



CHELTENHAM
BOROUGH COUNCIL

**Notice of a meeting of
ECONOMY AND BUSINESS IMPROVEMENT OVERVIEW AND
SCRUTINY COMMITTEE**

Monday, 29 November 2010

6.00 pm

Municipal Offices, Promenade, Cheltenham, GL50 9SA

Membership	
Councillors:	Garth Barnes, Tim Cooper, Peter Jeffries, Paul Massey (Deputy Chair), Paul McLain, Malcolm Stennett (Chairman), Lloyd Surgenor, Pat Thornton and Andrew Wall
Other Members:	

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

Agenda

1.	APOLOGIES	
2.	DECLARATIONS OF INTEREST	(Pages 1 - 2)
3.	MINUTES OF THE LAST MEETING Held on 20 September 2010	(Pages 3 - 10)
4.	PUBLIC QUESTIONS AND PETITIONS None	
5.	MATTERS REFERRED TO COMMITTEE A. By Council - None B. By Cabinet - None	
6.	BRIEFING FROM CABINET MEMBERS Leader Briefing to include a verbal update on the Cheltenham Inward Investment Working Group	
7.	CHELTENHAM FESTIVALS SCRUTINY WORKING GROUP Report of the scrutiny working group (30 minutes)	(Pages 11 - 20)

8.	PERFORMANCE MONITORING Report of the Policy and Performance Manager (30 minutes)	(Pages 21 - 64)
9.	CORPORATE RISK REGISTER Report of the Assistant Chief Executive (30 minutes)	(Pages 65 - 90)
10.	BUDGET CONSULTATION Report of the Cabinet Member Finance and Community Development (20 minutes)	(Pages 91 - 94)
11.	DATE OF NEXT MEETING AND FUTURE AGENDA ITEMS Date of next meeting : 24 January 2011	(Pages 95 - 96)
	BRIEFING NOTES (not on the agenda) Tourism and Marketing Strategy update from the Assistant Director Well Being and Culture	

Proper Officer Name
Proper Officer Title

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CHELTENHAM BOROUGH COUNCIL

EBI Overview and Scrutiny Committee

DATE:

DECLARATION OF INTEREST

NAME _____

You are asked to complete this form if you intend to declare an interest in connection with any item on this agenda.

Please hand any completed form to the committee administrator at the meeting.

You are reminded that you are still required to declare your interest orally at the commencement of the committee's consideration of the matter.

Agenda item	*Personal interest	*Prejudicial Personal interest	Nature of interest

* The Council's Code of Members Conduct explains what is a 'Personal Interest' and a 'Prejudicial Interest'. The Code is set out in Part 5A of the Council's Constitution.

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Economy and Business Improvement Overview and Scrutiny Committee

**Monday, 20th September, 2010
6.00 - 8.03 pm**

Attendees	
Councillors:	Malcolm Stennett (Chair), Garth Barnes, Tim Cooper, Peter Jeffries, Paul Massey (Deputy Chair) and Paul McLain
Also in attendance:	Councillors Steve Jordan and Les Godwin

Minutes

1. **APOLOGIES**
Apologies were received from Councillors Surgenor, Thornton and Wall.

2. **DECLARATIONS OF INTEREST**
Councillor Stennett declared a personal and prejudicial interest in agenda item 11 as a director of Gloucestershire Airport and announced his intention to hand over the chairmanship of the meeting to Councillor Massey at that point and leave the meeting.

3. **MINUTES OF THE LAST MEETING**
Resolved that the minutes held on 19 July 2010 be approved as a correct record.

4. **PUBLIC QUESTIONS AND PETITIONS**
None received.

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

6. **BRIEFING FROM CABINET MEMBERS**
The Leader
He referred to the new Local Enterprise Partnerships (LEPS) which had been announced by government as the replacement for the Regional Development Agencies. He advised that a bid had been submitted to government by the county for a LEP covering Gloucestershire, Wiltshire and Swindon. He was disappointed that the county had not felt able to support a bid for Gloucestershire as there were risks associated with Gloucestershire, a two tier authority, joining up with two unitary authorities. He hoped that whatever the outcome, Gloucestershire First would be in a position to continue with the good work they were doing and Gloucestershire would continue to have a voice.

He referred to the briefing note on the Cheltenham Inward Investment Working Group which had been circulated with the agenda. Working with Gloucestershire First, this group had been looking at what makes Cheltenham attractive to businesses looking to invest and what sectors to target. It was also helping to manage the outcome of Kraft and Chelsea's decision to strategically withdraw from Cheltenham. He agreed to circulate a membership list for the working group to members of the committee. In response to a question from a member he advised that the working group was time-limited and would have a finite end.

7. STRATEGIC COMMISSIONING

The Chief Executive introduced his report which had been circulated with the agenda. He reminded members that Council on 28 June 2010 had confirmed its agreement to the Council using the principles of Strategic Commissioning to secure services. This committee had an important role in scrutinising the impact that Strategic Commissioning would have on the council's services. He gave a presentation to the committee describing the process of Strategic Commissioning and the potential impact on services.

In the presentation, he explained that consultants had delivered a report on the structural senior management changes required to support a strategic commissioning approach. In response to a question from a member he indicated that the cost of the consultants was in the order of £16,000. As Chief Executive he would be producing a section 4 report on the structural changes, for consideration by the Staff and Support Services Committee in October and approval by Council in December. The aim would be to have the new structure in place from 1 April 2011.

He explained that Strategic Commissioning was focused on achieving the best outcomes for citizens. He emphasised the importance of partnership working and joining up services and without this the full benefits of commissioning could not be achieved. It was acknowledged that the current spend on services was not sustainable and therefore potential savings from the commissioning approach was an important factor. Overview and scrutiny could play a key part in the monitoring and review of the new arrangements and ensuring that the council was delivering the right outcomes for local citizens.

Members asked a series of questions and the response from the Chief Executive is listed after each question.

- The council already had many initiatives in place e.g. shared services, GO programme and now Strategic Commissioning. How will all these various initiatives be managed into a cohesive plan?
 - The Chief Executive acknowledged that the approach had been somewhat ad hoc but it had been important to take the opportunities provided as they arose. Strategic Commissioning would provide a framework for ensuring that all these initiatives were not just providing the best outcome for their particular project but what was best for the Council and the people of Cheltenham.

- Why didn't authorities in Gloucestershire just join up and become a unitary authority and achieve economies of scale that way?
 - The Chief Executive acknowledged that this was an alternative but the Strategic Commissioning approach looked to save money in a different way by finding out what was important to local people. He emphasised that current government thinking was to deliver joined up services at a local level to meet local needs. In a two tier arrangement, the challenge for Strategic Commissioning would be to agree what services are best commissioned at district level and which at county level and then the same decisions made for delivery of services.
- Is Strategic Commissioning really just a money saving exercise? The council needs to identify the priority services for its residents and then have a political debate on the non-essential services. The council like any other business needs to look for efficiencies in how it delivers those services.
 - Strategic Commissioning would also look to achieve better outcomes for local people by commissioning services at the appropriate level. Waste management in Gloucestershire was a good example of this approach working in practice?
- The presentation emphasised that partnership commitment and a willingness to pool budgets was key to success. Could the Chief Executive expand on the current levels of commitment?
 - The county had demonstrated their readiness to engage in the process and the voluntary and community sector were leading the agenda in Gloucestershire. The police were willing to get involved in the debate and the health service already had a strong commissioning ethos in place.
- Is it appropriate that the only risk relating to Strategic Commissioning is CR20 and relates solely to knowledge and skills. Is there not a risk of partners not buying in and a lack of clarity about accountability?
 - A risk assessment for Strategic Commissioning was attached to the report which went to Council in June and would be set out in the section 4 report to Council in December. The Chief Executive agreed to raise this point with the Senior Leadership Team when they next review the Corporate Risk register.
- It was important for the public to know how they would seek redress if they were not happy with the services being delivered and know who was accountable at a political level. How would this be addressed?
 - The Chief Executive responded that the public wanted good services and needed to understand where to go if that was not the case. There was evidence to suggest that the public were less concerned about who was actually delivering the service.
- Is there a tension between achieving value for money and monitoring and review and how does the council monitor the effectiveness without tying itself up in long-term contracts?

- Such tensions will inevitably exist and scrutiny could play a key role in monitoring services.
- It is disappointing that the council still feels that it does not know what its customers need as so much previous work has been done in consultations and producing community strategies and business plans. Is strategic commissioning merely another name for sub-contracting which is an approach that businesses have been using for many years?
 - The Chief Executive acknowledged that there was much good practice in the council in this area but it was not always systematic or coordinated. The commissioning approach would provide this co-ordination.

At this point the Chair stated that he was disappointed that £16,000 had been spent on consultants believing that the information obtained should have been decided by the Chief Executive. He requested that members be advised of any intended additional expenditure on consultants relating to the Commissioning process.

The Chief Executive responded that in considering a restructuring involving his close colleagues, he felt it was beneficial to get an external view which could be fully objective.

Resolved that:

- 1. A report is brought back to this committee to giving members examples of successful Commissioning projects within other similar Local Authorities.**
- 2. Summary progress reports are brought to the committee showing actions being taken and cost savings that have been made or are expected.**

8. REGULATORY POWERS PROCEDURES (RIPA)

The chair introduced the report. The committee had considered the report at their last meeting and requested a number of changes. The revised procedural guide was now being brought back to this committee for further consideration before being approved by Cabinet. The chair was satisfied that the issues raised by the committee had been addressed in the report.

A member was concerned that there appeared to be no corporate policy on data storage. In response the Assistant Chief Executive said that the corporate policy was not to hold data unless there was a business need and in the case of a fraud investigation there was a need to hold the data for six years. She agreed to review this section to see whether the wording needed clarification.

A member was concerned that there could be a reputational risk regarding the implementation of the RIPA. He considered that members had given a very clear political steer at the last meeting that fly tipping and dog fouling did not fit into the definition of necessity and proportionality. This had not been recognized in the suggested actions in appendix 1.

The Assistant Chief Executive advised that officers had been concerned not to take options available under the legislation out of the procedural guide too early. She would consider how this political steer could be included.

A member requested more clarity on the definition of 'necessity' on page 13 of the guide. The Assistant Chief Executive advised that officers had adopted the Home Office definition but she would review the wording.

Resolved that the revised procedural guide for the Regulation of Investigatory Powers Act 2000 be recommended to Cabinet

9. GO PROGRAMME

The GO Programme Manager, Robert Wood, introduced the report which had been circulated with the agenda. The report informed members of the progress of the GO programme and the final business case. The programme was seeking approval from both Cabinet and Council (funding) and this was an opportunity for the committee to make any comments.

Members asked a series of questions and the response from the programme manager is listed after each question.

- Is there additional scope for sharing software beyond finance and HR systems?
 - The four district authorities would become natural partners for sharing additional corporate services and there was also the potential to bring in other authorities once they saw it operating effectively.
- In his introduction, the programme manager had said that he had seen the ERP system operating successfully in new unitary authorities but there were very few successful examples of shared ERP in district authorities. Why was this the case and was it a concern?
 - In his view the unsuccessful examples had arisen from going into the project without clarity. He was confident that this programme had a very clear business case with well-defined specifications and officers across the authorities were clear that they would receive a standard system without modifications for their particular authority. The success of the project did not depend upon the software but the shared vision of the partners and their commitment to see the project through.
- Page 69, 6.2.1 referred to a 10 year agreement unless terminated earlier by mutual agreement. Why did the term have to be so long and what were the sanctions if a partner decided to withdraw earlier?
 - 10 years was considered appropriate in that no partner would want to dissolve the partnership before their payback period had been reached. In the case of Cheltenham this was just over five years but for other authorities it was over seven years. If a partner wished to leave the partnership earlier, then they would be responsible for both their own costs and the costs incurred by the other authorities through them leaving.

- Had the programme been too protective of its specification and would it have been possible to procure a cheaper system with a shorter payback period?
 - There were other systems in the marketplace. Some had distinct disadvantages and others although well tried and tested had a cost profile that would only be applicable to large scale organisations and companies. The procurement exercise for the GO programme had identified the proposed ERP system as providing the best combination of functionality and cost. Regarding the payback period, the first two years were concerned with installation of the system and therefore benefits would not start to accrue until year three. The business plan had adopted a cautious approach to savings based on benchmarks from CIPFA members. He was confident that the savings were deliverable and there was a significant chance that they would be greater.
- Was there a risk of being left with an obsolete system after five years?
 - There is an annual agreement with the supplier and a natural break point at five years. It would be possible at that point to change suppliers if this proved necessary.
- What was the main component of the savings?
 - Savings on staff costs were a major component but there were also savings on software maintenance and time savings for staff using the system.
- Could other partners be incorporated easily? Were there risks of significant changes to the political structure of councils causing problems to the partnership? How did the hold harmless clause affect lead partners?
 - The functionality could be expanded to other partners with relative ease. The hold harmless clause was designed to protect the centres of excellence (only) of which Cheltenham Borough Council was one. This clause would exclude other partners from seeking financial penalties from the host authority in the case of a service failure. This was in all partners interests as the alternative would be for the hosting partner to increase their charges for the service sufficiently (as opposed to the current non profit basis) to address the risk of financial penalties.

The chair thanked the programme manager for his contribution to the meeting and wished the project every success.

Resolved that the business case for the GO shared services programme be supported.

10. CORPORATE RISK REGISTER

The Assistant Chief Executive introduced the report which had been circulated with the agenda. The council had acknowledged that members need to be aware of the corporate risks which may impact on the council and the decisions it takes. The risk register had been updated by the Senior Leadership Team in August and sets out progress against mitigating actions. Members were asked to consider the document before it went to Cabinet on 21 September 2010 and identify any additional risks or actions to be brought to Cabinet's attention.

The Assistant Chief Executive indicated that officers would review the risk register in the light of the committee's comments on the reputational risk regarding RIPA, risks arising from commissioning and consider a breakdown of the risks for the GO programme which the committee felt may be too generic. A member suggested that there could be a risk arising from the government's announcements on the comprehensive spending review in October. Partnerships across Gloucestershire would need to communicate to ensure that no one particular sector or area of the community was adversely affected by multiple cuts by different partners.

Another member suggested that there should be a risk associated with a public service dispute or strike arising from government cuts.

Resolved that

- 1. The Corporate Risk Register with the amendments identified be supported.**
- 2. The committee receive a quarterly report on the Corporate Risk Register highlighting any changes**

11. AIRPORT RUNWAY SAFETY PROJECT

The chairman of the Joint Airport Scrutiny Working Group (JASWG) introduced his report which had been circulated with the agenda.

The report explained that in December 2009 the Council had agreed the business case for the airport and had agreed to facilitate £1.2 million of the borrowing will required from the PWLB for onward lending to the airport to fund the runway safety project. Since this date the project costs had increased and the project implementation period has been shortened in line with recommendations of the project manager. The business case financial projections had been revised and an additional temporary loan of £350,000 was being requested from both Cheltenham Borough Council and Gloucester City Council as joint shareholders of the airport. The Treasury Management Panel had approved the necessary changes to the Treasury Management Policy to facilitate this on 14 September 2010. An extract of the minutes had been circulated to the members of the committee at the start of the meeting together with the minutes of the last JASWG meeting.

The JASWG had been concerned at a request for additional funding so soon after the original loan had been agreed. They were satisfied that this would be a final request for additional funding and it was necessary in the current economic climate with the restrictions on borrowing.

A member questioned whether the additional request for more cash was an easy option and the airport should have been able to support this by modifying their own plans.

In response the Chief Finance Officer said that the airport had to go through a thorough process before arriving at the conclusion that additional short term borrowing was required. Following, the tendering process there was little scope for revisiting the plans since all of the individual elements of the project i.e. demolition and rebuild of the properties, culverting of the brook and the

creation of a new access road were needed to deliver a safe runway. However, the airport had changed course where this was an option, for example they had found a cheaper solution for Blenheim House which had brought the costs of the project down. The condensing of the business plan into a shorter timescale inevitably meant a decrease in the period over which trading profits used to part fund the project would be generated which had caused the temporary cash-flow problem. He reassured members that in his view the estimates in the business plan were prudent and therefore increases in profitability are still considered to be deliverable. The additional funding was required as contingency for the worst-case scenario.

Councillor P McLain informed the committee of his opposition to the Council continuing to pump money into the airport. He wished it noted that he intended to vote against it.

Up on a vote it was;

Resolved that:

It be recommended to Cabinet that it approve the additional temporary borrowing facility of up to an additional £350,000 (maximum) to support the implementation of the Runway Safety Project and that the Treasury Management Policy be amended accordingly

Voting: For 4, Against 1

12. DATE OF NEXT MEETING AND FUTURE AGENDA ITEMS

The date of the next meeting was 30 November 2010 and the scrutiny workplan was noted.

13. BUDGET SCRUTINY WORKING GROUP

The Chair referred to the report which requested that the committee nominated members to a budget scrutiny working group. The proposal was a group of members was drawn together from the various with the committee's to develop as budget scrutiny champions to support the budget process.

Resolved that Councillors Massey and Jeffries be appointed to the budget scrutiny working group.

Malcolm Stennett
Chairman

Cheltenham Borough Council

Social & Community O&S – 8 November 2010

Economic & Business Improvement O&S – 29 November 2010

Report of the Joint Overview & Scrutiny Festivals Working Group

Accountable member	Cabinet Member for Sport and Culture, Councillor Andrew McKinlay
Accountable officer	Strategic Director, Grahame Lewis
Accountable scrutiny committee	Social & Community and Economic & Business Improvement
Ward(s) affected	All
Key Decision	No
Executive summary	<p>The working group have undertaken a detailed appraisal of Cheltenham Festivals' current 3 year business plan. It has assessed whether a financially sustainable future is achievable for Cheltenham Festivals, and if so how any potential negative financial impacts on the Borough Council could be mitigated.</p> <p>It is important to CBC that Cheltenham Festivals develop complete financial independence as early as possible and with their projected increase in turnover they should become less reliant on the Council reasonably quickly. However this drive to complete independence needs to continue in a planned and measured way and will therefore need to be properly evidenced in their business plan and supported by CBC.</p> <p>Given the above, the Joint Overview & Scrutiny review group therefore recommend that:-</p> <ol style="list-style-type: none"> 1. A report be considered by Cabinet which outlines how a more flexible and sustainable future use of Imperial and Montpellier Gardens can be developed. 2. A further review is undertaken of the existing Town Hall catering arrangements to ensure greater flexibility of use by Cheltenham Festivals. The original contract has been extended until August 2012. 3. Cabinet ensures that Cheltenham Festivals are clear about the on-going financial impact regarding the use of their newly acquired Tessitura box office system. 4. A joint strategic cultural plan for the town is developed as part of the 2011/2012 Corporate & Community Planning process. 5. Cabinet consider delaying any reduction to the grant until 2012 as part of the budget setting process, following a request by Cheltenham Festivals. 6. That appropriate monitoring arrangements are put in place which can be assessed by Cabinet and Overview & Scrutiny at regular intervals in the future as set out in 4.5.

Financial implications	<p>The current level of funding, built into the Medium Term Financial Strategy is £109,200 per annum. Support in kind of approximately £150,000 per annum is also provided to Cheltenham Festivals.</p> <p>The financial impact of Cheltenham Festivals purchasing their own box office system will need to be considered as part of the 2011/12 budgets. Future levels of funding will always be subject to the annual budget setting process and satisfactory performance.</p> <p>Contact officer: Sarah Didcote, Group Accountant Sarah.didcote@cheltenham.gov.uk 01242 264123</p>
Legal implications	<p>The current grant agreement with Cheltenham Festivals expires on 31 March 2011. Any grant funding beyond that date will be the subject of an appropriate legal agreement, based on the Community Investment Grant format. The agreement can include any monitoring arrangements and performance indicators as required by the Council.</p> <p>Contact officer: Nicolas Wheatley Nicolas.wheatley@tewkesbury.gov.uk 01684 272695</p>
HR implications (including learning and organisational development)	<p>The further review of the Town Hall catering arrangements to ensure greater flexibility of use by Cheltenham Festivals may result in human resources impacts; however these will become clearer as the review progresses. Trade Union engagement at an early stage is recommended. Cheltenham Festivals took over the running of their own payroll in April 2010. A particular employment arrangement exists which continues to work well for both CBC and CF and is not proposed to cease or change, however the arrangement need to be considered and clarified for the longer term in particular with regard to any future financial implications.</p> <p>Contact officer: Amanda Attfield, Assistant Director Human Resources & Organisational Development Amanda.attfield@cheltenham.gov.uk 01242 264186</p>
Key risks	
Corporate and community plan Implications	<p>Enhancing and protecting our environment. Strengthening our economy. Enhancing the provision of arts and culture.</p>
Environmental and climate change implications	<p>Re-designing the open spaces in both Imperial and Montpellier Gardens to provide greater flexibility for future CF use, and at the same time enhancing the quality of the gardens for general public use will require sensitive consideration of the full range of environmental and climate change issues. This will also be an ideal opportunity to consider the wider question of sustainable planning. Full engagement and consultation with the local community and stakeholders regarding potential design solutions will be a key component of the exercise.</p>

1. Background

- 1.1 Cheltenham Festivals are an important and valuable partner for the Borough Council. Over the past 10 years the relationship between the Council and the Festivals has changed and the use of Local Authority Business Growth Incentive (LABGI) monies has enabled the Festivals to break free of CBC control and establish itself as a major cultural player in the UK. Cheltenham Festivals have now set out a range of strategic objectives within their 3 year business plan that will enable them to take the final step to become a sustainable independent organisation able to develop a thriving Festivals Programme for the town.
- 1.2 The Borough Council recognises that the future economic prosperity and vitality of the town is inextricably linked to a successful Festivals operation. As well as the LABGI capital funding, the Council has provided Cheltenham Festivals with funding via its Community Investment Grant mechanism and in kind support from Council employees. This has helped to provide a degree of financial stability during the move towards an independent and sustainable future. The current grant ends in March 2011.
- 1.3 Therefore, with increasing pressures being placed on public finances and the desire of Cheltenham Festivals to gain greater independency, the time was right to consider how both organisations can benefit from an on-going symbiotic relationship.
- 1.4 During 2009, a Joint Overview & Scrutiny Review was established in order to assess how this strategic alliance needed to be developed. Two members were seconded from both Social & Community and Economy & Business Improvement Overview & Scrutiny Committees.
- 1.5 The Review Group has been chaired by Councillor Duncan Smith and supported by Councillors Barnes, Rowena Hay and Surgenor. It however should also be recognised that Councillors Rawson & Hutton played a valuable role at the start of this work.
- 1.6 In addition, Social & Community Scrutiny Committee established a panel to review the SLA with the Festivals and their record of achievement over the past 3 years which is reporting back separately.

2. Scope of the Review and Terms of Reference

- 2.1 In order to understand what kind of organisation Cheltenham Festivals aspires to be and how that vision relates to the Borough Council's strategic plans for the future, a series of workshops were convened to clarify members' thoughts.
- 2.2 Recognising the independent status of Cheltenham Festivals the two key areas for concern were identified:
- (i) to seek re-assurance that the Council's finances would not be negatively impacted by the future plans of Cheltenham Festivals and
 - (ii) that the plans for future growth were robust, realistic and sustainable and supported the aspiration of full independence from CBC.

A scoping report was subsequently developed and flowing from this emerged the following Terms of Reference:

1. Review of future funding arrangements in light of no further LABGI monies being available.
2. How are the strategic plans of the Council and the Festivals to be aligned in the future?
3. What impact does this have on the Council's MTFS?
4. What are the future business plan priorities for the Festivals and how are they to be funded?
5. How can both organisations ensure that a balanced cultural offering is developed and which supports both?
6. How do other plans such as redevelopment aspirations and future use of Imperial Gardens fit

into the work of Civic Pride?

3. Consultation feedback

- 3.1 The Review Group has met 8 times with 3 joint meetings being held with Cheltenham Festivals.
- 3.2 The initial meetings were complicated by the discussions that surrounded the tender exercise for a new Box Office system at the Town Hall which is used by both Cheltenham Festivals and the council's own entertainments section.
- 3.3 A joint specification was devised but during the tender process it became obvious that the needs of the two organisations were different. The scrutiny working group examined the process and the Council's preferred choice. It also met with Cheltenham Festivals to establish if there was scope for a joint purchase but concluded that their additional needs ruled this out. The working group supported the cabinet members' recommendation to purchase INFX as the most cost effective option for the Council.
- 3.4 The decision of the Festivals Board to purchase their own box office software has had a major impact on subsequent discussions. Tickets will no longer be sold on the CBC box office and this impacts on the revenue streams to both organisations and their ongoing staffing needs. It is important that the Cabinet ensure that both CBC and CF fully understand the financial implications of these decisions.
- 3.5 As time has progressed it has become increasingly apparent that while reflecting the agreed Terms of Reference, the Review Group should also consider the emerging future of Cheltenham Festivals' 3 year business plan and ensure that it is financially deliverable and reflects the change to the Box Office arrangements. To that end the Business Plan was discussed by the working group and a series of issues raised with Cheltenham Festivals in September 2010. (**see Appendix 2**).
- 3.6 On 19 October 2010, Cheltenham Festivals outlined their business plan to the Review Group. Using up-to-date information specifically regarding projected growth targets, they discussed in detail the financial projections and how the plan would be implemented. Members challenged various assumptions made by Cheltenham Festivals and were satisfied that issues raised were answered satisfactorily.
- 3.7 A number of key issues were identified that need resolving urgently in order to progress the business plan:
- (i) The growth of the festivals will require a more flexible use of the green spaces in the centre of town, namely Imperial Square and Montpellier Gardens. Detailed discussions have been had between officers, members and CF but it is important that this is set down in an agreed strategy so that there is clarity and understanding. There may need to be additional consultation with residents. Cabinet should consider the agreed strategy before the end of the year to enable sufficient time to make adequate preparations.
 - (ii) Catering offered to festival go-ers at the Town Hall has improved in recent times. However the growth of the festivals, both in terms of numbers and the expectations of the customers, means that this needs to be urgently revisited as soon as possible. The catering contract is due for review in 2011 and CF should be included as key stakeholders in that process.
 - (iii) At a time when CBC is developing a commissioning approach to services it should be noted that the CF Board are keen to be included in any discussions that relate to the management or outsourcing of cultural activities by CBC.

4. Performance Management monitoring and review

- 4.1 The Review Group have recognised that the Cheltenham Festivals Board shared information that, in other circumstances, would not be expected of an organisation independent of the Council.

Currently, they are subject to regular quarterly monitoring meetings with officers and Cabinet members, scrutiny SLA review and the current Review Group as well as reporting through to Social & Community Overview & Scrutiny Committee on an annual basis.

- 4.2 The level of involvement and the time spent by CBC officers, members and Cheltenham Festival staff has been appropriate in getting the two organisations to this point. However as we move forward and a new investment grant is considered, it is imperative for CBC to pull back and reduce the level of involvement and monitoring.

- 4.3 It is important that a joint strategic cultural plan for the town is developed between CBC and CF as part of the 2011/2012 Corporate & Community Planning process.

- 4.4 Overview and Scrutiny is an appropriate place for the relationship to be monitored and reviewed.

- 4.5 Consequently the Review Group:

- (i) offer that a standing group of 3 members, drawn from Social & Community Scrutiny Committee, be established. The purpose would be to work with the Cabinet Member and review/monitor the ongoing relationship. A series of performance indicators should be included as part of the Community Investment Grant Monitoring process. This will assist in tracking the consolidation and growth of Cheltenham Festivals.
- (ii) that regular contact be maintained at officer level via Gary Nejrup in order to develop the cultural strategy and maintain the cultural offering in the town.

5. Finance

- 5.1 The financial projections contained within the Business Plan are based on a number of assumptions including the renewal of the £109k Community Investment Grant from CBC. The plan forecasts a breakeven year in 2011 followed by 2 years of profit.

- 5.2 While the Review Group consider that the assumptions made are robust, the current economic uncertainties provide an element of risk that the projections may not be achieved.

- 5.3 The Arts Council also provides financial support to the Festivals. Despite cutbacks in the current year, there is potential for Cheltenham Festivals to get increased support post Olympics. However this will need an ongoing strong cultural partnership with CBC and ongoing support from the Borough.

- 5.4 The Review Group also recognises that the financial constraints now imposed on CBC by the spending review may require the Council to address the level of funding made available during the period of the MTFs.

- 5.5 The dilemma for CBC is therefore a difficult one. The goal of financial independence is a long term aim that will be secured only if changes to CBC funding are made sensitively and in tandem with the progress of Cheltenham Festivals. Cheltenham Festivals reported that a reduction of the grant in 2011 could jeopardise the break even year and the investment that is needed to move in to profit in subsequent years.

5.6 Consequently the Review Group recommend to Cabinet that they consider delaying any reduction to the grant until 2012 .

Report author	Contact officer: Grahame Lewis, Strategic Director, grahame.lewis@cheltenham.gov.uk, 01242 264312
Appendices	<ol style="list-style-type: none">1. Risk Assessment2. Working Group Briefing Note - Review of Cheltenham Festivals Business Plan 2011-2013
Background information	

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 Cheltenham festivals do not achieve sustainable financial stability then an unacceptable additional financial burden will be placed on the Borough Council.	CF	2/11/10	4	3	12		CBC must put in place robust monitoring arrangements and review progress, ideally on a monthly basis.	01/01/11	SP / CF	
	A substantial loss or reduction of the Festivals programme will have a serious negative impact on the local economy.	CF	2/11/10	3	3	9		Ditto.	Ditto	MQ / CF	
	If CF business plan not delivered on time and within budget then the reputation of the organisation will be seriously impacted.	CF	2/11/10	3	3	9		Ditto	Ditto	CF	
	If the scheme to enhance the garden spaces of Imperial and Montpellier are not implemented within the next nine months then the festivals activity will be significantly curtailed resulting in a substantial loss of revenue.	CF	2/11/10	4	4	16		Draft proposals need to be developed and a process of engagement agreed by end of December 2010	31/12/10	RB / CF	

Guidance

Types of risks could include the following:

- Potential reputation risks from the decision in terms of bad publicity, impact on the community or on partners;
- Financial risks associated with the decision;
- Political risks that the decision might not have cross-party support;
- Environmental risks associated with the decision;

Cabinet 7 December 2010

Report of the Joint O/S Festivals Working Group

- Potential adverse equality impacts from the decision;
- Capacity risks in terms of the ability of the organisation to ensure the effective delivery of the decision;
- Legal risks arising from the decision.

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

Risk ref

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

Risk Description

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

Risk owner

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

Risk score

Impact on a scale from 1 to 4 multiplied by likelihood on a scale from 1 to 6. Please see risk [scorecard](#) for more information on how to score a risk.

Control

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

Action

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

Responsible officer

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

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

Transferred to risk register

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

Working group Briefing Note –Paul Jenkins

Date: 21st September 2010

Subject:

Review of Cheltenham Festivals Business Plan 2011 - 2013

- Do the 2010 forecasts for the jazz, music and science festivals, that have already taken place this year, represent the actual position for the year? If not, the forecasts need to be updated to make meaningful comparisons to 2011 forecasts.
- The 2011 “break even” position is based on the assumption of CBC’s grant contribution remaining at the same level – have you factored in a possible reduction in this and other grants in the future?
- The current level of the general reserve is £202k, which includes £80k unspent LABGI money as at 31st December 2009. If the forecast £105k loss for 2010 materialises, the reserve will be reduced to £97k. This appears satisfactory if the 2011 breakeven forecast is achieved. However, if things are not improved and 2011 also delivers a loss in the same region as 2010, this reserve could be wiped out. How does CF plan to mitigate this risk?
- What assumptions have been made regarding the future box office provision? CBC may reduce its grant to off-set any financial losses incurred by the council if CF purchase their own Box Office (estimated reduction in grant of £38,600). Whilst a reduction in the grant is identified within CF’s risk assessment (& is the highest scoring risk) - the mitigation note requires further explanation & scrutiny.
- Need to confirm what assumptions have been made in the 2011 forecasts for the time of use of the Council’s box office and commission payable? If Tessitura is not fully operational from 1st January, or if there is still some requirement for the council’s box office, then the amount payable in commission to the council may increase in line with increased ticket sales.
- Para 1 to the report states “taking a tougher stance on any festival activity not making a return”. However, the jazz festival is forecast to make a loss in 2010 and 2011. How will CF demonstrate this statement and would they consider dropping a festival if unable to turn into a sustainable profit?
- Para 3 forecasts an overall increase in box office income of £482k (32%) in 2011. This seems high, and includes a 6% growth in the music festival despite planning a 6 day reduction in this event. Is this achievable?
- The overall forecast position for 2011 is to breakeven, but this relies on additional income, including 39% growth in literature and 35% in science

festival box office. Again, this seems high given that there is no increase in the length of the festivals.

- There is an acceptance in the report that too much has been given away as part of the existing membership package. Can this be quantified? How are CF proposing to reduce the membership benefits without losing members, who are now used to the packages & seating price reductions available? Has a possible reduction in membership been factored in to the forecasts?
- Do the forecasts allow for CBC's reduction in charity rates from 30% to 20% in 2011/12, as per CBC'S approved budgets February 2010?
- There is to be a reduction in the level of marketing spends, with shared marketing staff across some festivals. Will this have an effect on the projected growth in the festivals?
- There is a forecast increase in sponsorship and donations of 14.7%. Is this realistic given the current economic climate?
- CF has indicated that the Education Co-ordinators post will be cut – will this have a negative impact on future grants CF receive from the public sector, which specifically fund the outreach & community work?
- CF are proposing to reduce it's marketing spend, however have identified the need to improve it's marketing activity if it is to deliver the level of growth projected for the Music Festival – this does not align.
- At the time of writing the business plan, 5 year forecasts were being worked on by CF. Are these now available?
- Are you able to provide figures showing the growth in ticket sales and other income for the last 5 years? The working group have asked for this, to demonstrate how CF has grown their business in recent years.
- Para 8 mentions new opportunities within income streams, with the new Head of Development producing a fund raising plan. Could this be made available to the working group, to see how it aligns with the financial forecasts?

**SARAH DIDCOTE
GROUP ACCOUNTANT
SEPTEMBER 2010**

Information/Discussion Paper

Review of the council's performance at end of Quarter 2

29 November 2010

Economy and Business Improvement Overview and Scrutiny Committee

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 2010 and to make any comments and observations in order that Cabinet can agree the report at its meeting on 7 December. The performance report is set out in **Appendix A**.
- 1.2 In addition, a short summary of our economic development work is included as **Appendix B**.

2. Background

- 2.1 The council agreed its corporate strategy 2010-2015 in March 2010. The strategy sets out our 5 objectives and 11 outcomes and a range of milestones and indicators to measure performance in 2010-11.
- 2.2 The performance report takes information and data from our performance management system to provide elected members with an overview of how the council is performing at the half-way stage of the year. This will enable elected members to input into discussions about how to resolve areas where there maybe performance concerns and also to recognise where performance is better than expected.
- 2.3 Members of the committee will note that the presentation of the information has changed as a result of the introduction of our new performance management system introduced in May 2010. The new system has a number of features that simplify the inputting and presentation of data and has been well-received by the council's Senior Leadership Team.
- 2.4 Looking forward, members will be aware that the Secretary of State has announced the demise of the national indicator set which means that we will no longer be obliged to report our progress on the 56 national indicators to government. This presents us with an opportunity to reflect on the indicators we are using to measure our corporate performance and choose new ones (or keep the old ones) which are easy to collect, are useful for us and that they mean something to our communities.

2.5 Alongside this, the government has recently published government departmental business plans that set out a range of impact indicators which, where collected locally, will form part of our new performance arrangements.

2.6 I hope elected members find the information of use and I would welcome feedback either at the committee or through other channels.

3. Performance overview

3.1 Outcomes








3.2 From the management dashboard, performance looks relatively okay at the end of Q2 with no red outcomes, four amber outcomes and seven green outcomes. More detail on the delivery of the outcomes is provided in the 11 outcome cards included in appendix A.






3.3 Milestones

3.4 Out of the 54 milestones set out in the corporate strategy; 34 (63%) are green, 19 (35%) are amber and 1 (2%) is red. The red milestone relates to the original intention to explore sharing our revenues and benefits service. This is not proceeding now.

3.5 Indicators

3.6 There are 12 red indicators shown below and performance on these should be monitored over the next period; these include community safety, environmental and tourism indicators. More information is supplied below.

Name	Status	Owner	Comments
Repeat incidents of domestic violence (Quarterly)		Richard Gibson	Figure for Q2 was 26.4% against a target of 22%. The numbers of repeat incidences continues to be a concern; this is being addressed through the county domestic violence forum.
Percentage of planning applications determined within 8 weeks for minor applications (Quarterly)		Mike Redman	Figure for Q2 was 61.4% against a target of 64.9%. There are current staffing pressures arising from project-related work and in particular, bridging the gap initiatives.
Residual household waste per household (Quarterly)		Rob Bell	Figure for Q1 was 156 kg; target was 153kg – we are still awaiting information for Q2.
Percentage of household waste sent for reuse, recycling and composting (Quarterly)		Rob Bell	Figure for Q1 was 35.4% but target is 40% - – we are still awaiting information for Q2. The new recycling arrangements coming into force in April 2011 will address this shortfall in the next financial year.
Percentage of municipal waste land filled (Quarterly)		Rob Bell	Figure for Q1 was 66.9% against a target of 64%; – we are still awaiting information for Q2.
Improved street and environmental cleanliness b) detritus (Quarterly)		Rob Bell	Figure for Q2 was 14% against a target of 8%.
Improved street and environmental cleanliness c) graffiti (Quarterly)		Rob Bell	Figure for Q2 was 4% against a target of 3%; this has been reported to our street enforcement and community safety teams to monitor.

HR05 - No of FTE days absence per employee (Quarterly)		Amanda Attfield	Figure for Q2 was 2.28 days against a target of 2 days. We have been working steadily to reduce the absence level, focussing on return to work interviews, dealing with long term absence issues, fast referrals to occupational health and a new occupational health contract with Industrial Medical and Safety Services Ltd. (IMASS)
HR08 - Number of apprentices on placement with the council (Quarterly)		Amanda Attfield	Figure for Q2 was 2 against a target of 5. One of our apprentices had to leave due to ill health of a parent. There are currently 3 service areas that are interested in the scheme and will prepare business cases to support their applications in line with the current recruitment freeze.
PP25 - Number of anti-social behaviour incidents (Quarterly)		Richard Gibson	Figure for Q2 was 1,891 against a target of 1,881. ASB incidents are decreasing with 100 less than in the same period last year and only just missed the target for Q2.
WC22 - the number of accommodation bookings (Quarterly)		Sonia Phillips	Figure for Q2 was 219 against a target of 300. A total of 385 accommodation bookings have now been taken for the first half of the year, which is down 179 in comparison to the same period 2009/10 (564). This provides continued evidence of the continuation of the recession, as visitors are clearly choosing either not to stay in serviced accommodation or are day-visitors to the town. A review of the website is now being undertaken in order to establish whether improvements can be made to increase the level of bookings over the remainder of the year.
WC26 - Attendances during the annual Summer of Sport initiative		Sonia Phillips	Figure for Q2 was 1,480 against a target of 1,600. The 2010 summer holiday programme only operated for a 5 week period in July/August, whereas the 2009 programme operated for 6 weeks, due to a longer school holiday period. Whilst the total attendance is therefore slightly lower than in 2009, the weekly average attendances have in fact increased significantly from 254 in 2009, to 296 in 2010.

3.7 Summary

Outcomes	What's going well	What's not
Cheltenham has a clean and well-maintained environment. GREEN	Planning for the new recycling service, roll-out of plastics recycling, roll-out of new street cleaning service.	Environmental quality indicators show an issue with detritus and graffiti. Data has not been available to enable the updating of waste performance indicators.
Cheltenham's natural and built environment is enhanced and protected. AMBER	Green space work going well with strategy being implemented and new commitment to allotments.	There is still some uncertainty over the national policy framework for regional spatial strategies but there is an opportunity to progress the localism agenda.
Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change. GREEN	The council's energy management policy agreed and much thought has been given to energy-saving measures such as trialling LED security lamps at the depot.	Work to embed climate change adaptation in service areas is slower than hoped. Access to grant-funding for carbon reduction schemes is proving difficult.

Outcomes	What's going well	What's not
We attract more visitors and investors to Cheltenham. AMBER	The 2010 Literature Festival was the most successful ever selling 120,000 tickets to 450 events. Work progressing at the county-level to improve tourism offer.	The new tourism strategy has been delayed but will go to O+S in Jan 2011.
Cheltenham is able to recover quickly and strongly from the recession - AMBER	The government has asked for proposals for Local Enterprise Partnerships and this work is being led by Gloucestershire 1 st and the first set of proposals have been given the go ahead to be developed further.	Footfall numbers are down in the town centre. There is still some uncertainty about how local enterprise partnerships will support local delivery of economic development.
Communities feel safe and are safe. GREEN	The total volume of crimes continues to fall, with 7% less crimes than in the previous quarter, and 10% down on the similar period last year. Anti-social behaviour (ASB) incidents are also on the decrease, with around 100 less incidents compared to the same period (Q1 and Q2) last year.	Repeat incidences of domestic abuse and ASB incidents are both red – see table above but we are setting up a local forum to improve partnership working on domestic abuse. ASB policy and procedure is being revised in line with new government policy.
People have access to decent and affordable housing. GREEN	Secured Homes and Community Agency (HCA) funding for new build at St. Pauls and Brighton Road.	There remains some uncertainty over homeless funding, future HCA funding and changes to housing benefit arrangements.
People are able to lead healthy lifestyles. GREEN	Attendances at leisure@ and associated indicators are all performing above target. Community health walks are being received well.	There is still some uncertainty about how the new structural changes being made to the NHS will impact on future partnership arrangements.
Our residents enjoy a strong sense of community and involved in resolving local issues. GREEN	Work to support neighbourhood management across the borough. The development of a network community ambassadors from the initial pilot work. The CBC Budget consultation process went well.	Still working with 2 parish councils about their role in coordinating neighbourhood meetings in their area. Review of neighbourhood management to go to Soc and Com in 2011.
Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment. GREEN	Continued commitments to support the Art Gallery and Museum (AGM) extension project. Grant reviews complete and will go to Soc and Com in Nov.	Some uncertainty about Heritage Lottery Funding arrangements for AGM project. Delays on developing the entertainments forum.
The council delivers cashable savings, as well as improved customer satisfaction overall and better performance through the effective commissioning of services. AMBER	Development of Chief Executive's report regarding senior management structure. Property gearing up to dispose of properties to generate capital receipt. GO programme now approved by all four participating councils.	The budget monitoring report in October predicted an over-spend of £800k; this has meant significant reductions in supplies and services budgets.

Background Papers

2010-2015 Corporate Strategy, Report to Council, 29th March 2010.

Contact Officer

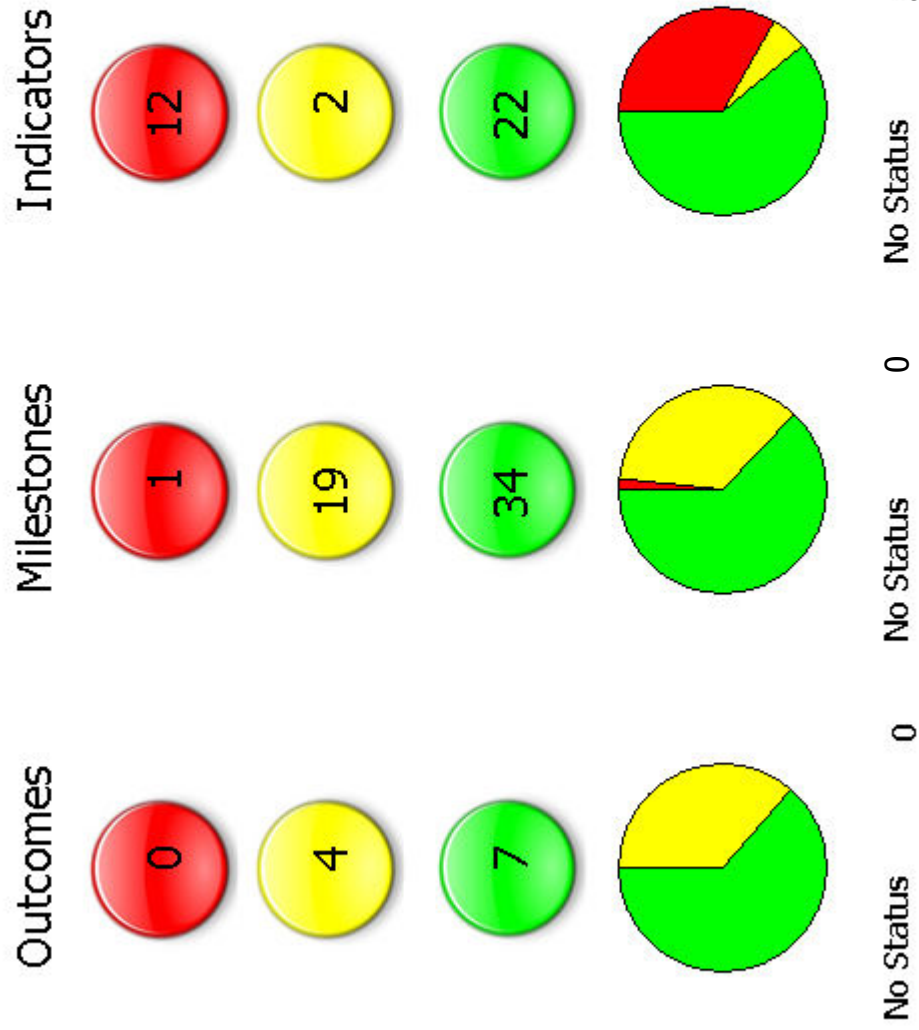
Richard Gibson, Policy and Partnerships Manager.
01242 235354.
richard.gibson@cheltenham.gov.uk


Accountability





Cllr. Steve Jordan, Leader of the Council

Scrutiny Function

Economy and Business Improvement



Cheltenham has a clean and well-maintained environment – outcome card	
Who has helped complete this card?	
Rob Bell	
What has been accomplished so far to deliver the outcome?	
Q1 update A redesign of waste systems has been approved by cabinet which will divert an additional 5000 tonnes of waste from landfill and increase recycling performance to greater than 40%.	
Q2 update The project is on target to commence the new garden waste scheme in February 2011 and the kitchen waste / alternative weekly collection scheme in April.	
How has this been promoted?	
Q1 update The waste strategy has received significant coverage in local media and positive comment from the LGA.	
Q2 update	
What are the obstacles/blockages that may affect delivery of this outcome?	
Q2 update	
Given any obstacles/blockages you now see-what are the next steps?	
Q1 update Project plan for the roll out of new services being finalised.	
Q2 update	
Status	

Cheltenham has a clean and well-maintained environment – actions and milestones					
Improvement Action	Milestones	End Date	Lead	Progress	
Delivery of Joint Municipal Waste Management Strategy objectives.	Agreed strategic action plan to increase recycling and composting to 40% by 2011.	Tue-1- Mar-11	AD Operations		<p>Apr - Jun 2010 A redesign of waste systems has been approved by cabinet which will divert an additional 5000 tonnes of waste from landfill and increase recycling performance to >40%. The waste strategy has received significant coverage in local media and positive comment from the LGA. Project plan for the roll out of new services being finalised.</p> <p>Jul - Sept 2010 The project is on target to commence the new garden waste scheme in February 2011 and the kitchen waste / alternative weekly collection scheme in April. A communication plan has been prepared and various promotional activities will take place in the next 5 months. This includes the delivery of a garden waste information leaflet to every household. The 'soft launch' of the closed lid policy has been successful and no bins have been left unemptied due to lids being left open. Information stickers are being placed on bins and where necessary personal visits will take place to offer advice and assistance.</p>
	Phase in the kerbside collection of plastic bottles from 48,000 households.	Mon-1- Nov-10	Waste and Recycling Manager		<p>Progress to August 2010 - approx. 20,000 properties are now able to present plastic bottles at the kerbside in their green recycling boxes. From 30th August 2010 this will be extended to a further 10,000 (approx) properties.</p> <p>Jul - Sept 2010 Collection service expanded to cover 40,000 households. The target is to provide every household in Cheltenham with the opportunity to recycle paper, card, plastic bottles, cans and glass from kerbside by 2012.</p>
	Establish a street scene enforcement team to deliver a co-ordinated approach to dealing with environmental crime and cleanliness of private land.		Tue-1- Jun-10	Head of Safer Communities	
Improve street and environmental cleanliness standards	Review our approach to street cleaning to deliver a more responsive service and improve customer satisfaction.	Thu-1- Jul-10	Landscape Services Manager		<p>August 2010 The cleansing schedule for street cleaning has been amended insofar as there has been a transfer of one of the cleansing crew together with their vehicle to the refuse and recycling division. Following the restructure of the division whereby street cleaning, building cleaning and toilet cleaning have been amalgamated with the landscape division to form an environmental maintenance division responsible for street scene and green space cleanliness. Additional resources have been targeted to improve the town centre with former cleansing and landscape staff undertaking cleansing duties to improve effectiveness and deliver efficiencies in service delivery.</p> <p>Litter hotspots outside of the town centre are being cleaned twice a week together with less demanding areas on a fortnightly sequence, remote areas are cleaned on demand.</p>

Cheltenham has a clean and well-maintained environment – indicators

Overall Summary

█ Below Target █ Above Target
● = Below Target ● = On Target ● = Below Target

Indicator	Baseline	Target	Current	Comments	Status
NI 195a - Improved street and environmental cleanliness a) litter (Quarterly)	6.7% (2009-10)	6.40	6.00		●
NI 193 - Percentage of municipal waste land filled (Quarterly)	68.69% (2009-10)				●
NI 196 - Improved street and environmental cleanliness - fly tipping (Quarterly)	Grade 3 (2009-10)				●
OP22 - % satisfaction with doorstep recycling service	62% (2008 - place survey)			Government have advised that the place survey will no longer be a central government requirement	●
NI 192 - Percentage of household waste sent for reuse, recycling and composting (Quarterly)	32.46% (2009-10)				●
NI 195d - Improved street and environmental cleanliness d) fly-posting (Quarterly)	1% (2009-10)				●
OP23 - % satisfaction with keeping land clear of litter and refuse	58% (place survey 2008)			Government have advised that the place survey will no longer be a central government requirement	●
NI 195c - Improved street and environmental cleanliness c) graffiti (Quarterly)	2.7% (2009-10)	2.90	4.00		●
NI 195b - Improved street and environmental cleanliness b) detritus (Quarterly)	8.3% (2009-10)	7.90	14.00		●
NI 191 - Residual household waste per household (Quarterly)	627kgs (2009-10)				●
OP21 - % satisfaction with refuse collection service	85% (place survey 2008)			Government have advised that the place survey will no longer be a central government requirement	●

Cheltenham's natural and built environment is enhanced and protected – outcome card

Who has helped complete this card?

Jane Griffiths
Tracey Crews

What has been accomplished so far to deliver the outcome?

Q1

The Joint Core Strategy (JCS) programme board and member steering group have considered the implications of the abolition of the Regional Spatial Strategy (RSS) and are now agreeing a new timeline and strategic context for the core strategy. Discussions are ongoing across the county to develop an agreed methodology for housing and employment numbers post-RSS. It is hoped that this can be achieved via a collaborative approach across the 6 districts with support from the county council.

Q2

Work is ongoing in developing a methodology for housing and employment numbers post-RSS. A revised timetable has been developed for the production of the JCS which has been approved by the JCS councils. A programme manager has been appointed (using partnership funding) and due to start in October to help steer the delivery of the JCS.

How has this been promoted?

Q1

Member seminar was held in July to update on the JCS, formal stakeholder and member sessions held in June and sessions with key parish councils held May - July.

Q2

What are the obstacles/blockages that may affect delivery of this outcome?

Q1

The county council have indicated that there is no identified funding for the strategic infrastructure delivery programme following cuts in the area based grant which will impact on delivery of JCS.

Q2

Awaiting the localism bill which will give further clarity to the government's thinking post-RSS.

Given any obstacles/blockages you now see-what are the next steps?

Q1










Report to be presented to CBC cabinet 21 September, Gloucester City Policy Committee 30 September and Tewkesbury Executive Committee 6 October setting out the JCS timeline and strategic direction.

Q2

Internal group set up to consider how best the council should organise its place shaping functions, considering the localism agenda and the development management approach. JCS - Report was presented to, and has been approved by, all three councils. Work is ongoing to provide a more detailed work programme and timetable

Status



Improvement Action	Milestones	End Date	Lead	Progress
Delivery of the civic pride project	<p>Agree and map core area as part of a wider communications strategy and in support of business plan.</p> <p>Review outcomes from the next phase of traffic modelling to look at the impact of planned developments on the road system.</p>	<p>Thu-1-Apr-10</p> <p>Thu-1-Jul-10</p>	<p>Civic Pride Managing Director</p> <p>CP Advisory Board</p>	<p></p> <p></p>
Delivery of the Joint Core Strategy (JCS) programme	<p>Consideration of preferred options by Councils.</p> <p>Preferred options consultation.</p> <p>Pre-submission draft of JCS.</p> <p>Local strategic partnership (LSP) and wider stakeholder conferences.</p>	<p>Fri-8-Oct-10</p> <p>Fri-8-Oct-10</p> <p>Tue-1-Mar-11</p> <p>Fri-6-Aug-10</p>	<p>Tracey Crews</p> <p>Tracey Crews</p> <p>Tracey Crews</p> <p>Tracey Crews</p>	<p></p> <p></p> <p></p> <p></p> <p></p>
Implement the council's green space strategy	<p>Improve the sustainable management of green open space and increase biodiversity.</p> <p>Review and update the allotment strategy in the light of increasing demand.</p>	<p>Tue-1-Mar-11</p> <p>Fri-1-Oct-10</p>	<p>Parks Development Manager</p> <p>Parks Development Manager</p>	<p></p> <p></p>

<p>We will work in partnership with local, regional and national organisations to secure finance and expertise to ensure that access and transport options are improved.</p>	<p>Produce a sustainable off-street car parking strategy which is linked to local transport plans and civic pride.</p>	<p>Fri-1- Oct-10</p>	<p>Transport Manager</p>	<p>A</p>	<p>Established cheltenham parking board in May 2010; working with GCC to agree timescale for the production of the strategy</p>
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Cheltenham's natural and built environment is enhanced and protected – indicators

Overall Summary G = Above Target A = On Target R = Below Target

Indicator	Baseline	Target	Current Comments	Status
OP24 - % satisfaction with parks and open spaces	86% (place survey 2008)		Government have advised that the place survey will no longer be a central government requirement	High is good
BE08 - number of residential developments with gold "building for life" assessments	0		annual indicator	High is good
BE09 - number of residential developments with silver "building for life" assessments	0		annual indicator	High is good
FS09 - £s reduction in the council's concessionary travel scheme shortfall.	£950,000 (2009-10)		annual indicator	Low is good

Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change – outcome card

Who has helped complete this card?

Jane Griffiths, Rob Bell, Mike Redman, Gill Morris

What has been accomplished so far to deliver the outcome?

Q1 update

Certero PC power management software being installed and a pilot project is underway to test on 100 PCs.

Depot security lighting upgraded with low energy units.

Initial report received into energy efficiency at Leisure@ but yet to be considered in detail.

Ongoing work to educate staff on the benefits of energy management.

Depot rationalisation project completed with potential to reduce carbon emissions by 68 tonnes per annum.

Climate change adaptation risk assessment for each division and request that it is included within service delivery plans

Q2 update

CBC energy management policy was approved by cabinet in September

Installation of Certero PC management software now not going ahead - pilot scheme did not deliver expected savings

Replacement of pool lights and options for grey water recycling being investigated at Leisure@

Feasibility report received from Greenheart Energy company for installing PV on council buildings - to be investigated further

Fuel monitoring and saving trial being organised at Depot

Replacement of Depot lighting delayed but ongoing

SLT requested to complete climate change elements of service delivery plans and nominate a climate change adaptation champion for officer group

Section on climate change impacts included in cabinet reports

Event organised by Low Carbon Partnership for businesses covering renewable energy technologies, feed-in tariff and devices to maximise energy efficiency

How has this been promoted?

Q1 update

Minutes of the internal carbon reduction group are available on the S Drive.

Articles are regularly published on the intranet.

Q2 update

Articles regularly published on the intranet under badge of 10:10 campaign

Copies of energy management policy placed in buildings

Through Echo 10:10 monthly pull-out

What are the obstacles/blockages that may affect delivery of this outcome?

Q1 update

Funding, as always, is an issue and a Powerperfecta voltage optimisation project implementation has been slightly delayed until funding arrangements have been agreed, based on a robust assessment of providers and likely financial benefits.

Not all divisions have yet to include the adaptation risk assessment and actions within their service plans which may make monitoring difficult.

Q2 update

Understandably, other priorities are slowing progress on climate change adaptation in terms of ensuring actions are embedded across services and establishing the monitoring structure. Funding for Powerperfecta has still to be resolved and access to capital funding in general is an ongoing issue.

Given any obstacles/blockages you now see-what are the next steps?

Q1 update

Environment Overview and Scrutiny Working party established to contribute to setting priorities and targets. Energy management policy scheduled for cabinet approval on 21st September 2010.



Q2 update

Explore ways of funding carbon reduction projects in the future
Begin considering how to account for climate change within the commissioning processes

Status






Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change – actions and milestones

Improvement Action	Milestones	End Date	Lead	Progress
Delivery of a carbon reduction programme to support the council's commitment to the 10:10 campaign.	Completion of planned carbon reduction initiatives.	Tue-1-Mar-11	AD Operations	 <p>Apr - June 2010 Certero PC power management software being installed and a pilot project is underway to test on 100 PCs. Depot security lighting upgraded with low energy units. Initial report received into energy efficiency at Leisure@ but yet to be considered in detail. Ongoing work to educate staff on the benefits of energy management. Depot rationalisation project completed with potential to reduce carbon emissions by 68 tonnes per annum. Projects are progressing well - energy management policy going to cabinet in September.</p> <p>Q2 update Majority of planned carbon reduction initiatives funded through LABGI either completed or at implementation stage. Certero not taken forward due to disappointing trial results. New initiatives identified and funding options being explored. Energy management policy adopted in September.</p>
Develop the council's response to climate change adaptation.	Develop climate change adaptation action plan by March 2011.	Tue-1-Mar-11	Assistant Chief Executive	 <p>Q1 Some concern that divisional level adaptation commitments have not been captured in service plans. This will be discussed at a future SLT meeting.</p> <p>Q2 update SLT have re-confirmed their commitment to climate change adaptation. Consideration is being given as to how climate change can be incorporated into key decision making process and the report template has been updated.</p>

Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change – indicators

Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change

Overall Summary  **G = Above Target** **A = On Target** **R = Below Target**

Indicator	Baseline	Target	Current Comments	Status
NI 187a - Tackling fuel poverty - % of people receiving income based benefits living in homes with a low energy efficiency rating	6.05% (2009-10)		Government confirmed that the under-pinning survey will no longer take place so up to individual councils to decide whether they commission their own	Low is good 
NI 185 - CO2 reduction from local authority operations	4,007 tonnes CO2 (provisional 2009-10)		annual indicator	High is good
NI 188 - Planning to Adapt to Climate Change	Level 2 (March 2010)		annual indicator	High is good
NI 187b - Tackling fuel poverty - % of people receiving income based benefits living in homes with a high energy efficiency rating	43.95% (2009-10)		Government confirmed that the under-pinning survey will no longer take place so up to individual councils to decide whether they commission their own	High is good
NI 186 - Per capita reduction in CO2 emissions in the LA area		9.2%	annual indicator	High is good 

Cheltenham is able to recover quickly and strongly from the recession – outcome card

Who has helped complete this card?

Jane Griffiths; Amanda Attfield

What has been accomplished so far to deliver the outcome?

Q1 update

The grants programme has been successful and has been oversubscribed. There has been positive business feedback and also media coverage. A successful event was held at the town hall in association with the Federation of Small Businesses.

The council has set up an inward investment task force in association with Gloucestershire 1st in response to the proposed closure of a number of national and international HQs. A programme of work is being developed.

The council has supported Gloucestershire 1st with the concept of a Gloucestershire local enterprise partnership.

Five apprentices recruited in partnership with Gloucs City Council. All so far have secured employment with CBC.

Q2 update:

Two new apprentices recruited through our partnership with Gloucester City, with 3 other services expressing interest in the scheme.

Task group set up in response to closures of high profile HQs and consideration given as to how the town is marketed.

Local enterprise partnership proposal has been given the go ahead to be developed further. This work is being led by Gloucestershire 1st.

Currently developing an action plan for next year as current funding and associated projects are coming to an end.

Property - work to let out starter-units in Berkeley Mews, 3 units let out in past quarter.

How has this been promoted?

Q1 update

Articles are being placed in members' briefings and press releases issued.

A new business pride email bulletin has been produced which has been well received.

Cheltenham business and economic partnership continues to meet.

Apprentices - Via drop in events and website/adverts.

Q2 update

Business pride newsletter, Face to face meetings with key businesses, Cheltenham Business and Economic Partnership meetings.

New intranet pages outline the benefits of the apprenticeship scheme, includes positive feedback from managers and signposts managers to the recruitment process

What are the obstacles/blockages that may affect delivery of this outcome?

Q1 update

It is still unclear what the full impact of the proposed abolition of the RDA and the development of the LEPs will have on economic development in the county and what functions may be devolved down and what will be taken up to national level.

The LABGI money has come to an end and the team are developing action plans which are about influencing processes which may stimulate the economy as opposed to direct grant giving.

Q2 update

The local enterprise partnership proposal still needs further work to proceed. It is unclear what resources if any we will be available to access in the future.

Footfall across the town is down which is impacting upon the council's own income and also the income of businesses.

There is a risk that the reductions in the public sector funding will impact on the Cheltenham economy (public sector contributes 28% to Cheltenham's GDP)

Not clear re impact CSR 2010 may have in apprentice funding - indication is that will remain as is.

Costs of apprentices to cbc has risen to £5,000 pa. In the current budget situation, interested services may not be able to find the resource to fund an apprentice

Given any obstacles/blockages you now see-what are the next steps?

Q1 update

The economic development officers from the six district councils are meeting in September to discuss the Gloucestershire 1st service level agreement, how we work collectively across the districts and our role in LEPs.

Apprentices - continue with programme.

Q2 update

Continue to promoted the apprenticeship scheme to services and actively 'advertise' prospective candidates

Discussions ongoing with the six district councils and Gloucestershire 1st on opportunities for joint working on ED including shared services, co-location, and virtual team.

An action plan will need to be put in place as existing programmes end - this needs to reflect the work being undertaken on joint-working.

Local businesses need to be more engaged in developing the LEP bid.

Status




Cheltenham is able to recover quickly and strongly from the recession – actions and milestones





Improvement Action	Milestones	End Date	Lead	Progress
To create a sustainable apprenticeship scheme and implement the future jobs programme within CBC.	Funding package in place	Wed-1-Dec-10	Learning and development Manager	Q1. All five apprentices on programme have been offered temp employment within CBC. CBC is continuing to work in partnership with Gloucs City Council on the scheme.
To deliver a programme of projects as set out in the council's economic strategy action plan 2010-11 funded through LABGI funding.	As set out in the action plan.	Tue-1-Mar-11	Economic Development Manager	Programme of activities is being progressed and the team are drafting a report which identifies the success of the action plan. Positive media coverage of some of the grant programmes. A number of high profile company HQ are set to close and in response to this the council has set up a inward investment task group SEE APPENDIX B OF THIS REPORT FOR FURTHER INFORMATION
To support the delivery of the integrated economic strategy for Gloucestershire.	As set out in the Economic partnership plan 2010-11.	Tue-1-Mar-11	Economic Development Manager	The council continues to support the work of Gloucestershire 1st and is working in partnership with them on the inward investment task force for Cheltenham which will be reviewing how Cheltenham can attract businesses and retain existing business

Cheltenham is able to recover quickly and strongly from the recession – indicators


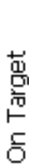




Overall Summary **G = Above Target** **A = On Target** **R = Below Target**




Indicator	Baseline	Target	Current Comments	Status
NI 152 - Working age people on out of work benefits (Quarterly)	7.7%	9.0%	2.9%	G Low is good
NI 151 - Overall Employment rate (working-age) (Quarterly)	83.7% (end of March 2010)	85.1%	85.1%	G High is good
NI 171 - New business registration rate			annual indicator	R High is good
HR08 - Number of apprentices on placement with the council (Quarterly)	5	6	2 leave due to ill health of a parent, and currently 3 service areas are interested in the scheme and will prepare business cases to support their applications in line with the	R High is good

We attract more visitors and investors to Cheltenham – outcome card	
Who has helped complete this card?	
Sonia Phillips, Jane Lillystone	
What has been accomplished so far to deliver the outcome?	
<p>Q1. Review of Destination Management Organisation (DMO) complete. Report approved by DMO Board in April and new working arrangements with DMO put in place.</p> <p>Q2 Executive Office Group at the Cotswolds and Forest of Dean Destination Management Organisation (DMO) completed a review its strategy & work programme during early 2010 taking account of the recently launched Visit England Strategic Framework for Tourism 2010-2020. As a result work with Glos. First & the DMO in respect of tourism will focus on 4 key interdependent objectives, which align to the national strategic plan while focusing on the local level. The key objectives are:</p> <ul style="list-style-type: none"> • To increase England's global market share, • To offer destinations of distinction, • To champion a successful thriving tourism industry • To develop greater engagement between the visitor and the experience. <p>Task group set up in response to closures of high profile HQs and consideration given as to how the town is marketed.</p> <p>Visitor numbers to the TIC have improved and are now exceeding the target set by 2,400.</p>	
How has this been promoted?	
Publicity e-mailed \mailed to all affiliated members of DMO Internal briefings with TIC & AG&M staff	
What are the obstacles/blockages that may affect delivery of this outcome?	
CSR/MTFS and subsequent threat to future funding support/ops to access to regional funds. Uncertainty regarding the future shape of tourism @ county & regional levels for the same reason, which therefore restricts / prohibits ability to forward plan.	
Annual PI indicator targets for TIC visitor footfall / accommodation bookings unlikely to be met.	
Given any obstacles/blockages you now see-what are the next steps?	
Q2 Revised Marketing & Tourism Strategy, reflecting CSR & CBC's MTFS & changes to funding levels of national & regional tourism\economic agencies, now scheduled to be presented to O&S in January 2011, followed by Cabinet approval.	
Status	
We attract more visitors and investors to Cheltenham – actions and milestones	

Improvement Action	Milestones	End Date	Lead	Progress
<p>Agree and publish a marketing strategy for the borough.</p>	<p>Explore the creation of a Cheltenham Marketing Forum.</p>	<p>Tue-1-Jun-10</p>	<p>AD Wellbeing and Culture</p>	<p></p> <p>Q2 Revised Marketing & Tourism Strategy, reflecting CSR & CBC's MTFS & changes to funding levels of national & regional tourism\economic agencies, now scheduled to be presented to O&S in January 2011, followed by Cabinet approval.</p> <p>Q1 Links directly with the delay with the approval of the Marketing & Tourism strategy as set out below.</p>
	<p>Strategy approved by Cabinet.</p>	<p>Tue-1-Jun-10</p>	<p>AD Wellbeing and Culture</p>	<p></p> <p>Q2 Revised Marketing & Tourism Strategy, reflecting CSR & CBC's MTFS & changes to funding levels of national & regional tourism\economic agencies, now scheduled to be presented to O&S in January 2011, followed by Cabinet approval.</p> <p>Q1 Delay in approval of strategy by Cabinet. Following announcements of budget reductions & potential impact on ability to deliver action plan. Approval will follow October govt. settlement announcement.</p>
<p>Destination management organisation review</p>	<p>Report of steering group - A Way Forward - to DMO Board.</p>	<p>Wed-1-Sep-10</p>	<p>AD Wellbeing and Culture</p>	<p></p> <p>Q1 Review of DMO complete. Report approved by DMO Board in April and new working arrangements with DMO put in place.</p>
<p>Work with Gloucestershire First on the roll out of a promotional campaign for investors and visitors to Gloucestershire</p>	<p>Plan in place by April 2010.</p>	<p>Thu-1-Apr-10</p>	<p>AD Wellbeing and Culture</p>	<p></p> <p>Q2 Work that is planned will focus on key aims: our work with the media to promote the area and increase our global market share; setting up the new Boardroom Style.com to ensure we offer new "attractions" and continue the development of our thriving tourism industry; and the publication of our one joined-up Accommodation Guide for 2011 to help the visitor combine a number of experiences in a single day and then relax overnight at one of our many high quality establishments.</p> <p>A significant project for the Group and Board for this year and next will be how we develop, manage and deliver tourism information. This project is going to take an in depth look at:</p> <ul style="list-style-type: none"> - how we manage our data on the Destination Management System (DMS) and web; - how our customers can access that information, whether it be on the web, out of hours, at our Visitor Information Centres, or elsewhere; - the quality of our service provision at these access points, and much more. <p>The work will now be absorbed with the Tourism service plan.</p>

We attract more visitors and investors to Cheltenham – indicators

Overall Summary  Below Target  On Target  Above Target  = Above Target  = On Target  = Below Target

Indicator	Baseline	Target	Current	Comments	Status
W/C22 - the number of accommodation bookings (Quarterly)	1140	301	219	2019/20 (5664). This provides continued evidence of the continuation of the recession, as visitors are clearly choosing either not to stay in serviced accommodation or are day visitors to the town. A review of the website is now being undertaken in order to establish whether improvements can	 High is good
W/C21 - the number of website visits (Quarterly)	537300	141,387	338,917	Figures have again exceeded the target. Work is still continuing on reviewing the website.	 High is good
W/C11 - the number of visitors to Cheltenham's TIC (Quarterly)	86250	22,701	25,468	Visitor numbers to the TIC have improved during the second quarter of the year to bring numbers above target for half year by 2,410.	 High is good

Communities feel safe and are safe – outcome card

Who has helped complete this card?

Helen Down/Trevor Gladding

What has been accomplished so far to deliver the outcome?

Q1 Anti Social Behaviour Minimum Standards have been adopted. The 3 regeneration partnerships have signed agreements for funding to co-ordinate their Neighbourhood Co-ordination Groups. Work is ongoing to progress this with Charlton Kings and Up Hatherley Parish Councils.

Q2 Community safety: overall performance is good; the total volume of crimes continues to fall, with 7% less crimes than in the previous quarter, and 10% down on the similar period last year. ASB incidents are also on the decrease, with around 100 less incidents compared to the same period (Q1 and Q2) last year. Safeguarding: annual audit of safeguarding has been completed and submitted to Glos Safeguarding Children’s Board; CBC Designated Officers Group has met to review safeguarding processes including training.

How has this been promoted?

Q1 A community safety booklet has been produced and distributed.

Q2 new improved intranet resource for staff working with children and vulnerable adults.

What are the obstacles/blockages that may affect delivery of this outcome?

Q2 Neighbourhood management: Discussions are still underway with Charlton Kings and Up Hatherley Parish Councils about their role in supporting the neighbourhood coordination groups. Safeguarding: the annual assurance certificate check carried out by internal audit found that some process matters needed following-up esp embedding practices within services. Also need to review current CRB procedures to take into account proposed changes to ISA process. ASB action plan and policy: awaiting announcements about changes to ASBOs before finalising these.

Given any obstacles/blockages you now see-what are the next steps?

Q2 Neighbourhood management: Continue to liaise with the parish councils. Safeguarding: review of CRB procedures and internal audit conclusions at Designated Officer meeting on 24 Sept. Anti social behaviour: Date for agreeing the ASB action plan and policy and procedure will now be Dec 10.




Status



Communities feel safe and are safe – actions and milestones

Improvement Action	Milestones	End Date	Lead	Progress
<p>Better safeguarding measures in line with outcomes from our annual audit.</p>	<p>Implement the agreed action plan by end of September 2010.</p>	<p>Thu-30-Sep-10</p>	<p>Policy and Partnerships Manager</p>	<p>Q1 Designated Officer Group reviewed progress in May and will meet again on 24 September to review progress. E-learning for any relevant staff is now on learning gateway. C. Exec attended safeguarding through positive leadership course.</p> <p>Complete - standards now adopted and leaflet distributed.</p>
	<p>Adopt minimum standards for dealing with anti social behaviour.</p>	<p>Thu-1-Apr-10</p>	<p>Community Safety Team Leader</p>	<p>Q1 Following the announcements from the Home Secretary relating to the Big Society and the 'Policing in the 21st Century' vision, the future approach to dealing with anti social behaviour is likely to change, with more of an emphasis on empowering communities and the voluntary sector. The tools and powers, measurement and definition of ASB are expected to change and it is proposed that a Community Protection Order will replace the Anti Social Behaviour Order, which can be triggered by the community. This action is therefore currently on hold until more is known.</p> <p>Q2 position has not changed</p>
<p>Working with communities and the police to resolve and promote community safety.</p>	<p>Agree an anti social behaviour action plan and updated policy and procedure in response to the minimum standards.</p>	<p>Thu-1-Jul-10</p>	<p>Community Safety Team Leader</p>	<p>Q1 The 3 regeneration partnerships have signed agreements and started co-ordinating their local neighbourhood co-ordination groups. Work is in progress with Charlton Kings and Up Hatherley Parish Councils to agree their role in supporting the police's neighbourhood coordination meetings.</p> <p>Q2 Good progress is being made in Whaddon, where the council is leading on a SARA plan to improve the perceptions of safety in the area through a range of environmental improvements. A community survey was carried out over the summer and this has led to local residents, police, CBH and CBC working together on a range of projects.</p>
	<p>Implement the council's agreed approach to neighbourhood working as a means to support communities in addressing community safety priorities.</p>	<p>Tue-1-Mar-11</p>	<p>Policy and Partnerships Manager</p>	<p>Q1 The 3 regeneration partnerships have signed agreements and started co-ordinating their local neighbourhood co-ordination groups. Work is in progress with Charlton Kings and Up Hatherley Parish Councils to agree their role in supporting the police's neighbourhood coordination meetings.</p> <p>Q2 Good progress is being made in Whaddon, where the council is leading on a SARA plan to improve the perceptions of safety in the area through a range of environmental improvements. A community survey was carried out over the summer and this has led to local residents, police, CBH and CBC working together on a range of projects.</p>

Communities feel safe and are safe – indicators

Overall Summary  Below Target  On Target  Above Target **G = Above Target** **A = On Target** **R = Below Target**

Indicator	Baseline	Target	Current	Comments	Status
PP25 - Number of anti-social behaviour incidents (Quarterly)	7679 (2008-...	1,881	1,891	ASB incidents are decreasing with 100 less than in the same period last year and only just missed the target for Q2	R
PP24 - Total volume of recorded crime per annum (Quarterly)	11,942	2,809	2,371		G
NI 017 - Perceptions of anti-social behaviour	16.3% (place survey 2008)			Government have advised that the place survey will no longer be a central government requirement	Low is good
PP22 - the percentage of people saying they feel safe during the day	92%			Government have advised that the place survey will no longer be a central government requirement	High is good
PP23 - the percentage of people saying they feel safe at night	52%			Government have advised that the place survey will no longer be a central government requirement	High is good
NI 020 - Assault with injury crime rate (Quarterly)	6.99 in 2007-08 (785 crimes)	1.64	1.29		G
PP27 - incidences of violence under the influence of alcohol and/or drugs (Quarterly)	513	125.4	41.0		G
PP28 - The percentage of people who agree that the Police and council are dealing with crime and anti social behaviour (measured by the British Crime Survey).	45.8%			Government have advised that the crime survey will no longer be a central government requirement	Low is good
NI 032 - Repeat incidents of domestic violence (Quarterly)	32.1% in 2009-10	21.9%	26.4%	Nos of repeat incidences continues to be a concern; being addressed through county DV forum	R
NI 042 - Perceptions of drug use or drug dealing as a problem	23% (place survey 2008)			Government have advised that the place survey will no longer be a central government requirement	Low is good

People have access to decent and affordable housing – outcome card

Who has helped complete this card?

Kathryn Chamberlain Head of Service Stronger Communities

What has been accomplished so far to deliver the outcome?

Q2 update
 Local Investment Plan submitted to Homes and Communities Agency
 Secured funding via Homes and Communities Agency for CBH development projects - St Pauls Phase 1 & Brighton Road
 Draft Extra Care strategy produced due for completion November 2010
 Draft Supporting People Strategy out for consultation
 Choice Based Lettings review being undertaken as first anniversary of operation approaches
 Property; working to get to exchange of contracts on the Midwinter site which will have 40% affordable housing.

How has this been promoted?

Q2 update
 Supporting People Strategy undergoing public consultation - debated at Social and Community Overview and Scrutiny Committee & Cabinet, posted on GCC website, and both local and thematic partnerships - district level Forum due to take place 3rd November.
 Stakeholder review of Access & Inclusion strategy for Choice Based Lettings undertaken
 Commenced review of Choice Based Lettings

What are the obstacles/blockages that may affect delivery of this outcome?

Q2 update
 Uncertainty regarding Homelessness Implementation Grant following its inclusion in Area Based Grant from 2011/2012
 Uncertainty regarding funding via HCA from 2011/2012
 Proposed changes to local housing allowance - currently undergoing consultation





Given any obstacles/blockages you now see-what are the next steps?

Q2 update
 Liaising with county council re Homelessness Implementation Grant and Area Based Grant - report to O&S November 2010
 Report to O&S re Homelessness Implementation Grant- November 2010


Status

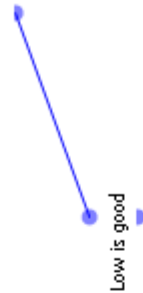

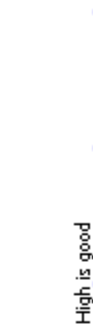


People have access to decent and affordable housing – actions and milestones

Improvement Action	Milestones	End Date	Lead	Progress
Commence our house building programme with Cheltenham Borough Homes.	Commence construction works on 1st site of new build programme by end March 2011.	Tue-1-Mar-11	AD Community Services	
Implement the St. Pauls regeneration scheme.	Commence building of new homes as part of phase 1 of St Paul's Regeneration Project.	Fri-1-Oct-10	AD Community Services	 Q2 Progressing with an anticipated start on site in November Q1 Contractor appointed, work on-site will be delayed until legal agreements with HCA in place
	Secure Homes and Communities Agency (HCA) funding.	Fri-1-Oct-10	AD Community Services	 Q2 Funding secured, documentation due for completion mid October. Q1 on track, though dependent on completion of legal documents to draw-down funding by end of September
Work in partnership with others to develop extra-care strategy to meet need locally.	County wide Extra-Care strategy adopted October 2010.	Wed-1-Dec-10	HoS Stronger Communities	 Q2 10.08.10 - first draft of strategy circulated to Supporting People Core Strategy Group for comments Final draft to Supporting People Core Strategy Group 16.11.10 to be recommended to partnership board

People have access to decent and affordable housing – indicators

Overall Summary  **G** = Above Target **A** = On Target **R** = Below Target

Indicator	Baseline	Target	Current Comments	Status
NI 156 - Number of households living in temporary accommodation (Quarterly)	37 in 2008-09		28	
NI 154 - Net additional homes provided	263		annual indicator	High is good
NI 159 - Supply of ready to develop housing sites			annual indicator	High is good
CS1 - The number of households accepted as homeless (Quarterly)	95 (2008/09)	21	6	G 
NI 155 - Number of affordable homes delivered (gross)	32		4 Completions data is now collected on County basis which has not yet been returned. The Q2 figure is therefore an estimate until updated.	High is good
NI 160 - Local authority tenants' satisfaction with landlord services			Government has advised that the survey will no longer go ahead	High is good
NI 158 - % decent council homes (Quarterly)	100% (march 2010)	100.0	100.0	G 

People are able to lead healthy lifestyles – outcome card

Who has helped complete this card?

Craig Mortiboys, Healthy Communities Partnership Manager, Stephen Petherick, Leisure@ Commercial Manager, Rowena Tassell, Healthy Lifestyles Development Officer

What has been accomplished so far to deliver the outcome?

Q2 Healthy lifestyles:

We have delivered a number of projects and initiatives through the Cheltenham Sport & Physical Activity Network (CSPAN) between 2008 and 2010 including disability sport projects, Women's Running groups, and informal youth engagement sessions in identified priority areas.

We have also established and continue to deliver a programme of community based health walks, exercise classes and physical activity projects across the Borough through the Cheltenham CSPAN which complement the wide programme of activities available at Leisure@.

We have delivered the annual Summer of Sport programme during July/August 2010, which included a 5 week programme of Sports Zone multi sports sessions, a series of Sport Specific coaching courses delivered in conjunction with local sports clubs, and informal youth engagement sessions delivered at targeted locations to engage young people in the local community. The 2010 programme attracted a total of 1,480 visits.

Q2 Leisure@

Footfalls in Q2 delivered higher than expected numbers higher than predicted and much better than 2009 - over 78800 footfall (transactions) recorded. August and September seeing much higher attendances which offset the lower numbers in July. Term 2 course enrolments took place in Q2 and enrolled students rose over 2009 and income was again higher than the previous year. At the end of September course income stands 30k ahead of 2009.

Attendance on active life 50+ programmes in Qtr 2 9585 ahead of target by 1485 15%.

Q1 Leisure@

In terms of partnerships with PCT we have the Reactive GP referral scheme which is currently ahead of target, we also offer a range of services to physiotherapy in terms of post op and chronic illness management, we are about to start the ACL (Knee) rehab support programme with physiotherapy services and also phase 4 cardiac rehab. Beyond that the fit as a fish 50+ programme to learn to swim which was initially delivered in partnership with Age Concern has now become self supporting, we have also launched some teen classes and street dance based activity targeting teens and teenage girls in particular.

How has this been promoted?

Q2 Healthy lifestyles:

Our Healthy Lifestyles programmes are widely promoted across the Borough through community resource centres as well as being advertised in local media.

The Summer of Sport, and our ongoing programme of youth activities are promoted through schools and the local youth service. Our 2010 Summer Holiday activity booklet was distributed to every child through local primary schools. A highlight report on the Summer Holiday programme was also provided to Overview & Scrutiny committee in September.

Q2 Leisure@

Print advertising to schools through primary times, combined with frequent press release and generic radio advertising all helped to promote the activities available at the centre. A target ad through retired and living in cheltenham magazine featured the active life programme and a diary of a regular attendee.

What are the obstacles/blockages that may affect delivery of this outcome?

Q2 Healthy lifestyles:

Future NHS reorganisation and uncertainty over future funding for a range of partners
Impact of government spending review and CBC bridging the gap work.

Given any obstacles/blockages you now see-what are the next steps?

Q2 Healthy lifestyles:

Ongoing discussions will continue to take place with our partners to help plan for the future

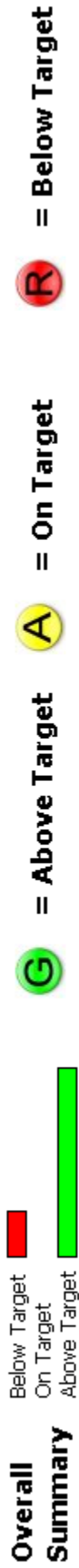
Status



People are able to lead healthy lifestyles – actions and milestones

Improvement Action	Milestones	End Date	Lead	Progress
Improved partnership working and joint funding arrangements	Working with a range of partners including the NHS, Sport England and Active Gloucestershire to access funding to deliver targeted outcomes.	Tue-1-Mar-11	Healthy Communities Manager	<p>Q1 Discussions are ongoing with a range of partners to enhance partnership working and to secure funding to support project delivery. However limited progress due to uncertainty regarding new govt priorities and financial pressures</p> <p>Q2 Discussions are ongoing ahead of the CSR. It is envisaged that a number of key partners will experience significant budget constraints which will create major challenges, but which will also make partnership working more important in the future</p>

People are able to lead healthy lifestyles – indicators

Overall Summary 

Indicator	Baseline	Target	Current	Comments	Status
WC02 - overall footfall at leisure@ (Quarterly)	288,000 (2009-10)	78,001	78,872	Strong sales numbers in August and September offset a poor attendance level in July where good weather benefitted outdoor activities such as the sandford park Lido for example.	G High is good
WC26 - Attendances during the annual Summer of Sport Initiative	1,522 in July/August 2009 (5% target increase annually)	1,601	1,480	July/August, whereas the 2009 programme operated for 6 weeks, due to a longer school holiday period. Whilst the total attendance is therefore slightly lower than in 2009, the weekly average attendances have in	R High is good
WC15 - number of Under 16 swims (Quarterly)	38,000	9,976	14,940	Attendances were good through August and September	G High is good
WC16 - attendance at Active Life sessions (Quarterly)	25,000	6,563	9,585	The 50+ programme continues to grow and prove popular with customers	G High is good
WC27 - attendance on the Re-Active programme (Quarterly)	100	26.5	75.0	Referral numbers remain ahead of targets set, surgeries in Winchcombe and Prestbury, although part of Tewkesbury have applied to the scheme within this quarter.	G High is good
PP14 - The gap in life expectancy at birth between those born in the most deprived fifth of areas and the Cheltenham average				annual indicator	Low is good
NI 008 - Adult participation in sport	24.1% in Dec 2004			annual indicator	High is good

Our residents enjoy a strong sense of community – outcome card

Who has helped complete this card?

Richard Gibson

What has been accomplished so far to deliver the outcome?

Q1 update
 Neighbourhood Management funding agreed with Hesters Way, Oakley and West End Partnerships. Meetings held with Charlton Kings and Up Hatherley Parish Councils to explore their input into NM. CBC leading on the Whaddon SARA plan to improve environment of Mersey, Avon and Humber Roads. Internal liaison meeting held with Int Transport, Env Maintenance, Street-scene and Com Dev to improve coordination, plus meeting with cabinet member.
 DIY street projects are supporting local residents improve their environment are taking place in Bath Road, East End Road and Mersey, Avon, Humber Roads.
 Healthy lifestyles work encouraging local residents to keep active through facilitating local health walks.
 Inspiring Families project to support children and families in St. Pauls, Hesters Way and Oakley commissioned through CSP.
 BME work - community ambassadors formally launched at the Everyman on 19 April and steering group has now been established. New healthy lifestyles group set up at St. Pauls Church. Group of young men from different communities participated in sports activities at leisure@; one went onto gain an apprenticeship with CBC. Consultation on mental health services jointly carried out with 2gether partnership trust.
 Midsummer Fiesta - successfully held on 10 July 2010.
 Q2 update:
 NM: continued to support NCG meetings and help communities take action to address priorities, eg.supported Whaddon residents with a tidy-up day.
 Community Pride: 25 projects supported with £40k worth of grants including Cheltenham Connect who are leading on improvements to Bath Road.
 BME work: Community ambassadors involved in CBC budget consultation
 Property - working with VCS tenants to enable them to secure sustainable lease arrangements.

How has this been promoted?

Q1 update
 Echo article on launch of CA
 Echo article on Whaddon SARA plan
 Zareen's blog

Q2 update
 Echo article on tidy-up

What are the obstacles/blockages that may affect delivery of this outcome?

Q1 update
 Exploring with Charlton Kings Parish Council about their role in coordinating their NCG.
 Q2 update
 Making explicit linkages between community engagement and our commissioning ambitions to ensure that it is captured in structures and processes

Given any obstacles/blockages you now see-what are the next steps?

Q1 update

The budget consultation will give us the opportunity to speak directly to local residents about the provision of local services within the framework of big society




Q2 update

Report to Soc and Com reviewing BME work on 8 Nov 2010.

Status



Our residents enjoy a strong sense of community – actions and milestones

Improvement Action	Milestones	End Date	Lead	Progress
Implementing an agreed and workable solution for how the council can improve its approach to neighbourhood working.	Social and Community O+S to review first stage of neighbourhood management approach as agreed at cabinet on 16 March 2009.	Mon-1- Nov-10	Policy and Partnerships Manager	 Aug 2010 on track at this stage Oct 2010 Likely that Soc and Com will review this on 28 Feb 2011
Review our approach to working with communities of interest to ensure that the council continues to meet the needs of communities who are most in need.	Report to Cabinet to agree way forward.	Fri-1- Oct-10	Policy and Partnerships Manager	 Aug 2010 On track at this stage Oct 2010 report to go to Soc and Com first, on 8th Nov
	Report to Social and Community to discuss priority communities.	Wed-1- Sep-10	Policy and Partnerships Manager	 Aug 2010 On track at this stage Oct 2010 report finalised to go to Soc and Com on 8 Nov

Our residents enjoy a strong sense of community – indicators

Overall Summary

Below Target
On Target
Above Target



G = Above Target



A = On Target



R = Below Target

Indicator	Baseline	Target	Current Comments	Status
NI 006 - Participation in regular volunteering	24.8% (place survey 2008)		Government have advised that the place survey will no longer be a central government requirement	High is good
NI 004 - % of people who feel they can influence decisions in their locality	30.1% (place survey 2008)		Government have advised that the place survey will no longer be a central government requirement	High is good
NI 001 - % of people who believe people from different backgrounds get on well together in their local area	81.9% (2008 place survey)		Government have advised that the place survey will no longer be a central government requirement	High is good
NI 005 - Overall/general satisfaction with local area	84.5% (place survey 2008)		Government have advised that the place survey will no longer be a central government requirement	High is good
NI 007 - Environment for a thriving third sector	13.9% - county-wide score		annual indicator	High is good

Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment – outcome card

Who has helped complete this card?

Sonia Phillips, Jane Lillystone, Gary Nejrup

What has been accomplished so far to deliver the outcome?

Q1

Commencement of Leisure & Culture review as a lead project within the commissioning framework
In principle agreement reached with University regarding transfer & future of Somerfield Gallery from The Park campus as part of the AG&M development scheme
YTD financial successes of business plan for Town Hall & PPR & completion of re-structure across the business units.

Q2

Installation of new box office system @ Town Hall & confirmation of CF's plans to purchase their own Box Office system
Conclusion of negotiations with the Everyman theatre regarding funding support for theatre refurbishment project with commencement of restoration plans in April 2011
Tri-annual reviews of CIG for Cheltenham Festivals & Everyman theatre completed
Overview & Scrutiny Joint Review Group scrutinised CF business plan - report going to Cabinet 6/12/2010
Continuation of fundraising campaign for the AG&M development - £4.8m raised
Annual review of COG with Gardens Gallery
Cabinet approval to underwrite £982k in order to submit HLF bid in November

How has this been promoted?

Q1 Intranet, media releases, internal briefings

Q2 As above - in addition the tri-annual review meetings of cultural partners provided an opportunity to inform them of the above developments & progress.

What are the obstacles/blockages that may affect delivery of this outcome?

Q1

Capacity to deliver outcomes of Leisure and Culture commissioning review.
Immediate financial constraints may jeopardise the opportunities to deliver outcomes of the review
Fundraising of AG&M Development Scheme is reliant on HLF funding being successful

Q2





As above

Given any obstacles/blockages you now see-what are the next steps?

Leisure & Culture Commissioning Project - Presentation of Stage 1 report to informal Cabinet in December 2010
AG&M Development Scheme - Submission of £750k HLF bid for November 18th panel, with decision announcement in March 2011. Conclude negotiations of terms & value of Cheltenham Festivals Community Investment Grant prior to Cabinet budget meeting 21st December.
Gardens Gallery - renewal of lease


Status



Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment – actions and milestones					
Improvement Action	Milestones	End Date	Lead	Progress	
Deliver the Art Gallery and Museum extension project.	Achieve the fundraising target of £1.7 million to allow construction to start in September 2010.	Wed-1- Sep-10	Museum and Art Manager		<p>Q2 - Following a meeting with the HLF Grants Officer on 19th July, they have advised that the Fundraising Campaign will need to either secure or underwrite the shortfall from the total scheme (excluding the HLF grant application of £750k) - which amounts to c.£1million - before the second round application can be submitted for the 19th November. Consequently a report is now being submitted to Cabinet on 26th October, with an update on the Development Scheme and an Options Appraisal on moving forward in the light of the HLF decision and the closure period.</p> <p>Q1 - Work is continuing on the second round bid to the HLF for £750K which we are proposing to submit by 30 Nov 2010. Progress is being made on proposals for a partnership with the university of glos and the gallery spaces within the new development scheme. We are also developing a series of sponsorship / funding packages to be launched in the autumn 2010.</p>
	Commence closure plans and de-canting of the on-site stores, offices and galleries.	Wed-1- Sep-10	Museum and Art Manager		<p>Q2 The closure plans for the whole site have now been put on hold, pending the outcome of the Cabinet meeting on 26th October. The partial closure is still going ahead, as work has now commenced on the re-display of the Arts and Crafts Movement gallery and the bulk of this collections has been de-canted to off-site stores.</p> <p>Q1 The closure plans have been revised to commence from the 1 January 2010. A partial closure of the Summerfield Galleries (from the 20th Century area, and including the Arts & Crafts Movement collection) will now take place from 21 September 2010 and this will enable the start of the decanting process from the on-site stores and the start of the re-interpretation / building work for the Arts & Crafts Movement Gallery.</p>
	Complete the formal consultation / merger of the AG&M Visitor and Tourism services teams.	Wed-1- Dec-10	Museum and Art Manager		<p>Q2 Meetings have been held with the Unions and a meeting is now being scheduled with the teams involved.</p> <p>Q1 The revised structure has now been graded and following consultation with the Unions - we are proposing to start the formal consultation process during September 2010.</p>
	Start construction of the new building / refurbishment programme.	Sat-1- Jan-11	Museum and Art Manager		<p>Q2 Design stages are progressing - Stage F will shortly be completed.</p> <p>Q1 Design stages are progressing - currently working on Stage F.</p>

<p>Work with cultural partners and providers to ensure the long-term sustainability of Cheltenham's cultural offer.</p>	<p>Explore with cultural partners the creation of an Entertainments' Forum to exchange information and encourage joint promotions.</p>	<p>Fri-1- Oct-10</p>	<p>A</p>	<p>Qtr 2 - No further forward Qtr 1 - Work in progress however slower than anticipated due to capacity as a result of the re-structure of Entertainments Team.</p>
	<p>Undertake 3 year review of all existing Community Investment Grants (CIG) supporting cultural providers to determine future levels of funding for the Everyman Theatre, CF, Cheltenham Festival of Performing Arts.</p>	<p>Wed-1- Dec-10</p>	<p>G</p>	<p>Q2 Completion of tri-annual reviews, however levels of funding will be considered as part of the 2011/12 budget setting process Q1 Reviews to be undertaken as part of the O & S CIG review process. O&S members for review meetings have been agreed. Meetings with partnerships to be held by 30 September 2010.</p>

Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment - indicators

Overall Summary Below Target
On Target
Above Target  **G = Above Target** **A = On Target** **R = Below Target**

Indicator	Baseline	Target	Current Comments	Status
WC28 - Savings across the cultural sector	93,300			High is good
WC29 - % satisfaction with cultural services - Museums & galleries	62%		Government have advised that the place survey will no longer be a central government requirement	High is good
WC30 - % satisfaction with cultural services - Theatres	76%		Government have advised that the place survey will no longer be a central government requirement	High is good

The council delivers cashable savings, as well as improved customer satisfaction overall and better performance through the effective commissioning of services – outcome card

Who has helped complete this card?

Pat Pratley, Mark Sheldon, Jane Griffiths

What has been accomplished so far to deliver the outcome?

Q2 update

Budget: Comprehensive consultation on the budget undertaken over the summer; 20 consultation sessions held in community venues, 4 residents' panels, specific sessions held with VCS and community ambassadors, plus support from Echo. 17,600 stick dots equals approx 1,500 people engaged.

SLT worked with Cabinet leads over the summer to consider options for savings.

The 'Bridging the Gap' Group meets monthly with Cabinet Lead.

Commissioning: 80:20 recommendations on senior management structures received and will form basis of s.4 report to Staff and Support Services Committee in October.

Shared services - extension of the audit partnership with West Oxfordshire is being considered by Cabinet in October

GO Shared Service Programme approved by FoD and Cheltenham Cabinets

Budget Monitoring Report to Oct Cabinet reported 2010-11 Budget overspend of c.£850K. Current year financial position being monitored by SLT and action taken to reduce the current year budget gap

Property - programme of disposal of a number of properties which will generate a significant capital receipt. Let out ground floor office to HMRC bringing in £14k pa.

How has this been promoted?

Q1 update

By the S151 Officers/Deputies of the participating councils

By the relevant Cabinet Members of the participating councils

Through the local media - reactive and proactive press management - high profile exposure - ITV West, Leckhampton on line, Echo, radio Gloucestershire.

Locally at CBC through the Sourcing Strategy - alignment sessions, staff briefings and updates

Locally at CBC through regular updates with trade union colleagues

Locally at CBC through member seminars and Member Briefing documents

Q2 update

Budget consultation well publicised in the Echo

Budget pressures reported through intranet and in particular through the Chief Exec's blog.

What are the obstacles/blockages that may affect delivery of this outcome?

Q1 GO Programme:

Key risks identified (red/red) on risk matrix at 24.8.10 as:

1. Lack of commitment and action leads to inability to embed change and realise opportunities and efficiencies
2. Potential for changes in organisational structures to occur after approval of the business case but before establishment of centres of excellence
3. Business case challenging and needs to be managed carefully

Q2 update

Re current year overspend; risks that SLT not able to identify £400K savings in supplies and services; or that savings not delivered from zero recruitment policy - the impact of both being to call on general reserve to fund the residual gap
Re 2011-12 MTFS budget gap; risk that Cabinet do not agree to savings proposals to bridge the £2.6M gap (remaining gap currently c£500K). BtG projects will need careful and robust monitoring to ensure delivery of savings identified.

Re Commissioning s.4 report - savings identified rely upon approval of the proposed structure by Council December

Re GO Programme business case - this will be monitored on a regular basis by the Programme Board and the Strategic Partnership Management Board

Given any obstacles/blockages you now see-what are the next steps?

Q1 GO Programme:

- 1. Acknowledge change management aspect of programme; understand resources; robust governance; clear and detailed vision; alignment of CXs
- 2 and 3. Review business case on regular basis; programme management in place; regular meetings of Programme Board and Strategic Partnership Management Board

Q2 update

Re current year overspend - action being taken by SLT as previously identified









Re Commissioning s.4 report - questionnaire issued to all Members on the proposals with anonymous returns to CX by 15.11.10







Re GO programme business case and delivery of the programme - programme plan and governance structure in place, high scoring implementation risks will be transferred to the corporate risk register and monitored in the usual way

Re 2011-12 MTFS budget gap - SLT need to re-commit to finding the £500k+ shortfall

Status






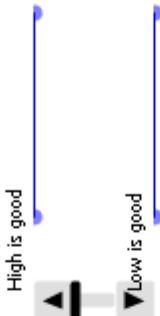


Improvement Action	Milestones	End Date	Lead	Progress
Develop an approach to commissioning services.	Gain council agreement to our approach to commissioning services.	Tue-1-Jun-10	Chief Executive	 <p>Report agreed by council. 80:20 commissioned to undertake work on structures and draft report received</p>
Implement a shared approach to procure an Enterprise Resource Planning system	Implement the ERP in Cheltenham by April 2012	Sun-1-Apr-12	Strategic Director CS	 <p>Q1 Agreement to procurement and implementation to be sought from partner councils by Oct 2010 Q2 Business plan endorsed by CXs and Cabinet leads 19/8/2010 Reporting commences with Cotswold Cabinet 9/9/2010 and concludes with West Oxfordshire Council on 20/10/2010 Implementation Plan, Financial Plan and Governance arrangements included in the business plan</p>
	Procure an Enterprise Resource Planning system (ERP).	Sun-1-Apr-12	Strategic Director CS	 <p>Q1 update as above Q2 Update as above. ERP system to be purchased after final partner council (West Ox) has approved the project (20/10/2010).</p>
Implement our sourcing strategy.	Deliver business case for Revenues and Benefits partnership working to cabinet.	Tue-1-Jun-10	AD CAST	 <p>Q1: business case submitted but not found to be viable. Instead internal transformation to be pursued Update report to Cabinet on 27.7.10 - RECOMMENDATION NOT TO PROCEED WITH SHARED SERVICE APPROVED / MILESTONE CANCELLED</p>
	Merge Customer Relations with Customer Services.	Sat-1-May-10	AD CAST	 <p>Q1 milestone achieved-Customer Relation team merged with Customer Services with effect from 1.4.10.</p>
	Agree a revised approach to member budget scrutiny 2010, taking into account options proposed by the budget scrutiny review group.	Thu-1-Jul-10	Chief Finance Officer	 <p>October 2010: Each overview and scrutiny committee has now nominated 2 members to sit of a scrutiny working group during November / December 2010. July 2010: Members have been consulted on the suggestions for improving the scrutiny of the budget proposals but are not generally supportive of change. However, once the budget consultation results are received, the council will use budget workshops to engage members in the process throughout the promotion of budget scrutiny champions.</p>
Implement the Bridging the Gap Programme.	Agree an approach to cross-party working on collective budget or individual projects, taking into account revised budget scrutiny process.	Thu-1-Jul-10	Chief Finance Officer	 <p>October 2010: no further progress. July 2010: The Group Leaders and the Cabinet Member for Finance has been consulted on working in a cross party manner but no collective agreement has been reached about a revised approach. However, there is the possibility of cross party working on specific issues arising from the public budget consultation may be suggested as a way forward which is an approach supported by the Cabinet Lead for Finance.</p>
	Develop a revised approach to budget consultation.	Thu-1-Jul-10	Chief Finance Officer	 <p>October 2010: A summer public consultation road show was rolled out over 21 locations across the town requiring residents to identify, using coloured sticky dots what services should be protected, reduced or stopped given the need to make savings. This was not a scientific exercise and the results are not drawn from a representative sample of the population. However, the consultation proved to be very effective in engaging the public in the start of a dialogue about the future role of the council given reducing resources. The consultation has been followed up by resident's panels where the results have been relayed and options for savings money have been</p>

				<p>tested. The information gained from this exercise is valuable and will be considered, amongst other evidence, in arriving at a draft budget for 2011/12. The overall view is that this has been a very valuable exercise that could be built upon in future.</p> <p>July 2010: In response to the coalition's emergency budget and the projections for the level of public sector funding cuts, the council has developed budget consultation roadshow in order to get a 'feel' from the public on priorities for future spending decisions. This will be rolled out across the town at various locations during August / September 2010 and will be supported by a parallel campaign in the Gloucestershire Echo. The public will be required to identify those services which they wish to 'protect, reduce or stop' using a system of sticky dots. The consultation is the first phase of a wider programme of consultation on the future of the council in the context of a reduction in government support and commissioning. The results will be fed back to the Cabinet to support their decision making in future budgets.</p>	
	Develop further 'Bridging the Gap' initiatives which deliver savings and additional income which meet the budget gap for 2011/12 and contribute towards the longer term MTFS funding gap.	Tue-1-Feb-11	Chief Finance Officer		<p>July 2010: The 'Bridging the Gap (BTG)' programme board continues to meet monthly including the Cabinet Member. The programme log is regularly updated with progress, including decisions made by Cabinet and reported to SLT, now acting as the Operational Programme Board. SLT held further workshops and have produced further list of options for savings based on a reduction in headcount for consideration at meetings with AD's , CFO and relevant Cabinet leads taking place over the summer.</p>
Implement the people & organisational development strategy.	Implement year 1 actions in strategy.	Tue-1-Mar-11	Assistant Director HR and OD		<p>October Q2 - Progress on HR performance for 2 quarters is to be reported to Staff and Support Services Committee on 28th October. Main issues identified to date are sickness absence - whilst days absence have reduced, due to reduced FTE in workforce, the rate has not fallen. Will work with IMASS in particular re the long term absence and musculoskeletal issues (latter is highest cause of absence). Re skills development for Commissioning, a business case will not be made re funding due to the budget situation. Risk mitigation actions include in-house delivery, working with partners, creating opportunities for sharing learning, building on and using the skills acquired through the Achieve Breakthrough leadership programme.</p> <p>July Q1 - secured approval and agreement for the Strategy and year one actions (SLT and members - Staff and Support Services - July 2010).</p>
Prepare and implement our asset management strategy.	Draft asset management strategy to corporate asset group in June 2010.	Thu-10-Jun-10	AD Built Environment		Draft Asset Management Strategy reported to Corporate Asset Group on 10th June 2010.
	Revised draft adopted by cabinet by July 2010.	Tue-27-Jul-10	AD Built Environment		The Cabinet approved adoption of the Council's new Asset Management Plan on the target date of 27th July, 2010.
Respond to any recommendations arising from the KPMG review.	Action plan to be agreed by full council.	(not specified)	Monitoring Officer		<p>Q1 update Action plan agreed by council and first monitoring report considered by the audit committee. Guidance notes and report templates have been issued and training sessions undertaken. New template in use from September cycle. Constitution working group has been established. Q2 Update Audit committee received update report and have requested further details on specific actions within the report. New report template and guidance is being used.</p>
	Actions to be monitored by Audit Committee.	(not specified)	Monitoring Officer		Q2 - audit committee received second monitoring report at their meeting in September

The council delivers cashable savings, as well as improved customer satisfaction overall and better performance through the effective commissioning of... through the effective commissioning of services – indicator

The council delivers cashable savings, as well as improved customer satisfaction overall and better performance through the effective commissioning of...

Overall Summary    **G = Above Target** **A = On Target** **R = Below Target**

Indicator	Baseline	Target	Current	Comments	Status
PP29 - The percentage of people who are very or fairly satisfied with how council runs things	48% (2008-09)			Government have advised that the place survey will no longer be a central government requirement	
HR05 - No of FTE days absence per employee (Quarterly)	2 days (2010/2011)	1.80	2.48		R 
PP30 - Level achieved within the equality framework for local government	1		1	CBC still at developing level within the EFLG.	High is good
NI 179 - Value for money - total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year	1,896,000			annual indicator	High is good 
FS10 - Medium term financial strategy cash-saving targets	£1.2m saved as part of 2010-11 budget			annual indicator	Low is good 
PP31 - Proportion of annual milestones that are delivered on target at year end.	95% (2009-10)			annual indicator	High is good

Review of the council's performance at end of Quarter 2

29th November 2010

Economy and Business Improvement Overview and Scrutiny Committee

Economic development projects update

The projects below can be found in the 2008-2011 Economic Development action plan and have been mainly funded through a significant investment of local authority business growth initiative funding (LABGI). Those projects that directly support the Gloucestershire Integrated Economic Strategy (IES) have been highlighted. This funding is no longer available and, with this in mind, work is being done on how we deliver economic development in the future.

Project name	Description	Project status
Business directory £4K LABGI 2009-2011	To implement a new online business directory for Cheltenham	Ending March 2011. To continue the directory after this point would require a similar funding commitment.
West End improvements £20K LABGI 2008- March 2010	Funding awarded to West End Partnership to make improvements to the area	Complete. Project had a reasonable degree of success with a new website and training. However, no further ideas were forthcoming, so project ended with money re-invested into Commercial Rental and Shopfront Improvement grant.
Conferences £8K LABGI 2008-2010	To host business conferences on issues raised by local businesses	Complete. Business Pride conference attracted over a hundred attendees, with speakers such as Lloyds TSB and HSBC. Business feedback was positive. On 20 July 2010 the follow-up conference was held at the FSB Advice Day. Footfall for the event was approx 50% up on last year's event at Gloucester.
Signage £7K LABGI 2008-2010	Signage to be put in place on the Kingsditch and Lansdown Industrial estates.	Ending March 2011. Lansdown signage now in place with planning application submitted for further parapet signs. Kingsditch signage being negotiated between Parklife, Spirax Sparco (land owners) and Gloucestershire Highways
Business Events £18K LABGI 2008-March 2010	To put on a range of events to bring people into the town and support businesses e.g. supporting traders events at Christmas	Complete. Business Scene/Business Pride events held successfully. In addition, there has been the Morgan Centenary event in the spring, and various trading events at Christmas that stimulated economic spending, raised money for charities, and raised the profiles of the various non-town centre areas
Cultural Olympiad £5K LABGI November 2008	Event held	Complete. Money not required
Retail Windows project £24k LABGI 2009-2011	To install window graphics on vacant town centre shops to attract future inward investment and to retain a sense of pride during the recession	Ending March 2011. Lack of empty units and difficulties in identifying and gaining permission from landlords, including those in Coronation square, has meant progress has been slow. Work currently ongoing.
Business Pride £135k LABGI 2008-2010 Supports IES	Membership scheme	Ongoing. Approx 600 members. 12 projects funded in first phase, with 13 for the rental grant and 10 for the Shopfront grant.

Listening to Business	One to one visits with businesses	Ongoing. Meetings often requested with Business Pride members.
Monitoring Economy £5K per annum	To provide economic forecasts of Cheltenham	Complete. Local Futures delivered. County economic assessment to be complete by March 2011, we are unlikely to need to deliver this in house in the future.
Gloucestershire First SLA £13,500 per annum Supports IES	Supporting Gloucestershire First with their activities.	Agreement ending March 2011 work being carried out on structure of economic development including local enterprise partnerships prior to any new agreement being determined.
Cheltenham Business Excellence Awards £400 LABGI per annum 2009-2010	Showcasing business excellence	Complete. Awards took place on Mayor making day 2009 and 2010. Other awards include business in bloom awards held in September 2009 and 2010
Promotion of the Chamber and Business Pride £750 per annum	Support the Cheltenham Chamber of Commerce and Business Pride	Complete. Events held with the Chamber as well as joint marketing.
Commercial waste £5K LABGI 2009	Promotion of the environmental maintenance divisions commercial recycling	Complete. Launched with funding allocated, work maybe needed to promote the service further.
Parklife Environmental project £20K LABGI 2008-2010 Supports IES	To work with and support businesses on industrial estates to achieve ISO 14001/BSS855.	Complete on target. Project carried out successfully with good business feedback.
Severn Wye Energy management project £45K LABGI 2008-2010 Supports IES	Support hospitality businesses to reduce their energy costs, and reduce overheads	Ending December 2010. Thirty businesses assisted to reduce their energy costs and make savings, final report expected shortly.
Cheltenham Development Taskforce	Provide economic information as required	Ongoing as and when required
Employment land enquiries (mainly through Glos First agreement) Supports IES	To provide a rapid response to enquiries	Ongoing as and when required. Property portal delivered through Gloucestershire First (investinglos.co.uk)
Airport Provision	Provide economic information as required	Ongoing as and when required
Broadband £2K LABGI 2009- 2010 Supports IES	Funding withdrawn from regional development agency.	Cancelled. Regional funding withdrawn and project cancelled.
Third sector match £14.5K LABGI 2008- 2009 Supports IES	To implement a mechanism for third sector organisations in Cheltenham to engage with local businesses.	Ending March 2011 successful delivery to date with report received for quarter two above target. Event to be held early next year. Presentation to E&BI O&S Jan.
Parklife £40k LABGI 2009-2011 Supports IES	Supporting businesses with bespoke one to one advice and ancillary programmes, including two business centres	Ending March 2011 Phase three on track and has exceeded targets after quarter two. Presentation to E&BI O&S on 29 Nov 2010 or Jan 2011 (TBC)
Lifelong Learning Adult Education £40K LABGI 2008-2011 Supports IES	To provide an additional interview and support to those who are out of work-work	Ending March 2011 On track with all targets currently met. Presentation to E&BI O&S early 2011

LAA EDE 2 Supports IES	Providing the support for delivery of NVQ Level two training in conjunction with the LSC and Train to Gain and contribute to the stretch targets in LAA.	Ongoing Led by LSC unlikely to achieve target or receive funding. Gloucestershire 1 st are now reviewing position.
Gloucestershire Media Group (GMG) SLA £3k LABGI	To support creative industries	Complete with support for three events and training delivered.
Incubator Units £4k LABGI 2008-2009 Supports IES	Support GMG in establishing incubator units at Cheltenham Film Studios	Complete Delivery was to target according to initial contract, however, disappointingly, GMG withdrew from Cheltenham in February 2010 after receiving outside funding to relocate, leaving the aim to have a self sustainable incubator unit unmet.
Screenwriters Festival £40k temporary budget 2006-2009	To support the festival over three years, in an aim for it to become self sustainable.	Complete. The 2009 festival achieved, although numbers and quality not to usual high standards. No funding allocated for 2010 and onwards
Business Link training grant funding £23k LABGI 2009- March 2010	Grant scheme used to support training for businesses (£250 per business).	Complete. Approximately twenty businesses were supported. £13k remaining and reallocated.
Internet skills 10k LABGI 2008-2010 Supports IES	Training being done by Gloucestershire College over 2 years.	Complete. Good take up and successful delivery. There remains a need for this type of training.
Gloucestershire enterprise business services (GEBS) start up advice £26k 2008-March 2010 Supports IES	GEBS to provide 1-2-1 business advice and support	Complete slightly behind targets set. Question mark on future start up services in particular what business links role will be and any gaps in provision that we will have to address.
Economic Partnership £30k LABGI, 2009-2011	£30k awarded for projects that the partnership wishes to tackle	Ongoing. £10k allocated to rental grants; £5k to 2010 Literature Festival to draw it into town and support local shops and restaurants; £5k to support Christmas in the town. Rest of money to be decided upon in 2011.
Hester's Way Outreach Programme £4k LABGI 2009-2010 Supports IES	To improve client's employability who currently claim health related benefits	Complete on target. Successfully helped people get back into work.

For further information, please contact

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**Cheltenham Borough Council
Economy and Business Improvement Overview and Scrutiny
Committee – 29 November 2010
Corporate Risk Register**

Accountable member	Cabinet Member Corporate Services, Councillor Colin Hay
Accountable officer	Assistant Chief Executive, Jane Griffiths
Accountable scrutiny committee	Economy and Business Improvement
Ward(s) affected	None
Key Decision	No
Executive summary	<p>The corporate risk register is “owned” by the senior leadership team as it is a management tool which helps managers to run the business effectively, but members need to be aware of the corporate risks which may impact on the council and the decisions it may make. The attached register was updated by the senior leadership in November and sets out progress against mitigating actions.</p> <p>Cabinet have agreed that the register will be presented on a quarterly basis to their meetings and is being considered by cabinet on 7 December.</p>
Recommendations	<p>1.1.1 The committee are to consider the register and identify any further corporate risks which they feel should be brought to the cabinet’s attention.</p> <p>1.1.2 The committee are asked to consider whether the actions specified to manage the identified risks are appropriate and if there are other actions which they would wish to bring to the cabinet’s attention.</p>

Financial implications	<p>There are no financial implications associated with this report. Financial risks are identified in the attached risk register. Where actions have been identified to mitigate risks, then the lead officer will have considered the financial implications as part of their normal management processes.</p> <p>Contact officer: Mark Sheldon E-mail: mark.sheldon@cheltenham.gov.uk Tel no: 01242 264123</p>
Legal implications	<p>Any relevant legal risks have been considered by service providers as part of the identification and grading of risks for the corporate register</p> <p>Contact officer: Peter Lewis E-mail: peter.lewis@teWKesbury.gov.uk Tel no: 01242 264216</p>
HR implications (including learning and organisational development)	<p>/ There are no specific HR or learning and organisational development implications associated with this report. Strategic HR and OD risks are included in the attached risk register. Where actions have been identified to mitigate risks, then the lead officer will have considered the HR and OD implications as part of their normal management processes.</p> <p>Contact officer: Amanda Attfield E-mail: amanda.attfield@cheltenham.gov.uk Tel no: 01242 264186</p>
Key risks	<p>If the council does not manage its risks appropriately then this can lead to ill-informed decisions.</p>
Corporate and community plan Implications	<p>Effective identification and management of risk helps the council make informed decisions and manage its corporate plan priorities. .</p>
Environmental and climate change implications	<p>There are no specific environmental or climate change implications arising from the report, but the council is keen to ensure that the risks of climate change and ability to mitigate and adapt are built into service plans and risk registers.</p>

2. Background

- 2.1 Effective risk management is a key component of good governance arrangements and the senior leadership team review the register on a monthly basis. They consider where mitigating actions may not be progressing as planned or may not have achieved the desired outcomes and what further action needs to be taken. They also consider any new risks and identify the mitigating actions which need to be taken to manage the impact and likelihood of the risk.
- 2.2 Each division has a service plan where they record and manage their divisional risks and those that score 16 or over are brought to the senior leadership team and the corporate implications discussed. Internal audit have recently undertaken a perception based survey of the risk management arrangements and identified a number of issues at divisional level. The senior leadership team (SLT) have agreed to take these forward and that risk and performance management will form a key component of their coaching sessions.
- 2.3 There are currently eight risks of 16 and over; these relate to commissioning, implementation of ERP and capacity, development task force highways issues, payroll, icelandic banks, joint core strategy x2 and business continuity. A number of risk scores have been reduced as mitigating actions or external issues have impacted on the likelihood and a number of risks have been closed. The attached register includes a column which indicates what amendments have been made, in addition to a column noting progress against the mitigating actions.

3. Reasons for recommendations

- 3.1 The committee need to be satisfied that the council is taking appropriate action to mitigate its risks and reduce either the likelihood or impact of such risks on the council's ability to deliver on its outcomes and objectives.

4. Alternative options considered

- 4.1 No alternative options have been considered. It was agreed by both the cabinet and E&BI that corporate risks should be reported quarterly for consideration by members.

5. Consultation and feedback

- 5.1 No consultation has been undertaken.

6. Performance management –monitoring and review

- 6.1 Cabinet leads discuss risks with their respective assistant directors at one to one meetings. The senior leadership team consider the risk register on a monthly basis, and challenge how risks are being managed and monitored.

Report author	Contact officer: Jane Griffiths, Assistant Chief Executive jane.griffiths@cheltenham.gov.uk, 01242 264126
Appendices	1. Corporate risk register
Background information	1.

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Corporate Risk Register as agreed at SLT 9th November 2010

The Risk		Risk score (impact x likelihood)			Managing risk			Progress at December 2010	Date and details of current amendment			
Risk Ref.	Risk description	Risk owner	Date raised	I	L	Score	Control	Action	Deadline	Responsible officer		
CR24	If partner councils do not align behind the business case for the GO ERP Shared Service Programme then there is a risk that the project will not progress in its current form and full benefits will not be realised	Strategic Director Pat Pratley	April 2010				Closed 9 th November 2010	Future Corporate Risk Registers will contain "red" programme implementation risks		Strategic Director Pat Pratley	GO Shared Service Programme now approved by the 4 partner councils and project implementation phase commenced.	
CR40	If Partner organisations are not sufficiently 'bought into' the process then there is a risk that the commissioning work will be done in isolation and potential savings and effective delivery of outcomes will be reduced.	Chief Executive Andrew North	28 th October 2010	4	4	16	reduce	Effective engagement with the VCS forum, plus other partners through CSP and thematic partnerships. The objective of 'place based' project is to engage partners and create alignment. Ensure that joint funding is subject to use of proper commissioning disciplines.	Continuing to October 2012	Richard Gibson	Section 4 report on commissioning approved by S&SS 28/10/2010 CSP updated at their meeting in October and aligned to the principles	
CR41	If capacity to lead and manage the changes, at the same time as	Chief Executive Andrew North	28 th October 2010	4	4	16	Reduce	Consider senior level capacity carefully when approving reductions in employees. Inclusion of a	April 2012	Amanda Attfield	Section 4 report to S&SS 28-10-2010 approved to go	

CR9b	<p>implementing major change (i.e. a new ERP system), is not secured then the benefits from commissioning and the ERP system will not be fully realized, and morale and motivation may be impacted adversely – affecting existing SLT, members and service managers</p>	<p>If the Highways Authority is unable to support the traffic proposals which underpin the civic pride schemes then vision and outcomes will not be achieved, and this will impact on the council's reputation and the future economic position of the town.</p>	<p>Task Force Managing Director Jeremy Williamson</p>	<p>April 2010</p>	<p>4</p>	<p>4</p>	<p>16</p>	<p>Reduce</p>	<p>temporary AD role (Organisational Development and Change) to support the transition. Consider any further resource which may be needed Continue to develop the council's resource management approach and the role of senior leadership team in resolving any conflicts.</p>	<p>June/July 2010 Mitigation strategy January 2011</p>	<p>Task Force Managing Director Jeremy Williamson</p>	<p>Senior Leadership Team</p>	<p>forward to December Council and commence formal consultation on proposals with those impacted directly between 1st and 30th November. Capacity to be reviewed at SLT January 2011</p>	<p>Page 70</p>
CR23	<p>If resilience issues are not addressed in the Payroll service, the service quality for employees will be impacted, and</p>	<p>AD Human Resources and Organisational Development</p>	<p>April 2010</p>	<p>4</p>	<p>4</p>	<p>16</p>	<p>Reduce</p>	<p>Implement GO Audit CBC/CBH controls. Set in place Team Leader – completed. Support and train others in</p>	<p>End March 2011</p>	<p>HR Operations Manager Julie McCarthy</p>	<p>Additional payroll expertise recruited, however skills and knowledge gaps remain a</p>			

CR27	may impact on partner relationship with CBH, possibly impacting funding stream from CBH.	Amanda Attfield	9 April 2010	4	4	16	Accept	<p>HR – ongoing.</p> <p>Regular reviews with CBH, to include review of SLA.</p> <p>Recruit temporary payroll expertise – completed.</p> <p>Move to monthly pay for all – completed.</p> <p>Council commitment to join in group action with other councils to make case for priority depositor status.</p> <p>Capitalisation direction approved for £4.43m allows for write off of loss over 20 years.</p>	<p>March 2011</p> <p>Chief Finance Officer Mark Sheldon</p>	<p>risk. Keep at current risk level, review when impact of GO is known. Audit Committee to review actions Jan 2010</p> <p>All council have agreed evidence for submission to Icelandic courts for the joint action on behalf of all council Icelandic bank depositors.</p>
CR33	Icelandic banks - financial exposure If the group claim against Glitnir bank fails and the council is not recognised as a 'priority depositor' the council's deposits would be re-classified as 'general unsecured creditors' resulting in a lower recovery rate and exposure to defendants costs. If the council does not keep the momentum going with regards to the JCS then the policy vacuum left by the abolition of the RSS and the resultant delay in projections and framework could	CEX Andrew North	10.08.10	4	4	16	Reduce	<p>Agreement across Gloucestershire districts to work collaboratively on determining housing and employment projections by the end of the year.</p> <p>Revised timetable for JCS preparation to be agreed by council.</p>	<p>December 2010</p> <p>Council October 2010</p> <p>Spatial planning manager – Tracey Crews</p>	<p>JCS programme manager commenced work in October. Revised timetables approved by the three councils.</p>

CR34	result in inappropriate development. If the council does not have robust testing of its business continuity plans then there is a risk that they may not be effective	Strategic director Grahame Lewis	05.07.10	4	4	16	Reduce	Desk top recovery test based on worst case scenario ie municipal offices out of action Two storage area networks to be purchased for real time backups of ICT data, and purchase of additional UPS battery supply for the municipal offices. Full test with depot as stand by site to be tested	December 2010	Grahame Lewis	Work ongoing re housing projections Desk top exercise undertaken and BCP are being revised in light of this test. Planned testing of depot back up arrangements will need to be organised in new year	Risk score amended 9 November – likelihood reduced from 6 as progress
CR35	If the current public service proposed budget cuts mean that the county council are unable to fund and provide officer resource for strategic infrastructure planning phase 3 then the JCS will not be supported by robust evidence which may lead to inappropriate development	CEX Andrew North	10.08.10	4	4	16	Reduce	Chair of the cross boundary member steering group to write to GCC with concerns. GCC continue as members of the cross boundary programme board and member steering group and therefore understand requirements Development of community infrastructure levy scheme as part of the JCS will demonstrate requirement for effective infrastructure planning	February 2011	Spatial planning manager – Tracey Crews	County council have reconfirmed their commitment to SIDP but infrastructure deliverability in light of public sector cuts is still an issue.	
CR39	Requirement to fund projected overspend from General Balances would result in General Balances falling below the	Cabinet	June 2010	3	5	15	Reduce	In preparing the revised budget for 2010/11, an exercise to realign earmarked reserves will be undertaken in order to strengthen the level of General Balances.	December 2010	Chief Finance Officer	Proposals for re-alignment of reserves being considered by Cabinet	

CR42	minimum range of £1.5m to £2m set by the Chief Finance Officer.	Cabinet	June 2010	3	5	15	Reduce	In preparing the revised budget for 2010/11, SLT to consider the options for offsetting reduced income streams by analysing and reducing the level of expenditure across the Council.	December 2010	SLT	SLT have agreed a recruitment freeze and committed to reviewing all unspent supplies and services budgets.	Risk score amended 9 November – likelihood reduced from 6 as mitigating actions are progressing
CR18	If the recession continues or recovery is not as anticipated then it will impact upon the income targets as set out in the MTFS.	Chief Finance Officer Mark Sheldon	December 2009	3	5	15	Reduce	Ongoing budget monitoring of income targets will highlight issues and corrective action which needs to be taken, and will be reported through the budget monitoring reports and reflected in updated MTFS projections. Action is being taken to reduce operating costs to compensate for potential sustained reduction in income levels.	September 2010 budget strategy report	Chief Finance Officer Mark Sheldon	The MTFS projections (planning assumptions for 2011/12 budget strategy) have been updated to take into account the impact of the continued recession on car parking, development control and investment income.	Page 73
CR36	If changes to contractual allowances are made outside the collective bargaining process, there may be local industrial action, morale and	AD HR&OD	30 September 2010	4	3	12	Reduce	Seek to consult and negotiate via collective bargaining. Communicate and engage employees impacted re reasons for change. Ensure follow collective consultation regulations and give required contractual notice.	End March 2011	HR Manager Operations Julie McCarthy.	Commenced discussion with Tus at informal JLF 22 09 2010. Potential implementation timetable developed. Ongoing	Risk score amended 9 November – likelihood reduced from 5 as unlikely to move from collective bargaining

CR7	motivation may be impacted.	AD Built Environment Mike Redman	January 2010	3	4	12	Reduce	Work is well advanced in developing an updated Asset Management Plan, which will be presented to cabinet for adoption on 27 th July 2010. The Corporate Asset Group and a cross-party Asset Management Working Group meet regularly to discuss the development of the strategy and associated asset decisions	July 2010 (revised from March 2010)	Property Manager David Roberts	The Council's new Asset Management Plan was approved by Cabinet on 27 th July, 2010 Risk now closed and any new risks emerging will be identified and scored	discussions at two-weekly TU meetings.	and working closely with unions
CR12	If members, senior managers and employees do not recognise their obligations and responsibilities for health and safety then there is a risk to the public, customers and employees of injury and the council could face prosecution	AD Human Resources and Organisational Development Amanda Attfield	February 2010	4	3	12	Reduce	Introduction of health and safety audits inc. addressing issues in the internal audit action plan Creation of a Health and Safety strategy Development of a H&S action plan for 2010-11 (to include awareness training for managers and supervisors during 2010-11) Roll out Harriet Risk Management software	March 2011 As per the action plan considered by audit committee March 2010	HR Operations Manager Julie McCarthy	Health and Safety Strategy and work plan agreed by Staff and Support Services Committee in October, using HSE guidance. Harriet risk software under review. Implications of a new report by Lord Young - "Common Sense Safety" on operation of		

CR14	The overall project significance of the CBH new build proposals which are an innovative approach to development of affordable housing including prudential borrowing funded from rental income using a unique approach to delivery in a high profile and sensitive area of the town, require both parties to ensure that there are effective programme and project management arrangements.	AD Community Services Peter Woolley	29 march 2010	4	3	12	Reduce	The delivery partner, CBH, is a high performing organisation with a sound track record on delivery e.g. the decent homes programme. Support from the HCA demonstrates confidence in process / delivery model. External modelling using industry standard of financials provides assurance. CBH has undertaken significant consultation with residents to ensure buy in to proposals. CBH is working with appointed cost consultants to ensure that contract sums are comprehensive at the time of commitment to contract and that appropriate contingencies exist to protect CBH/CBC from unforeseen additional costs	On-going	Assistant CEX at CBH Paul Stephenson	health and safety and growth of the compensation culture are being considered.	
<p> All agreements now signed, contracting underway. CBH has successfully progressed to development stage at St Pauls & Brighton Road. HCA funding has been secured, other funding streams are being put in place and the contracting process has begun. Finance and One Legal are working closely with the Housing Client and Trowers to ensure probity and best practice in this innovative project. </p>												

CR16	Festivals – partnership relationships. CF is an important delivery partner and if relationships with CF are not effective then the partnership arrangements become untenable which will result in councils image and reputation being put at risk.	CEX\ AD Wellbeing & Culture	March 2010	4	3	12	Reduce	CEX developing relationship with CF Board members to continue to build positive relationships.	Ongoing	CEX\AD Wellbeing & Culture	Quarterly meetings now in place with CF board members, CBC members & key members of SLT.
CR20	If knowledge and skills about commissioning are not developed within the organization, there is a risk that services will not be commissioned or delivered in the right way which may impact on flexibility and/or costs	AD Human Resource and Organisational Development Amanda Atfield	25 February 2010	3	4	12	Reduce	Identify resource to deliver knowledge and skills needs (i.e. in house as external funding unlikely) Knowledge programme for relevant officers/members developed and delivered Skills for business development programme developed and delivered	March 2011	Learning and Development Manager Jan Bridges	80/20 have provided details and summary of the skills audit, and it is planned to address this now as a priority. Consultation with SLT re specific skills requirements has commenced. We are formulating the detail of the commercial skills audit for SMS.

CR21	Art Gallery and Museum If the Art Gallery and Museum Development Trust fails to deliver the fundraising strategy, then the AG&M Development Scheme is at risk of failing to be delivered.	AD Wellbeing & Culture	June 2007	3	4	12	Reduce	A fundraising risk assessment has been incorporated into all funding grant applications submitted to date. An updated fundraising assessment will be required as part of the Heritage Lottery Fund Stage 2 application.	Stage II HLF submission 31 August 2010 – this deadline has now been revised to 30 Nov. 2010, pending outcome of Cabinet report in October.	Museum and Arts Manager Jane Lillystone	Members were consulted on their understanding and requirements on 13 October Ongoing work with members taking place prior to Council in January 2011. HLF have advised that the Stage II bid being submitted on the 18 November 2010 is conditional upon the scheme being underwritten to the value of £5.5m. Cabinet approved underwriting an additional sum of £922k to the capital budget already committed. A revised fundraising strategy is being developed to take account of the new timescales
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CR22	Art Gallery & Museum. If the AG&M Development Scheme is not effectively project managed there is a risk of the scheme failing to be delivered within the capital budget. It is also vital that the longer term revenue implications relating to maintenance and running costs are recognised within the business plan and subject to appropriate consideration within the MTFs.	AD Wellbeing & Culture	June 2007	3	4	12	Reduce	Prince II project management controls to be put in place for building construction phase. Provision has been made with the Development Schemes budget for appointment of a dedicated project manager for the scheme, based on similar appointments to previous capital investment build projects : Redevelopment Cheltenham Recreation Centre Leisure@ (2004-6) & Leisure@ Flood Reinstatement Project (2007-8)	Project plan milestone : Appointment of Project Manager - December 2010 – this date will be revised, pending the outcome of the Cabinet report.	Museum and Arts Manager Jane Lillystone	Procurement for the Project Manager will now coincide with the submission of the HLF Stage II bid in November and a revised funding strategy.
CR28	Icelandic banks - financial exposure If the current status as priority deposits with Landsbanki bank is successfully challenged, the council's deposits would be re-classified as 'general unsecured creditors'	Chief Finance Officer Mark Sheldon	9 April 2010	4	3	12	Accept	Council commitment to join in group action with other councils to defend current priority depositor status.	March 2011	Chief Finance Officer Mark Sheldon	All council have agreed evidence for submission to Icelandic courts for the joint action on behalf of all council Icelandic bank depositors.

	<p>resulting in a lower recovery rate and exposure to claimant costs and impact on the MTFS over that already factored in through capitalisation of losses.</p>	<p>Assistant Chief Executive Jane Griffiths</p>	<p>6 may 2010</p>	<p>4</p>	<p>3</p>	<p>12</p>	<p>Reduce</p>	<p>Services are required to identify the actions they will be taking to respond to climate change (both adaptation and mitigation) in 2010/11 service plans.</p> <p>Internal audit has a trained officer in environmental auditing who will be assessing progress against the adaptation risk assessment.</p> <p>LAA target – achieving level 3 of national indicator 188 requires implementation of responses to priority risks</p>	<p>June 2010</p> <p>March 2011</p> <p>March 2011</p>	<p>All ADs</p> <p>Audit Partnership Manager</p> <p>Strategic Director Grahame Lewis</p>	<p>SLT reaffirmed their commitment to climate change adaptation and the need to include in service plans. Currently considering how climate change adaptation could be built into the commissioning framework. National indicator set has been dropped. Therefore pursuing actions which meet CBC needs as opposed to LAA requirements.</p>	<p>SLT on 9 November requested that this risk be revisited in light of the demise of national indicators and the LAA. SLT will consider their meeting on 7 December.</p>
<p>CR32</p>	<p>If the council is</p>	<p>Strategic</p>	<p>23/08/10</p>	<p>4</p>	<p>3</p>	<p>12</p>	<p>Reduce</p>	<p>Revised supplementary</p>	<p>Council</p>	<p>Strategic</p>	<p>SPD</p>	

CR8	If the council does not manage its ambitious change management programme effectively it will put pressure onto employee resources and may impact on the delivery of services	Chief Executive Andrew North	February 2010	3	4	12	Reduce	The operational programme board has an oversight of the key change programmes which are run using the Managing Successful Programmes and PRINCE2 methodologies. The councils approach to portfolio management to be agreed. Approach to be reviewed to ensure that these methodologies are applied consistently	August 2010 November 2010	Business Development Manager Ken Dale	Resource issues are being more explicitly analysed and addressed within the change programme (also bearing in mind 'business as usual') and adjustments have been made to programmes in consequence. The recruitment freeze put in place Oct. 2010 to reduce the budget may have an impact on resources and will need to be analysed in Jan 2011	SLT on 9 November agreed that the likelihood score should increase from 3 due to implications of the recruitment freeze
CR 37	If there is national strike action as a result of the recent TUC motion to protest against the trajectory of government budget reductions, service delivery is likely to be disrupted	AD HR&OD Amanda Attfield	14 September 2010	3	3	9	Accept	Monitor likelihood, communicate Council case to employees, consult locally with unions, publish guidance to managers.	March 2011	Julie McCarthy, Operations Manager	Monitoring situation. Attending regional pay briefing in December.	

CR2	If councillors and officers do not "draw a line" under the review and move forward as recommended by both the judge and KPMG there is a reputation risk, as well as a risk that further resource both financially and time could be incurred	Chief Executive Andrew North	10 March 2010	3	3	9	Reduce	CEX has discussed the matter with the group leaders. Clear action plan developed on lessons learnt. Letter of apology signed by CEX and Group leaders CEX to discuss with group leaders should any further issues arise.	May 2010 March 2011	Chief Executive Andrew North	It would appear that councillors have responded constructively in learning lessons from the review without blame. However, points of tension may still arise and continued vigilance is required.	
CR4	There is a reliance on shared services and sourcing strategy delivering savings. If these savings do not materialise or shared services do not proceed as anticipated then other savings will need to be found to meet the MTFS projections	Chief Finance Officer Mark Sheldon	1 December 2010	3	3	9	Reduce	All shared service projects and sourcing strategy are operated under Prince 2 principles, with clear business cases and risks logs.	As per agreed programme timetables	Strategic Director Pat Pratley	GO Shared Service Programme now in implementation ICT systems thinking on track to deliver, ICT and Revs and Bens restructures needs to be moved forward to be able to realise savings within planned timescales. Sourcing Strategy will cease as a programme in Jan 2011	
CR5	The council has	AD	26 January	3	3	9	Accept	Claims presented are	End March	AD Human	Two equal pay	SLT on 9

CR9a	received equal pay claims following single status which may put increased pressure on the councils general reserves	Human Resources and Organisational Development Amanda Attfield	2010	14 December 2009	3	3	3	9	Reduce	assessed on merit. Seek to resolve any claims that are assessed as having merit. Seek to defend any claims assessed as having no merit. Delivery vehicle has been established and managing director and chair appointed. Business plan approved April 2010 and actions to deliver targets in-hand.	2011	April 2010	Task Force Managing Director Jeremy Williamson	Resources and Organisational Development Amanda Attfield	grievances are being dealt with. All have now signed the terms, one dismissed/re-engaged. Closed	Risk closed and redefined – see CR32	November agreed that this risk can now be closed as the matter had been dealt with
CR10	If the council is unable to approve long term solutions for its waste and recycling services then costs will increase and the council will fail to meet its strategic environmental targets	AD Operations Rob Bell	2010	February 2010	3	3	9	Reduce	Options appraisal complete and being presented to Environment Overview and Scrutiny. County residual waste strategy being developed. Report to cabinet on future options scheduled for 27 th July 2010. If approved, risk rating will significantly reduce.	March 2011	Waste and Recycling Manager Beth Boughton	Cabinet approved new waste and recycling change programme on 27 th July 2010. The strategy has received positive comments from LGA. Project plan being finalised to ensure smooth role out of new services.	County				

CR13	If members, senior managers and employees do not recognise their obligations and responsibilities for equalities then there is a risk that we could be treating people unfairly and the council could face prosecution	Assistant Chief Executive Jane Griffiths	March 2010	3	3	9	Reduce	Equality action plan to be prepared which enables council to be at achieving level for the equality framework for local government	March 2011	Policy and Partnerships Manager Richard Gibson	New coalition government confirmed that equality act to be implemented in full with new requirements coming into force in Oct 2010 and a new public sector duty coming into force in April 2011. Need for SLT to be briefed on these changes. Consideration is being given as to how an equality impact assessment will be undertaken on the draft budget and also how equalities can be built into a commissioning framework	residual waste strategy still in development Risk rating reduced from 9 to 6.
CR15	Festivals – future funding. If CF fail	AD Wellbeing	March 2010	3	3	9	Reduce	Financial monitoring arrangements in place	CIG Review	AD Wellbeing & Culture \ CIG	CF's Financial performance &	

	<p>to achieve 2010 budget forecasts there is a risk of the company requiring further CBC financial support for which there is no provision within the MTFS and a potential impact on CFs long term financial sustainability.</p>	<p>& Culture</p>					<p>through CIG. CBC represented by 2 member observers on CF Board. Joint O&S Working Group assessing long-term financial sustainability. Commencement of monthly internal meetings by CEX Managing CF., with Cabinet member/leader in attendance</p>	<p>September 2010</p>	<p>Review Group</p>	<p>long-term business plan were discussed and scrutinised by the O&S Joint Review group at a meeting held with CF. The recommendations of the review group are being presented to the Social & community & EB&I O&S Committees in November prior to a report going to Cabinet on 7th December</p>	<p>Page 85</p>
<p>CR17</p>	<p>If members, senior managers and employees do not recognise their obligations and responsibilities for information management including data quality and information security then it could result in ill informed decisions, unreliable</p>	<p>Assistant Chief Executive Jane Griffiths</p>	<p>February 2010</p>	<p>3</p>	<p>3</p>	<p>Reduce</p>	<p>Annual data audit undertaken to identify classification of data Information strategy to be developed jointly with CBH ICT strategy to be developed</p>	<p>June 2010 July 2010 Revised target date December 2010 June 2010</p>	<p>Assistant Chief Executive Jane Griffiths Assistant Chief Executive Jane Griffiths AD Customer Access and Service Transformation</p>	<p>Data audit has been undertaken and guidelines updated. Information strategy has not progressed as anticipated due to other work commitments. ICT strategy has been</p>	

CR31 /HT2	outcomes, ineffective use of resources and loss of assets, leading to a reduced public reputation and a lack of confidence from regulators												October 2010	Jackie Tavener Chief Executive Andrew North	Discussions taking place at a county level regarding strategic intelligence and the use of needs and other data is being built into the commissioning framework	Some data cleansed and available electronically. Requests made to Ministry of Justice for clearer guidelines on future land charge fees. Closed	SLT agreed on 9 November that the risk was closed – related to risk CR30
CR30 /HT1	Above changes may result in reduced rate for a standard search fee.	AD Built Environment Mike Redman	17/08/10	3	3	9	3	4	8	Accept	Reduce	Promote benefits of a standard search. Increase the amount of data available electronically through cleansaing.	December 2010	Mike Redman	Discussions taking place at a county level regarding strategic intelligence and the use of needs and other data is being built into the commissioning framework	Some data cleansed and available electronically. Requests made to Ministry of Justice for clearer guidelines on future land charge fees. Closed	SLT agreed on 9 November that the risk was closed – related to risk CR30
	Changes in government policy means that the personal search fee of £22 per search is not chargeable from 17 th August as the information is freely available under EIR requests. Any		01/07/2010	2	4	8	4	8	Accept	Calculate potential maximum/minimum amount of refund and build in to budget. Set out plan for handling personal search enquiries. Create response letter to be issued to search groups. Promote and market the standard search. Set up County meeting to	September 2010	Helen Thomas	Payout maximum calculated to be in the order of £80,000. Process changes published on website. Response letter drafted. County	SLT on 9 November agreed that this risk was now closed as it had been dealt within budgets for the division.			

CR26	fees paid, which until 1 st Jan 2010 were £11 per search, are refundable back to Jan 2005 when the EIR regulations were introduced. This could result in a refund of fees and a fall in income.	Chief Finance Officer Mark Sheldon	April 2010	2	4	8	Reduce	Work with airport company to determine an approach to delivery of core aspects of the runway safety project which are required to improve airport profitability and secure the airports future. Potential for a further report to Council following the analysis of tenders for the delivery of the project.	agree shared policy.	Sept 2010	Chief Finance Officer Mark Sheldon	meeting held and drafts submitted for approval. Risk score reduced to 8 – suggest merging with risk CR3	
	Airport If the airport business plan cannot be delivered within the parameters, (including borrowing limits) approved by Cheltenham and Gloucester city councils, the future viability of the airport and improved returns to shareholders could be jeopardised.	Chief Finance Officer Mark Sheldon	April 2010	2	4	8	Reduce	Work with airport company to determine an approach to delivery of core aspects of the runway safety project which are required to improve airport profitability and secure the airports future. Potential for a further report to Council following the analysis of tenders for the delivery of the project.	agree shared policy.	Sept 2010	Chief Finance Officer Mark Sheldon	Council approved additional borrowing facility to support the delivery of the revised businessman plan reflecting post tender evaluations. Negotiations over Blenheim house remain unresolved..	Page 87

CR1	If the council does not implement the recommendations and action plan arising from the public interest report and working group report and put in place preventative measures based on lessons learnt then there is a potential local and national reputation risk and potential adverse audit assessment.	Chief Executive Andrew North	22 March 2010	3	2	6	Reduce	All recommendations agreed by council. Action plan has been developed following discussions with officers and has been incorporated within the council's corporate strategy and will be reported through the corporate performance management system. Monitoring of the action plan is to be undertaken by the audit committee on a quarterly basis. Internal audit have set time aside in their audit plan. KPMG will review progress as part of the annual audit of accounts.	Deadlines as per the action plan. First monitoring report June 2010 Audit committee September 2010, January and March 2011	Assistant Chief Executive Jane Griffiths	Second monitoring report received by audit committee and they requested further information for their next meeting on specific actions. New report template and procedure guidelines are being used and updated as good practice arises. The constitutional issues have been presented to S&SSC.	SLT on 9 November agreed that this risk was closed. Government guidance indicates
CR6	If the transfer of concessionary fares function to the county council includes the transfer of the £1m top up funded by	Chief Finance Officer Mark Sheldon	1 February 2010	3	2	6	Reduce	The council will respond to the government consultation document to be issued in summer. The council will lobby through the LGA and district council network via	July 2010	Andrew Powers	Responded to consultation on options for transfer of concessionary fares funding making case for the	

CR19	Cheltenham's taxpayers, then financial settlement will not assist in bridging the funding gap in the medium term financial strategy.	If the council does not have robust business continuity plans in place then there is a risk that service delivery will be affected in the event of continuity issues such as pandemic 'flu or an emergency.	Strategic Director Grahame Lewis										2	2	4	Accept	Corporate & Divisional risk plans now finalised & implemented during winter severe weather event. Subsequent report which itemised lessons learnt discussed and agreed by E&BI O/S Committee. Two BCM training events have taken place & improvements to plans & processes have been introduced.	Review Dec 2010	Strategic Director Grahame Lewis	See related risk CR34 Closed	SLT on 9 November agreed that this risk should be closed – as it has BCP in place.	that the full cost of the scheme will be transferred	retention of top up, copied to the MP. Awaiting outcome of settlement. Closed
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Cheltenham Borough Council
Economy and Business Improvement Overview and Scrutiny
Committee
29 November 2010
Budget consultation

Accountable member	Cabinet Member for Finance, Councillor John Webster
Accountable officer	Chief Finance Officer, Mark Sheldon
Accountable scrutiny committee	EBI
Ward(s) affected	All
Key Decision	No
Executive summary	<p>The council is facing significant financial pressure and is likely to have to find savings of £2.6m in 2011/12 and £4.8m over the next 5 years. Given the enormity of the task, a town wide budget consultation took place over the summer of 2010.</p> <p>The committee is requested to consider the feedback from this consultation and indicate to the Cabinet any views on the consultation prior to the Cabinet finalising their interim budget proposals in December 2010.</p>
Recommendations	The committee consider the consultation responses and identify areas, under the remit of the committee, where the Cabinet should look to maintain expenditure levels, reducing expenditure, stop the provision of services and make any suggestions for providing services differently.

Financial implications	<p>There are no financial implications arising from this report, although the formulation of the budget will include options which will bridge the funding gap.</p> <p>Contact officer: Mark Sheldon E-mail: mark.sheldon@cheltenham.gov.uk Tel no: 01242 264123</p>
Legal implications	<p>None arising at this stage</p> <p>Contact officer: Peter Lewis E-mail: peter.lewis@teWKesbury.gov.uk Tel no: 01242 264216</p>

HR implications (including learning and organisational development)	None arising at this stage Contact officer: Amanda Attfield E-mail: amanda.attfield@cheltenham.gov.uk Tel no: 01242 264186
Key risks	Risks will be identified in the final budget proposals
Corporate and community plan Implications	None at this stage
Environmental and climate change implications	None at this stage

1. Background

- 1.1** Given the coalition government desire to reduce the level of national debt through controlling the level of public spending, the outlook for the council's financial position looks challenging.
- 1.2** Given the level of cuts, some additional budget consultation was undertaken during the summer of 2010. This consultation consisted of 21 roadshows across the town using information boards containing lists of council services including financial information. Residents were asked to identify and prioritise, using sticky dots which services should be 'protected', 'reduced' in cost or 'stopped' altogether. The public used 21,000 sticky dots in the process. Whilst it is recognised that this was not a scientific exercise, it has engaged the public in a debate about what the council does and does provide a useful guide to the Cabinet in determining where to look to make cuts in future year's budgets.
- 1.3** The results have been analysed and services ranked in order under each of the headings of protect, reduce and stop.
- 1.4** Members are asked to consider these and offer any views to Cabinet on how the Cabinet should approach its decision making in the budget process.

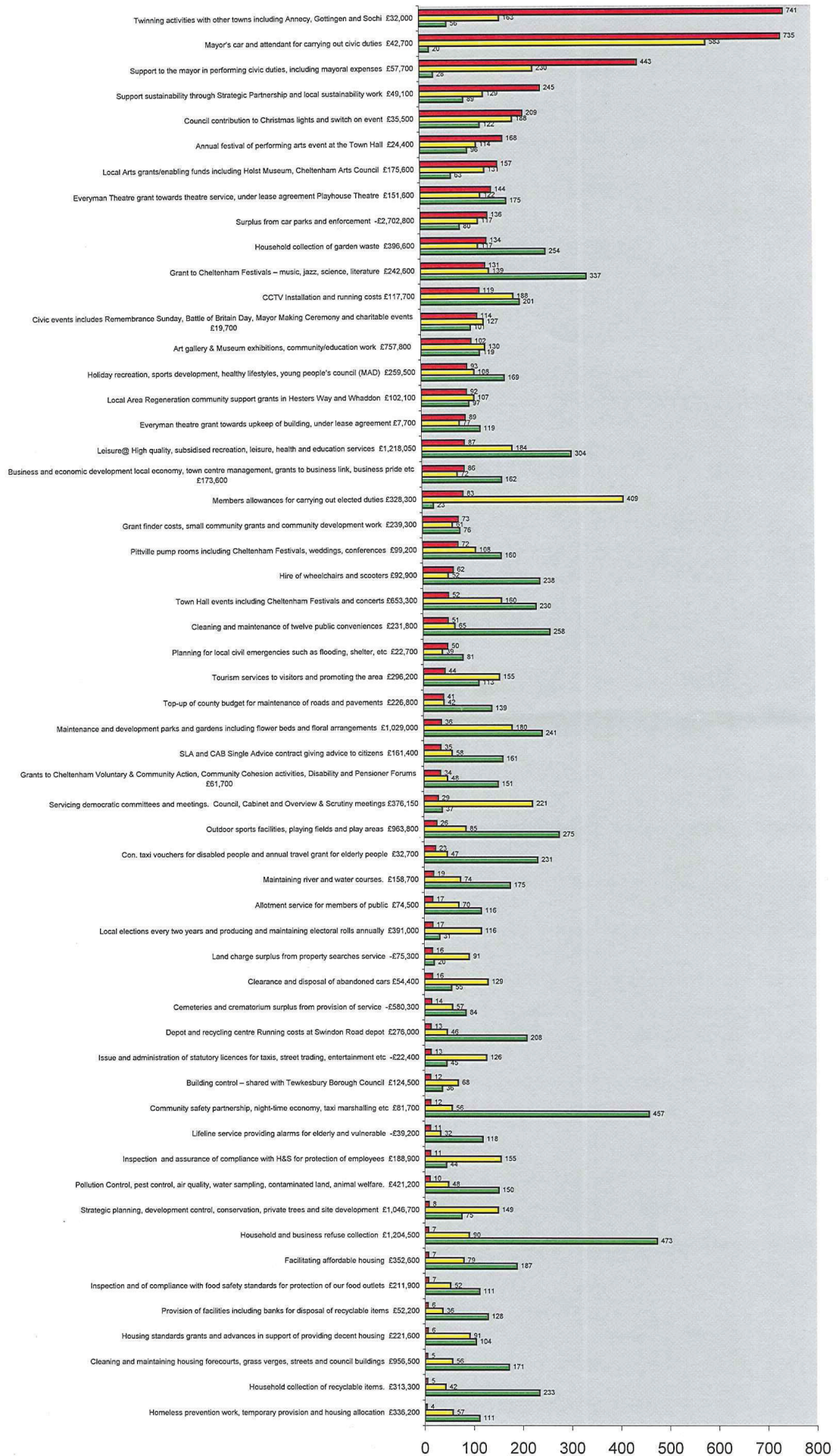
2. Consultation and feedback

- 2.1** The consultation result is attached as Appendix 1 and 2.

Report author	Contact officer: Mark Sheldon, Chief Finance Officer mark.sheldon@cheltenham.gov.uk, 01242 264123
Appendix	Results from summer consultation

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Number of responses ranked by those selected to Stop



■ Stop
■ Reduce
■ Protect

Cost centre	Protect	Reduce	Stop
Twinning activities with other towns including Annecy, Gottingen and Sochi £32,000	56	163	741
Mayor's car and attendant for carrying out civic duties £42,700	20	583	735
Support to the mayor in performing civic duties, including mayoral expenses £57,700	28	230	443
Support sustainability through Strategic Partnership and local sustainability work £49,100	89	129	245
Council contribution to Christmas lights and switch on event £35,500	122	188	209
Annual festival of performing arts event at the Town Hall £24,400	96	114	168
Local Arts grants/enabling funds including Holst Museum, Cheltenham Arts Council £175,600	63	131	157
Everyman Theatre grant towards theatre service, under lease agreement Playhouse Theatre £151,600	175	122	144
Surplus from car parks and enforcement -£2,702,800	80	117	136
Household collection of garden waste £396,600	254	117	134
Grant to Cheltenham Festivals – music, jazz, science, literature £242,600	337	139	131
CCTV Installation and running costs £117,700	201	188	119
Civic events includes Remembrance Sunday, Battle of Britain Day, Mayor Making Ceremony and charitable events £19,700	101	127	114
Art gallery & Museum exhibitions, community/education work £757,800	119	130	102
Holiday recreation, sports development, healthy lifestyles, young people's council (MAD) £259,500	169	108	93
Local Area Regeneration community support grants in Hesters Way and Whaddon £102,100	97	107	92
Everyman theatre grant towards upkeep of building, under lease agreement £7,700	119	77	89
Leisure@ High quality, subsidised recreation, leisure, health and education services £1,218,050	304	184	87
Business and economic development local economy, town centre management, grants to business link, business pride etc £173,600	162	72	86
Members allowances for carrying out elected duties £328,300	23	409	83
Grant finder costs, small community grants and community development work £239,300	76	61	73
Pittville pump rooms including Cheltenham Festivals, weddings, conferences £99,200	160	108	72
Hire of wheelchairs and scooters £92,900	238	52	62
Town Hall events including Cheltenham Festivals and concerts £653,300	230	160	52
Cleaning and maintenance of twelve public conveniences £231,800	258	65	51
Planning for local civil emergencies such as flooding, shelter, etc £22,700	81	39	50
Tourism services to visitors and promoting the area £296,200	113	155	44
Top-up of county budget for maintenance of roads and pavements £226,800	139	42	41
Maintenance and development parks and gardens including flower beds and floral arrangements £1,029,000	241	180	36
SLA and CAB Single Advice contract giving advice to citizens £161,400	161	58	35
Grants to Cheltenham Voluntary & Community Action, Community Cohesion activities, Disability and Pensioner Forums £61,700	151	48	34
Servicing democratic committees and meetings. Council, Cabinet and Overview & Scrutiny meetings £376,150	37	221	29
Outdoor sports facilities, playing fields and play areas £963,800	275	85	26
Con. taxi vouchers for disabled people and annual travel grant for elderly people £32,700	231	47	23
Maintaining river and water courses. £158,700	175	74	19
Local elections every two years and producing and maintaining electoral rolls annually £391,000	31	116	17
Allotment service for members of public £74,500	116	70	17
Clearance and disposal of abandoned cars £54,400	55	129	16
Land charge surplus from property searches service -£75,300	20	91	16
Cemeteries and crematorium surplus from provision of service -£580,300	84	57	14
Issue and administration of statutory licences for taxis, street trading, entertainment etc -£22,400	45	126	13
Depot and recycling centre Running costs at Swindon Road depot £276,000	208	46	13
Community safety partnership, night-time economy, taxi marshalling etc £81,700	457	56	12
Building control – shared with Tewkesbury Borough Council £124,500	36	68	12
Inspection and assurance of compliance with H&S for protection of employees £188,900	44	155	11
Lifeline service providing alarms for elderly and vulnerable -£39,200	118	32	11
Pollution Control, pest control, air quality, water sampling, contaminated land, animal welfare. £421,200	150	48	10
Strategic planning, development control, conservation, private trees and site development £1,046,700	75	149	8
Inspection and of compliance with food safety standards for protection of our food outlets £211,900	111	52	7
Facilitating affordable housing £352,600	187	79	7
Household and business refuse collection £1,204,500	473	90	7
Housing standards grants and advances in support of providing decent housing £221,600	104	91	6
Provision of facilities including banks for disposal of recyclable items £52,200	128	36	6
Household collection of recyclable items. £313,300	233	42	5
Cleaning and maintaining housing forecourts, grass verges, streets and council buildings £956,500	171	56	5
Homeless prevention work, temporary provision and housing allocation £336,200	111	57	4

**Economy and Business Improvement Overview
And Scrutiny Work Plan
2010/2011**

Meeting date	Item	Why has this come to scrutiny?	Who will coordinate
24 Jan 2010	Parklife (30 mins)	A representative from Parklife will update the councillors on progress of Phase 3 as requested at the November 2009 meeting.	Graham Philpot – Economic Development
24 Jan 2010	Cheltenham Skills Project (to be reviewed)	Sue Blackmon from Glos County Council's Adult Education team is going to do a presentation to members on her £40k Cheltenham skills project which was financially supported by CBC.	Graham Philpot – Economic Development
24 Jan 2010	Budget 2011/12	Consultation on the budget proposals	Mark Sheldon, Chief Finance Officer
24 Jan 2010	Strategic Commissioning	Committees request at their September meeting for examples of successful commissioning in local authorities	Ken Dale, Programme Manager
24 Feb 2011	Glos Integrated Economic Strategy	Glos First be invited to update the committee on how the plan was developing and a report on the resulting actions (a request from the March 2010 meeting)	Economic Development Manager
7 Mar 2011	Draft Corporate Strategy	Comment on the Corporate Strategy Draft Action Plan 2011/12	Richard Gibson, Policy and Performance Manager
Potential topics	Dates to be allocated in the plan		
	Gloucestershire Airport Business Plan	Review the business plan 12 months after the start of the drawdown of the loan	Pat Pratley, Strategic Director
	Recommendations from the Tourism and Marketing Strategy working group	Report back to O&S after consultation	Members of the working group

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Briefing Notes

Name of Committee – EBI Overview & Scrutiny Committee

Date of meeting : 29 November 2010

Responsible Officer: Assistant Director ,
Well Being and Culture, Sonia Phillips

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

If Members have questions relating to matters shown, they are asked to contact the Officer indicated.

Tourism & Marketing Strategy Update

The Council's business plan included a milestone to produce a marketing and tourism strategy for Cheltenham in order to maximise opportunities to attract UK based and overseas visitors and investors.

The Overview & Scrutiny Committees of Social & Community and Economic & Business Improvement approved a decision to form a small, time limited working party to develop the strategy. As a result a consultative draft Marketing & Tourism Strategy was presented to both Scrutiny Committees, which was subsequently circulated the stakeholders within the wider business and tourism community during May and June.

Feedback from a number of external stakeholders was received with the intention of presenting the revised and final version to both Committees in September prior to the Strategy going forward for Cabinet approval.

During the period of consultation announcements regarding the significant reductions in public sector funding were made by the new coalition government, along with its intention to abolish a number of agencies and bodies. These changes were likely to effect national and regional and partnership bodies responsible for tourism, as well as funding levels at County & District level.

As a result it was felt appropriate to await confirmation of the level to which tourism was to be affected by these changes and the funding reductions nationally, regionally and locally, before bringing the Strategy back through Scrutiny.

Announcements regarding changes to a number of government funded bodies, as well as the Comprehensive Spending Review were made several weeks ago. The impact of the announcements is still yet to be clearly understood. As such it is therefore now the intention to bring the Strategy back through the Scrutiny Committees in January 2011 with the aim of having a document which is reflective of current position of publicly funded partners and bodies within the tourism and economic sector, as well as our own budget position.

Whilst members and stakeholders will be disappointed with the delay that has occurred, it is hoped that the reasons given for the delay are accepted and understood.

Despite the delay officers within the Tourism team have nevertheless been working towards the delivery of a number actions and improvements identified within the action plan during the year. The progress of this work is:

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- The merger of the Tourist Information Centre Team and the Art Gallery & Museum Visitor Services is progressing well - new job roles/structures have been graded and formal consultations have commenced with the Unions. The formal consultation process with the affected teams will start from January 2011. These plans include the creation a single Marketing team within the merged service team.

- Merger of the individual visitor guides from Cheltenham, Gloucester and the wider Cotswolds to one guide, and this will be launched for 2011. The savings generated has resulted in a review of the current Tourism website being undertaken to consider changes to the design scheme and to include more selling/commissioning/advertising opportunities to boost income generation.

- The Museum, Arts & Tourism Manager now sits on the Cheltenham Inward Investment working group meeting - and has been tasked with developing links between Economic Development and the draft Tourism Marketing Strategy. It is envisaged that this will result in the development of strategic working partnerships, projects and activities through marketing Cheltenham and the wider Cotswolds.

- Review of the Cotswold and Forest of Dean DMO was completed in April. .New working new working arrangements with DMO have been put in place, as a result a new Executive Officer Group completed a review its strategy & work programme taking account of the recently launched Visit England Strategic Framework for Tourism 2010-2020.

- Work with Gloucestershire First & the DMO is reflective of the strategy and work programme which focuses on 4 key interdependent objectives, which align to the national strategic plan while focusing on the local level. The key objectives are:

- To increase England's global market share,
- To offer destinations of distinction,
- To champion a successful thriving tourism industry
- To develop greater engagement between the visitor and the experience.

- Work is focused on developing media relations - to promote the area and increase our global market share; setting up the new Boardroom Style.com to ensure we offer new "attractions" and continue the development of our thriving tourism industry; and the publication of our one joined-up Accommodation Guide for 2011 to help the visitor combine a number of experiences in a single day and then relax overnight at one of our many high quality establishments.

- A significant project for the Group and Board for this year and next will be how we develop, manage and deliver tourism information. This project is going to take an in depth look at:

- how we manage our data on the Destination Management System (DMS) and web;
- how our customers can access that information, whether it be on the web, out of hours, at our Visitor Information Centres, or elsewhere;
- the quality of our service provision at these access points, and much more.

The work will now be absorbed with the Tourism service plan.

The Cabinet Member for Sustainability is currently working on a scheme to encourage sponsorship of roundabouts and green spaces by businesses and community groups.

Contact Officers : Sonia Phillips 01242 774973, e-mail sonia.phillips@cheltenham.gov.uk
Jane Lillystone 01242775706, e-mail jane.lillystone@cheltenham.gov.uk