

Information/Discussion Paper

Social and Community Overview and Scrutiny Committee – 1st March 2010

Draft Corporate Strategy

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** Cabinet on 8th December 2009 approved a draft corporate strategy that would go out to consultation until Tuesday 26th January 2010. The draft strategy was reviewed by this committee on 11th January and comments have been taken on board in the latest draft.
- 1.2** The final corporate strategy is due to go to Cabinet on 16th March and Council on 29th March. Ahead of these meetings, it will be useful to gain further member input into the draft strategy.

2. Proposed objectives

- 2.1.1** The draft strategy is proposing that the council adopts three community objectives:
 - Enhancing and protecting our environment;
 - Strengthening our economy; and
 - Strengthening our communities.
- 2.1.2** These are supported by two cross-cutting objectives of:
 - Enhancing the provision of arts and culture; and
 - Ensuring we provide value for money services that effectively meet the needs of our customers.

3. Proposed outcomes

- 3.1.1** The outcomes are critical in that they describe the improvements we will make to improve the well-being of whole population of Cheltenham. By putting outcomes centre-stage in the strategy, we are making a commitment that our customers and communities will judge us by how well we are improving their quality of life rather than measuring how many times we do things or how quickly we do them.
- 3.1.2** Some of these outcomes we will be able to deliver by ourselves, but for many other outcomes we will have to work in partnership with other organisations.
- 3.1.3** From the consultation activities and the needs analysis we are proposing a set of outcomes the council should be focusing on:

Objectives	Outcomes
Enhancing and protecting our environment	Cheltenham has a clean and well-maintained environment
	Cheltenham's natural and built environment is enhanced and protected
	Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change
	Cheltenham has improved access and travel options
Strengthening our economy	Cheltenham is able to recover quickly and strongly from the recession
	We attract more visitors and investors to Cheltenham
	<i>Unemployed people are able to access employment and training (to be reviewed by EBI as to whether this remains as an outcome)</i>
Strengthening our communities	Communities feel safe and are safe
	People have access to decent and affordable housing
	People are able to lead healthy lifestyles
	Our residents enjoy a strong sense of community
Enhancing the provision of arts and culture	Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment
Ensuring we provide value for money services that effectively meet the needs of our customers	The council delivers cashable savings, as well as improved customer satisfaction overall and better performance through the effective commissioning of services

For the purposes of this meeting, I have attached the objectives and outcomes that are relevant to this committee:

Strengthening our communities	Communities feel safe and are safe
	People have access to decent and affordable housing
	People are able to lead healthy lifestyles
	Our residents enjoy a strong sense of community
Enhancing the provision of arts and culture	Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environmen
Ensuring we provide value for money services that effectively meet the needs of our customers	The council delivers cashable savings, as well as improved customer satisfaction overall and better performance through the effective commissioning of services

4. Feedback from January's Social and Community O+S

Soc and Com comment	Response
Include a priority to encourage care/retirement villages	Yes this has been included in the housing section
How could we hope to improve the provision of Arts and Culture when surely our priority would be maintaining what we were currently providing. The strategy needed to take consideration of the financial climate and focus on the core functions.	The arts and culture section sets out how the council will continue to enable thriving arts and culture provision against the backdrop of budgetary restraint
The partnership priorities would not be solely delivered by CBC and as such we would not always be able to influence delivery/standards.	The draft strategy now highlights what we will be accountable for and what we will seek to influence through partnership working
The strategy was aspirational and the budget was factual, they should have been more joined up.	We have now included a resource line in the sections showing the net budget for each of the relevant service areas.
References to affordable housing seemed to centre around social housing provision; surely this needed to be more broad.	Reference to market housing included.
Cleanliness was raised as an issue in the Place Survey, if people saw their streets looking clean and tidy, it could strengthen communities and improve their perception of safety.	Reference to street cleaning now included in the community safety section
Some of Cheltenham's most deprived residents may not feel that 'Arts and Culture' would be particularly relevant to them.	To be addressed through ongoing service delivery.

5. Community feedback

5.1 The draft strategy was out to consultation from 10th December 2009 to 26th January 2010. Six responses were received.

Name	Comments
Living Streets	Ensure CBC is prepared for extreme weather; cleanliness and maintenance is most important; redevelop empty sites.
Friends of the Earth	Needs to be more ambitious about what we will do to mitigate and adapt to climate change and the targets we set; reducing CO2 emissions is most important. Need to mention carbon rationing, peak oil, eco-systems, move to being a transition town etc.
Vision 21	Reducing CO2 emissions is most important, strategy also needs to refer to alleviating flood risk, preparing for water scarcity, peak oil, transition town status. Strategy needs to reflect the current environmental crisis.

VCS forum	Broad agreement to objectives; communities and VFM were most important to VCS. Broad agreement for outcomes, affordable housing, unemployment, community safety and community engagement were most outcomes.
A Cook (individual)	Need for economy to be no.1 objective and to encourage visitors and reduce costs on businesses eg NNDR and parking charges
Up Hatherley Parish Council	Economy and value for money are most important objectives with community safety, recovering from the recession and enabling people to access employment are the most important outcomes. Would like to see specific action around providing for an ageing population, especially around housing choice.

6. Next Steps

- 6.1** A summary of views from the consultation and any changes needed will be presented to the council's cabinet on Tuesday 16th March 2010. If the cabinet are happy with the updated strategy it will go to a meeting of the Full Council on Friday 29th March for approval.

Background Papers	Draft 2010-2015 Corporate Strategy, Report to Cabinet on 8 th December 2009
Contact Officer	Richard Gibson, Policy and Partnerships Manager, 01242 235 354, richard.gibson@cheltenham.gov.uk
Accountability	Leader of the Council
Scrutiny Function	All
Attachments	Appendix A – excerpts from draft Corporate Strategy (to follow)