and for multi-agency working in our areas of multiple deprivation
Residents living in areas that most deprived for education and skills	Support for initiatives that connect employers with residents and put in place measures that promote learning and skills development
Children and young people growing up in low income households	Support for initiatives that tackle child poverty across Cheltenham
Children and young people growing up in areas that most deprived for education and skills	Support for our schools to create a supportive learning environment with education & skills pathways that raise aspiration and enable all our children to connect to our growing jobs market
Vulnerable children and families	Support for projects and initiatives that work in a restorative and trauma informed way to ensure that Cheltenham families are resilient, inspired and fulfilling their potential
Vulnerable adults and older people	Support for projects and initiatives that work in a restorative and trauma informed way to ensure that vulnerable adults and older people are resilient, inspired and fulfilling their potential

Summing up

Some suggested areas to consider:

- Development of a social value policy
- Development of a strategy for inclusive growth
- Committing to the second year of No Child Left Behind

Other suggestions:

- research into the level of educational and skills attainment
- Broadening out the discussion

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Information/Discussion Paper

Review of the council's performance at end of Quarter 2 (April to September 2019)

Overview and Scrutiny Committee - 18 November 2019

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

1. Why has this come to scrutiny?

1.1 To review the corporate performance of the organisation at the end of quarter 2 (April to September 2019).

1.2 To make any comments and observations on the presentation of the performance information.

1.3 To make requests for further information where this might clarify understanding of corporate performance.

2. Background – The council's corporate plan 2019-2023

2.1 In March 2019, council agreed a new look corporate plan that reflected the intentions to be clearer about what we were going to focus on and the reasons why.

2.2 The starting point for the new plan was Cheltenham's place vision; this is the collective commitment to ensure that Cheltenham is a place where everyone thrives supporting by a thriving economy, a thriving cultural offer and thriving communities. We made sure that the commitments in the new plan support this vision.

2.3 We also took stock of the organisation and involved a wide range of staff, elected members and external partners in discussions about the purpose of our organisation and how we want the organisation to look and feel.

2.4 As part of this, we also took time to consider strengths, weaknesses, opportunities and threats whilst also reflecting on our external environment.

2.5 With the better understanding of the council, we were able to develop a new corporate plan to guide us over the next three years through defining what we are trying to achieve - our purpose, how we will go about our work – our principles, and what we are going to focus on over the next three years – our priorities.

2.6 **The council's agreed purpose**

2.7 We want to make Cheltenham an even greater place for all; a place that is celebrated for its strong economy, its vibrant cultural offer and a place where our communities benefit from inclusive growth.

2.8 **The council's agreed principles**

- We will achieve inclusive growth so all our communities can benefit and prosper from investments made in the borough.

- We will be commercially focused where needed and become financially self-sufficient to ensure we can continue to achieve value for money for the taxpayer.

- We will use data and technology, including insight from our customers, residents, businesses and visitors to help us make the right business decisions.

- We will provide strategic co-ordination across Cheltenham's agencies, partnerships and networks to drive the delivery of the Place Vision.

- We will work in ways that encourage equal collaboration at all levels and we will take time to listen, understand and respect each other to ensure what we do is appropriate and empowering.

- We will invest in and develop our people so they can continue to provide excellent services to residents and are prepared to meet the opportunities and challenges ahead.

2.9   The council's agreed priorities

- Making Cheltenham the Cyber-Capital of the UK.

- Continuing the revitalisation and improvement of our vibrant town centre and public spaces.

- Achieving a cleaner and greener sustainable environment for residents and visitors.

- Increasing the supply of housing and investing to build resilient communities.

- Delivering services to meet the needs of our residents and communities.

Under each of the five priorities, the corporate plan sets out three areas for action. The performance report summarises progress against these 15 action areas.

3.   Q2 Performance Overview

3.1   The performance report is attached as appendix 1 which provides a factual summary of where each action is. For this particular report, there is no red-amber-green assessment of progress.

4.   Next steps

4.1   Committee members may be aware that the council has purchased a new performance reporting tool called Clearview. This will bring together reporting on performance management, risk management and project management.

4.2   The system has been installed and is currently under construction. It is hoped that the third quarter performance information will be available on the new system from the end of January. The committee may therefore wish to have an update on Q3 performance at its meeting in February 2020 using the new system.

Background Papers	2019-23 Corporate plan, Report to Council, 25th March 2019.
Contact Officer	Richard Gibson, Strategy and Engagement Manager.
	01242 264280.
	richard.gibson@cheltenham.gov.uk
Accountability	Cllr. Steve Jordan, Leader of the Council

Appendix 1 Corporate plan 2019-23 – Quarter 2 performance update to Overview and Scrutiny

Priority	Action	Progress
We will work towards making Cheltenham the cyber capital of the UK	Working with others we will attract cyber related businesses and secure Cheltenham's position as a cyber and digital innovation hub for the UK.	Following the acquisition of 45 ha of land in August, the cyber central project was launched on 17th September. A project team has been established who are now working on a prospectus for Cyber Central and a market offer' for the Cyber Park/West Cheltenham development to be taken to the market in early 2020 An update about the project was shared with Cabinet on 5.11.19
	We will secure the investment needed to ensure successful delivery of the Cyber Park and supporting infrastructure investing today to create the jobs for tomorrow	The draft Local Industrial Strategy places a high priority on cyber and commits the LEP to "*delivering the UK's first fully cyber-centric business park – Cyber Central –a vibrant business park adjacent to GCHQ in Cheltenham*" £22m of LEP funding is currently progressing to LEP board for approval in Dec. Work on site is expected to start in May 2020.
	We will ensure that all our communities benefit from future investments by working with them to regenerate their neighbourhoods and improve their living, working, education and leisure facilities.	The promotional material associated with Cyber Central has made it very clear that the development will benefit local communities. The project team are currently exploring ways to ensure this happens. The team are working with Homes England under the Garden Communities programme to develop a wider community engagement programme and to seek to develop community capacity. O+S have also received a presentation about the latest indices of deprivation that sets out a clear rationale for ensuring that cyber central delivers significant opportunities for local residents.
Deliver a number of Town Centre and wider public enhancements that will continue the revitalisation of the town ensuring its longer-term viability as a retail and cultural destination.	We will continue to invest in our high street and public spaces for the benefit of people living, working and visiting Cheltenham.	Procurement and design options being reviewed with support from GCC and liaising with stakeholders within the in-scope area. Work is underway to bridge the funding gap for future phases of work. A number of options have been identified and are being progressed.

Priority	Action	Progress
	We will work with partners to develop a cultural strategy that will build on what is best about our current offer and make the most of future opportunities, national and international, to ensure a wider social benefit.	Procurement now complete against a brief developed by Culture Board and agreed by cabinet in May. Three tenders received which are currently being reviewed. Hoping to commence work on the strategy in Jan 2020
	Work collaboratively to develop and gain approval for a new Cheltenham transport plan including support for cycling and walking projects that will also improve local air quality and health in the town.	Cabinet on 8 October agreed "Connecting Cheltenham" as the transport strategy for Cheltenham. This includes targets to double cycle trips, increase bus trips by 30% and to retain levels of walking.
Achieving a cleaner and greener sustainable environment for residents, businesses and visitors. Deliver enhancements to our waste, recycling, street cleaning and grounds maintenance services and improve the way we commission these services.	Deliver a modern, fit for purpose strategic waste facility and an improved recycling centre to support more efficient and environmentally friendly management of waste and recycling services that also supports economic regeneration.	Briefing note circulated to O&S Committee. Procurement process being undertaken to produce a business case to support the future use of the Swindon Road site.
	Implement improvements to the recycling service available to residents, businesses and visitors by reviewing existing services and generate additional income through commercial opportunities to reinvest in waste and recycling services	Amber due to resource issues within both Ubico and CBC client team to deliver behavioural change and income generation targets. A reprioritisation of workload will direct resource on the commercial waste service to generate income for the council. A review of all kerbside collection services is nearing completion along with a benchmarking exercise.

Priority	Action	Progress
	Review street cleansing and grounds maintenance and, implement innovative service improvements to support the revitalisation of the town centre whilst also working with local amenity and friends groups to enhance our public spaces, parks and gardens	First phase of the street cleansing review nearing completion and trials of on-the-go recycling bins started with more rolled out by the end of March 2020. First phase of grounds maintenance review identifying the 'as is' service has started and due for completion by end March 2020.
Increasing the supply of housing & investing to build resilient communities.	We will continue to work with our partners to proactively tackle homelessness and rough sleeping.	CBH's Housing Options Service have implemented changes to the service brought about by the Homelessness Reduction Act, leading to a reduction from 106 households becoming statutorily homelessness during 2017/18 to 31 households in 2018/19. A number of additional funding streams have been secured from MHCLG to tackle rough sleeping, which include: • Cold Weather Funding which is used to part fund the winter provision at the YMCA and expand the countywide outreach team by providing additional outreach workers. • Rough Sleeper Initiative Funding which has been used to pilot the Somewhere Safe to Stay hubs and Navigator roles providing year round emergency short term accommodation for people who are rough sleeping. • Rapid Response Funding which has resulted in the expansion of the jointly commissioned county-wide Assertive Outreach Team, whose focus is on helping rough sleepers to access accommodation and support services. • Additional funding from the MHCLG to expand the number of entrenched rough sleepers the Action Glos project is able to support.
	With our partners we will develop a community-based approach that achieves inclusive growth and tackles inequality to ensure all our communities benefit from the improvements and investments we	Number of activities underway that deliver the place vision of Cheltenham being a place where "everyone thrives" including support for residents living in areas of deprivation. The newly formed Communities Partnership has also begun the process of identifying priority areas for action. It has identified the following

Priority	Action	Progress
	make	priorities for multi-agency activity: • Lessening the risk of harm to the Lower High Street community • Building community resilience within the Moors • Ensuring all children in Cheltenham thrive through the No Child Left Behind project and the development of the Cheltenham Offer • Reducing health inequalities in Oakley • Reducing sexual violence in the night-time economy
	We will work with partners and Cheltenham Borough Homes to increase the supply of affordable homes across the borough and enable more privately rented homes to be let on a long term basis. We will develop plans for the delivery of new homes and sustainable improvements to the west of Cheltenham.	Following agreement to the housing investment plan, governance bodies are currently being established and potential supply opportunities currently being scoped out including strategic sites and "quick-wins". A cabinet member working group has been set up which meets on a bi-monthly basis and is an opportunity for CBC, CBH and partners to discuss potential sites further and update the group on the progress made. A number of new sites have been identified for potential further progression. We are also working with Enforcement Team to explore opportunities for long term empty homes to be used for affordable housing purposes/PRS.
Improve the way services & information are accessed by residents and businesses	Increased self-service options to allow customers to do business with the council 24/7 enabling quick and efficient transactions.	Continued support for improvements in digital options to improve the customer experience including: • Building business case for Civica digital • Investment in Web-based forms • Upgrades to take place for council payments system • Review of all IT applications
	Streamlined customer journeys increasing customer satisfaction and creating efficiencies.	Business process reviews underway and due to conclude in Dec 2019; process redesign will then take place to improve the customer experience
	The council will become financially self-sufficient to help ensure sustainable investment in high quality front-line services.	On current forecasts, the council is projected to be self-sufficient in 2022. The council has gained recognition for its work to be more commercial.

Information/Discussion Paper

Overview & Scrutiny meeting – 18 November 2019

Town Hall redevelopment - update

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

1.   Why has this come to scrutiny?

1.1   To provide members with an update on the Town Hall redevelopment project.

2.   Summary of the Issue

2.1   In 2017, the Council and the Cheltenham Trust jointly commissioned consultants to identify options for the redevelopment of the Cheltenham Town Hall. Despite considerable analysis and work, a deliverable option has not been identified. This briefing note summarises the work of the consultants and project team and outlines next steps.

3.   Summary of evidence/information

3.1   Background

In 2014, the council sold North Place & Portland street car parks for £7.8m. Following public consultation on the use of the money, the council allocated £1.8m from the capital receipt with a commitment to top this up to £2.4m, subject to a business case for the development of the Town Hall.

The Town Hall generated a £275k surplus in 2018/19, CBC's retained costs for 2018/19 were £626k (including depreciation and impairment losses), therefore the net cost of the Town Hall in 2018/19 was £351k. Technical difficulties with the current building restrict the type of programming and commercial viability of the building and its appeal to future audiences. 4% of current audiences are 18-25 and 33% are over 55.

In 2016, a Joint Commissioning Group (JCG) was set up comprising offers from CBC and The Cheltenham Trust (TCT) to work collaboratively on developing the venues i.e. Town Hall, leisure@, Prince of Wales stadium and Pittville Pump Room managed by TCT under a management agreement.

The JCG jointly commissioned consultants to develop options for the Town Hall and, in July 2017, appointed Focus consultants to develop proposals which repurposed the building to deliver a venue which was fit for purpose, have a financially sustainable future and deliver social, economic and cultural outcomes for Cheltenham.

The council's Place Strategy set out the aspiration to be a place where culture and creativity thrives. The delivery of the Town Hall redevelopment project is complementary to and supports the delivery of the Place Strategy.

3.2   Summary of baseline analysis.

The Town Hall has a number of issues, summarised as follows:

- Venue is becoming commercially less viable and is hiring in technical equipment hire due to lack of investment e.g. lighting does not meet current touring standards.
- Maintenance cost of technical equipment is increasing as kit gets older.
- Ability to attract performers is diminishing as competitors invest and audience expectation increase e.g. £60m Colston Hall investment.
- Venue is relying on comedy and tribute bands and not developing TCT charitable ambition of enriching loves though varied cultural programming.
- Issues with main hall include the redundant broken organ taking out capacity, performers 'get in / out' difficulties, size of stage and lack of capacity (less than 1000 reduces the ability to attract quality performers).
- Lack of soundproofing which would allow simultaneous programming of spaces to nurture new talent, provide rehearsal space alongside commercial programming.
- Back stage facilities unchanged since 1903 e.g. with no proper gender division for changing.
- Public and backstage area has limited DDA compliance. Star college audit report highlights issues for wheel chair users.
- Single bar leads to overcrowding and poor customer experience.

TCT aspiration for Town Hall is to have a multi programmable space which will allow for the diversification of programming; develop smaller shows, develop talent and take risks working towards Arts Council goals that art should be for everyone and be diverse and our offer should be of artistic excellence (NPO criteria).

A significant amount of work was undertaken to establish a baseline position for the Town Hall including its existing usage (age profile and audience reach; expenditure and income levels; heritage assessment for both the building and its setting within the gardens and an assessment of the historical significance of the organ.

Benchmarking against other venues across the country was undertaken and the project team visited a number of venues which had undergone refurbishment and repurposing including Battersea Arts Centre, Colston Hall, Birmingham Town Hall and The Atkinson in Southport.

Analysis of the existing building was undertaken including a SWOT analysis and, through a workshop, a list of 'essential' and 'desirable' requirements was established.

The consultants, working with the JCG, undertook significant consultation with stakeholder groups including Cheltenham Festivals and the Wilson collective who made a presentation to council making a case for a 'place to go' to participate in activity which supports their development which could deter them from engaging in anti-social behaviour.

3.3 Options appraisal – initial findings

A number of concepts for the Town Hall were considered including (i) visitor attraction; (ii) world class performance space; (iii) conference venue; (iv) community arts centre which helped shape the 5 redevelopment options. The community arts centre was the most well received proposal. These options range from a minimal option of refurbishment within the existing footprint of the building to extending into the gardens to meet all requirements.

The concepts were also considered in the context of Cheltenham's Place Strategy, and assessed in terms of how they helped to deliver the strategy's vision for Cheltenham as a place:
- Where all our people and the communities they live in thrive;
- Where culture and creativity thrives, is celebrated and enjoyed throughout the year;
- Where businesses and their workforces thrive; and
- Where everyone thrives.

The cultural ambition set out in the Place Strategy is that Cheltenham is internationally renowned for its culture, heritage, food and sport. One of its three cultural aspirations is that Cheltenham has a sustainable future for its cultural organisations and buildings. The supporting action is to:
"Develop a new vision and masterplan for Cheltenham Town Hall that enables a significant increase in our festival and events programme…."
Therefore, this work was developed to meet these needs: to support the growth for Cheltenham's festival and events programme and to support a new, inclusive space to deliver and support creative access for the entire community in a variety of ways.

For each of the 5 options, concepts have been developed which outline:

- Capital cost of each option, potential external funding opportunities (e.g. lottery, Arts Council and Heritage Lottery fund) and the funding gap
- Additional revenue generated from additional activity for each option.
- Extent to which 'essential' and 'desirable' requirements are met
- Potential scale of any proposed extension
- Impact of the options on the historic assessment
- The impact on socio economic outcomes
- Delivery against social, economic, community and Place Strategy outcomes.

The result of this work are options which range from option 1 – minimal, refurbishment within the existing footprint at a capital cost of circa £8.8m to option 5 which delivers all requirements within a reasonably sized extension at circa £29m. Comparators indicate that the most expensive option compares to other national projects, Birmingham Town Hall cost £35m in 2007 and Colston Hall is estimated to cost £68m.

The potential additional revenue generated ranges from circa £88k p.a. (option 1) to circa £290k p.a. (option 5).

The external fundraising climate has become more challenging with HLF funding being focused on buildings which are 'at risk' and lottery fund opportunities now closed until 2021/22. Each option assesses the potential for external funding and identifies a funding gap which ranges from option 1 – circa £7.3m to option 5 - circa £19.7m.

The conclusion of this initial work was that none of the 5 options identified are deliverable in the context of the local and current national arts funding scenario.

Given the magnitude of the capital investment required and the level of funding gaps identified for each option, the project team worked with Focus to explore the development of a further 'hybrid' option which may be phased and is realistically more deliverable within the national and local funding context.

The hybrid option considered early phasing of elements of the building e.g. access, sound separation which will facilitate concurrent programming of spaces to allow for a change in emphasis from predominantly 'commercial' to inclusive and accessible programming which attracts younger and new audiences and delivers the ambitions set out in the Place Strategy, whilst still enabling the commercial business case to continue.

This could also enable TCT to apply for National Portfolio Organization (NPO) status which could attract core funding of up to £250k p.a. for a 5 year period and potentially access further Arts Council England (ACE) capital funding. To achieve ACE support, the programme needs to (i) demonstrate artistic excellence with innovative and diverse programming, whilst supporting talent development; (ii) adopt an inclusive and accessible program reaching those least engaged in the arts and culture and (iii) support for young people accessing the arts and encourage a lifelong engagement with creativity in all its forms.

3.4 Update on further option.

Focus has provided the project team with a further option to move the redevelopment forward.

Option 6 - This option is at a reduced cost overall of £25m compared to the original option 5, developed in phases. (floor plan attached)

- Phase 1 - would focus on sound separation; front of house technical and bar improvements within old building and new garden / café bar and rehearsal studio including landscaping / park improvements at a cost of £8.3m.
- Phase 2 – refurbishment / improvement to M&E including refreshed landscape and new main stage house at a cost pf £10.1m
- Phase 3 – new studio theatre extension including additional paving and new education studios extension. This would deliver the ultimate goal of a community arts centre largely funded by external fundraising, some of which may require NPO status at a cost of £6.7m.

The approximate cost of phase 1 is c£8.3m but still has a funding gap of c£2.7m and the suggestion is that this gap would need to be filled by further funding by the council.

The consultants also concluded that the issue of the length of the lease also needed resolving to support funding applications.

3.5 CBC / TCT Options

Given the conclusion of the work to date, the following is a summary of the options available to the Council and the TCT.

1. Do nothing
2. Progress phased development of the Town Hall (option 6)
3. Invest a sum of circa £1m to pump prime the commercial opportunities identified by TCT (including investment which both sustains and grows income at the Town Hall) and request that the council set aside the balance of £0.5m towards funding capital investment in CBC cultural assets following the completion of the development of the Cultural strategy.
4. Build a light weight café / bar and new entrance structure on the back on the Town Hall.

The CBC lead Cabinet member requested that the following additional option is explored.
5. Set up a free school based on performing arts provision.

Each of these options has its challenges. A summary assessment of each option follows:

Option	Pros	Cons
1. Do nothing	• Does not commit capital funding. • Releases TCT and CBC capital / human resources for other projects.	• Does not address the issues with the Town Hall. • Lack of development makes it less commercially viable to touring act as a result of equipment hire costs - estimated net additional net cost / loss of revenue impact c£0.5m over 5 years (excludes income growth potential). • Will not keep pace with competition from other venues where investment has been made e.g. Colston Hall, Birmingham Town hall and Symphony Hall. • The ability of the Town Hall to function as an entertainment venue in the future is more uncertain. • Does not deliver on CBC Place shaping aspiration for culture and creativity to thrive. • Does not meet TCT aspirations to grow audiences, increase programming flexibility and cultural offering. • Quadrangle includes café / restaurant within

		refurbishment which may further impact on the garden bar offering if it is not enhanced.
2. Progress phase 1 redevelopment of the Town Hall (option 6) leading to other phases	• Would fulfil TCT / CBC aspiration for reimagining of the building. • Investment in programmable spaces to allow TCT to move away from only being able to programme one solo commercial performance serving current recurring ageing audience demographic. • Allows TCT to grow audiences, increase programming flexibility and cultural offering. • Would facilitate development of outreach programme through provision of studio space, smaller programmable spaces. • Would open doors to future generation. • Maximises potential of the building within the setting of Imperial gardens. • Opens up potential cultural funding pots not currently viable, including support towards core costs • Meets Place Strategy aspirations	• Cost of scheme still c£8.3 m and ultimate cost of £25m with significant funding gap. Phase 1 has a funding gap of c£2.7m and overall (all phases of £15m) - CBC are unable to bridge this funding gap. • External fundraising target would be challenging, • The extensions into the Imperial gardens may be unacceptable to planners, conservationists and the public.
3. Invest a sum of circa £1m pump prime the commercial opportunities identified by TCT (including investment which both sustains and grows income at the Town Hall) and request that the council set aside the balance of £0.5m towards funding capital	• Could address some immediate practical barriers to programming and attracting performers – see initial 'shopping list' at Appendix 1. • Future cultural strategy would reflect a more holistic view of overall cultural needs in Cheltenham based on outcomes which emerge from the development of the Cultural strategy. • May lever in match funding for a more holistic cultural development programme e.g.	• Does not fulfil original aspiration for reimagining the building. • Would not fully allow the TCT to grow audiences, increase programming flexibility and cultural offering. • Would not fully facilitate the development of the outreach programme through provision of studio space, smaller programmable spaces. • Would not lever in any external funding. Decline in programming and revenue may accelerate the decline in

investment in CBC cultural assets following the completion of the development of the Cultural strategy.	support the redevelopment potential of Wilson phase 2. • May attract external fundraising e.g. sponsorship or crowdfunding if 'owned' by public. • Support retention of current customers and support of current Town Hall business case, to support The Cheltenham Trust overall • Since funding sources may not require ACE or lottery, the issue of resolving the length of the lease is less of a concern.	the Town Hall.
4. Build a light weight café / bar and new entrance structure on the back on the Town Hall.	• Capitalises on the potential of the setting and south facing aspect of Imperial gardens. • Could be a statement building / destination F&B offer which supports programming / attracts new audiences and CBC's place shaping aspirations. • Ensures that the F&B offer does not fall behind improving neighbouring offer. • Would release Pillar room and buffet for smaller scale programming of events. • Supports business plan projections but does not make significant contribution.	• As per 3 above. • Does not address sound separation • Would be difficult to justify this when there are issues with the venue and customer experience which need addressing first.
5. Set up a free school based on performing arts provision.	• Could help deliver against CBC objectives for *'no child left behind'.* • Could attract new educational funding stream. • Would need to set up a charitable trust who could fundraise	• Complex and time consuming to set up. • Would need to remove from Town Hall from the TCT management agreement • Would need to identify 'need' within the community to support the requirement for a free school e.g. demand for school places i.e. identify that demand exceeds supply. • Would need to justify need for alternative provision i.e. Build the case for provision where traditional education model fails children's needs.

		• Would need to find a community advocate to support and promote the setting up of a school. • No guarantee that a specific building is appropriate for a school or would be supported – town hall is constrained by historic nature and may not be convertible to a school.

The unallocated budget, following funding the survey and consultants work on the project and support to the TCT, stands at £1.5m.

3.6 Recommendations

The project team recommend option 3 i.e.

Invest a sum of circa £1m pump prime the commercial opportunities identified by TCT (including investment which both sustains and grows income at the Town Hall) and request that the council set aside the balance of £0.5m towards funding capital investment in CBC cultural assets following the completion of the development of the Cultural strategy

4.   Next Steps - **possible next steps for the committee to consider e.g. potential witnesses, further report, site visit etc.**

4.1   The TCT is in the process of developing a 5 year capital strategy which will identify potential investment which delivers a return and will increase revenue to the TCT.

4.2   The Cabinet has yet to consider the outcome of the Town Hall project and the recommendations of the project team. Any decisions in respect of the use of the residual unallocated budget has been rescheduled to the Cabinet meeting in December to tie in with the TCT review and the work on the 5 year capital strategy and the Cabinet interim budget proposals.

Background Papers

Contact Officer	Contact Officer: Mark Sheldon, CBC Director of Projects
	Tel No: 07899 061988
	Email: mark.sheldon@cheltenham.gov.uk
Accountability	Flo Clucas
Scrutiny Function	Overview and Scrutiny

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SCRUTINY REVIEW – ONE PAGE STRATEGY

FOR COMPLETION BY THE OVERVIEW AND SCRUTINY COMMITTEE	
Broad topic area	Third Sector Policy
Specific topic area	Review of Third Sector Policy
Ambitions for the review	The policy, which results in over £200k in rent subsidies for third sector organisations, was last reviewed in 2016. Since then the council has adopted a new corporate plan, commercial strategy and place documents and given discussions around social value, a review would be timely.
Outcomes	• Consider whether the current policy (attached) fits with the corporate plan, commercial strategy, place documents and social value aspirations • Recommend changes to Cabinet, if/as necessary
How long should the review take?	It is envisaged that this will be a very short review – over 2/3 meetings perhaps
Recommendations to be reported to:	• Overview and Scrutiny Committee • Cabinet (if required)
FOR COMPLETION BY OFFICERS	
Members	TBC
Officers experts and witnesses	TBC
Sponsoring officer	TBC
Facilitator	Democratic Services
Cabinet Member	Cabinet Member Finance
FOR COMPLETION BY THE SCRUTINY TASK GROUP	
Are there any current issues with performance?	
Co-optees	
Other consultees	
Background information	
Suggested method of approach	
How will we involve the public/media? Or at what stages	

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Updated Policy for Property Lettings and Disposals to the Third Sector, Voluntary and Community Groups

Policy framework
This policy aligns to the vision and objectives of the council's Asset Management Plan 2016/17 to 2020/21

The vision for the Council's Asset Portfolio is:
'A fit for purpose property portfolio which drives delivery of our corporate vision and outcomes'

The three specific asset management policy objectives are:
1. To use our assets to sustain and grow Cheltenham's economic and cultural vitality and make a positive contribution to people's lives.
2. To maintain a 'fit for purpose' property portfolio to support service delivery
3. To make a positive contribution to the Council's financial position.

General Principles
As a guiding principle, the Council seeks to maximise the return on its non-operational portfolio. However, where a property is occupied by a registered voluntary or community sector (VCS) group which clearly supports the Council's priorities, the authority will consider offering a rent support grant. The level of grant will be calculated against the total assessed rental value of the property on the open market and will be counted as grant aid.

Market value
All lettings by the Council start from the basis of a commercial or market rate clearly set out in the tenancy agreement and any rent support grant will be set out in a separate document.

The decision on whether a particular VCS organisation occupying a Council-owned building should be offered a rent support grant Council needs to be related to the assessed benefits of the service it provides to the community. If the arrangement is subsidised in anyway, it must avoid falling foul of European legal requirements relating to state aid.

State Aid
State Aid occurs when financial assistance is given by a public body which favours certain organisations and distorts, or threatens to distort, competition between Member States of the EU. The current position is that the letting at an undervalue or the awarding of a grant to community organisations will not be State Aid if:
• The proposed tenant is a not for profit organisation;
• The use of the building will be for a community purpose; and
• The activities carried out by the organisation(s) are of local interest only.

Rent Support Grants
Council owned-buildings being leased to organisations that are open to the community at large and are working to further the aims of the Council's corporate priorities can be offered a rent support grant, subject to an assessment of the benefits of the services being delivered from the building provides to the community.

It is the responsibility of the relevant Cabinet Member, acting on advice from the Director of Resources, and in consultation with other appropriate officers and other Cabinet portfolio holders, to decide whether or not the organisation contributes sufficiently enough to the Council's corporate priorities and those of our partnerships to be awarded a rent support grant and what the level of this grant should be.

Commissioned Services
The policy will not apply to those VCS organisations occupying our buildings that have been formally commissioned or contracted to provide services on behalf of the Council. In these cases, the amount to be charged in rent will be specified in the formal contracts or service level agreements.

New lettings
The proposed disposal must be at best consideration and on commercial terms.

The proposal must contribute towards meeting the Council's corporate priorities and those of our partnerships.

A business plan must be submitted, clearly indicating the community benefits of the proposed operation and its financial viability over both the short and longer term.

If a planning consent will be required, there must be a reasonable prospect that this can be obtained in a timely fashion.

In the case of proposed retail uses, any neighbouring shops must not be adversely affected.

The current state / condition of the premises and any proposed repairs by the incoming tenant will be taken into account in assessing the market rent.

Existing leases
To be considered for a rent support grant the existing lease must be at best consideration and upon commercial terms.

The proposal must contribute towards meeting the Council's corporate priorities and those of our partnerships.

A business plan should be submitted, clearly indicating the community benefits of the proposed operation and how it will be viable in the longer term.

In the case of proposed retail uses, any neighbouring shops must not be adversely affected.

Temporary licences
E.g. Access licences to cross Council land. These are not classed as a disposal and therefore the disposal strategy does not apply and neither does 'opportunity cost'.

Access must be necessary to allow the organisation to function.

The applicant must be exempt from the State Aid rules as set out under Legal implications.

Legal documentation
The unrestricted market value of the disposal should be noted in the financial accounts.

The Council will request an annual progress report on the operation if it so chooses.

The Council will include appropriate rent review periods upon commercial terms and mutually acceptable break clauses in all new letting arrangements, to provide financial assurance for both the authority and its tenants.

If the tenant or use changes, the Council will have the option to terminate the grant support agreement.

The disposal must comply with European legislation relating to state aid.

Overview and Scrutiny Committee work plan – 2019/20

Item	Outcome	What is required?	Author/presenter
Meeting date: 18 November 2019 (Report deadline: 6 November 2019)			
Quarter 2 performance review	Consider Q2 performance and comment as necessary	Discussion paper	Richard Gibson, Strategy and Engagement Manager
Cheltenham Town Hall – Masterplan scoping study	Consider the masterplan scoping study recommendations prior to decision by Cabinet and comment as necessary	Discussion paper	Mark Sheldon, Director of Corporate Projects
Third Sector rent support grant STG	Agree outcomes for the review to be undertaken by a task group	DRAFT One Page Strategy	Democracy Officer
Future strategic waste site relocation project	Comment as necessary	EXEMPT Discussion paper	Karen Watson, Client Manager
Meeting date: 13 January 2020 (Report deadline: 27 December 2019*)			
Scrutiny review	Consider the findings of Campbell Tickell and discuss the next steps	Presentation (to be circulated in advance)	Campbell Tickell / Darren Knight, Executive Director – People and Change
Budget proposals (for coming year)	Consider views of the Budget Scrutiny Working Group on the budget proposals for the coming year	Discussion paper	Chair, Budget Scrutiny Working Group (Cllr Babbage)
Urban Gulls	Update on the work carried out in 2019, how this compares to the previous year and the strategy to be adopted going forward	Discussion paper	Mark Nelson, Enforcement Manager (and Cabinet Member?)
Social Value Policy	Consider the draft social value policy and comment as necessary	Discussion paper	Richard Gibson, Strategy and Engagement Manager
Meeting date: 24 February 2020 (Report deadline: 12 February 2020)			
LGA peer review	Consider progress against the action plan from the LGA peer review 2018	Discussion paper	Richard Gibson, Strategy and Engagement Manager
Meeting date: 30 March 2020 (Report deadline: 18 March 2020)			

Overview and Scrutiny Committee work plan – 2019/20

The Cheltenham Trust (TCT)	Presentation from Laurie Bell on performance over her first year CONFIRMED	Presentation and discussion	Laurie Bell, Chief Executive (TCT)
Meeting date: (Tuesday) 26 May 2020 (Report deadline: 14 May 2020)			
Meeting date: 22 June 2020 (Report deadline: 10 June 2020)			
End of year performance review	Consider performance and comment as necessary	Discussion paper	Richard Gibson, Strategy and Engagement Manager
Meeting date: 27 July 2020 (Report deadline: 15 July 2020)			

Overview and Scrutiny Committee work plan – 2019/20

Items for future meetings (a date to be established)			
Gloucestershire 2050	Update on Gloucestershire 2050	Update	The Leader will provide ongoing updates as part of the Cabinet briefing
Network Rail & GWR	Representatives to be invited to attend a seminar – awaiting contact details from Jeremy Williamson	Member Seminar	Network Rail and GWR
Safer Gloucestershire	Officers queried whether the committee would like a presentation from Safer Gloucestershire, the county community safety partnership dealing with crime and disorder		Suggestion that this should be a member seminar / Richard to discuss at next chairs briefing
Marketing Cheltenham	Perhaps the committee would like to hear from Marketing Cheltenham at some point about what they have done and what they have planned?		

Annual Items		
Budget proposals (for coming year)	January	Chair, Budget Scrutiny Working Group
Draft Corporate Plan	February	Richard Gibson, Strategy and Engagement Manager
End of year performance review	June	Richard Gibson, Strategy and Engagement Manager
UBICO annual report	July	Ubico and Cabinet Member
Scrutiny annual report	September	Democracy Officer
Update on motions	September	Relevant Officer
Police and Crime Commissioner (circulate his annual report in advance)	September	P&CC

Quarter 2 performance review	November	Richard Gibson, Strategy and Engagement Manager
Publica annual report	tbc	Dave Brooks (Chair) and MD

Briefing sessions/seminars

Briefing sessions/seminars			
CBH Masterplan	A member seminar arranged at the request of the O&S Committee	2020	Paul Stephenson and Peter Hatch (CBH)

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