



CHELTENHAM
BOROUGH COUNCIL

**Notice of a meeting of
ECONOMY AND BUSINESS IMPROVEMENT OVERVIEW AND
SCRUTINY COMMITTEE
Monday, 7 March 2011
6.00 pm
Pittville Room
Municipal Offices, Promenade, Cheltenham, GL50 9SA**

Membership	
Councillors:	Malcolm Stennett (Chairman), Garth Barnes, Tim Cooper, Paul Massey (Deputy Chair), Paul McLain, Lloyd Surgenor, Pat Thornton, Andrew Wall, Peter Jeffries and Jon Walklett
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 To agree the minutes of the last meeting held on 24 January 2011.	(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	
7.	STRATEGY FOR THE USE OF IMPERIAL AND MONTPELLIER GARDENS Report of Cabinet Member Sustainability (45 mins)	(Pages 11 - 32)

8.	Q3 PERFORMANCE REPORT Report of the Policy and Performance Manager (15 mins)	(Pages 33 - 36)
9.	CORPORATE RISK REGISTER Report of the Assistant Chief Executive (15 mins)	(Pages 37 - 56)
10.	DRAFT CORPORATE STRATEGY 2011/12 Report of the Policy and Performance Manager (15 mins)	(Pages 57 - 90)
11.	STRATEGIC COMMISSIONING Report of the Assistant Chief Executive (30 mins)	(Pages 91 - 110)
12.	DATE OF NEXT MEETING AND FUTURE AGENDA ITEMS Date of next meeting : 23 May 2011	(Pages 111 - 112)

Proper Officer Name
Proper Officer Title

Public Information

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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, 24th January, 2011
6.00 - 7.57 pm**

Attendees	
Councillors:	Malcolm Stennett (Chairman), Garth Barnes, Tim Cooper, Paul Massey (Deputy Chair), Paul McLain, Jon Walklett(substituting for Lloyd Surgenor) and Andrew Wall
Also in attendance:	Councillor Steve Jordan, Councillor Colin Hay, Councillor John Webster and Grahame Lewis

Minutes

1. APOLOGIES

Apologies were received from Councillor Pat Thornton and Councillor Lloyd Surgenor.

2. DECLARATIONS OF INTEREST

None received.

3. MINUTES OF THE LAST MEETING

The minutes of the last meeting of 29 November 2010 were agreed as a correct record.

Under matters arising, the chair advised members that the commissioning report which had been requested by the committee giving examples of best practice in local authorities, was not on the agenda for this meeting. He expressed his disappointment at receiving an e-mail from officers advising that the report was not available as he felt the information the committee was requesting should have been a pre-requisite before any key decision was taken on strategic commissioning.

In response, the Cabinet Member Corporate Services gave his commitment that the report would be available to the next EBI meeting on 7 March 2011.

4. PUBLIC QUESTIONS AND PETITIONS

None received.

5. MATTERS REFERRED TO COMMITTEE

None.

6. BRIEFING FROM CABINET MEMBERS

Leader

He updated members on the latest position regarding Local Enterprise Partnerships (LEPS). Several counties had been successful in their applications and the county was now aiming for a single county bid. He hoped that the situation would be clarified in the near future.

He welcomed colleagues from Gloucestershire First who were in attendance at the meeting and referred to the 50% cut in the budget for Gloucestershire First (GF) at county level. A merger between the Gloucestershire Development Agency (GDA) and GF at board level was being considered.

The future of Economic Development at Cheltenham Borough Council was also being reviewed and a recent meeting with representatives from Gloucester City had considered how the two councils could work collectively with the support of Gloucestershire First.

Cabinet Member Corporate Services

He reported that he had had a very positive meeting with the management group of the four councils making up the GO programme. All councils were very keen to move the project forward and drive out savings whilst maintaining their levels of service and improving resilience. This was all very encouraging. Although the business case was robust as it stood, members of the group were keen to drive out further savings earlier by moving down the shared services route more quickly. The authorities were also looking for the potential to share officer expertise by having a flexible approach to secondments and work being done on a quid pro quo basis.

On commissioning, the member working group was looking at members' roles in the organisation going forward. He acknowledged that this was a key concern for members even though they may have voted in support of commissioning. He stressed that going forward there would be an important role for overview and scrutiny and suggested that it may be a good time to review the scrutiny structure and consider giving task and finish groups more of a major role in carrying out scrutiny reviews. Members also sought clarification on who they would contact if there were problems with a service. He didn't have all the answers but this was a debate for members to have and he advised that he would be writing to all members on this issue.

He reminded members that the shared legal service between Cheltenham and Tewkesbury, Onelegal, had now been in place for one year and a joint member group was carrying out a review and they would report back their findings to this committee.

Councillor Wall expressed concerns that the district councils were driving forward the officer structures for commissioning ahead of the member roles being agreed. He considered that there was a real risk that scrutiny may be left with no power or role in the future.

In response, the Cabinet Member Corporate Services said that the member working group had been set up to address these very issues. He considered that commissioning could be a way of reinvigorating members' involvement in the business of the council, which in some areas had diminished with the adoption of the Executive arrangements.

7. PARKLIFE

The Chair welcomed Keith Rog, Senior Manager Innovation and Investment and Mike Trust, Business Advocate, both from the Parklife Business Parks Project, Gloucestershire First.

In their presentation they gave a brief overview of the Parklife Project and its achievements to date.

In addition to the core Parklife activities, there was a focus on four key initiatives namely:

- A business development programme
- An environmental management programme
- Redundancy support programme
- Graduate challenge

They highlighted some of the successful outcomes from these initiatives which included getting 51 graduates into jobs in the county, a Response to Redundancy programme which had supported 400 people, a series of one-to-one meetings with businesses and joint procurement initiatives. Details were set out in the performance report update which was circulated to members at the meeting.

They commended the very positive relationships between the council and Gloucestershire First and thanked the Economic Development Team and the Boy Racer's group for their contribution to the Parklife programme.

They concluded by highlighting the 50% reduction in the core funding for Gloucestershire First and that the project funding for Parklife provided by the borough council was due to come to an end. Given that over 50% of businesses involved in Parklife considered that the programme had had a very positive input to their businesses, their final question to the committee was how the two organisations could continue to work together to achieve these positive outcomes?

In response to a question about the nature of the demand for graduate support and apprentices, Keith Rog explained that there was ongoing demand and the county was also keen to attract graduates back to Gloucestershire after they had studied elsewhere. They were able to assess demand through their regular contact with businesses at the parks.

Another member suggested that Parklife could be underselling themselves by focusing on outcomes with intangible benefits such as one to ones with businesses whereas they needed to be quantifying the real value that they offered to businesses. He also asked whether the programme was working with the landlord community at the business parks.

Keith Rog confirmed that they worked closely with landlords and potential investors to increase the standards available at the sites. He could provide members with a lot more information regarding the value they added to businesses but the data circulated focused on the outputs required for the Service Level Agreement.

In response to a question Keith Rog defined a business park within the programme as ‘a Business Park with strategic economic importance to the borough’s economy’. He acknowledged that there were other business parks in the borough and they would like to extend the programme wider but were limited by the funds they had available. They also hope to improve the signposting to all parks across the town, particularly for those arriving at the railway station.

The chair thanked them for an excellent presentation and said that the committee had been impressed by their achievements in supporting the local business community. On behalf of the committee, he recommended that Cabinet look closely at the financial situation to see whether there was any way that the Parklife programme could receive some further funding.

He invited representatives from Parklife back to give a further update to the committee in a years’ time.

8. INTERIM BUDGET 2011/12 (INCLUDING HOUSING REVENUE ACCOUNT)

The Cabinet Member Finance and Community Development introduced the report as circulated with the agenda and referred members to the budget papers circulated on the 21 December 2010.

The cuts had been greater than those initially indicated by Government as they had recalibrated the model so that places like Cheltenham took a bigger hit than authorities in areas that were more dependent on welfare services.

The challenge for Cheltenham Borough Council (CBC) was how to deliver services differently whilst maintaining effectiveness, but reducing expenditure. The council had had to find economies amounting to £3 million to reduce the current revenue budget to the required £14 million.

He highlighted that the Medium Term Financial Strategy identified that cuts would be required over the next 4 years.

He highlighted the 92 specific initiatives to address the deficit set out in appendix 4 and set out the rationale. An equality impact assessment and risk assessment had been carried out on each one. He acknowledged that some of cuts would be controversial including:

- the end to free travel for the over 60s between 9 and 9.30 am for the reasons set out in para 3.5 of the report
- the end of taxi vouchers for the disabled
- a move to sustainable planting in some parts of the town
- the closure of some public toilets
- a reduction in grass verge cutting
- reduction in the Cheltenham Festivals Grant
- reduced grants to the Regeneration Partnerships over the next five years
- charging for green waste
- a cut in the civic budgets for the mayor and twinning.

He concluded that balancing the budget was concerned with making choices and said that if members wished to suggest any alternative proposals for cuts these would be seriously considered.

The chair commended the Cabinet Member for coming up with a balanced budget which provided the minimum reduction in Front Line services and invited members to suggest any alternatives.

A member commented that the budget focused on making cuts and it needed to focus more on income. A more innovative approach to income generation should be adopted and the council should seek to remove any obstacles which currently made sponsorship arrangements very difficult to put in place.

In response the Cabinet Member Finance did not accept the suggestion that there was a large amount of potential income being missed through lack of sponsorship and innovation. There were government limitations on profitability with regard to charges e.g. regarding planning fees and sponsorship would never contribute major sums.

Another member raised the decision to charge for the discretionary service for collecting garden waste. If the policy was that 'those who do not consume the service should not pay for it', would this be adopted for other discretionary services. He also commented that the take-up for the garden waste service was not very high and asked what impact this would have on the budget?

In response the Cabinet Member Finance advised that there had been 4000 applications so far and 16,000 had been predicted. He anticipated that applications would increase as the growing season started. He considered that garden waste was a discretionary service and therefore it was quite legitimate to make a charge for it. Other non-statutory services such as leisure facilities were funded partly through charges, partly through investment of reinvested capital and prudential borrowing. He rejected the suggested policy and said that the council's strategy should be to decide what services they would provide and then decide how they would fund them.

In response to a question whether a variable take-up rate for garden waste could result in some areas having a very costly pickup for the number of properties involved, the Cabinet Member said there was a risk but the experience of Tewkesbury and Cotswold had been positive. He would expect the risk to be less in an urban area such as Cheltenham compared with the rural areas covered by those councils.

In response to a comment regarding the cut in providing free dog bags and the suggestion that making a small charge for them might prevent an increase of dog mess problems in the parks, the Cabinet Member Finance and Community Development suggested that the administration involved would be more costly than providing them free of charge. The council had also discovered that the bags were not biodegradable. There would be a reliance on enforcement officers but he acknowledged that it was a bad idea to rely on enforcement being the only solution.

The Chairman thanked the Cabinet Member Finance and Community Development and Financial Services for their attendance.

9. TOURISM AND MARKETING STRATEGY

The Assistant Director Wellbeing and Culture introduced the report as circulated with the agenda.

She explained that the 2009/10 Business Plan had included a milestone to develop a Tourism and Marketing Strategy. At that time, a working group was established and included Councillors Rawson, Ryder and a co-optee Karl Hemming from the Social and Community Committee and Councillors Cooper and Stennett from the Economy and Business Improvement O&S Committee.

The Strategy had come before both committees, prior to consultation with stakeholders and had been due to come before the committee again in September 2010.

However, during this time, there were a number of Government announcements and it was felt appropriate to await further announcements and decisions and she hoped that members understood and accepted the reasons for the delay.

Section 2 of the report detailed the progress made to date.

Councillor Rawson introduced himself as the Chair of the working group and advised members that he was speaking in his capacity as the Chair of the working group and a former member of the committee, rather than in his current role as a Cabinet Member.

He too hoped that Members understood the reasons for the delay but stressed that work had continued. The strategy had helped populate the Corporate Plan and improvements had been made to the website, which could in part explain the increase from 500,000 hits last year to 1 million at this time.

During their research the working group had reviewed a policy from 2005 which was nothing more than a list of growth bids, clearly the position had changed and the strategy had to be more than simply a 'shopping list'. The working group had also tried to look at sponsorship and the potential for tapping into both regional and national sources of funding.

The strategy sought growth within current resources and took consideration of announcements that Visit Britain would have funds made available to them to promote tourism and the fact that Civic Pride was being taken forward in the town. The delay in strategy had also not stopped work on other projects such as investing in improvements to the Town Hall.

Previous comments made by members of this committee were about the action plan, which members felt was unconvincing given it was not linked to the Corporate Plans.

The key had been identifying things that could be slotted into current resources and budgets and taking account of the current economic situation. The action plan was now linked to corporate objectives and set out success measures, allocated responsibilities and timescales.

The Social and Community O&S committee had received this report at their meeting on 10 January 2011. They had endorsed the strategy and requested no changes to it and they proposed that the action plan should be reviewed by their committee in September 2011.

Councillor Rawson invited questions and comments from members of the committee.

As a member of the working group, the chair considered it was a very good report and invited comments from the Economic Development Manager and the Town Centre Manager who were present.

The Town Centre Manager was pleased that there had been consultation with businesses at the start but would have liked to have seen their involvement throughout the course of the review. This would have ensured that current business trends were included in the final report.

The Economic Development Manager emphasised the role of the council in place shaping. Although branding was important she felt that the report could have acknowledged the council's role more in providing direction on future economic trends. She felt it was a very positive move to get something written down in terms of a strategy which could then be developed going forward.

As another member of the working group, Councillor Cooper commented that he had had no input to the revised action plan. He felt the town needed improved signage and a good What's On guide and should be encouraging businesses and hoteliers to help themselves. He felt it was not good enough to just put the action plan on the shelf and see what happens with the economy.

Other members thought the strategy was well researched and well written but felt it was incomplete and lacking a real business case. The action plan contained no projections for increased business revenues and this was essential information before the report went to Cabinet for approval. They questioned how much of the action plan could be achieved given the current budgetary challenges and pressures on existing resources.

Another member suggested the action plan too wide in its coverage and overall the document did not provide a clear direction for the council for the next 3-5 years which a good strategy should provide.

There was also some discussion regarding how commissioning could affect the strategy. For example the report talked about a consolidated marketing team but made an assumption that this would be an in house team. There was little point in implementing this now if it was later revisited as part of the commissioning approach.

In response, Councillor Rawson said that the strategy made no assumptions about service providers. In the case of the marketing team, this service could be solely within the council or could be part of a joint shared service or have some external support. He confirmed that there was nothing in the action plan which was inconsistent with the budget proposals.

In his summing up, the chairman said it appeared that members were happy to support the strategy document but felt that the action plan should be reviewed in the light of the commissioning activities that were taking place across the council. In addition further work was required to identify the financial implications of the action plan so that this could be considered by Cabinet.

In response to a question from the Assistant Director Well Being and Culture, the chair advised that it would not be necessary for the revised action plan to come back to this committee before it was forwarded to Cabinet.

RESOLVED that

- 1. The Marketing and Tourism Strategy Action Plan 2011/13 be revisited in the light of the commissioning activities that were taking place across the council**
- 2. The Action Plan be supported by a breakdown of the financial implications**
- 3. The resulting Marketing and Tourism Strategy be forwarded to Cabinet for their consideration.**

10. DATE OF NEXT MEETING AND FUTURE AGENDA ITEMS

The date of the next meeting was 7 March 2011 and the workplan was noted.

Malcolm Stennett
Chairman

Information/Discussion Paper

By the Cabinet Member

Sustainability

Economy and Business Overview and Scrutiny Committee - 7 March 2011

Imperial and Montpellier Gardens Strategy

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

1. Why has this come to scrutiny?

- 1.1 This is a “problem born out of success”, resulting from year on year increase in the sale of tickets by Cheltenham Festivals over a period of some years. Increasing usage of Imperial Gardens for Festival marquees combined with some bad weather events in the year 2010 has pointed public attention at the standard of the gardens being lower than the Council would wish. This culminated in a public petition debated at Council on 13th December 2010, which in turn resulted in Council requesting Cabinet to bring forward design proposals within three months. Secondly, Cheltenham Festivals themselves have requested that CBC review both the design and the usage of the gardens so as to allow further expansion, in a way which is suitable to both the town and its festivals, in terms of design. A meeting of stakeholders was held on 13th Jan 2011, in order to consider some of the implications of the increasing use of the gardens by Cheltenham Festivals.

2. Background and History

- 2.1 Imperial Gardens has existed in various forms for over a century, and has always been integral with the Town Hall in civic design terms. The Town Hall foundation stone was laid in 1902, and the Winter Gardens opened later, which extended over part of the site now occupied by the gardens. The Winter Gardens was demolished in 1940 for security reasons. Following the war the opportunity was taken by the Borough Council to completely re-lay Imperial Gardens, and the present formal gardens were essentially laid out in the early 1950's, though there have been minor changes to the configuration subsequently. Imperial Gardens is well known around the nation, and beyond, as a place to see in Cheltenham, and is frequently photographed in tourism publicity and in travel books about Cheltenham.
- 2.2 Montpellier Gardens evolved through most of 19th century, starting in 1817, with the historic bandstand being constructed in 1864. The gardens were re-laid in 1955 by the Borough Council. Subsequently the restoration of the historic bandstand was initiated in the 1990's. The gardens were extensively renovated in 2006 using Heritage Lottery Fund money. Montpellier Gardens also has tennis courts, a cafe

and a Proscenium. Montpellier Gardens is host to a number of events annually such as the Carnival, the Food Festival, Art Exhibitions, and Danter's Fair. In 2011 part of the Literature Festival will also use the Gardens.

- 2.3** Various Festivals have been held in Cheltenham since at least the early part of the 20th century. Cheltenham Festivals (CF) has existed as a separate organisation since 1948, and in recent years this activity has greatly expanded. The plan is for CF to become increasingly independent of the Council in business terms, though relations have been and will continue to be close. In 2010, CF sold some 175,000 tickets, the majority of which were for the Literature Festival. The contribution to the local economy is considerable, and consultants have advised CF it is worth some 129 jobs. The Festivals attract many celebrities and famous writers, scientists, politicians, musicians and others, and are very highly regarded, both nationally and internationally.
- 2.4** Thus the Festivals and the town's reputation as the tourist centre for the Cotswolds are just two of the major features which help to put Cheltenham on the map – along with Gold Cup week and others. Both of these important aspects of Cheltenham's reputation compete for the same space, in the case of Imperial Gardens, with its proximity to the historic baroque style town hall. Hence this gives the Council a challenging task in determining a solution which is best for Cheltenham.

3. Summary of the Issue

3.1 Needs for change which have been identified

3.2 There is a general consensus amongst all parties so far consulted that Imperial Gardens is under some pressure, and that change will be needed if Cheltenham Festivals are to maintain or indeed expand their activities from 2012 onwards and the parks are to be maintained to a high standard for the enjoyment of the public. The minutes of the stakeholder event held on 13th December 2010 are attached as Appendix A.

3.3 It was clear from the meeting of stakeholders that major re-landscaping with sustainable planting was not a viable option consistent with the ethos of Imperial Gardens, and indeed as much was expressed at full Council in December 2010. Whilst some sustainable planting may be possible in some places, the overwhelming aim is to provide strong colours in most places. Indeed it would appear that there would be little objection if the grasses around the Holst statue were replaced by more colourful plants. In theory, that leaves the option of a full re-landscaping of the whole topography with bedding plants though in practice this would be open to the charge of change for change's sake, and certainly expensive, as it could involve extensive earthworks. For the same reason significant re-location of paths should be minimised as being both disruptive and expensive.

3.4 Cabinet believe that Imperial Gardens should be maintained and re-vamped as a formal garden and that this is consistent with its recognised status as an iconic symbol of Cheltenham. Similarly having recently invested in Montpellier Gardens using Heritage Fund money, the current pattern should be retained for the future. That said, I also recognise that the infrastructure for utilities (electricity, water, and drainage) in Montpellier Gardens is inadequate for the various users who temporarily occupy the gardens.

3.5 I am therefore putting forward a proposal for re-design in Imperial Gardens. There are a number of common features which have been informed by feedback received so far. These will be further refined as consultation proceeds, commencing with Overview and Scrutiny committees. In summary:

- A formal garden i.e. flower beds, should be retained in Imperial Gardens. Imperial Gardens is a key piece of Cheltenham's history, image, and tourism, and should continue to be gardens for the public to enjoy
- The Council continues to be supportive of Cheltenham Festivals as a key and expanding part of Cheltenham's economy and tourism. Reconciling this statement with the foregoing statement is very challenging and will need careful thought in terms of any re-design proposals for the gardens.
- It is essential to improve, i.e. reduce, occupancy time and improve the 'making good' regime following Festival usage. It is proposed to limit the use of Imperial Gardens by Cheltenham Festivals to 75 days p.a., instead of the recent practice of over 100 days per annum. A similar overall restrictions would apply in Montpellier Gardens, in which would be factored in use by other users, currently some 30 days p.a. Cheltenham Festivals, however, have stated that they will be unable to meet this requirement given the restrictions on loading and unloading arising from the current layout.
- Flower beds can be relocated to suit requirements of Festival marquees. Significant reduction is unlikely to be accepted.
- Some sustainable planting is possible though probably not extensive.
- Any new scheme should address the garden bar area, and enable it to be kept open during all the festivals, which is not currently the case.
- Councillors have received frequent requests to re-vamp and re-open Skillicorne gardens, and I believe this opportunity should be taken within whatever scheme is adopted.
- The adding of a statue or other suitable public art, subject to fund raising, could be considered later, and was mentioned by some at the meeting of stakeholders.
- Consider the use of hard-standing in places – these could have removable planters, and they might well be small enough to be contained wholly within the footprint of a marquee.
- Any schemes for laying out the gardens would be subject to available funds. Budget indications are that an initial £140K would be available in 2011/12, and this sum includes any monies allocated to infrastructure in Montpellier Gardens.

4. Summary of evidence/information

4.1 Options for change which have been considered

4.2 The more difficult issue to address is the question of how extensively Cheltenham Festivals (CF) should spread itself across the Imperial Gardens site, and/or overspill to Montpellier Gardens. I consider that the present "red-line" limits at the time of writing are not working well due to over use of the lower tier and bar area and hence propose that two design options be initially pursued, which will subsequently be reduced to a single design option when more information and feed back is to hand.

4.3 Option 1

4.4 Bringing the "red-line" in Imperial gardens back to the E-W path from the Holst statue

with minimal changes, other than to add colour by means of bedding plants (in the main) in those places where it is bare, and generally improving the maintenance and quality of the so called lower tier. See Appendix B.

- 4.5** A variation of this option is to leave the “red-line” in Imperial Gardens where it is now, at the bank to the upper tier, but to thin out the density of tents, in particular in the area around the garden bar, and hence take the opportunity to re-lay the lower tier in a way that is less injurious to the turf, and enables the area around the garden bar to be re-claimed during festivals.
- 4.6** The rationale with this approach is that significant underlying expansion of CF’s activities is not anticipated, but that such expansion and overspill as there is would be applied to Montpellier Gardens rather than Imperial Gardens. See Appendix D. It is likely that with this approach at least one Festival would vacate the town centre. CF may decide on this course of action in any event. The *quid pro quo* of such a decision is likely to mean that any redevelopment of Imperial gardens will assume that the upper tier of the gardens need not accommodate festival marquees.
- 4.7** Option 1 of course would actually reduce the space capacity available to Cheltenham Festivals in Imperial Gardens.
- 4.8** **Option 2**
- 4.9** Create a “Festival in a Garden” approach by re-organising location of flower beds. This would greatly enhance the offering to festival goers, and indeed to the town, but would only be achievable if the density of marquees is kept to a realistic level. This would allow use of the whole of the gardens by CF’s marquees except for paths and bedded areas. See Appendix C. It would create two new large areas for marquees in the Upper tier, and the question of whether those would be turfed or hard-standing has not been fully explored at the time of writing. Either way, the rationale is that it would facilitate expansion of CF’s activities. The working assumption is that there would still be expansion, and some overspill applied to Montpellier Gardens for the Literature Festival, and possibly the Jazz Festival, unless the latter moved to an out of town location. See Appendix D. Hence it will be difficult to rule this option in or out at this juncture.
- 4.10** **However, initially feasibility studies show that the level of tentage which is desired by Cheltenham Festivals in Imperial Gardens is at least 50%, and perhaps more, above the level required to achieve the “Festival in a Garden” theme. It is therefore unlikely that CBC can deliver on CF’s full aspirations.**
- 4.11** Cheltenham Festivals advise that their decision on whether to move to an out of town location would need to be taken at the start of July 2011, and would be a commercial one. Aforesaid availability of space for marquees in Imperial or Montpellier gardens is a significant factor in that decision, but would not be the only factor.
- 4.12** In view of the fact that it may prove too difficult for CBC to meet all of CF’s aspirations for available space and occupation time, consideration should be given to researching other sites which the Council owns, additional to Imperial and Montpellier Gardens. At the time of writing this is not a discussion which has been opened up with Cheltenham Festivals.

5. Summary of Proposals

5.1 VERSION 1 (use of lower tier of gardens only)

- Limit Cheltenham Festivals to lower tier of gardens only, and encourage Montpellier expansion
- Some minimal re-layouts required, especially in Beer Garden/Quadrangle area (too bare now)
- If possible, enable sufficient circulating area to open garden Bar during all Festivals.
- Essential to retain bedding plants with a few sustainables where tastefully accommodated.
- Re-vamp and re-open Skillicorne Gardens within scheme.
- Essential to improve, i.e. reduce, occupancy time and 'making good' regime. Consider restructured charging system, whereby Cheltenham Festivals pay for use with penalties for damage and/or overstaying, but receive discount in the form of grant – to replace present in-kind usage arrangement.
- Add a statue, subject to independent fund raising.
- May need to do some design tweaks in Montpellier Gardens to facilitate this move.
- Provide significant upgrades to infrastructure in Montpellier Gardens.

5.2 VERSION 2 (use of both tiers of gardens only but retain formal gardens)

- Re- design the whole of Imperial gardens to accommodate both Festivals and Gardens.
- Create Festival in a Garden appearance by judicious location of marquee sites versus beds
- Enable sufficient circulating area to open garden bar during all Festivals.
- Essential to retain bedding plants with a few sustainables where tastefully accommodated.
- Re-vamp and re-open Skillicorne Gardens within scheme.
- Essential to improve, i.e. reduce, occupancy time and 'making good' regime. Consider restructured charging system, whereby Cheltenham Festivals pay for use to with penalties for damage and/or overstaying, but receive discount in the form of grant – to replace present in-kind usage arrangement. This of course would reduce the space capacity available to Cheltenham Festivals in Imperial Gardens.
- Add a statue, subject to independent fund raising.
- Some use of small areas of hard-standing – not too ambitious and with removable planters?
- Provide upgrades to infrastructure in Montpellier Gardens, as required.

5.3 Feasibility of Proposals from the perspective of usage by festivals

5.4 Presently, Cheltenham Festivals are thought to use some 2000M² of tentage in mainly the lower tier of Imperial Gardens i.e. within the current 'Red Line' area, as mapped for full Council on 13th Dec 2010. This existing Red line area is about 5500M² whereas the overall available area of gardens within Option 1 is 4325M² (as shown hatched on the plan) and 8820M² (as hatched) within Option 2. All these figures are approximate and depend on the assumptions made, but for the purpose of calculation ignore tents of 5M x 5M or smaller, used for awnings and colonnades and the like.

5.5 Cheltenham Festivals have suggested a number of marquees which in aggregate

would occupy some 3500M² to 4000M². This would be far too high to achieve a "Festival in a Garden" theme. A more realistic density of tentage would allow some 2750M², based on Option 2, or well below 2000M² should CBC elect to confine tentage to the lower tier of the gardens, approximating to option 1.

5.6 Turning to Montpellier Gardens CBC has identified some 14,400M² of usable space i.e. for any and all users of those gardens. The density of tentage does not read across from one garden to the other, because Montpellier Gardens is largely turfed, and does not contain formal bedding. However there are some very important trees around the periphery, and elsewhere, and in particular the arboretum area is not seen as suitable for tentage. Nevertheless there is significant scope for expansion into Montpellier Gardens in terms of available area. What is however in much shorter supply there, is availability. The gardens are already booked by numerous users, so the availability to CF would have to be limited to some 45 to 50 days per year, if we are to avoid reproducing the current problems of Imperial Gardens into Montpellier Gardens. This would effectively limit CF's usage or one or two of their four Festivals per annum. Even two Festivals would be very challenging for them in terms of achieving short enough set-up and breakdown times for tentage.

5.7 Review of Proposals from a Landscape Perspective

5.8 The council's Green Space Development Manager has reviewed the landscape impacts of both options, and the following bullet points summarise this:

5.9 Option 1

5.10 Advantages

- Favours primary use of space as a public garden.
- Refurbishes and opens up Skillicorne Gardens (through controlled access by garden bar).
- Emphasis on good quality reinstatement after festivals to minimise negative impact on park users.
- Seasonal bedding schemes remain unaltered, or scope to modernise planting schemes with higher perennial content.
- Allows for accommodation of additional landscape features, such as public art and furniture.
- Could accommodate small scale use by other community event organisers e.g. Gloucestershire Association for the blind like to use the garden bar space.

5.11 Disadvantages

- Area by quadrangle and garden bar is preferred space for Christmas light switch on, **as police can better manage crowd control through closure of The Promenade.** Under such circumstances the area accommodates a stage and large numbers of standing people. Introducing flower beds in this area would limit use of this space in this way.
- Would actually reduce the space capacity available to Cheltenham Festivals in Imperial Gardens.
- Would transfer festival growth to Montpellier Gardens, and place pressure on the recently restored landscape and infra-structure.

5.12 Option 2

5.13 Advantages

- There is potential to refurbish the garden bar space and Skillicorne Gardens
- Provides an opportunity to redesign the gardens and achieve a “festival within a garden” feel, providing Cheltenham Festivals can work with a lower area of tentage than they have indicated.

5.14 Disadvantages

- Would significantly reduce the public amenity value of the gardens, i.e less attractive and interesting space
- The same quantity of beds could not be replaced effectively in the spaces between marquees and structures.
- Most of the space would not be accessible to the general public during the occupation of the gardens by the festivals.
- The risk of damage caused to grass and decorative surfaces would be increased as a result of more construction vehicles accessing the space. The existing construction beneath footpaths is minimal and designed mainly for pedestrian use.
- Despite best attempts to re-instate grass after each festival, there would still be an overall decline in the quality of grass owing to the limited time between festivals for establishment of turf / seed.
- Year on year compaction and prolonged use of space may lead to long term drainage problems.

6. Next Steps

- 6.1** The committee are invited to debate the issues identified in this paper and feedback to Cabinet on the preferred options for the use of Imperial and Montpellier gardens by Cheltenham Festivals.
- 6.2** Cabinet will consider the matter on 15th March 2011 and determine the next steps regarding the future use and management of the gardens.

7. Appendices

Appendix A - Minutes of Stakeholders meeting 13/01/11

Appendix B - Map Imperial Gardens Option 1

Appendix C – Map Imperial Gardens Option 2

Appendix D – Map Montpellier Gardens Option 1 and Option 2

Background Papers

None

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Accountability

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Scrutiny Function

Environment

Economy and Business Improvement

Stakeholder meeting for use of Imperial and Montpellier Gardens

Date: Thursday, 13 January 2011
Venue: Town Hall
Start Time: 6:00 pm
End Time: 7:25 pm

Attendees: Cllr Roger Whyborn (Chair) – Cabinet Member for Sustainability
 Cllr John Rawson – Cabinet Member for Built Environment
 Cllr John Webster – Cabinet Member for Finance & Community Development
 Councillor Barbara Driver) Lansdown Ward
 Councillor Diggory Seacome) Councillors

Grahame Lewis – Strategic Director (CBC)
 Adam Reynolds – Green Space Development Manager (CBC)

Michele Beint – Capability Design
 Stephen Clarke – Chairman – Cheltenham Civic Society
 Dr Christine Facer Hoffman – Facerhoffman Landscape Design
 Fiona Wild - Flowerbed Petition
 Dr Brian Bracegirdle – Friends of Montpellier Bandstand & Gardens
 Dr Diane Lewis – Cheltenham Civic Society
 Christine Ryder – Cheltenham in Bloom
 David Richards – Cheltenham in Bloom/Cheltenham Horticultural Society
 David Stennett – Friends of Imperial Square & Garden
 Bob Keevil – Friends of Imperial Square & Garden

Donna Renney – Chief Executive (Cheltenham Festivals)
 Adrian Hensley – Production Manager (Cheltenham Festivals)

Sandra West – note taker

Item	Comment	Action by
1.	Apologies – Cllr Andrew McKinlay (Cabinet Member for Sport & Culture), Susan Blanchfield (FoMBaG) and Jeremy Williamson (MD – Cheltenham Development Task Force)	
2.	<p>Welcome / introduction</p> <p>Cllr Roger Whyborn gave a potted history from around 1948 of how both the Gardens and Festivals had evolved, culminating in the sale of 175,000 tickets for the festivals in 2010, the vast majority of which being the Literature Festival, which generated 129 jobs. He stressed how both the festivals and Imperial Gardens play an important and iconic part of Cheltenham's internationally renowned culture witnessed by many visiting the Cotswolds.</p> <p>Due to expansion of Cheltenham Festivals there was need to consider a new landscape for both Imperial and Montpellier Gardens, to make them less prone to damage from use during the festivals.</p> <p>The purpose of the meeting therefore was to hear what those present wished to say about the issue, and how to assist the Council in knowing</p>	

	<p>what to promote and propose based on finances available.</p>	
<p>3.</p>	<p>Cheltenham Festivals - the future Donna Renney explained how positive she felt about the potential to expand Cheltenham Festivals and wanted to make sure that those present were aware how valued the festivals are considered outside Cheltenham. Having recently attended Will Hutton's successful programme in London entitled 'Money Talks', she had been overwhelmed by his compliments made in eminent company, about the fact that she didn't appreciate what potential Cheltenham Festivals has on the cultural world. She then added that an invitation had been received from Washington DC for her to do a talk on Cheltenham Festivals 'Gold Standard' approach, and stressed that Cheltenham Festivals are held as 'Gold Standard' on an international basis.</p> <p>Donna Renney fully anticipated Cheltenham Festivals having to be self sustaining without grant from the Council in due course. The reduction of grant over the next 3 years would create further pressure to expand commercially to avoid loss of revenue from festivals selling out. Donna confirmed that Cheltenham Festivals was not yet out of a loss making situation, so the option to remain 'status quo' was not feasible. She believed the situation could be reversed if she didn't have to turn sponsors away due to lack of space and not being able to cope with sponsors' needs. The 'diamond model' which Cheltenham Festivals runs provides the best collaborations for both artists and audiences; a model that is very much valued.</p> <p>Cheltenham Festivals were currently conducting a feasibility study for using an out of town venue, which would have a massive impact on Town Hall and the town itself, as festivals provide £5.2 million direct spend into the local economy, which is not an insignificant figure. Having festivals in town means the whole town is involved in the experience, so hopes a plan can be developed to meet the needs of both Festivals and Gardens. Hopefully there might be a way to re-design the gardens so they become more of a talking point and provide creative energy.</p>	
<p>4.</p>	<p>Friends of Montpellier Gardens - the future of Montpellier Gardens Dr Brian Bracegirdle explained having set up FoMBaG in the early 90's to restore the bandstand with money from the Heritage Fund. He was unclear however whether the terms for funding included a tented village as recently mentioned in the media. He stressed that FoMBaG acknowledged the festivals as a good thing, but was concerned about the mess left behind in Imperial Gardens afterwards and the duration of time the festivals take up the gardens. He felt the tented accommodation left the gardens looking rough and did not want to see that perpetrated in Montpellier Gardens. He highlighted that these views were very widely felt.</p>	
<p>5.</p>	<p>Friends of Imperial Gardens - the future David Stennett (Friends of Imperial Square & Garden) felt Donna Renney had been vague about her vision for the future for Cheltenham Festivals, and was still not clear about the repercussions for Imperial Gardens. He highlighted that after the 22 festival days the gardens had been left in a dreadful state (<i>Editor's note: the approx use of gardens in total was 107 days for 30 days of actual festivals</i>). He suggested Donna Renney consider setting up a Town Hall and Imperial Gardens type location as a festivals headquarters to avoid further deterioration of the existing gardens and enable Cheltenham's open space to have it's own identity. A resident of Imperial Gardens had recently pushed a note through his</p>	

	<p>door which highlighted the frustration felt in the Square from the loss of flower beds and deterioration of the gardens after this year's festivals. They believed Cheltenham must have been ashamed.</p>	
	<p>David Stennett insisted that Codes of Conduct must be imposed as too many false promises had been given and responsibilities ignored.</p> <p>Bob Keevil (Vice Chair of FoIS&G) described Imperial Gardens as Cheltenham's 'Jewel in the Crown' and stressed that future development of the festivals should ensure the gardens are well maintained to enhance both their quality and colour. He wanted to see flowerbeds which had been removed, replaced and the footpaths sympathetically maintained – he felt black tarmac on red was a shabby way to treat Cheltenham's 'Jewel in the Crown'. Recognition should also be given to the tent capacity having been reached and there being insufficient recovery time for the lawns. Utilising the gardens as an additional site should not be at the expense of flower borders.</p>	
6.	<p>Opening of debate by Chairman</p> <p>Cllr Roger Whyborn asked where, from Cheltenham Festivals' perspective did they see need for expansion of the Gardens, highlighting that the red line on the map that went to Council, showed the upper tier of Imperial Gardens substantially untouched, confining expansion only to the lower tier. He questioned what Cheltenham Festivals themselves saw as the extent of expansion, based upon comments of capacity and the fact that both Montpellier Gardens and The Everyman would not be available venues for the Festivals in 2011.</p> <p>Donna Renney confirmed that to be to be sustainable Cheltenham Festivals need to use the whole of Imperial Gardens.</p> <p>David Richards had spoken to many who support Cheltenham Festivals, but at a meeting last month not one person supported the idea of the festivals utilising more land within Imperial Gardens, and they want to see flowerbeds reinstated. He quoted figures published by the RHS that week, stating that 50% of Cheltenham's population visit open space per week and upto 10% daily. Of those people 91% felt that open space improves their quality of life and that Imperial Gardens are considered one of the finest floral sites in the UK. Any further use of marquees in the gardens would be a disadvantage to both the town centre and those visiting the floral displays.</p> <p>Stephen Clarke's view was that both the Festivals and Parks & Gardens are valued, but festivals have got stronger and gardens have declined in strength, so no longer the 'Jewel in the Crown' they used to be. That did not reflect on staff but how funding was being reduced. A good solution could not be reached with such an unbalanced negotiating group. He questioned how, in the long term, the Council could improve the status of the gardens to overcome the problem. The current design was tired and battered. It needed to be designed to self grow in the 21st century. The design needs to retain colour, maybe a gravel base surrounded by trees. He suggested gravel would be less arduous to maintain than grass.</p> <p>He commented that Imperial Gardens is a colourful and restful place to be, but as the Skillicorne garden was now locked-up, he could see no reason why it could not be used to allow more space. Whilst he understood Friends of Imperial Gardens' concern they need to consider change. A balance needs to be found through a consultative committee between the Festivals and Gardens. There needs to be a sounding board for these two groups to work together.</p>	

Christine Ryder stressed the view of Cheltenham in Bloom was that colour is paramount in both Gardens and would therefore like to see some form of bedding retained. She stressed that sustainable planning needs to be maintained as regularly as any other garden and asked if Cheltenham Festivals paid a bond for damage - like in other areas? Donna Renney confirmed that Cheltenham Festivals always paid to repair damage caused by the festivals, but had never been aware of a bond agreement.

As a personal view Chris Ryder also believed colour to be paramount and mentioned an idea that had come from a past employee of the Council, which was to have another statue of a famous person perhaps, with colourful bedding planted around, which the Friends Group could hopefully find funding for.

Fiona Wild was a member of the Festivals so certainly not anti-festivals, but couldn't see why the Centaur wasn't used more. She didn't think the Festivals should become a Colossus as there are people here all year that don't go to the festivals. Flowers provide a pleasant background, flowerbeds feed into the local economy and help the Festivals, so we want a view point and colour; Montpellier Gardens are different. At one time there had been 30 gardeners in Cheltenham, so reducing the gardens could result in a gardener being sacked – though she hoped not. She highlighted the strength of feeling behind the 'flowerbed petition' that 934 people had signed, and she believed there would have been more.

Cllr Roger Whyborn explained that in 2010 there had been a situation where the shortage of gardeners had affected services, but believed that was now under control.

Michele Beint had previously carried out an exercise in Warwickshire where the cost of a floral island had been costed at £2,500 per annum, against £300 per annum if a sustainable approach had been taken, concluding that sustainable planting works. Cllr Barbara Driver commented that she did not think sustainable planting worked in gardens.

Dr Diane Lewis questioned the economic soundness of Donna Renney's earlier remarks (Item 3 para 2) and questioned why on the first Saturday morning of the Festival this year she had attended the event in the Town Hall by General Sir Richard Dannatt and the venue was only half-full. She noted from the brochure that four other events were being held during that same time slot, so wanted to know if events were being filled, and how did that equate in percentage terms? Donna Renney explained that there had been 100 sold out events; therefore 25% of all events sold out, which she felt was good. Originally they had programmed Richard Dannatt's event for a different venue but swapped it to the Town Hall where there are 1,000 seats. She stressed that it's difficult to fill more than half that venue on a Saturday morning.

David Stennett said he had found Donna Renney's earlier comments threatening, but was assured by Donna that it was not intended. In response to his query regarding the amount Cheltenham Festivals paid for the use of the Town Hall, she advised that a cash contribution of approximately £100,000 per annum was made. (*Post meeting note, the figure of £79,680 for the Town Hall has been advised by Cheltenham Festivals, Imperial Gardens are provided on an in-kind basis.*) In reply to his further query as to how Cheltenham Festivals proposed to expand if they had no money to do so, she said they would be able to do so if she didn't have to turn down sponsorship deals worth £50,000.

David Stennett stressed how incensed the residents had been this last year because damage caused by the festivals had not been repaired afterwards. Adam Reynolds explained that the weather conditions had not been favourable at times when access was allowed between festivals and to drill seed they need descent weather. This was mooted as 'a lame excuse' by David Stennett.

Dr Christine Facer Hoffman queried whether repair work was just to the grass, and reinforced the maintenance advantages of using some gravelled areas in Imperial Gardens. Though she recognised the need to do more in terms of restoration work with Cheltenham Festivals, the key would be to reduce occupancy time if all the grass was to be retained.

Donna Renney handed over to Adrian Hensley who explained how he uses a small local Gloucestershire marquee company, but that there are other challenges to contend with which add to the time a festival site is occupied. He stressed that everything cannot be done overnight. He admitted that a mistake had been made last year in leaving a tent up to avoid dismantling it for a short period between use. He explained that the site has access limitations which have to be scheduled into the equation. He tries to minimise noise and parking access to the Town Hall car park, but accepts they need to look at the occupancy issue. They work very closely with Adam Reynolds regarding design and as Festivals have grown more building work has been entailed. It takes a week to build the basic structure, then further time to fit it out with seating, lighting etc.

Having read an article in Cotswold Life about Donna Renney proposing to move into Montpellier Gardens, Rob Keevil asked if Cheltenham Festivals could possibly use other open space to avoid all borders being destroyed?

Donna Renney explained that it's about giving sponsors the right footfall – a discussion on which was currently taking place she stated. A certain critical mass has to be reached before being able to afford the investment to move into Montpellier Gardens. To take the Science Festival up to Montpellier needs rapid growth; it's a big space, but Cheltenham Festivals did want more stands and activities in that area.

Stephen Clarke felt that the current arrangement for the Festivals in Imperial Gardens was an odd plan, when Imperial Gardens had originally been designed for something different, and asked how many venues Donna Renney wanted, and whether other sites within the town had been considered?

Cllr John Rawson stated that there would come a point when it would be necessary to consider what we want out of this process, and if there is a creative solution. Without question there is a straightforward clash of interest. It might be possible to re-design the gardens to meet both needs, and stated Cheltenham Festivals may relocate out of town (though he didn't want to see that). He suggested there be a strand of work established to come up with a strategy to mitigate damage when Imperial Gardens is used. He believed certain things could be done, though there may be a clash that can't be solved. However he believed we owe it to the town as Stephen Clarke suggested, to modify the gardens to accommodate both interests.

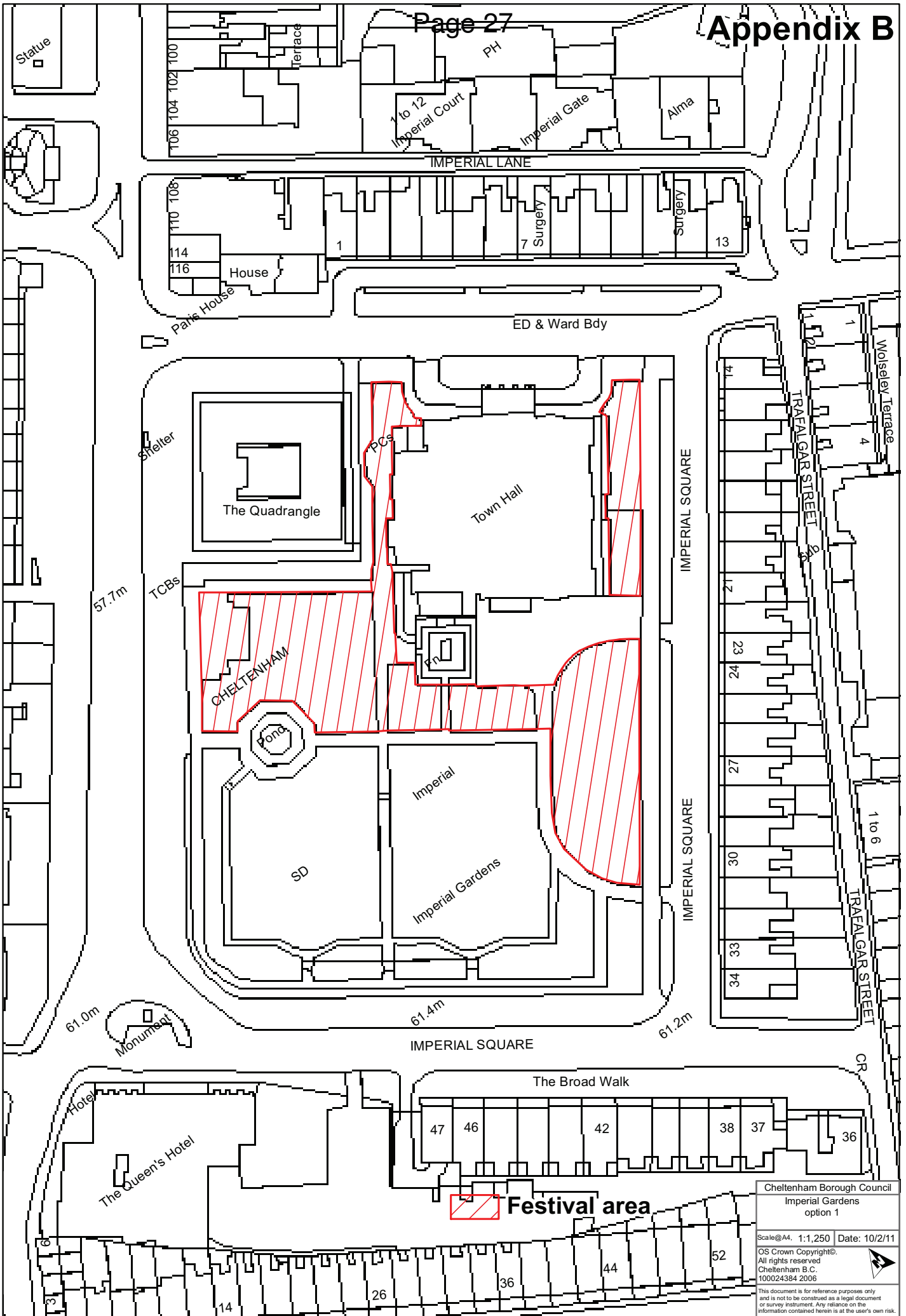
Cllr Roger Whyborn highlighted being on record for saying that flower beds would be kept in Imperial Gardens and that not all planting would be sustainable. The cost would be debated elsewhere.

	<p>David Stennett acknowledged that everyone had different views, and that Stephen Clarke made a good point, but that a person living in the Square had pointed out that the festivals were taking over, so we need to get around that problem somehow.</p> <p>David Richards stressed how difficult it is to keep high quality standards of maintenance when often you can hardly see grass for people. You can't just put sustainable plants in as it needs a lot of work to look good, and it's not cost free.</p> <p>Cllr Barbara Driver felt a re-design of the gardens, but keeping colour was the answer and requested the Police be involved in designing out anti-social behaviour problems previously experienced. Cllr Roger Whyborn confirming not having invited either the Police or Press to the meeting as it was inappropriate.</p> <p>Michele Beint agreed with Cllr Rawson and Stephen Clarke and agreed a creative solution was needed as there were two different attitudes to Gardens. As a Garden Designer she believed sustainable planting was worth looking at as it does reduce costs. A fresh approach was needed as it was now 2011, not the 1950's. Hay on Wye turned festivals out of town and they are now on a green field site; disastrous for the town.</p> <p>Dr Christine Facer Hoffman explained how she used sustainable planting to reduce costs at her Regent Park property in London, and that cutting beds out and filling them with garish coloured plants was both very expensive and went out of vogue after the First World War. She effectively saw the garden as being a dated Victorian site, now both tired and labour intensive. Residents of Imperial Gardens confirmed that during the summer months the gardens have to be watered upto three times per day, replanting twice a year, and maintenance is obviously continuous. A creative solution would be to design a contemporary style of planting to reflect the interesting surrounding buildings, colourful but low maintenance keeping some grass with possibly small scale structures / statues themed for the festivals. The design should be for long term co-existence and be of interest to both horticulturalists and visitors to the festivals. She already had two potential sponsors.</p> <p>Christine Ryder was frustrated with the implication that things were already 'done and dusted'. She was also upset by Michele Beint's comparison of the gardens to a floral island. Christine would insist that colour was still required, and would make an issue if things really were 'done and dusted' when residents should be involved in the decisions being made.</p>	
<p>7.</p>	<p>Council / Overview & Scrutiny involvement</p> <p>Cllr Roger Whyborn explained that the next stage was to work out with the Council how to take this forward. He anticipated taking a report to Overview & Scrutiny during February/March and to Cabinet in March.</p> <p>Potential design solutions needed to be explored, and any support for that would be valued, but need to remain open-minded. It would then go out for public consultation.</p> <p>He foresaw both Imperial Gardens and the Long Gardens keeping their bedding plants, and stressed that it's about doing a few things well in a reduced number of spaces. He did not want festivals to go out of town.</p>	

	<p>Grahame Lewis questioned further about setting up a consultation group, and how it would be formulated / constituted, but Cllr Roger Whyborn did not wish to set hares running at this point, but suggested that if such a consultancy group was set up it would be made up of many of those around the table.</p> <p>Cllr Whyborn thanked everyone for attending the meeting in good spirit.</p>	
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Revised as per Cllr Whyborn's email to Stakeholders dated 9 February 2011

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 **Festival area**

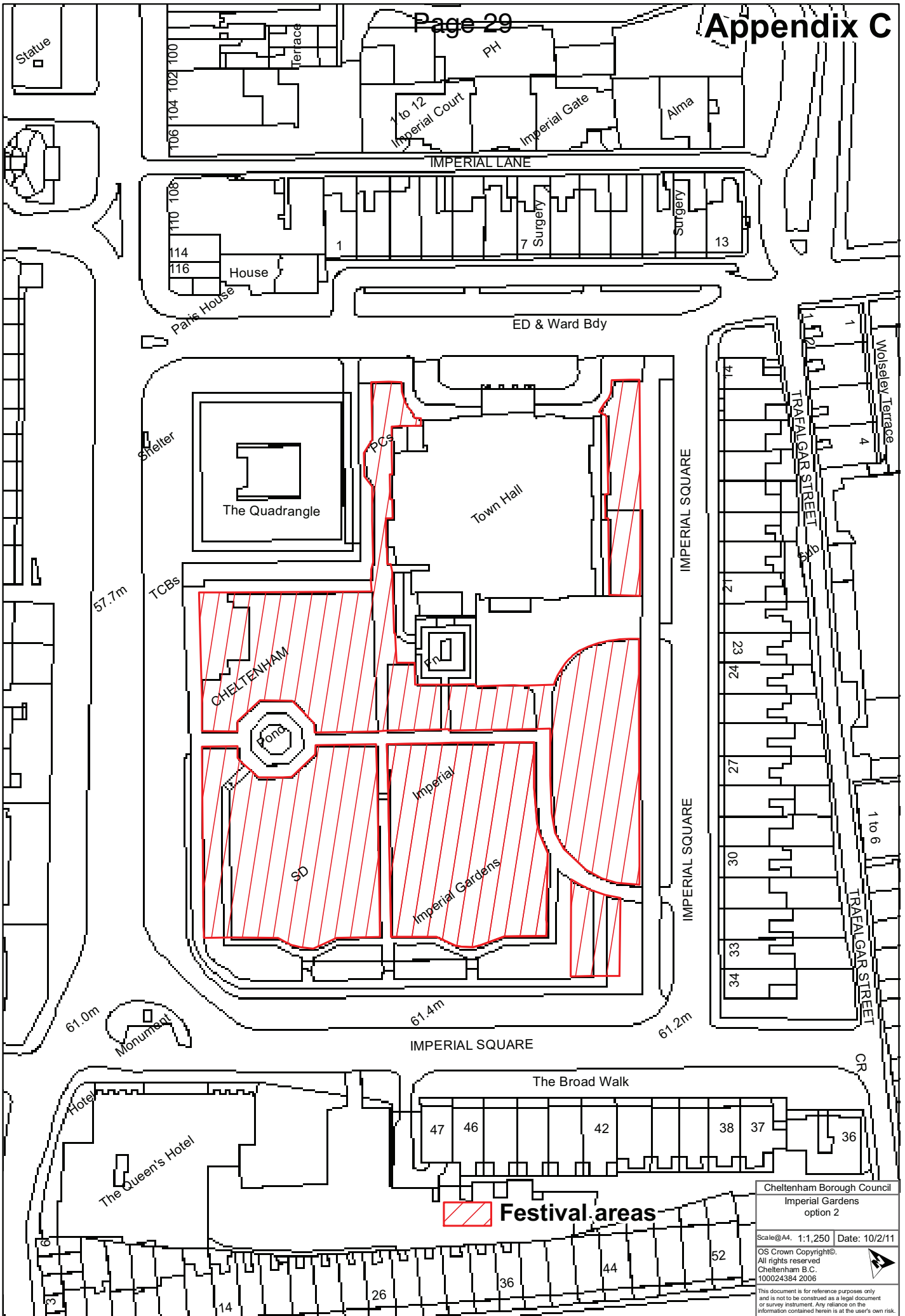
Cheltenham Borough Council
Imperial Gardens
option 1

Scale@A4, 1:1,250 | Date: 10/2/11

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Cheltenham Borough Council
 Imperial Gardens
 option 2

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Cheltenham Borough Council
 Montpellier Gardens
 option 1 & option 2

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Information/Discussion Paper

Review of the Council's performance at end of Quarter 3

7 March 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 3 – April to December 2010 and to make any comments and observations in order that Cabinet can agree the report at its meeting on 15 March.

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. 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** When the quarter 2 information was presented to the last EBI meeting on 29th November, members of the committee requested that future reports be presented “in a exception format with sufficient information to enable members to challenge where targets were not being met”. Pages 2, 3 and 4 provide an exception report, but if members do wish to view the full report, it is available on the council's website:
[Q3 performance report](#)
- 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. Proposals for a new set of indicators to measure corporate performance are set out in the draft corporate strategy report that will be discussed elsewhere on this agenda.
- 2.5** 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 Q3 with no red outcomes, four amber outcomes and seven green outcomes. More detail on the delivery of the outcomes is provided in the table below.




3.3 Milestones

3.4 Out of the 54 milestones set out in the corporate strategy; 32 (59%) are green, 21 (39%) 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 11 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	New domestic abuse risk assessment has been implemented and being used by partners, so cases coming through the system have increased. Also better links with A & E have led to more referrals. However, sickness in the Independent Domestic Violence Advisers (IDVA) team has led to less capacity for intervention and therefore a rise in repeat incidents.
Overall employment rate (working-age) (Quarterly)		Jane Griffiths	Figure for Q3 was 82.9% against a target of 85%.
Percentage of household waste sent for reuse, recycling and composting (Quarterly)		Rob Bell	Figure for Q2 was 35.82% but target is 40% - we are still awaiting information for Q3. 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 Q2 was 66.2% against a target of 64%; we are still awaiting information for Q3.
HR05 - No of FTE days absence per employee (Quarterly)		Amanda Attfield	Figure for Q3 was 2.8. This quarter level is usually higher than other quarters (is the winter period) and is higher than the same period last year (2.24), It is the highest level for this quarter since 2006-7 (3.13). Currently carrying out an analysis of our sickness data for our refuse/recycling collection staff, the highest area for absence in CBC. This starts as a full blown exercise for the next couple of years in April this year when we will be submitting a full set of data for the other waste activities. This will guide targeted interventions in this area.
HR08 - Number of apprentices on placement with the council (Quarterly)		Amanda Attfield	Figure for Q3 was 4 against a target of 5. A second apprentice has been recruited for Integrated transport and there is approval for an apprentice in Public protection who will be recruited in the new year
WC02 - overall footfall at leisure@ (Quarterly)		Sonia Phillips	Q3 attendance marginally down 2.9% on target due mainly to the cold snap in December 2010
WC11 - the number of visitors to Cheltenham's TIC (Quarterly)		Sonia Phillips	Figure for Q3 was 13,593. Visitor numbers are down for this quarter. Cheltenham as a whole was affected by the period of extreme cold weather during December. Figures for the same period last year were 14,117 - so the numbers are down by 524 in comparison. This will be reviewed against figures for other tourist information centres within Gloucestershire. The next quarter will need to achieve 24,847 to reach the overall annual target of 86,250 - and this will be monitored over the next few months.

WC15 - number of Under 16 swims (Quarterly)		Sonia Phillips	Adverse weather in December 2010 significantly impacted attendance on casual visits including swimming
WC22 - the number of accommodation bookings (Quarterly)		Sonia Phillips	Accommodation bookings continue to remain under target. As indicated in quarter 2, this target is unlikely to recover, but we will continue to monitor closely - specifically with regards to increasing bookings through the website.
WC26 - Attendances during the annual Summer of Sport initiative		Sonia Phillips	Figure for Q3 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 Performance summary

Outcomes	what's going well	what's not
Cheltenham has a clean and well-maintained environment. GREEN	Planning for new recycling service, roll-out of plastics recycling, roll-out of new street cleaning service.	Officers have not had chance to update 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.	Currently digesting localism bill to anticipate impacts on the Joint core strategy work.
Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change. GREEN	Series of carbon saving measures installed. Capital funding identified for 2011-12. Commitment to embed sustainable thinking within commissioning processes.	Work to mainstream climate change adaptation is slower than hoped.
Cheltenham is able to recover quickly and strongly from the recession. AMBER	Slowly gaining clarity on future structures for economic development with progress being made on Gloucestershire Local Enterprise Partnership.	Bad weather in December led to a reduction in footfall and customer spend in the High Street, though local shops were busier.
We attract more visitors and investors to Cheltenham. AMBER	The draft tourism strategy has been prepared and will be circulated around the O+S committees in the new year. Work progressing at the county-level to improve tourism offer.	Visitor numbers to the Tourist Information Centre and booking have both fallen off and annual targets are not likely to be met.
Communities feel safe and are safe. GREEN	The total volume of crimes continues to fall, with 8% compared to the same period (Q1, Q2 and Q3) last year. Anti-social behaviour incidents are also on the decrease, with around 245 less incidents compared to the same period (Q1, Q2 and Q3) last year.	Delays in the roll-out of the national Anti-social behaviour policy is delaying development of our own policy. Repeat incidences of domestic violence are still high; the average for the year is 30%, with the figure for December being 50%.
People have access to decent and affordable housing. GREEN	23 new affordable homes delivered. St. Pauls – contracts signed and looking at start in site in February.	Increase in homeless acceptances is as a result of slightly fewer households being prepared to accept the private rented sector as a homelessness prevention option - in light of the impending changes to the local housing allowance.

Outcomes	what's going well	what's not
People are able to lead healthy lifestyles. GREEN	Figure released in December 2010 shows a significant increase in the percentage of Cheltenham residents meeting the target 3 x 30 minutes per week of "Sport & Active Recreation". Attendances at healthy lifestyles programmes at leisure@ remained buoyant despite poor weather.	Overall attendances at leisure@ were marginally down due to poor weather in December (209,872 for the year to date against a target of 288,000).
Our residents enjoy a strong sense of community and involved in resolving local issues. GREEN	Work to support neighbourhood management across the borough. Development of community ambassadors group from initial black and minority ethnic community work. CBC Budget consultation process.	Review of neighbourhood management will not go to Social and Community until May 2011 so milestone target will not be met.
Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment. GREEN	Cabinet decision to underwrite the current shortfall has enabled submission of the Heritage Lottery Fund bid – decision expected at the beginning of March. Collective savings target for the division have been achieved.	The development of the leisure and culture service review has been slower than expected. There are issues relating to Cheltenham Festival's proposed use of Imperial/Montpellier Gardens as well as proposed level of grant funding.
The council delivers cashable savings, as well as improved customer satisfaction overall and better performance through the effective commissioning of services. AMBER	Council agreement to commissioning structures. Budget consultation process and cabinet approval of draft budget. Property disposed of properties to generate capital receipts. Go programme proceeding well.	Sickness absence has increased – currently at 2.48 FTE (full-time equivalent) days against a target of 2 FTE days.

Background Papers	2010-2015 Corporate Strategy, Report to Council, 29 th 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 Cllr. Colin Hay, Cabinet Member Corporate Services
Scrutiny Function	Economy and Business Improvement

Cheltenham Borough Council
Economy and Business Improvement Overview and Scrutiny
Committee – 7 March 2011
Corporate Risk Register

Accountable member	Cabinet Member Corporate Services, Councillor Colin Hay
Accountable officer	Jane Griffiths, Assistant Chief Executive
Accountable scrutiny committee	Economy and business improvement
Ward(s) affected	None
Key Decision	No
Executive summary	<p>At the Economy and Business Improvement Overview and Scrutiny meeting on the 29th November it was requested that the corporate register should in future highlight exceptions and provide more focus on the risks where the mitigating actions are below target.</p> <p>The format of risk register has been amended in line with this request and agreed by Senior Management Team on the 4th January 2011.</p> <p>The corporate risk register is “owned” by the senior leadership team as it is a management tool that helps managers run the business effectively, but members also need to be aware of them as they may impact on the council and the decisions it makes. The risks within the attached register were updated by the senior leadership team in February and sets out progress against mitigating actions.</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 the revised template for reporting and highlighting risks and to make any further recommendations or suggestions to improve focus and clarity</p> <p>1.1.3 The committee are asked to consider whether the mitigating actions 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 a number of risks in the corporate risk register which, if not managed have the potential to expose the council to financial costs which are not provided for within existing budgets. The mitigating actions seek to control the risk of expose to these costs.</p> <p>Contact officer: Mark Sheldon E-mail: mark.sheldon@cheltenham.gov.uk Tel no: 01242 264123</p>
Legal implications	<p>The effective engagement of members in the management of corporate risk contributes to sound corporate governance and probity in corporate decision making.</p> <p>Contact officer: Peter Lewis E-mail: peter.lewis@tewkesbury.gov.uk, Tel no: 01684 272012</p>
HR implications (including learning and organisational development)	<p>There are a number of risks in the Corporate Risk Register that have HR implications (e.g. skills for commissioning, health and safety, industrial action) however these are addressed through the mitigating actions.</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 or 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 that 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 and where necessary escalated to the corporate register.
- 2.3** In addition to this the senior leadership team took on board the recommendation made by E&BI at its meeting on the 29th November to revise the Corporate Risk Register template so that it highlights exceptions and provides more focus on the risks where the mitigating actions are not meeting deadlines.
- 2.4** The attached Corporate Risk Register now has an accompanying 'Dashboard' report that

provides managers and members with a high level overview of the corporate risks.

2.5 The Dashboard and the register highlight that there are currently 28 active risks on the register, 3 with a low score, 16 with a medium score and 9 with a high score. The dashboard goes on to highlight the number of risks within those categories that are either on target to *meet*, *may not meet* or *will not meet* their specific deadline for reducing or removing risks.

2.6 All of these risks are continually monitored by the Risk owners and collectively managed by SLT on monthly basis.

3. Exceptions

3.1 It is intended that in future this section of the report will provide information on new risks and any medium or high that may or will not meet their deadlines i.e. those that are highlighted within the register as Amber or Red, the reasons for this and what is being done mitigate the risk.

Table 1: New risks since the last report

Risk number	Risk	Risk score	Proposed action	Deadline	Action taken
CR43	If CSR settlement impacts result in required GO Programme resource being consumed, then programme implementation and resulting savings and efficiency realisation, will be put at risk.	8	Assess impact of CSR 2010. Ensure GO Programme resources remain dedicated to the Programme.	End March	This risk was raised by the Go Programme Board and scored as a high (red) risk, staying high (red) even after mitigating actions (NB the GO Programme uses different a risk scoring matrix and approach). Programme Board Members agreed that any risks falling into this category (red/red) be considered by each partner council for their own corporate risk registers and local action. The CSR impact has been assessed for CBC, and aside from the wider capacity issue risk already identified as a separate risk, no further mitigating action needs to be taken by CBC as GO Programme resources are not impacted by CSR 2010. Discussed at SLT on 1st February 2011, suggest this risk is noted and closed.

Table 2: Risks that may or or will not meet their original deadline for mitigating the risk

Risk number	Risk	Risk score	Why mitigating actions will or may not reduce or remove the risk by the original deadline
High Risks			
CR33	If the council does not keep the momentum going with regards to the JCS then the policy vacuum left by the abolition	16	The original deadline was set prior to the new coalition government and the publication of

	of the RSS and the resultant delay in projections and framework could result in inappropriate development.		the Localism Bill which has impacted on key milestones Review of all programme activities underway. The contract to deliver econometric housing model outputs expected March 2011
CR34 b	If the council does not have robust testing of its business continuity plans then there is a risk that they may not be effective	16	The recently implemented infrastructure will support 25 key systems before these systems can be tested. This will involve some downtime in order for ICT to migrate the applications and data. Once ICT have resolved the issue, timescales will be drawn up to migrate the systems and carry out audit testing. Full test of key systems will be considered following results from audit test
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	16	Awaiting GCC restructuring and budget allocation
Medium risks			
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.	12	The member joint party working group are defining Member roles under commissioning and when complete these will be used to audit member's current knowledge and skills. It is unlikely that the audit will be complete by the end of March 2011.
CR29	If the council does not implement the actions identified in the climate change adaptation risk assessment there is a risk that resources will not be used to best effect which could impact on financial, environmental and service decisions and affect service delivery.	8	SLT have reviewed the planned climate change adaptations and have ask divisions to identify climate change champions; this champions group will be established once restructuring has been completed and risk assessments revised to reflect new structures. Risk remains amber but likelihood has been reduced to reflect completed and planned actions

CR32	If the council is unable to realise the capital value of some of its assets it will be unable to progress the civic pride proposals	12	SPD formally adopted on 13.12.10 (Full Council). OJEU Notice issued 24.1.11 as per target. We await market response. Other asset disposals progressing as planned.
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4. Reasons for recommendations

- 4.1 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.

5. Alternative options considered

- 5.1 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.

6. Consultation and feedback

- 6.1 No consultation has been undertaken.

7. Performance management –monitoring and review

- 7.1 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 – 'Dashboard' 2. Corporate risk register
Background information	

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Cheltenham Borough Council Risk Register Following SLT 1-02-2011													
row number	Risk Ref	Risk description	Risk owner	Date raised	Impact and likelihood			Managing risk			Mitigating action taken (if you are not going to meet the deadline explain why, what action is being to mitigate the risk and what new deadline you propose.)	Date of current/last update	
					Impact	Likelihood	Score >16 Red 7 to 15 Amber 3 to 6 Green	Proposed Action	Deadline	On Target for deadline?			Responsible officer
1	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	Green	Richard Gibson	10/02/2011
2	CR41	If capacity to lead and manage the changes, at the same time as 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	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 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.	01/04/2012	Green	Amanda Atfield Senior Leadership Team	04/02/2011
3	CR9b	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.	Task Force Managing Director Jeremy Williams	01/04/2010	4	4	16	Reduce	Initial outputs paint a positive impact on the town centre but disbenefits elsewhere. GCC/CBC have agreed preparation of a mitigation strategy by end of January 2011 which will also reflect impact of CSR.	June/July 2010 Mitigation strategy original deadline January 2011 revised to March 2011	Green	Task Force Managing Director Jeremy Williamson	27/01/2011

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4	CR23	If resilience issues are not addressed in the Payroll service, the service quality for employees will be impacted, and may impact on partner relationship with CBH, possibly impacting funding stream from CBH.	AD Human Resources and Organisational Development Amanda Atfield	01/04/2010	4	4	16	Reduce Control	Implement GO Audit CBC/CBH controls. Set in place Team Leader – completed. Support and train others in HR – ongoing. Regular reviews with CBH, to include review of SLA. Recruit temporary payroll expertise – completed. Move to monthly pay for all – completed.	End March 2011	Green	HR Operations Manager Julie McCarthy	Skills and knowledge gaps remain a risk. GO being implemented however will impact capacity during Feb and March as need to release capacity for GO training. Additional capacity impacted by two part time leavers, however recruitment authorisation approved for part and resource identified, however another authorisation to recruit will need to be sought. This has caused some short term issues re capacity but will be back on track by end March.	20/01/2011
5	CR27	Icelandic banks - financial exposure If the group claim against Giltinir bank fails and the council is not recognised as a 'priority depositor' the council's deposits would be reclassified as 'general unsecured creditors' resulting in a lower recovery rate and exposure to defendants costs.	Chief Finance Officer Mark Sheldon	09/04/2010	4	4	16	Accept	Council commitment to join in group action with other councils to make case for priority depositor status. Capitalisation direction approved for £4.43m allows for write off of loss over 20 years.	01/03/2011	Green	Chief Finance Officer Mark Sheldon	Evidence submitted to Icelandic courts for the joint action on behalf of all council Icelandic bank depositors. Test cases scheduled for February and March 2011.	07/01/2011
6	CR33	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 result in inappropriate development.	CEX Andrew North	10.08.10	4	4	16	Reduce	Agreement across Gloucestershire districts to work collaboratively on determining housing and employment projections by the end of the year. Revised timetable for JCS considered by MSG some amendments required but key milestones agreed..	01/04/2013	Green	Spatial planning manager – Tracey Crews	Review of all programme activities underway. The contract to deliver econometric housing model signed first outputs expected March 2011	10/02/2011
7	CR34a	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 i.e. municipal offices out of action	01/12/2010 01/09/2011	Green	Grahame Lewis	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 This risk has been split to allow for on going resilience testing of BCP with a new deadline of 01/09/2011	07/01/2011

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8	CR3 4 b	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	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	07/04/2011	Amber	Paul Woolcock	Planned testing of depot back up arrangements will need to be organised in new year/installation of equipment and software is complete. An issue with the compatibility of equipment has been identified and this is currently being addressed by our suppliers. The recently implemented infrastructure will support 25 key systems (this figure can grow to meet business requirements). Before these systems can be tested, they will need to be migrated into this new environment. This will involve some downtime in order for ICT to migrate the applications and data. Once ICT have resolved the issue, timescales will be drawn up to migrate the systems and carry out audit testing. Full test of key systems will be considered following results from audit test	27/01/2011
9	CR3 5	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	Review position 01/06/2011	Amber	Spatial planning manager - Tracey Crews	Spending cuts at the GCC will impact on SIDP. Future use of GCC resource will be delivering statutory functions and therefore SIDP is a lower priority. GCC have provided some initial advice on Community Infrastructure Levy (CIL) and how GCC may help support the JCS.	10/02/2011
10	CR2 0	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 Resources and Organisational Development Amanda Atfield	25/02/2010	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, skills for business, development programme, developed and delivered during 2011/12.	March 2011	Amber	Learning and Development Manager Jan Bridges	Ongoing review of leisure and culture has produced some valuable lessons learned and a future proofing tool that will be utilised by other commissioning projects. The lessons learned will be shared with service managers and others involved in commissioning in May. The member joint party working group are defining Member roles under commissioning and when complete these will be used to audit members current knowledge and skills. It is unlikely that the audit will be complete by the end of March 2011.	18/02/2011
11	CR3 2	If the council is unable to realise the capital value of some of its assets it will be unable to progress the civic pride proposals	Strategic director Grahame Lewis	23/08/2010	4	3	12	Reduce	Revised supplementary planning document consulted on for North Place, subject to Full Council approval. Property advisors appointed with aim of marketing January 2011.	Council December 2010 Jan 2011	Amber	Strategic director	SPD formally adopted on 13.12.10 (Full Council). OJEU Notice issued 24.1.11 as per target. We await market response. Other asset disposals progressing as planned.	27/01/2011

Cheltenham Borough Council Risk Register Following SLT 1-02-2011														
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					Impact	Likelihood	Score >16 Red 7 to 15 Amber 3 to 6 Green	Proposed Action	Deadline	On Target for deadline?			Responsible officer	
13	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	01/03/2010	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	01/03/2011	Amber	Partnership Manager Richard Gibson	Equality impact assessment has been carried out on the budget; equality issues has been included in new community assessment tool to be used as part of commissioning work. Need for SLT to be briefed on the introduction of the new public sector equality duty set out in the Equality Act.	10/02/2011
17	CR17	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 outcomes, ineffective use of resources and loss of assets, leading to a reduced public reputation and a lack of confidence from regulators	Assistant Chief Executive Jane Griffiths	01/02/2010	3	3	9	Reduce	Annual data audit undertaken to identify classification of data with CBH Information strategy to be developed jointly with CBH ICT strategy to be developed Commissioning approach to be developed which clearly articulates the need for good reliable information on which to base decisions. Awareness training on the use of information - using the OLC dvd presentation	June 2010 01/07/2010 revised target date December 2010 revised target date set - June 2011 June 2010 October 2010	Amber	Assistant Chief Executive Jane Griffiths Assistant Chief Executive Jane Griffiths	Data audit has been undertaken and guidelines updated Information strategy has not progressed as anticipated due to other work commitments. Revised deadline for information strategy set for June 2011 and will need to be built into work plans for overview and scrutiny as well as forward plan for cabinet. ICT strategy has been approved needs assessment report format has been completed	07/01/2011
18	CR18	If changes to contractual allowances are made outside the collective bargaining process, there may be local industrial action, morale and motivation may be impacted.	AD HR&OD	30/09/2010	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	Green	HR Manager Julie McCarthy	Commenced discussion with Tus at informal JLF 22 09 2010. Potential implementation timetable developed. Ongoing discussions at two-weekly TU meetings. Risk score amended 9 November – likelihood reduced from 5 as unlikely to move from collective bargaining and working closely with unions. No current issues envisaged to move outside Coll Bargaining.	18/02/2011

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19	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 Atfield	01/02/2010	4	3	12	Reduce	Introduction of health and safety audits inc. 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	01/03/2011 As per the action plan considered by audit committee Mar 2011	Green	HR Operations Manager Julie McCarthy	Harriet risk software under review re cost benefit. Implications of a new report by Lord Young - "Common Sense Safety" on operation of health and safety and growth of the compensation culture are being considered which may impact risk assessment process. Seeking to bring forward 0.5 BTG capacity saving linked to shared services. If increase staffing as a result thought UPE, staff are mainly depot based and will need capacity, and need to ensure do not put CBC at risk. Has been determined not to re-new licence for Harriet software, however risk assessments will continue to be carried out manually.	04/02/2011
21	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	01/06/2007	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.	Revised to March 2011	Green	Museum and Arts Manager Jane Lillystone	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. Cabinet approved revised HLF. Deadline revised to March 2011	10/01/2011
22	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	01/06/2007	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)	Revised to March 2011	Green	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. Deadline revised to March 2011 following cabinet approval for project manager.	10/01/2011

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					Impact	Likelihood	Score	Proposed Action	Deadline	On Target for deadline?			Responsible officer	
23	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' 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.	Chief Finance Officer Mark Sheldon	09/04/2010	4	3	12	Accepted	Council commitment to join in group action with other councils to defend current priority depositor status.	01/03/2011	Green	Chief Finance Officer Mark Sheldon	The council has responded to a request to submit evidence for submission to Icelandic courts for the joint action on behalf of all council Icelandic bank depositors to defend our position. Test cases scheduled for February and March 2011.	07/01/2011
24	CR3	If the council is unable to come up with long term solutions which bridge the gap in the medium term financial strategy then it will find it increasingly difficult to prepare budgets year on year without making unplanned cuts in service provision	Chief Finance Officer Mark Sheldon	26/01/2010	3	4	12	Reduce	Development of the BIG programme. Establishment of a cross party working group following the elections in May. Review budget scrutiny process. Review and rolled out revised budget consultation process. SLT presentation of new ideas to Cabinet leads.	01/09/2010	Green	Chief Finance Officer Mark Sheldon	93 BIG proposals / workstreams addressing the 2011/12 budget gap were included in the final budget approved by Cabinet on 8/2/11 and Council on 11/2/11. The BIG programme includes the on-going financial implications on the MTFs i.e. future years savings plus initiatives which will have take effect in future years. SLT continue to work with CFO and members to address residual gaps for future years at monthly BIG meeting with the Cabinet lead. The final budget includes the proposal for cross party Budget Working group to develop both the budget process and members scrutiny roles.	07/01/2011
25	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	01/02/2010	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 council's approach to portfolio management to be agreed. Approach to be reviewed to ensure that these methodologies are applied consistently	01/03/2011	Green	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 programme 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 April 2011. SLT on 9 November agreed that the likelihood score should increase from 3 due to implications of the recruitment freeze. The council's approach to resource management for major change programmes and projects is now largely agreed. SLT regularly considers resource requirements and the process of establishing requirements and addressing issues which arise is maturing.	10/02/2011

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row number	Risk Ref	Risk description	Risk owner	Date raised	Impact and likelihood			Managing risk			Mitigating action taken (if you are not going to meet the deadline explain why, what action is being to mitigate the risk and what new deadline you propose.)	Date of current/last update	
					Impact	Likelihood	Score >16 Red 7 to 15 Amber 3 to 6 Green	Proposed Action	Deadline	On Target for deadline?			Responsible officer
28	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 Atfield	14/09/2010	3	4	12	Accept	Monitor likelihood, communicate Council case to employees, consult locally with unions, publish guidance to managers. Intranet updates re pay offer posted out to employees (done 18 02 2011); SLT and Cabinet lead kept informed.	01/03/2011	Green	Julie McCarthy,	18/02/2011
30	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	10/03/2010	3	3	9	Reduce	CEX has discussed this matter with group leaders Letter of apology signed by CEX and Group leaders Clear action plan developed on lessons learnt. CEX to discuss with group leaders should any further issues arise.	01/03/2011	Green	Chief Executive Andrew North	03/02/2011
20	CR29	If the council does not implement the actions identified in the climate change adaptation risk assessment there is a risk that resources will not be used to best effect which could impact on financial, environmental and service decisions and affect service delivery.	Assistant Chief Executive Jane Griffiths	06/05/2010	4	2	8	Reduce	Services are required to identify the actions they will be taking to respond to climate change (both adaptation and mitigation) in 2011/12 service plans. Internal audit has a trained officer in environmental auditing who will be assessing progress against the adaptation risk assessment.	01/06/2010 Target date changed to June 2011	Green	All ADs Audit Partnership Manager Richard Gibson, policy and partnership manager	08/02/2011

Cheltenham Borough Council Risk Register Following SLT 1-02-2011														
row number	Risk Ref	Risk description	Risk owner	Date raised	Impact and likelihood			Managing risk			Mitigating action taken (if you are not going to meet the deadline explain why, what action is being to mitigate the risk and what new deadline you propose.)	Date of current/last update		
					Impact	Likelihood	Score >16 Red 7 to 15 Amber 3 to 6 Green	Proposed Action	Deadline	On Target for deadline?			Responsible officer	
31	CR26	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	01/04/2010	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.	01/09/2010 01/04/2011	Green	Chief Finance Officer Mark Sheldon	Council approved additional borrowing facility to support the delivery of the revised business plan reflecting post tender evaluations. All legal documentation and procedure for loan mechanism now in place. Negotiations over Blenheim house remain unresolved. Deadline has been revised to reflect ongoing negotiations in relation to Blenheim house	07/01/2011
34	CR43	If CSR settlement impacts result in required GO Programme resource being consumed, then programme implementation and resulting savings and efficiency realisation, will be put at risk.	Mark Sheldon/ Amanda Attfield	20/01/2011	4	2	8	Reduce	Assess impact of CSR 2010. Ensure GO Programme resources remain dedicated to the Programme.	End March	Green	Amanda Attfield	This risk was raised by the GO Programme Board and scored as a high (red) risk, staying high (red) even after mitigating actions (NB the GO Programme uses different a risk scoring matrix and approach). Programme Board Members agreed that any risks falling into this category (red/red) be considered by each partner council for their own corporate risk registers and local action. The CSR impact has been assessed for CBC, and aside from the wider capacity issue risk already identified as a separate risk, no further mitigating action needs to be taken by CBC as GO Programme resources are not impacted by CSR 2010. Discussed at SLT on 1st February 2011, suggest this risk is noted and closed.	03/02/2011
27	CR10	If the council is unable to approve long term solutions for its waste and recycling services then costs will continue to increase and the council will fail to meet its strategic environmental targets	AD Operations Rob Bell	01/02/2010	3	2	6	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 27th July 2010. If approved, risk rating will significantly reduce.	01/03/2011	Green	Waste and Recycling Manager Beth Boughton	Cabinet approved new waste and recycling change programme on 27th July 2010. Project underway to deliver these changes and is currently on track. County residual waste strategy still in development. Risk rating to remain at 6.	07/01/2010
32	CR39	Requirement to fund projected overspend from General Balances would result in General Balances falling below the minimum range of £1.5m to £2m set by the Chief Finance Officer.	Cabinet	01/06/2010	3	2	6	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.	01/12/2010 30/06/2011	Green	Chief Finance Officer	SLT have agreed a recruitment freeze and reviewed supplies and services budget resulting in a revised projection that the £800k projected overspend will be managed to zero in 2010/11. Deadline has been revised to reflect year end out turn position which will determine if mitigating actions have been successful.	07/01/2011

Cheltenham Borough Council Risk Register Following SLT 1-02-2011														
Row number	Risk Ref	Risk description	Risk owner	Date raised	Impact and likelihood			Managing risk			Mitigating action taken (if you are not going to meet the deadline explain why, what action is being to mitigate the risk and what new deadline you propose.)	Date of current/last update		
					Impact	Likelihood	Score >16 Red 7 to 15 Amber 3 to 6 Green	Proposed Action	Deadline	On Target for deadline?			Responsible officer	
33	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	22/03/2010	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	Green	Assistant Chief Executive Jane Griffiths	03/02/2011	Third monitoring report has been drafted for audit committee and actions are on track for completion. Internal audit have undertaken a review of the action plan. Suggest that this risk is closed following the final update report to audit committee on the 23rd March 2011.
10	CR4 2	Unable to take corrective action in respect of reduced income streams in 2010/11.	Cabinet	01/06/2010	3	5	Close	Close	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.	01/12/2010		SLT	05/01/2011	SLT have agreed a recruitment freeze and have reviewed all unspent supplies and services budgets to offset the projection income shortfall. Risk closed SLT 04-01-2011
11	CR1 8	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	01/12/2009	3	5	Close	Close	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	05/01/2011	The draft budget projections for 2011/12 (approved by Cabinet in Dec 2010) take into account the impact of the continued recession on car parking, development control and investment income. Risk closed SLT 04-01-2011

Cheltenham Borough Council Risk Register Following SLT 1-02-2011													
Row number	Risk Ref.	Risk description	Risk owner	Date raised	Impact and likelihood			Managing risk			Mitigating action taken (if you are not going to meet the deadline explain why, what action is being to mitigate the risk and what new deadline you propose.)	Date of current/last update	
					Impact	Likelihood	Score >16 Red 7 to 15 Amber 3 to 6 Green	Proposed Action	Deadline	On Target for deadline?			Responsible officer
14	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 Wooley	29/03/2010	4	3	Close	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 associated contingencies are covered.	On-going		Assistant CEX at CBH Paul Stephenson	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. Risk closed SLT 04-01-2011	05/01/2011
15	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	01/03/2010	4	3	Close	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. Risk closed SLT 04-01-2011	05/01/2011
26	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 MTF5 projections	Chief Finance Officer Mark Sheldon	01/12/2010	3	3	Close	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. Programme now closed and consumed in Bridging the Gap programme. Suggest that this risk closed and covered by corporate risk CR3	06/01/2010

Cheltenham Borough Council Risk Register Following SLT 1-02-2011												
row number	Risk Ref	Risk description	Risk owner	Date raised	Impact and likelihood			Managing risk			Mitigating action taken (if you are not going to meet the deadline explain why, what action is being to mitigate the risk and what new deadline you propose.)	Date of current/last update
					Impact	Likelihood	Score >16 Red 7 to 15 Amber 3 to 6 Green	Proposed Action	Deadline	On Target for deadline?		
29	CR15	Festivals – future funding. If CF fail 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.	AD Wellbeing & Culture	01/03/2010	3	3	Close Control	Financial monitoring arrangements in place 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	CIG Review September 2010		AD Wellbeing & Culture \ CIG Review Group	05/01/2011
41							0					
42							0					
43							0					
44							0					
45							0					
46							0					
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Information/Discussion Paper

Economy and Business Improvement Overview and Scrutiny Committee – 7 March 2011

Development of the Corporate Strategy 2011-12

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 The Council agreed the corporate strategy 2010-2015 in March 2010 which sets out our 5 objectives and 11 outcomes and what we want to achieve by 2015. The 2011-12 action plan is being prepared and is due to go to full Council for approval in March 2011. To ensure that the formal views of elected members are captured in the process, the draft strategy is being considered by the three overview and scrutiny committees. This is attached as appendix A.

2. How we have prepared the draft strategy

- 2.1 The development of the 2011-12 action plan has taken place against the background of the financial crisis which has resulted in significant cuts in public expenditure. The budget gap for 2011/12 between what the Council needed to spend to maintain services at standstill / current service levels and what it has available to spend, taking into account both the grant settlement and the impact of depressed income levels, was £2.87m.
- 2.2 The Senior Leadership Team and Cabinet Members have reviewed the structure of the corporate strategy and, despite the pressures on finances, agreed that the focus on the 5 objectives and 11 outcomes should be retained.
- 2.3 However, a much reduced action plan for 2011-12 is being proposed (with 14 less improvement actions compared to last year) that restricts our improvement actions to those that meet the following criteria:
- Actions which will cut management and administration costs through the sharing of back office functions to deliver efficiencies and savings which result from reviewing the way we deliver services whilst improving the services to our customers.
 - Actions that will deliver the council's commitment to commissioning.
 - Actions that will deliver the current priorities which include projects that are seen as important for the future of the borough (the Art Gallery and Museum extension, Joint Core Strategy, St. Pauls, taking forward the Civic Pride project, tackling climate change) or associated with building community and VCS capacity.

3. Proposed improvement actions

Outcomes	Improvement actions 2011-12
Cheltenham has a clean and well-maintained environment	<ul style="list-style-type: none"> • Delivery of the joint operational management unit project with Tewkesbury Borough Council to cover waste; recycling; street cleansing; grounds maintenance; and cemeteries and crematorium services
Cheltenham's natural and built environment is enhanced and protected.	<ul style="list-style-type: none"> • Delivery of the Cheltenham Development Taskforce project. • Complete a commissioning exercise into how best we can deliver our planning and strategic land use services within the context of the government's localism bill. • Continue to develop the Joint Core Strategy with Tewkesbury Borough and Gloucester City councils that protects the environmental, social and economic quality of Cheltenham.
Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change.	<ul style="list-style-type: none"> • Implement planned carbon reduction measures, identify new invest-to-save schemes and embed climate change adaptation actions within service delivery.
Cheltenham is able to recover quickly and strongly from the recession – <i>promoting a strong and sustainable economy</i>	<ul style="list-style-type: none"> • To develop and deliver an economic development action plan within the context of the roll out of local enterprise partnerships which addresses gaps in provision and delivers measurable support for the local economy.
We attract more visitors and investors to Cheltenham.	<ul style="list-style-type: none"> • To complete the service review looking in to how we provide our leisure and cultural services
Communities feel safe and are safe.	<ul style="list-style-type: none"> • Develop capacity within communities so that they are more able to resolve low-level anti-social behaviour and promote community safety.
People have access to decent and affordable housing.	<ul style="list-style-type: none"> • Implement the St. Pauls regeneration scheme.
People are able to lead healthy lifestyles.	<ul style="list-style-type: none"> • To complete the service review looking in to how we provide our leisure and cultural services
Our residents enjoy a strong sense of community and are involved in resolving local issues.	<ul style="list-style-type: none"> • To ensure that engagement processes are embedded in our commissioning processes and that we work with community groups to develop their capacity to be more influential in shaping public service delivery through neighbourhood management. • To work in partnership to commission specific programmes that will address the needs of our most vulnerable citizens.
Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment.	<ul style="list-style-type: none"> • Start work on the Art Gallery and Museum extension project and plan for future improvements to the Town Hall • To complete the service review looking in to how we provide our leisure and cultural services
The council delivers improved outcomes for customers and communities whilst meeting our 'Bridging the Gap' targets for cashable savings and increased income	<ul style="list-style-type: none"> • Implement our approach to strategic commissioning. • Implement the Bridging the Gap Programme. • Implement GO programme. • Develop an accommodation strategy that makes best use of council assets

3.1 Economy and Business Improvement Overview and Scrutiny Committee may wish to restrict their discussion to the outcomes that are directly applicable to the work of the committee:

Cheltenham is able to recover quickly and strongly from the recession – <i>promoting a strong and sustainable economy</i>
We attract more visitors and investors to Cheltenham.
Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment.
The council delivers improved outcomes for customers and communities whilst meeting our 'Bridging the Gap' targets for cashable savings and increased income

4. Proposed performance framework

4.1 The Secretary of State announced the demise of the national indicator set in November which means that we are no longer obliged to report our progress on the 56 national indicators to government. This has presented 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.

4.2 We have also listened to the views from elected members who have been keen for the council to distinguish between those indicators that we can influence directly and those indicators which are a reflection of the wellbeing of Cheltenham.

Outcomes	2010-11 Indicators	Proposed 2011-12 indicators
Cheltenham has a clean and well-maintained environment	<p>National Indicators</p> <p>NI 191 Residual household waste per head</p> <p>NI 192 amount of household waste recycled and composted</p> <p>NI 193 amount of municipal waste landfilled</p> <p>NI 195/196 street and environmental cleanliness</p> <p>Local indicators</p> <p>Satisfaction with keeping public land clear of litter and refuse</p> <p>Satisfaction with waste collection and doorstep recycling</p>	<p>Direct service indicators</p> <p>Residual household waste per head (based on NI 191)</p> <p>Percentage of household waste recycled and composted (based on NI 192)</p> <p>Amount of municipal waste land-filled (based on NI 193)</p> <p>Cleanliness Indicator (based on NI 195)</p>
Cheltenham's natural and built environment is enhanced and protected	<p>Local indicators</p> <p>Satisfaction with parks and open spaces</p> <p>The number of residential developments with silver or gold "Building for Life" assessments</p> <p>concessionary travel scheme shortfall</p>	<p>Direct service indicators</p> <p>Processing of planning applications (based on NI157)</p>
Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change	<p>National Indicators</p> <p>NI 185 Reduction in CO2 emissions from our operations</p> <p>NI 186 Decrease the per capita rate of CO2 emissions (NI 186)</p> <p>NI 187 Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating</p> <p>NI 188 Increase our ability to adapt to climate change</p>	<p>Environment and sustainability indicators</p> <p>Reduction in CO2 emissions from energy use, fuel use and business mileage (revised version of NI 185)</p> <p>Gas and electricity consumption</p> <p>Fleet fuel usage</p> <p>Office recycling</p> <p>Water use</p>
Cheltenham is able to recover quickly and strongly from the recession	<p>National Indicators</p> <p>NI 151 overall employment rate</p> <p>NI 152 the number of working age people on out-of-work benefits</p> <p>NI 171 The VAT registration rate</p> <p>Local indicators</p> <p>Number of apprentices on placement with the council</p> <p>Number of apprentices going on to secure further employment within the borough</p>	<p>Direct service indicators</p> <p>Number of apprentices</p> <p>community-based indicators</p> <p>Unemployment levels- claimant rate (% of working people claiming job seekers allowance)</p> <p>Number of empty business premises in Cheltenham</p> <p>% of people not in education, employment or training</p>
We attract more visitors and investors to Cheltenham	<p>Local indicators</p> <p>the number of visitors to Cheltenham's TIC</p>	<p>Direct service indicators</p> <p>the number of website visits</p>

Outcomes	2010-11 Indicators	Proposed 2011-12 indicators
	the number of website visits the number of accommodation bookings satisfaction level of the marketing activity by Cheltenham Business Pride community	the number of accommodation bookings community-based indicators Footfall in Cheltenham town centre
Communities feel safe and are safe	National Indicators NI 17 Perceptions of anti-social behaviour NI 20 Assault with injury crime rate NI 32 repeat incidences of domestic violence NI 42 perceptions of drug use or dealing as a problem Local indicators the percentage of people saying they feel safe during the day the percentage of people saying they feel safe at night Total volume of recorded crime per annum Number of anti-social behaviour incidents incidences of violence under the influence of alcohol and/or drugs 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).	community-based indicators Total volume of recorded crime per annum Serious acquisitive crime rate Number of anti-social behaviour incidents Incidences of violence under the influence of alcohol and/or drugs Incidents and repeat incidents of domestic abuse
People have access to decent and affordable housing	National Indicators NI 154 the number additional homes provided NI 155 the number of affordable homes delivered NI 156 the number of households living in Temporary Accommodation NI 158 proportion of decent homes NI 159 supply of ready to develop housing sites NI 160 Local authority tenants' satisfaction with landlord services Local indicators The number of homelessness acceptances. Tenant satisfaction	Direct service indicators Number of new dwellings started, split into private enterprise, RSL, LA tenures Number of new dwellings completed, split into private enterprise, RSL, LA tenures Gross Affordable housing completions Net additional dwellings The number of households living in Temporary Accommodation (based on NI 156) The number of homelessness acceptances.
People are able to lead healthy lifestyles	National Indicators NI 8 adult participation in sport Local indicators Attendances during the annual Summer of Sport initiative overall footfall at leisure@ number of Under 16 swims attendance at Active Life sessions attendance on the Re-Active programme The gap in life expectancy at birth between those born in the most deprived fifth of areas and the Cheltenham average	Direct service indicators Attendances during the annual Summer of Sport initiative Overall footfall at leisure@ Attendance free under 16 swim Attendance at Active Life (50+) sessions Attendance on the Re-Active programme Number of GP referrals Number of Reactive Concession referrals Concession card scheme membership community-based indicators adult participation in sport (based on NI 8)
Our residents enjoy a strong sense of community and are involved in identifying and resolving local issues	National Indicators NI 1 the number of people who believe people from different backgrounds get on well together in their local area NI 4 the number of people who feel they	community-based indicators number of VCS organisations supported that have gone onto deliver former public services

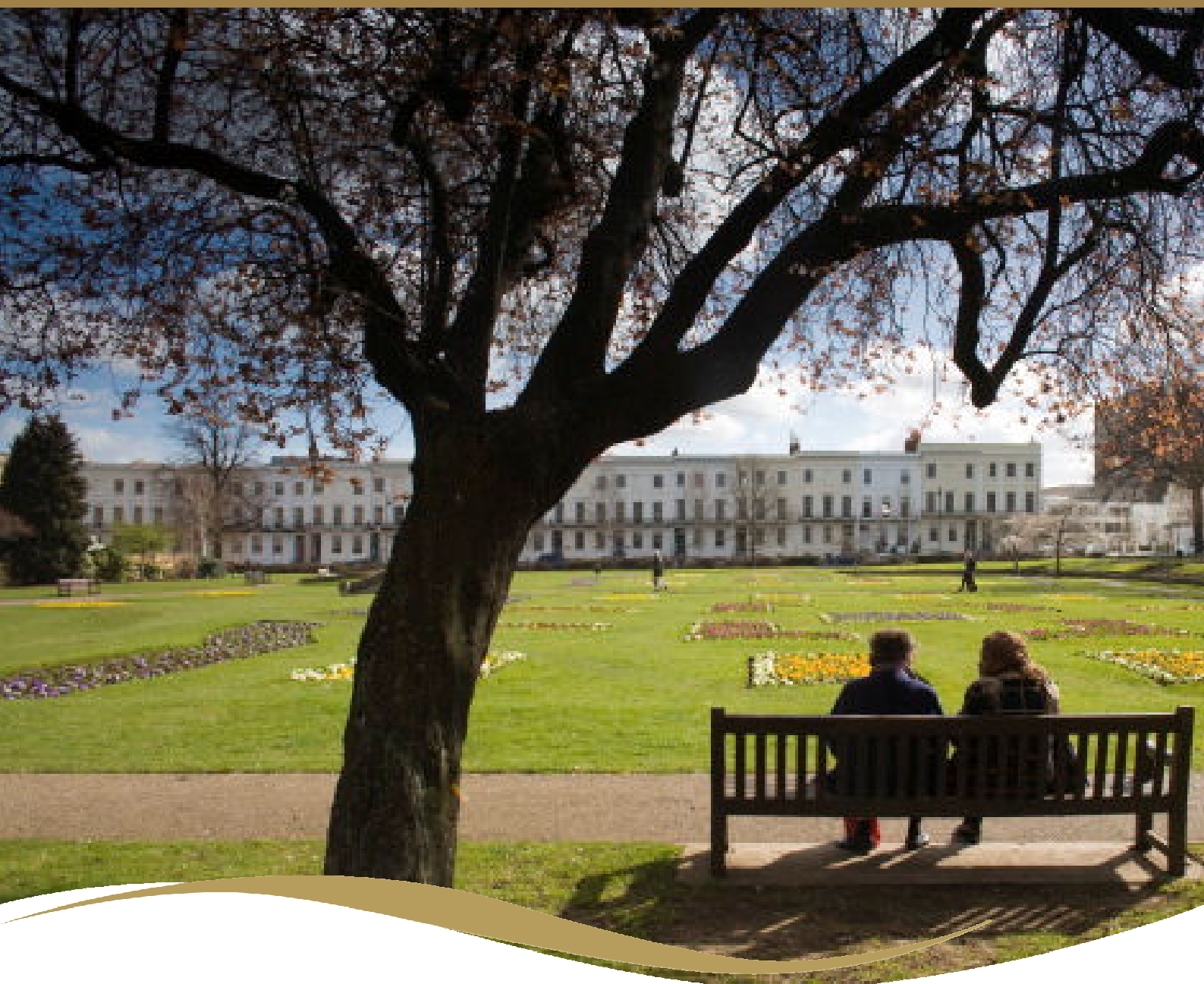
Outcomes	2010-11 Indicators	Proposed 2011-12 indicators
	can influence decisions in their locality NI 5 overall/general satisfaction with the local area NI 6 participation in regular volunteering NI 7 Environment for a thriving third sector	
Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment	Local indicators Savings across the cultural sector Customer satisfaction levels across cultural services	Direct service indicators Visits to museums and galleries (based on NI 10) Engagement in the arts (based on N11)
The council delivers improved outcomes for customers and communities whilst meeting our 'Bridging the Gap' targets for cashable savings and increased income	National Indicators NI 179 Value for money Local indicators Medium term financial strategy cash-saving targets The percentage of people who are very or fairly satisfied with how council runs things Proportion of annual milestones that are delivered on target at year end. Level achieved within the equality framework for local government No of FTE days absence per employee	Financial health indicators Net budget requirement 2011/12 BtG programme target savings 2011/12 Budget gap 2012/13 MTFS funding gap Organisational health indicators % top 5% earners; women, BME, with a disability. No. days lost due to sickness absence. % employees with a disability. % employees from BME communities. Turnover 12 month ave Invoice payment dates Customer relations – number of complaints / Fol requests Appraisal completion

5. Next Steps

- 5.1** The draft action plan was also presented to Social and Community O+S on 28 February and Environment O+S on 2 March. A summary of views from the three committees and any changes needed will be presented to the council's Cabinet on Tuesday 15th March 2011. If the Cabinet are happy with the updated strategy it will go to a meeting of the Full Council on Monday 28th March for approval.

Background Papers	2010-2015 Corporate Strategy, Report to Council, 29 th March 2010.
Contact Officer	Richard Gibson, Policy and Partnerships Manager, 01242 235 354, richard.gibson@cheltenham.gov.uk
Accountability	Leader of the Council
Scrutiny Function	All
Attachments	Appendix A –Draft Corporate Strategy

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2010 to 2015 Corporate Strategy

2011-12 draft action plan



CHELTENHAM
BOROUGH COUNCIL

www.cheltenham.gov.uk

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CBC five year corporate strategy framework 2010 - 2015

Objectives

Enhancing and protecting our environment

Strengthening our economy

Strengthening our communities

Enhancing the provision of arts and culture

Ensuring we provide value for money services that effectively meet the needs of our customers

Outcomes

Cheltenham has a clean and well-maintained environment

Cheltenham is able to recover quickly and strongly from the recession

Communities feel safe and are safe

People have access to decent and affordable housing

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

The council delivers improved outcomes for customers and communities whilst meeting our 'Bridging the Gap' targets for cashable savings and increased income

Carbon emissions are reduced and we adapt to climate change

Cheltenham's natural and built environment is enhanced and protected

We attract more visitors and investors to Cheltenham

Our residents enjoy a strong sense of community

People are able to lead healthy lifestyles

Improvement actions

Delivery of joint waste project with Tewkesbury Borough Council

Complete service review into leisure and culture services

- Develop capacity within communities to resolve community safety

Implement St. Pauls regeneration

- Art Gallery and Museum extension project
- Complete service review into leisure and culture services

- Strategic commissioning
- Bridging the Gap
- Implement GO programme
- Develop the accommodation strategy

- Carbon reduction and climate change adaptation programme

Development of North place and Portland Street
Commissioning planning and strategic land use
Develop the JCS

Review of how best to provide economic development

- Engagement processes
- Address needs of vulnerable groups

Complete service review into leisure and culture services

Welcome

Welcome to the first annual update of Cheltenham Borough Council's corporate strategy 2010-2015.

Preparation of this action plan has taken place against the background of an unprecedented financial crisis which has resulted in huge cuts in public expenditure. The budget gap between what the Council needs to spend to maintain services at standstill / current service levels and what it has available to spend, taking into account both the grant settlement and the impact of depressed income levels, was estimated at **£2.87m** for 2011/12 and **£2.5m** for the period of the Medium Term Financial Strategy (MTFS) 2012/13 to 2016/17.

Accordingly, a much reduced action plan for 2011-12 is being proposed (with 14 less improvement actions compared to last year) that restricts our improvement actions to those that meet the following criteria:

- Actions which will cut management and administration costs through the sharing of back office functions to deliver efficiencies and savings which result from reviewing the way we deliver services whilst improving the services to our customers.
- Actions that will deliver the council's commitment to commissioning.
- Actions that will deliver the current priorities which include projects that are seen as important for the future of the borough (the Art Gallery and Museum extension, Joint Core Strategy, St. Pauls, taking forward the civic pride project, tackling climate change) or associated with building community and VCS capacity.

Our Vision

The Corporate Strategy continues its support for the Sustainable Community Strategy's twenty year vision for Cheltenham which sets out an aspirational goal for the long-term future of Cheltenham:

“We want Cheltenham to deliver a sustainable quality of life, where people, families, their communities and businesses thrive; and in a way which cherishes our cultural and natural heritage, reduces our impact on climate change and does not compromise the quality of life of present and future generations.”

Commissioning

As part of our commitment to this vision we will explore different ways of delivering services that meet the needs of our customers and deliver value for money.

“Working to secure value for money and deliver the best possible outcomes that meet the needs of our citizens, communities and service users.”

The Council has now formally agreed to adopt a strategic commissioning approach which will put a strong focus on understanding the needs of Cheltenham and its people in designing outcomes for public services, seeking to work much more closely (including sharing budgets where appropriate) with other parts of the public service and making objective, transparent, evidence-based decisions about how services should be provided and by whom. By using a strategic commissioning approach we can improve the outcomes for people who rely on the council and the wider public sector whilst at the same time creating opportunities for financial savings.

Our objectives

The strategy sets out the following three community objectives:

- Enhancing and protecting our environment;
- Strengthening our economy; and
- Strengthening our communities.

These are supported by two cross-cutting objectives of:

- Enhancing the provision of arts and culture; and
- Ensuring we provide value for money services that effectively meet the needs of our customers.

Our outcomes

The outcomes are critical in that they describe the improvements we will make to improve the well-being of whole population of Cheltenham. By putting outcomes centre-stage in our strategy, we are making a commitment that our customers and communities will judge us by how well we are improving the quality of life rather than other measures of success.

Some of these outcomes we will be able to deliver by ourselves, but for many other outcomes we will have to work in partnership with other organisations.

From the consultation activities and the needs analysis we are proposing a set of outcomes the council is focusing on.

Objectives	Outcomes
Enhancing and protecting our environment.	Cheltenham has a clean and well-maintained environment.
	Cheltenham's natural and built environment is enhanced and protected.
	Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change.
Strengthening our economy.	Cheltenham is able to recover quickly and strongly from the recession.
	We attract more visitors and investors to Cheltenham.
Strengthening our communities.	Communities feel safe and are safe.
	People have access to decent and affordable housing.
	People are able to lead healthy lifestyles.
	Our residents enjoy a strong sense of community and involved in resolving local issues.
Enhancing the provision of arts and culture.	Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment.
Ensuring we provide value for money services that effectively meet the needs of our customers.	The council delivers improved outcomes for customers and communities whilst meeting our 'Bridging the Gap' targets for cashable savings and increased income.

The outcomes also relate back to the nine community aims set out in Cheltenham's Sustainable Community Strategy. This means that the council is continuing its commitment to support the delivery of the community strategy.

Sustainability

Throughout this document we use the terms sustainable and sustainability. Our interpretation of these terms follows the principles set out in 'Securing the Future', the UK Sustainable Development Strategy. This means that we want to achieve a strong, healthy and just society where we all respect and live within the limits of the planet's environment. We will do this by means of building a strong, stable and sustainable economy, promoting good governance in which everyone can participate and taking account of scientific

evidence as well as public attitudes and values in our thinking. It is a core part of the council's approach to its work and will underpin our planning and activities.

To sum up, we want to deliver services and provide economic and social opportunities for everyone living and working in Cheltenham which will improve their quality of life and enable all our communities to prosper. But we must do this in a way which doesn't damage the Earth's environment, resources or its variety of plant and animal life for the generations which will follow us.

Equality and Diversity

We have developed the strategy using a robust assessment of local needs which helped us understand the inequalities faced by some of our communities. We have used this assessment to identify the key actions we can take as a council to promote equality and diversity.

Future challenges – 2011 update Page 69

In last year's corporate strategy, we identified a number of challenges that would begin to impact on our work. We said then that the only certainty was that there was going to be even more uncertainty in the future and that preparing a rigid five year strategy that would accurately plot the course for the council to reach a fixed destination against a back-drop of uncertainty was not an option. Instead we agreed to focus on our communities, their needs and aspirations and use them as a basis to move forward; sometimes with pace and certainty, but sometimes slowly and incrementally.

In terms of the current situation, we face a number of challenges.

Public sector financial restraint

Even last year, we knew that whichever party won the 2010 general election we were certain to enter into a period which would see significant reductions in public sector budgets as the government addressed the £178bn budget deficit.

We know now that local government is facing a period of severe financial restraint with the CSR 2010 announcing a decrease in government financial support of 28.4% over a four year period. This was broadly in line with the assumptions for a reduction in government support modelled in the council's Medium Term Financial Strategy (MTFS) although the council anticipated some front loading and planned for a 10.7% cut in 2011/12.

The actual settlement was very different. The council will receive a cash reduction in government support (revenue support grant plus share of redistributed non domestic rates) of £1.09m, a cut of 15.16% in 2011/12 followed by a further cash cut of £580k (8.81%) in 2012/13. Cumulatively, this equates to a 23.22% cut over 2 years. Funding levels for the following 2 years i.e. 2014/15 and 2015/16, have yet to be announced but it is likely that they will continue to impact on the council's finances detrimentally.

Therefore promoting value for money will continue to be a key focus for the council. Cumulative efficiencies achieved since 2004-05 are worth £3.26m, nearly £1m ahead of target. But we know that this effort has to be increased if we are to meet our current financial targets set out in our medium term financial strategy (MTFS). This will include looking at what services we provide and how we provide these services within a commissioning context.

Workforce challenges

The severe reductions in budgets have led to the council adopting a more challenging approach to resourcing and recruitment which is likely to be in place for the foreseeable future which may see only those posts filled which are seen as being critical.

Some of these vacancies arise through normal turn-over, others are planned eg through restructures. However, there is a risk that we begin to lose valuable skills and experience without prospects of replacing them. The situation will be exacerbated in areas where particular technical or professional skills are needed which may preclude the transfer of other members of staff into these areas. The council will need to manage reductions sensitively and legally whilst managing the motivation of the workforce in general.

We also know that the council has an ageing workforce with 50% of our employees aged over 45 in 2009 and that putting the brakes on recruitment may prevent us from bringing younger people into our workforce. We therefore need to consider our approach to retention and in-house skills development to ensure that we have a workforce with the right skills to deliver the aspirations of the corporate strategy. The council will also retain its focus on deploying apprentices wherever appropriate and recruiting to areas that are under-represented.

The challenge for the strategy is to secure improved outcomes in the areas that matter most to local people whilst at the same time reducing our core costs so that we can achieve better value for money.

With a tighter financial climate for public services in the foreseeable future, and given the impact of the economic downturn, the effectiveness of our collective service delivery becomes more critical. We need to be assured that resources are targeted towards needs and priorities, and that the services we deliver are based on good evidence of what works, and give the best possible value for money, irrespective of provider.

The CSP has developed a draft needs analysis as a way of estimating the nature and extent of the needs of our community so that services can be planned accordingly. This will help commissioners and providers focus effort and resources where they are needed most.

This draft needs analysis takes information from the following sources:

- Gloucestershire Labour Market Information Unit
- Gloucestershire County Council Research Team
- Director of Public Health annual report 2010
- Children and Young People's Needs Analysis 2010 - Gloucestershire County Council
- Joint Strategic Needs Assessment (version 3)
- Indices of Deprivation 2007

The report is split up into sections; depending on the level of the information:

- Information that is presented at a Cheltenham-wide level and is relevant to all communities and neighbourhoods;
- Information that is of particular relevance to particular places;
- Information that is of particular relevance to particular people.

The needs analysis suggests a range of issues that commissioners of services need to tackle through their plans:

Cheltenham-wide

- The need to ensure communities feel safe in their neighbourhoods.
- The need for communities to enjoy clean and well-maintained environments.
- The need to build resilient communities through empowerment, capacity building and developing their expertise in order that they have more control over their well-being.
- The need to find ways of supporting preventative work with people and communities who might be placed at risk due to withdrawal/closure of services, reduction in services, withdrawal/reduction in funding for individuals or increase in charges for individuals.
- The need for Cheltenham to be able to adapt to the impacts of climate change; by ensuring the borough's built environment (internal and external) and economy are sufficiently flexible to be able to cope with the likely changes
- The need to mitigate our impact on climate change by reducing greenhouse gas emissions. This will need to be achieved through greater energy efficiency, increasing renewables and low carbon energy production, reducing waste and increasing recycling, promoting sustainable transport and promoting and protecting local food production.

Places

To develop partnership responses to meet the intensity of needs in our areas of deprivation:

- Building stronger communities;
- Tackling crime and the fear of crime;
- Improving educational attainment;
- Creating better access to further education and training;
- Reducing health inequalities;
- Helping people into employment to reduce rates of benefit dependency.

People

To develop partnership responses to meet the needs of our most vulnerable citizens:

- Children and families living in poverty;
- Older people living in poverty;
- Families suffering from domestic abuse;
- People with mental ill-health who are not receiving appropriate support;
- Disabled people.

Outcomes	Improvement actions 2011-12
Cheltenham has a clean and well-maintained environment	<ul style="list-style-type: none"> • Delivery of the joint operational management unit project with Tewkesbury Borough Council to cover waste; recycling; street cleansing; grounds maintenance; and cemeteries and crematorium services
Cheltenham's natural and built environment is enhanced and protected.	<ul style="list-style-type: none"> • Delivery of the Cheltenham Development Taskforce project. • Complete a commissioning exercise into how best we can deliver our planning and strategic land use services within the context of the government's localism bill. • Continue to develop the Joint Core Strategy with Tewkesbury Borough and Gloucester City councils that protects the environmental, social and economic quality of Cheltenham.
Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change.	<ul style="list-style-type: none"> • Implement planned carbon reduction measures, identify new invest-to-save schemes and embed climate change adaptation actions within service delivery.
Cheltenham is able to recover quickly and strongly from the recession – <i>promoting a strong and sustainable economy</i>	<ul style="list-style-type: none"> • To develop and deliver an economic development action plan within the context of the roll out of local enterprise partnerships which addresses gaps in provision and delivers measurable support for the local economy.
We attract more visitors and investors to Cheltenham.	<ul style="list-style-type: none"> • To complete the service review looking in to how we provide our leisure and cultural services
Communities feel safe and are safe.	<ul style="list-style-type: none"> • Develop capacity within communities so that they are more able to resolve low-level anti-social behaviour and promote community safety.
People have access to decent and affordable housing.	<ul style="list-style-type: none"> • Implement the St. Pauls regeneration scheme.
People are able to lead healthy lifestyles.	<ul style="list-style-type: none"> • To complete the service review looking in to how we provide our leisure and cultural services
Our residents enjoy a strong sense of community and are involved in resolving local issues.	<ul style="list-style-type: none"> • To ensure that engagement processes are embedded in our commissioning processes and that we work with community groups to develop their capacity to be more influential in shaping public service delivery through neighbourhood management. • To work in partnership to commission specific programmes that will address the needs of our most vulnerable citizens.
Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment.	<ul style="list-style-type: none"> • Start work on the Art Gallery and Museum extension project and plan for future improvements to the Town Hall • To complete the service review looking in to how we provide our leisure and cultural services
The council delivers improved outcomes for customers and communities whilst meeting our 'Bridging the Gap' targets for cashable savings and increased income	<ul style="list-style-type: none"> • Implement our approach to strategic commissioning. • Implement the Bridging the Gap Programme. • Implement GO programme. • Develop an accommodation strategy that makes best use of council assets

**Our outcomes and what we want to achieve
in 2011-12**

Objective and outcome

Cheltenham has a clean and well-maintained environment

Who is accountable for this outcome

Cabinet Member - Cabinet Member Sustainability
 Lead Officer – Director Operations
 O&S committee – Environment O&S

1. What CBC resources are currently available to deliver this outcome?

The indicative net budget for 2010-11 for this outcome is as follows: – *TO BE UPDATED AFTER THE 2011-12 BUDGET HAS BEEN AGREED*

2. What are the longer-term risks to the delivery of this outcome?

- *If sufficient resources and capacity are not made available to continue our high levels of cleanliness and maintenance then we will fail to meet safety standards and achieve increased customer satisfaction.*
- *If the council fails to allocate sufficient resource and take effective action to promote recycling and composting then the amount of waste to landfill will not be reduced. This will result in increased disposal and collection costs and increased carbon emissions.*

3. How should the council commission this work to secure longer-term delivery of this outcome, deliver improved value for money and to address risks

The council is developing a shared services approach for its waste and recycling services. The council is changing its household waste and recycling services from April 2011 to reduce the amount of household waste going to landfill to fulfil our ambition that 50% of household waste is recycled or composted by 2015

4. What are our planned improvement actions in 2011-12 to deliver this outcome and to address risks?

Improvement Action	Key milestones	Dates	Lead
Delivery of the joint operational management unit project with Tewkesbury Borough Council to cover waste; recycling; street cleansing; grounds maintenance; and cemeteries and crematorium services	To launch the Joint Operational Management Unit in both authorities	June 2011	Director Operations

5. How will we know what difference we have made in 2011-12?

Proposed indicators	Measured by this indicator	Baseline (year)	March 2012 Target	Lead
Direct service indicators	Residual household waste per head (based on NI 191)	627kg (2009-10)	?	Waste and Recycling Manager
	% of household waste recycled and composted (based on NI 192)	32.46% (2009-10)	46%	
	Amount of municipal waste land-filled (based on NI 193)	68.69% (2009-10)	?	
	Cleanliness indicator (revised version on NI 195)	N/A	TBA	

Objective and outcome

Cheltenham's natural and built environment is enhanced and protected

Who is accountable for this outcome

Cabinet Member – Cabinet Member Sustainability

Lead Officer – Director Built Environment

O&S committee – Environment O&S

1. What CBC resources are currently available to deliver this outcome?

The indicative net budget for 2011-12 for this outcome is as follows: – *TO BE UPDATED AFTER THE 2011-12 BUDGET HAS BEEN AGREED*

2. What are the longer-term risks to the delivery of this outcome?

- If there is a failure to agree the design approach with key partners then key elements of the Civic Pride proposals will not be delivered.
- If there is failure to achieve buy in from Gloucester and Tewkesbury councils and our elected members and stakeholders for the joint core strategy, then this may affect the delivery timescales for the key milestones and may result in an unsound JCS.

3. How should the council commission this work in future to secure longer-term delivery of this outcome, deliver improved value for money and to address risks

Future commissioning arrangements for this outcome will be explored within the sustainable communities work stream.

4. What are our planned improvement actions in 2011-12 to deliver this outcome and to address risks?

Improvement Action	Key milestones	Dates	Lead
Delivery of the Cheltenham Development Taskforce project	(i) To select preferred developer for North Place & Portland Street by autumn. (ii) Develop traffic modelling subject to GCC capital position. (iii) Support proposals for Brewery phase 2	Nov 2011 Feb 2012 March 2012	Civic Pride Managing Director
Complete a commissioning exercise into how best we can deliver our planning and strategic land use services within the context of the government's localism bill.	<ul style="list-style-type: none"> • Clarify need & outcomes. • Ensure legal / financial implications adequately reviewed and engage with Members. • Complete initial assessment & agree timeframe for detailed delivery of project. • Commence formal commissioning process 	April 2011 May 2011 July 2011 July 2011	Executive Director
Continue to develop the Joint Core Strategy with Gloucester City and Tewkesbury Borough councils within the context of the government's localism bill.	Council to agree statutory public consultation to be undertaken on 'Developing Options' Commence public consultation	July 2011 September 2011	Director Commissioning & Director Built Environment
Determine the options/phasing of improvements to Imperial/Montpelier Garden	to be agreed		Director Operations

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5. How will we know what difference we have made in 2011-12?

Proposed indicators	Measured by this indicator	Baseline	March 2011 Target	Lead
Direct service indicators	Processing of planning applications (based on NI 157)			AD Built Environment

Objective and outcome

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

Who is accountable for this outcome

Cabinet Member – Cabinet Member Sustainability
Lead Officer – Director Operations / Director Commissioning
O&S committee – Environment O&S

1. What CBC resources are currently available to deliver this outcome?

The indicative net budget for 2011-12 for this outcome is as follows: – *TO BE UPDATED AFTER THE 2011-12 BUDGET HAS BEEN AGREED*

2. What are the longer-term risks to the delivery of this outcome?

If the council or its partners fail to provide adequate resources and investment then we will be unable to achieve our carbon reduction programme or make the changes necessary to ensure we are able to adapt to the impacts of climate change.

3. how should the council commission this work in future to secure longer-term delivery of this outcome, deliver improved value for money and to address risks

Future commissioning arrangements for this outcome will be explored as part of the development of the Commissioning division.

4. What are our planned improvement actions in 2010-11 to deliver this outcome and to address risks?

Improvement Action	Key milestones	Dates	Lead
Implement planned carbon reduction measures, identify new invest-to-save schemes and embed climate change adaptation actions within service delivery.	Funded carbon reduction schemes installed Officer group established for climate change adaptation Service delivery plans include climate change mitigation and adaptation measures	March 2012 June 2011 July 2011	Director Commissioning

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5. How will we know what difference we have made in 2010-2011?

Proposed indicators	Measured by this indicator	Baseline	March 2012 Target	Lead
Environment and sustainability indicators	Reduction in CO2 emissions from energy use, fuel use and business mileage	4,007 tonnes CO ₂ (2009/10)	Min 6% on baseline.	Director Commissioning
	Gas and electricity consumption	10,992,635 kWh (2008/9)	9% reduction on baseline	
	Fleet fuel useage	Baseline and target to be included prior to consideration by cabinet in March	Note: a carbon emissions reduction target for 2015 will be included prior to consideration by cabinet in March	
	Office recycling	Starting to monitor for Municipal Offices to establish baseline during 2011-12.		
	Water use	Will begin monitoring to establish baseline in 2011/12		

Objective and outcome

Cheltenham is able to recover quickly and strongly from the recession

Who is accountable for this outcome

Cabinet Member – Leader
 Lead Officer – Director Built Environment
 O&S committee – Economy and Business Improvement O+S

1. What CBC resources are currently available to deliver this outcome?

The net budget for 2011-12 for this outcome is as follows: – *TO BE UPDATED AFTER THE 2011-12 BUDGET HAS BEEN AGREED*

2. What are the longer-term risks to the delivery of this outcome?

*If the economic situation does not improve then there may be more business closures and a continued increase in the overall unemployment rate.
 If the council is not able to ensure that the Gloucestershire First Integrated Economic Strategy and associated funding supports Cheltenham's economic ambitions, then people and businesses in Cheltenham may not realise their full economic potential.*

3. How should the council commission this work in future to secure longer-term delivery of this outcome, deliver improved value for money and to address risks

We will review future commissioning arrangements for this outcome within the sustainable communities work strand of our commissioning programme.

4. What are our planned improvement actions in 2011-12 to deliver this outcome and to address risks?

Improvement Action	Key milestones	Dates	Lead
To develop and deliver an economic development action plan within the context of the roll out of local enterprise partnerships which addresses gaps in provision and measurable support for the local economy.	<ul style="list-style-type: none"> Agree a service level agreement with Gloucestershire First which addresses gaps in service provision and in turn improves the local economy Increase membership of business pride by 20% and interact with these businesses at a minimum level of once a month To provide economic intelligence into developing spatial options through the joint core strategy 	May 2011 March 2012 by July 2011	Director Built Environment

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5. How will we know what difference we have made in 2010-2011?

Proposed indicators	Measured by this indicator	Baseline	March 2012 Target	Lead
Community-based indicators	Unemployment levels- claimant rate (% of working people claiming job seekers allowance)	3.0%	2.6%	Economic Development Manager
	Number of empty business premises in Cheltenham	700	680	
	% of people not in education, employment or training	5.0%	4.5%	
	Business pride membership	580	640	

Objective and outcome				
We attract more visitors and investors to Cheltenham				
Who is accountable for this outcome				
Cabinet Member – Sport & Culture Lead Officer – Director Wellbeing & Culture O&S committee – EB&I				
1. What CBC resources are currently available to deliver this outcome?				
<i>The net budget for 2011-12 for this outcome is as follows: – TO BE UPDATED AFTER THE 2011-12 BUDGET HAS BEEN AGREED</i>				
2. What are the longer-term risks to the delivery of this outcome?				
<i>If the economic situation does not improve, then we might not see an increase in visitor numbers and inward investment.</i>				
3. how should the council commission this work in future to secure longer-term delivery of this outcome, deliver improved value for money and to address risks				
<i>We will review future commissioning arrangements for this outcome within the leisure and culture work strand of our commissioning programme.</i>				
4. What are our planned improvement actions in 2011-12 to deliver this outcome and to address risks?				
Improvement Action	Key milestones	Dates	Lead	
Complete the service review looking into how we provide our leisure & cultural services	Commissioning strategy for leisure and culture to be approved by Cabinet by end of June 2011	June 2011	Executive Director	
Commence improvement & development for future TIC	Conclusion of the merger of AG&M \TIC frontline services.	October 2011	Museum, Arts & Tourism Manager	
Commence implementation of Tourism & Marketing Strategy Action Plan (subject to Cabinet approval March 2011)	TBC	TBC	Director Wellbeing & Culture	
5. How will we know what difference we have made in 2011-2012?				
What will we do directly and be accountable for	Measured by this indicator	Baseline	March 2012 Target	Lead
Direct service indicators	The number of website visits to Visit Cheltenham.com	1,128,000	1,128,564	Museum, Arts and Tourism Manager
	No. of visitors to Cheltenham TIC.	80,000	80,000	Director Wellbeing & Culture
	<i>Accommodation occupancy figures (from CHA)</i>	TBC	TBC	
Community-based indicators	Footfall in Cheltenham town centre			Business Partnership Manager

Objective and outcome				
Communities feel safe and are safe				
Who is accountable for this outcome				
Cabinet Member – Cabinet Member Housing and Safety Lead Officer – Director Operations and Director Commissioning O&S committee – Social and Community				
1. What CBC resources are currently available to deliver this outcome?				
<i>The indicative net budget for 2011-12 for this outcome is as follows: – TO BE UPDATED AFTER THE 2011-12 BUDGET HAS BEEN AGREED</i>				
2. What are the longer-term risks to the delivery of this outcome?				
<i>If sufficient resources are not available to support local policing and community safety activities, then partners may not be able to deliver sufficient activity to sustain the reduction in crime levels achieved.</i>				
<i>If sufficient resources and capacity are not made available to continue our environmental health inspection regimes, then we might see increased non-compliance and an associated risk to the safety of our communities.</i>				
3. How should the council commission this work in future to secure longer-term delivery of this outcome, deliver improved value for money and to address risks				
4. What are our planned improvement actions in 2011-12 to deliver this outcome and to address risks?				
Improvement Action	Key milestones	Dates	Lead	Page 79
Develop capacity within communities so that they are more able to resolve low-level anti-social behaviour and promote community safety through a neighbourhood management approach	Develop our framework for dealing with anti social behaviour in response to national changes to tools and powers available together with a closer working partnership with police. Agree with cabinet any changes to our neighbourhood management approach in light of: • Social and Community O+S review of our neighbourhood management approach • Changes being proposed by Gloucestershire Constabulary Begin delivery of a training programme for our staff and community leaders that builds confidence within themselves to work with communities to address high risk safety issues: • Prevention of violent extremism raised within the counter-terrorism local profile • Safeguarding of children and vulnerable adults	Sept 2011 September 2011 September 2011	Community Protection Manager Policy & P'ships Manager Policy & Partnerships Manager / Community Protection Manager	
5. How will we know what difference we have made in 2011-2012?				
Proposed indicators	Measured by this indicator	Baseline	March 2012 Target	Lead
community-based indicators	Total volume of recorded crime per annum Serious acquisitive crime rate Number of anti-social behaviour incidents Incidences of violence under the influence of alcohol and/or drugs Incidents and repeat incidents of domestic abuse	10,454 (April 09 to March 2010) 19.21% (April 09 to March 2010) 7,226 (April 09 to March 2010) 409 (April 09 to March 2010) 32.11% (April 09 to March 2010)	? ? ? ? ?	

Objective and outcome				
People have access to decent and affordable housing				
Who is accountable for this outcome				
Cabinet Member – Cabinet Member Housing and Safety Lead Officer – Director Built Environment O&S committee – Social and Community				
1. What CBC resources are currently available to deliver this outcome?				
<i>The indicative net budget for 2011-12 for this outcome is as follows – TO BE UPDATED AFTER THE 2011-12 BUDGET HAS BEEN AGREED</i>				
2. What are the longer-term risks to the delivery of this outcome?				
<ul style="list-style-type: none"> If the economic situation does not improve, then the delivery of market housing developments and associated affordable homes will not increase – estimated completion of just 16 units in 2011-12 will not meet demand in the system. Impact of benefit changes and budget reductions in complementary services could impact significantly on performance to prevent and reduce homelessness. 				
3. how should the council commission this work in future to secure longer-term delivery of this outcome, deliver improved value for money and to address risks				
<i>Future commissioning arrangements for this outcome will be explored within the sustainable communities strand of our commissioning programme.</i>				
4. What are our planned improvement actions in 2011-12 to deliver this outcome and to address risks?				
Improvement Action	Key milestones	Dates	Lead	Page 80
Implement the St. Paul's regeneration scheme.	Progress compulsory purchase action in relation to outstanding privately-owned interests in Crabtree Place Appraise options for delivering Phase II of the St Paul's housing redevelopment Identify preferred delivery option for Phase II and funding feasibility			
5. How will we know what difference we have made in 2011-2012?				
What will we do directly and be accountable for	Measured by this indicator	Baseline	March 2012 Target	Lead
Direct service indicators	Number of new dwellings started, split into private enterprise, RSL, LA tenures			Director Built Environment
	Number of new dwellings completed, split into private enterprise, RSL, LA tenures			
	Net additional dwellings			
	Gross Affordable housing completions	32 (estimated completions for 2010/11)	16 units	
	The number of households living in Temporary Accommodation	Average – 22	50	
	The number of homelessness acceptances.	35	80	

Objective and outcome				
People are able to lead healthy lifestyles				
Who is accountable for this outcome				
Cabinet Member – Cabinet Member Sport and Culture and Cabinet Member Housing and Safety Lead Officer – Director Wellbeing and Culture O&S committee – Social and Community				
1. What CBC resources are currently available to deliver this outcome?				
The indicative net budget for 2011-12 for this outcome is as follows: <i>TO BE UPDATED AFTER THE 2011-12 BUDGET HAS BEEN AGREED</i>				
2. What are the longer-term risks to the delivery of this outcome?				
<i>If sufficient resources are not available to support local healthy lifestyles activities, then partners may not be able to deliver sufficient activity to meet the targets for healthier lifestyles.</i>				
3. How should the council commission this work in future to secure longer-term delivery of this outcome, deliver improved value for money and to address risks				
<i>Future commissioning arrangements for this outcome will be explored within the leisure and culture work strand of our commissioning programme.</i>				
4. What are our planned improvement actions in 2011-12 to deliver this outcome and to address risks?				
Improvement Action	Key milestones	Dates	Lead	Page 81
To complete the service review looking in to how we provide our leisure and cultural services	Commissioning strategy for leisure and culture to be approved by Cabinet by end of June 2011	June 2011	Executive Director	
5. How will we know what difference we have made in 2011-2012?				
proposed indicators	Measured by this indicator	Baseline	March 2012 Target	Lead
Direct service indicators	Attendances during the annual Summer of Sport initiative Overall footfall at leisure@ Attendance free under 16 swim Attendance at Active Life (50+) sessions Attendance on the Re-Active programme Number of GP referrals Number of Reactive Concession referrals Concession card scheme membership	1,480 attendances in 2010 PLEASE NOTE THAT NUMBERS WILL BE PROFILED DUE TO SEASONALITY	1,554 in 2011 (5% increase) 294500 49700 35000 1000 250 150 2000	Healthy communities partnership manager Leisure@ Commercial Manager
community-based indicators	NI 8/Active People adult participation in sport (collected through the annual Active People national survey which acknowledges an estimated 2% accuracy variance +/-)	Results reported in December 2010 <ul style="list-style-type: none"> NI8 – 31.5% Active People – 25.7% 	NI8 – 31.5% AP – 25.7%	Healthy Communities Partnership Manager

Objective and outcome

Our residents enjoy a strong sense of community and are involved in resolving local issues

Who is accountable for this outcome

Cabinet Member – Cabinet Member Finance and Community Development
Lead Officer – Director Commissioning
O&S committee - Social and Community

1. What CBC resources are currently available to deliver this outcome?

The indicative net budget for 2011-12 for this outcome is as follows: *TO BE UPDATED AFTER THE 2011-12 BUDGET HAS BEEN AGREED*

2. What are the longer-term risks to the delivery of this outcome?

If the council cannot continue to support neighbourhood working with key stakeholders or provide adequate resourcing then we might not be able to meet the expectations of local residents.

3. how should the council commission this work in future to secure longer-term delivery of this outcome, deliver improved value for money and to address risks

Future commissioning arrangements for this outcome will be explored as part of the development of the Commissioning division.

4. What are our planned improvement actions in 2011-12 to deliver this outcome and to address risks?

Improvement Action	Key milestones	Dates	Lead
To ensure that engagement processes are embedded in our commissioning processes and that we work with community groups to develop their capacity to be more influential in shaping public service delivery through neighbourhood management	To hold a resilient communities event to showcase examples of local community action and to agree how CBC and other organisations can support and build on these to help deliver improved outcomes for local people within the context declining public finances.	July 2011	Director Commissioning
	Agree a partnership-wide strategy that can sustain support for the continuation and growth of the CHAMPS network.	July 2011	
	Commission a package of support to create additional capacity and expertise within voluntary and community sector providers of services for young people with the aim of sustaining a wide range of general services for young people in Cheltenham.	July 2011	
	Using the 2012 Diamond Jubilee and the Olympics as a catalyst, agree and promote a pack of information to help community groups organise street parties and other events to help create a strong sense of community.	September 2011	
To work in partnership to commission specific programmes that will address the needs of our most vulnerable citizens.	Review the Inspiring Families project and use the learning from this to inform the development of joint commissioning arrangements with partners.	November 2011	Director Commissioning
	Implement a rolling training programme for supporting agencies to raise awareness of the local housing allowance changes and the new services Housing Options will be offering to both tenants and landlords.	By March 2012	Housing Options team

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5. How will we know what difference we have made in 2011-2012?

What will we do directly and be accountable for	Measured by this indicator	Baseline	March 2012 Target	Lead
Community-based indicators	number of VCS organisations supported that have gone onto deliver former public services	to be agreed	to be agreed	Director Commissioning

Cross-cutting outcome				
Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment				
Who is accountable for this outcome				
Cabinet Member - Sport & Culture Lead Officer - Director Wellbeing and Culture O&S committee - Social & Community				
1. What CBC resources are currently available to deliver this outcome?				
The indicative net budget for 2011-12 for this outcome is as follows: <i>TO BE UPDATED AFTER THE 2011-12 BUDGET HAS BEEN AGREED</i>				
2. What are the longer-term risks to the delivery of this outcome?				
<i>If we fail to raise the £1.7 million funding, then work on the Art Gallery and Museum development scheme will not commence or be delayed.</i>				
<i>Due to the non-statutory nature of arts and culture services, there is a considerable risk of receiving continuous budget reductions resulting in diminishing investment to the borough's cultural fabric and infrastructure and arts provision. This may result in the council becoming over-reliant on funding through other public bodies at a time when they themselves are facing significant funding reductions. Therefore, if the council does not work with its cultural partners to create a financially sustainable structure for arts and culture, then we may see a reduction in arts and culture provision.</i>				
3. how should the council commission this work in future to secure longer-term delivery of this outcome, deliver improved value for money and to address risks				
Future commissioning arrangements for this outcome will be explored within the leisure and culture strand of our commissioning programme.				
4. What are our planned improvement actions in 2011-12 to deliver this outcome and to address risks?				
Improvement Action	Key milestones	Dates	Lead	
Deliver the Art Gallery and Museum extension project.	<ul style="list-style-type: none"> Closure of the AG&M and start of the construction and refurbishment of the new extension and buildings Launch of the Phase III Fundraising Campaign Partnerships with the Gloucestershire Guild of Craftsmen and University of Gloucestershire <i>(All dependent on the outcome of the HLF bid and reaching the current Phase II Fundraising Campaign target of £1,119,525)</i>	April 2011 May 2011 March 2012	Director Commissioning Wellbeing and Culture	
To complete the service review looking in to how we provide our leisure and cultural services	Commissioning strategy for leisure and culture to be approved by Cabinet by end of June 2011	June 2011	Executive Director	
5. How will we know what difference we have made in 2011-2012?				
What will we do directly and be accountable for	Measured by this indicator	Baseline	March 2012 Target	Lead
Direct service indicators	Launch and delivery of the touring off-site exhibitions and activity programme during the closure period Operation of regular events (@ 3 St. Georges Place) during the closure period Website visits	Our current outreach programme engages with approx. 6,000 people per year Current website targets are 230,000	Engagement = 18,150 Visitor numbers = 20,000 311,500	Museum and Art Gallery Manager

Cross-cutting outcome

The council delivers improved outcomes for customers and communities whilst meeting our ‘Bridging the Gap’ targets for cashable savings and increased income

Who is accountable for this outcome

Cabinet Member – Leader / Corporate Services
Lead Officer – Chief Executive
O&S committee - All

1. What CBC resources are currently available to deliver this outcome?

The indicative net budget for 2011-12 for this outcome is as follows: TO BE UPDATED AFTER THE 2011-12 BUDGET HAS BEEN AGREED BY SD – total budget to be analysed across outcomes

2. What are the longer-term risks to the delivery of this outcome?

If the council does not co-ordinate the projects in our shared service and Bridging the Gap programmes, then we may fail to maximise outcomes from each of these projects (close the funding gap and protect services) and demonstrate good use of resources.

If we do not adhere to a robust, informed and consistent decision making processes and consider the variety of issues associated with assets, when making short and long term decisions about them, then there is likely to be an impact on a number of service areas, the delivery of corporate outcomes, reputation and consequently the MTFs.

If the council is unable to come up with long term solutions which bridge the gap in the medium term financial strategy then it will find it increasingly difficult to prepare budgets year on year without making unplanned cuts in service provision

3. how should the council commission this work in future to secure longer-term delivery of this outcome, deliver improved value for money and to address risks

We have already explored a range of different ways of delivering our services through our sourcing strategy.

4. What are our planned improvement actions in 2011-12 to deliver this outcome and to address risks?

Improvement Action	Key milestones	Dates	Lead
Implement our approach to strategic commissioning.	Lead our community by taking a strategic commissioning approach Develop a joint commissioning strategy with our partners based on a set of shared outcomes – Determine the structure of CBC partnerships flowing from new Leadership Gloucestershire structure	31st March 2012 September 2011	Chief Executive
Deliver services within the approved budget for 2011/12	Quarterly budget monitoring and financial outturn position	June 2011 September 2011 December 2011 March 2012 June 2012	Senior Leadership Team
Deliver the Bridging the Gap Programme targets for savings and increased income in 2011/12.	Delivered 2011/12 BtG programme Agreed budget proposal for 2012/13 including additional BtG initiatives to bridge the	31 March 2012 24 February 2012	Director of Resources

	2012/13 funding gap			
Implement GO programme.	Implemented the ERP system in the partner organisations	31 March 2012	Strategic Director	
Develop an accommodation strategy that makes best use of council assets	Cabinet agreement to accommodation strategy	TBA	Director of Resources	
5. How will we know what difference we have made in 2011-2012?				
proposed indicators	Measured by this indicator	Baseline	March 2012 Target	Lead
Financial health indicators	Net budget requirement 2011/12	Net budget requirement 2011/12 £14.08m	£14.08m	Director of Resources
	BtG programme target savings 2011/12	BtG programme target savings 2011/12 £2.807m	£2.807m	
	Budget gap 2012/13	Budget gap 2012/13 £779k	£0	
	MTFS funding gap	MTFS funding gap £2.5m	Reduce the MTFS gap.	
organisational health indicators	No. days lost due to sickness absence.	8.9 days (2009-10)	7.5dys per fte	Director of HR and Organisational Development
	% employees with a disability.	1.72% (2009-10)	2%	
	% employees from BME communities.	2.81% (2009-10)	3%	
	% percentage of women in the top 5% of earners,	32% (2009-10)	35%	
	Turnover 12 month ave	11% (2009-10)	12.5% (local gvt ave)	
	% appraisals completed	100%	100%	
	Invoice payment dates			
Customer relations: • number of complaints • Fol requests	196 complaints (2009-10) 339 requests (2009-10)			

Appendix A - the 2011-12 budget framework

The Council approved its budget for 2011-12 in February 2011. The table below shows how the net budget of £xxm is spent across the 11 outcome areas.

TO BE UPDATED AFTER THE 2011-12 BUDGET HAS BEEN AGREED

Objectives		Outcomes	2010/11 Budget Book	2011/12 Budget book
<i>Enhancing & protecting our environment</i>		<i>Cheltenham has a clean and well-maintained environment</i>	3,133,000	
<i>Total</i>	<i>Total</i>	<i>Cheltenham's natural and built environment is enhanced and protected</i>	2,208,100	
<i>2009/10</i>	<i>2010/11</i>	<i>Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change</i>	442,000	
<i>£6,146,400</i>	<i>£5,783,100</i>			
<i>Strengthening our economy</i>		<i>Cheltenham is able to recover quickly and strongly from the recession</i>	319,700	
<i>Total</i>	<i>Total</i>	<i>We attract more visitors and investors to Cheltenham</i>	378,700	
<i>2009/10</i>	<i>2010/11</i>			
<i>£736,800</i>	<i>£698,400</i>			
<i>Strengthening our communities</i>		<i>Communities feel safe and are safe</i>	1,000,400	
<i>Total</i>	<i>Total</i>	<i>People have access to decent and affordable housing</i>	886,200	
<i>2009/10</i>	<i>2010/11</i>	<i>People are able to live healthy lifestyles</i>	2,596,300	
<i>£4,955,100</i>	<i>£5,089,800</i>	<i>Our residents enjoy a strong sense of community and are involved in identifying and resolving local issues</i>	606,900	
<i>Enhancing the provision of arts and culture</i>		<i>Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment</i>	2,431,700	
<i>Total</i>	<i>Total</i>			
<i>2009/10</i>	<i>2010/11</i>			
<i>£2,525,000</i>	<i>£2,431,700</i>			
<i>Ensuring we provide value for money services that effectively meet the needs of our customers</i>		<i>The council delivers improved outcomes for customers and communities whilst meeting our 'Bridging the Gap' targets for cashable savings and increased income</i>		
<i>Total</i>	<i>Total</i>	<i>Civic & democratic processes</i>	1,240,300	
<i>2009/10</i>	<i>2010/11</i>	<i>Asset management</i>	(328,400)	
<i>£4,244,250</i>	<i>£3,905,750</i>	<i>Local taxation</i>	587,100	
		<i>Corporate management & unapportionable overheads</i>	2,406,750	
TOTALS				
<i>2009/10</i>	<i>2010/11</i>			
<i>£18,607,550</i>	<i>£17,908,750</i>		<i>£17,908,750</i>	

Appendix B – the corporate strategy performance framework

The corporate strategy sets out our intended milestones, performance indicators and risks associated with the 11 outcomes and provides the basis for monitoring the council's performance over the next twelve months. The indicators are made up of performance indicators (from the government's single list) and local performance indicators (chosen by ourselves).

Once agreed, the performance data will be made available through the council's electronic performance management system via the intranet, which then allows officers and elected members to track progress.

To promote accountability, our Senior Leadership Team will receive quarterly performance reports that will set out progress made against corporate strategy milestones and performance indicators.

Monitoring reports will be brought to the overview and scrutiny committees at least twice a year, mid-way through the performance cycle and at the end of the year as elected members have indicated their satisfaction with this timescale. However, an additional report at the end of the third quarter will be made if members and officers feel that this would help them take any remedial action where performance shortfalls are identified. In addition, the annual report detailing performance from the previous financial year will be brought in June to council for consideration.

Outcomes	2010-11 Indicators	Proposed 2011-12 indicators
Cheltenham has a clean and well-maintained environment	<p>National Indicators</p> <p>NI 191 Residual household waste per head</p> <p>NI 192 amount of household waste recycled and composted</p> <p>NI 193 amount of municipal waste landfilled</p> <p>NI 195/196 street and environmental cleanliness</p> <p>Local indicators</p> <p>Satisfaction with keeping public land clear of litter and refuse</p> <p>Satisfaction with waste collection and doorstep recycling</p>	<p>Direct service indicators</p> <p>Residual household waste per head (based on NI 191)</p> <p>Percentage of household waste recycled and composted (based on NI 192)</p> <p>Amount of municipal waste land-filled (based on NI 193)</p> <p>Cleanliness Indicator (based on NI 195)</p>
Cheltenham's natural and built environment is enhanced and protected	<p>Local indicators</p> <p>Satisfaction with parks and open spaces</p> <p>The number of residential developments with silver or gold "Building for Life" assessments</p> <p>concessionary travel scheme shortfall</p>	<p>Direct service indicators</p> <p>Processing of planning applications (based on NI157)</p>
Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change	<p>National Indicators</p> <p>NI 185 Reduction in CO2 emissions from our operations</p> <p>NI 186 Decrease the per capita rate of CO2 emissions (NI 186)</p> <p>NI 187 Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating</p> <p>NI 188 Increase our ability to adapt to climate change</p>	<p>Environment and sustainability indicators</p> <p>Reduction in CO2 emissions from energy use, fuel use and business mileage (revised version of NI 185)</p> <p>Gas and electricity consumption</p> <p>Fleet fuel usage</p> <p>Office recycling</p> <p>Water use</p>
Cheltenham is able to recover quickly and strongly from the recession	<p>National Indicators</p> <p>NI 151 overall employment rate</p> <p>NI 152 the number of working age people on out-of-work benefits</p> <p>NI 171 The VAT registration rate</p> <p>Local indicators</p> <p>Number of apprentices on placement with the council</p> <p>Number of apprentices going on to secure further employment within the borough</p>	<p>Direct service indicators</p> <p>Number of apprentices</p> <p>community-based indicators</p> <p>Unemployment levels- claimant rate (% of working people claiming job seekers allowance)</p> <p>Number of empty business premises in Cheltenham</p> <p>% of people not in education, employment or training</p>

Outcomes	2010-11 Indicators	Proposed 2011-12 indicators
We attract more visitors and investors to Cheltenham	<p>Local indicators the number of visitors to Cheltenham's TIC the number of website visits the number of accommodation bookings satisfaction level of the marketing activity by Cheltenham Business Pride community</p>	<p>Direct service indicators the number of website visits the number of accommodation bookings</p> <p>community-based indicators Footfall in Cheltenham town centre</p>
Communities feel safe and are safe	<p>National Indicators NI 17 Perceptions of anti-social behaviour NI 20 Assault with injury crime rate NI 32 repeat incidences of domestic violence NI 42 perceptions of drug use or dealing as a problem</p> <p>Local indicators the percentage of people saying they feel safe during the day the percentage of people saying they feel safe at night Total volume of recorded crime per annum Number of anti-social behaviour incidents incidences of violence under the influence of alcohol and/or drugs 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).</p>	<p>community-based indicators Total volume of recorded crime per annum Serious acquisitive crime rate Number of anti-social behaviour incidents Incidences of violence under the influence of alcohol and/or drugs Incidents and repeat incidents of domestic abuse</p>
People have access to decent and affordable housing	<p>National Indicators NI 154 the number additional homes provided NI 155 the number of affordable homes delivered NI 156 the number of households living in Temporary Accommodation NI 158 proportion of decent homes NI 159 supply of ready to develop housing sites NI 160 Local authority tenants' satisfaction with landlord services</p> <p>Local indicators The number of homelessness acceptances. Tenant satisfaction</p>	<p>Direct service indicators Number of new dwellings started, split into private enterprise, RSL, LA tenures Number of new dwellings completed, split into private enterprise, RSL, LA tenures Gross Affordable housing completions Net additional dwellings The number of households living in Temporary Accommodation (based on NI 156) The number of homelessness acceptances.</p>
People are able to lead healthy lifestyles	<p>National Indicators NI 8 adult participation in sport</p> <p>Local indicators Attendances during the annual Summer of Sport initiative overall footfall at leisure@ number of Under 16 swims attendance at Active Life sessions attendance on the Re-Active programme The gap in life expectancy at birth between those born in the most deprived fifth of areas and the Cheltenham average</p>	<p>Direct service indicators Attendances during the annual Summer of Sport initiative Overall footfall at leisure@ Attendance free under 16 swim Attendance at Active Life (50+) sessions Attendance on the Re-Active programme Number of GP referrals Number of Reactive Concession referrals Concession card scheme membership</p> <p>community-based indicators adult participation in sport (based on NI 8)</p>
Our residents enjoy a strong sense of community and are involved in identifying and resolving local issues	<p>National Indicators NI 1 the number of people who believe people from different backgrounds get on well together in their local area NI 4 the number of people who feel they can influence decisions in their locality NI 5 overall/general satisfaction with the local area NI 6 participation in regular volunteering NI 7 Environment for a thriving third sector</p>	<p>community-based indicators number of VCS organisations supported that have gone onto deliver former public services</p>

Outcomes	2010-11 Indicators	Proposed 2011-12 indicators
Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment	Local indicators Savings across the cultural sector Customer satisfaction levels across cultural services	Direct service indicators Visits to museums and galleries (based on NI 10) Engagement in the arts (based on N11)
The council delivers improved outcomes for customers and communities whilst meeting our 'Bridging the Gap' targets for cashable savings and increased income	National Indicators NI 179 Value for money Local indicators Medium term financial strategy cash-saving targets The percentage of people who are very or fairly satisfied with how council runs things Proportion of annual milestones that are delivered on target at year end. Level achieved within the equality framework for local government No of FTE days absence per employee	Financial health indicators Net budget requirement 2011/12 BtG programme target savings 2011/12 Budget gap 2012/13 MTFS funding gap Organisational health indicators % top 5% earners; women, BME, with a disability. No. days lost due to sickness absence. % employees with a disability. % employees from BME communities. Turnover 12 month ave Invoice payment dates Customer relations – number of complaints / Fol requests Appraisal completion

Through this approach, we may start to see the introduction of a balanced scorecard approach.

What can I expect from council services? - **Direct service indicators**

Am I getting value for money? - **Financial health indicators**

What's it like living in Cheltenham? - **community-based indicators**

Is the council in good health - **Organisational health indicators**

Are we looking after the environment and promoting sustainability - **Environment and sustainability indicators**

Working together to create a great future for Cheltenham



Information/Discussion Paper

Economy and Business Improvement Overview and Scrutiny Committee – 7 March 2011

Commissioning

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 During the consultation on the decision to move to be a commissioning council and the development of new senior management structures, the committee asked for a report to be brought back to a future meeting setting out examples of best practice from elsewhere.
- 1.2 In addition to meeting this request, this paper also sets out some of the changing context against which we are now developing our commissioning framework, progress against the programme and initial thoughts about the roles of members and specifically the role of scrutiny.
- 1.3 The aim of this paper is to give members a better understanding of commissioning by detailing some examples of commissioning in action both in Cheltenham (appendix 2) and elsewhere (appendix 1). The paper also attempts to address the concern of some members about their role in the future as we move to being a commissioning council. It does not provide all the answers but the roles of scrutiny set out in appendix 3 should provide a basis for discussion at the meeting.
- 1.4 Finally if the committee wish to scrutinise the commissioning programme itself the information provided in appendix 4 will facilitate this.

2. Summary of the Issue

- 2.1 Since the Council first agreed to explore the concept of commissioning, the coalition government has set out a number of policy statements including the Localism Bill. This sets in train a public sector framework which redefines the role of “the state” through decentralisation and explores the opportunities for different models of service delivery including social enterprise, active communities and the concept of “the civil society”. Although the content of the Localism Bill may be amended through its passage in parliament, its fundamental principles of decentralisation will remain which are:
 - Lifting the burden of bureaucracy
 - Empowering communities to do things their way
 - Increasing local control of public finance

- Diversifying the supply of public services
- Opening up government to public scrutiny
- Strengthening accountability to local people

2.2 The council already embraces these principles but will need to embed them further into its corporate outcomes and actions as well as the commissioning framework.

2.3 In addition to the above, Gloucestershire County Council (GCC) has now also adopted a commissioning approach to their senior management structures, with new arrangements anticipated to be in place for the beginning of the new financial year. They broadly mirror our own arrangements and this will facilitate joint working with GCC. The NHS is also undergoing a restructure with GP commissioning and stronger locality commissioning. The responsibility for public health is transferring to GCC through the creation of a health and wellbeing board, which will not only consider direct public health outcomes but also outcomes which have a determinant on health such as poor housing and poverty. The district councils are seen as key players in these new arrangements.

There has also been a review of partnership arrangements at a county level; the Gloucestershire Strategic Partnership has been replaced with a stronger democratic body “the leadership board” composed of leaders from all the councils together with chairs of the NHS and the Police Authority. This more highly focused partnership will enable better alignment against key outcomes for the county and facilitate better joint planning and delivery of services.

2.4 The final changing context is the budget position. The budget settlement for local government was worse than anticipated across the sector with savings being profiled in earlier years than expected. This will impact on the commissioning timetable, as the sector will need to ensure that the capacity to deliver early savings is balanced against long term vision and outcomes.

3. Summary of evidence/information

3.1 As stated above, the national context and indeed the Gloucestershire context is shaping the approach to commissioning. Attached at appendix 1 and 2 are examples of best practice from elsewhere in the country, and also from commissioning arrangements at a local level. From these the committee will see that the concept is something that has been tried and has achieved positive results.

3.2 Members’ greatest concerns have been about their role within the new arrangements and a small cross party working group has been established. Set out at appendix 3 are some thoughts about how member roles may work within the new arrangements, as well as some specific thoughts and examples of how scrutiny committees may operate. This was discussed with the cross party member working group at their meeting on 15 February 2011 and their comments have been incorporated.

3.3 It is clear that members have key roles to play in the commissioning process, from helping to identify needs in their local community, to supporting the translation of needs into measurable outcomes, service specifications and service level monitoring and review.

- 3.4 The senior management arrangements have now been finalised with all posts filled and due to commence officially on 1 April 2011. Over the next few weeks officers will be working with managers to determine what structures are required to deliver the council's ambition to be a commissioning council by April 2012.
- 3.5 One of the key building blocks for moving towards commissioning arrangements, is having robust partnership arrangements with key stakeholders. The Cheltenham Strategic Partnership has been operational for the best part of 10 years, and although reviewed during this period, it now requires a thorough review to ensure that it is aligned to the issues as set out in section two above. The council is participating in a "Partnership Improvement Programme" under the auspices of the Local Government Improvement Agency which will help facilitate discussions about how we can work more effectively with key stakeholders, and a small sub group of the Cheltenham Strategic Partnership will use the findings from this to propose new partnership arrangements which will be considered by the Council in the early autumn.
- 3.6 Work has also started on reviewing services using the commissioning approach, and work is ongoing in developing a timetable for undertaking a series of reviews. Members will be involved in these discussions to ensure that they are aligned to the timetable.
- 3.7 Attached at appendix 4 is progress against the commissioning programme along with the prompts that members of the committee as "parent" committee for programme management may wish to ask to ensure that the programme is meeting its stated objectives.

4. Next Steps

- 4.1 Members will want to satisfy themselves that the programme to move the council to one that is a "commissioning council" is on track and meeting its outcomes. In doing this it may have views about how best practice from elsewhere can be built upon to shape our thinking and how the scrutiny committee may be involved in the commissioning process moving forward.

Appendices	<ul style="list-style-type: none"> 1.Examples of Best Practice 2. Commissioning in action in Cheltenham 3. Scrutiny roles 4. Scrutinising the commissioning programme
Contact Officer	Jane Griffiths, Assistant Chief Executive, 01242 264126, jane.griffiths@cheltenham.gov.uk
Accountability	Councillor Colin Hay, Cabinet Member Corporate Services

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Appendix 1 – Examples of best practice

This appendix contains two examples of best commissioning practice from elsewhere in the country. The first highlights a partnership approach to delivering quality of life outcomes in a single district whilst the second describes an approach to delivering a range of outcomes for a number of councils using a social enterprise model.

1. Partnerships in North Dorset

North Dorset District Council's approach is based on a 'partnership of partnerships' – CPEND (Community Partnerships Executive for North Dorset) – which includes representation from four voluntary partnerships and members from all levels (county to parish).

CPEND's aim is to influence organisations, authorities and partners to use their best endeavours towards improving the quality of life for current and future generations living in North Dorset and its objectives include a specific commitment to making the most of community and voluntary groups and the use of commissioning principles.

Examples of their achievements over the last 5 years include:

- “The Exchange”, a £2.6M redevelopment of a major site in the centre of Sturminster Newton with a large and impressive community facility, health centre, supermarket and community offices. Run by volunteers, the centre has broken even in its first year of operation. It has taken on a full time manager and is attracting national performing arts to the area. It has transformed the town, generating more visits to the town and increased social activity.
- Newly refurbished public toilets have been transferred by the District to the Town Councils together with Town Orderlies and the District pays the Towns for keeping the town clean. North Dorset now has a multi skilled response to cutting grass, clearing litter, sweeping the streets, cleaning the toilets, removing graffiti, and the rapid removal of fly tipping. The overall look of the towns has improved hugely. The Town Councils now offer cleaning services to some of the parishes.
- In Gillingham the community partnership has taken over an old leisure centre building and is commissioning its own refurbishment to create a new leisure centre, community hub and community centre. The District has helped to train and develop expertise to do the business and project planning and has granted the partnership £4 million capital funding. The partnership has business plans to run the facility without District Council revenue funding.

According to North Dorset's Chief Executive “It was neither a smooth nor a swift journey. We have emerged with a far more resilient council and community, in a much stronger position to face the difficulties presented by the current national

budget deficit. North Dorset could not do this without our huge army of volunteers and what inspires us all is the sharing of success.”

Members may have encountered the approach taken by North Dorset as it formed the basis for case studies featured in SW Council events on the role of members in community empowerment.

Further information is available from

- <http://www.dorsetforyou.com/media.jsp?mediaid=151868&filetype=pdf>
- <http://www.dorsetforyou.com/398134>

2. Leisure services in the south east

Greenwich Leisure is a social enterprise which exists for the benefit of the communities it serves. It currently manages 70 leisure centres within the M25 in partnership with 13 London boroughs.

Its aim is to ‘encourage community involvement and to promote healthy living. We work to increase levels of physical activity by delivering sport and health programmes that reach all sectors of the community’.

Its board of trustees includes representation from customers, councils and its workforce.

Greenwich Leisure is in the process of merging with Nexus, a similar social enterprise which operates leisure services in Oxfordshire and Buckinghamshire.

In the case of South Oxfordshire, its council commissioned GLL to manage its eight leisure centres from April 2009 to August 2014. At the time of award it recognised several strategic objectives / outcomes:

- providing value for money services
- providing equality of access
- maintaining low levels of fear of crime and anti-social behaviour
- increasing access to a wide range of activities for young people

The council has recently reviewed the first year of provision against 11 Key Performance Targets reflecting the above objectives. The overall assessment was ‘good’ with some areas for improvement. The review has been considered by the council’s scrutiny committee with an opportunity for them to make any recommendations to the cabinet member for leisure.

Further information is available from <http://research.mla.gov.uk/case-studies/display-case-study.php?prnt=1&prjid=491> and <http://tinyurl.com/5vduyzm>.

Appendix 2 – Commissioning in action in Cheltenham

In this appendix, two examples of 'local' commissioning are described, illustrating the practical experience of the council and focussing on the roles of members in shaping the outcomes and services and in monitoring performance.

1. Creation of ALMO – Cheltenham Borough Homes

Back in 2000 the government set the target of councils meeting the Decent Homes Standard in all council properties by 2010.

A considerable amount of investment was required in order for Cheltenham to bring all its properties to this standard.

At the time we didn't call this a commissioning exercise – however we did in fact follow a commissioning cycle and apply commissioning principles.

We looked to understand and prioritise outcomes in accordance with need (in order to achieve target within the defined scope of making our properties decent) and also wider customers' aspirations.

A condition survey was undertaken to determine the level of investment required to bring the existing stock to the decent homes standard and moving forward, the level of investment required to maintain stock to this standard.

Kitchens and bathrooms were identified by tenants as a priority for decent homes works, however we also understood the importance of the wider aspirations and priorities of tenants such as responsive repairs and good quality housing management to deal with individual tenants as well as at a wider neighbourhood level to deal with anti social behaviour and build a strong sense of community. Maintaining good governance and accountability with high levels of service user influence was also a requirement for tenants.

We looked at different ways of achieving these outcomes within the confines of the housing finance framework including:

- Retain stock within council ownership and management.
- Large Scale Voluntary Transfer (LSVT) to a registered social landlord (existing or newly created).
- Creation of an Arms Length Management Organisation

and concluded that an ALMO should be created as the delivery vehicle for meeting all the needs and aspirations of our stakeholders and customers.

Member involvement

At the time the council was not established as a strategic commissioning authority therefore the project was delivered via project management resourced by officers of the council's existing housing services structure and relevant officers from support services.

Project sponsorship was undertaken by the Cabinet Deputy (Neighbourhood & Community).

A member and officer joint workshop scrutinised the options identified in the planning stage following needs analysis.

A cross party member and tenant representative working group was established (Housing Options Working Group) to determine recommendations to Cabinet on the options.

The Social and Community Overview and Scrutiny committee informed and influenced the implementation – e.g.:

- communications strategy for the ALMO
- the aims and objectives presented as a means of delivering
- the Council's landlord role.
- the relationship between the Council and the ALMO
- future working arrangements with the ALMO and its Board.

Cabinet approved:

- project management proposals for the establishment of the ALMO
- principles for the management agreement and the delivery plan, including functions;
- principles and priorities for the capital investment strategy for Council homes to be delivered by the ALMO;
- seeking approval for a Section 27 application (management agreement and delivery plan) to be made.
- detailing the shadow ALMO outline plan for capital investment to enable stakeholder consultation.

Full Council approved:

- the application to the Secretary of State to create the ALMO
- the terms of the Section 27 application and management agreement
- delegation of the Council's landlord role to Cheltenham Borough Homes as per section 27 application and management agreement as above

Monitoring and review arrangements

Monitoring arrangements included the establishment of a client officer to oversee the delivery of the ALMO. This officer is responsible for ensuring that the ALMO complies with the terms of the management agreement and respective schedules.

The client officer meets monthly with the Executive management team of CBH and relevant ADs of CBC to test the deliverability of the strategic objectives contained within the management agreement.

A performance monitoring role is also undertaken by a council officer who meets quarterly with relevant service leads of CBH to analyse an operational performance monitoring matrix to assess the delivery of housing services in relation to top quartile performance and best practice. This monitoring also includes the analysis of all complaints reported to and dealt with by CBH including: details of complaint; outcomes of investigations and lessons learnt/improvement actions as a consequence so that service failure incidents are distinguished from policy/standards/communications issues and dealt with as appropriate and continually monitored. Complainants can ultimately refer to the Local Government Ombudsman should they remain unsatisfied having gone through all stages of CBH's complaints procedure.

The ALMO is also subject to both internal and external auditing.

Member involvement in the established ALMO

The retention of full ownership by the council enables the council to review the arrangements at any time.

An annual review of performance and setting of strategic direction is held with relevant offices and the Cabinet Member Housing.

There are five elected member seats on the Board of CBH and regular meetings are held with the Cabinet Member CBC.

The annual report is submitted to O&S and Cabinet.

2. Supporting People Programme

Nationally, the Supporting People programme began on 1 April 2003, bringing together seven distinct housing-related funding streams from across central government. It is a decentralised programme administered through 152 top-tier authorities who, since the removal of the ringfence and allocation via the Area Based Grant, have complete discretion over where to direct their funds to best meet local needs.

The purpose of creating a 'single pot' for commissioning was to introduce a system of planning, monitoring and funding for housing related support services, which will be flexible, cost effective and reliable.

In Gloucestershire, 'Supporting people' is a partnership of councils, health and probation services which promotes the needs and aspirations of vulnerable people seeking to increase their independent living options.

The partnership has defined target outcomes based on a range of evidence of needs which include current patterns of usage of housing related support services, analysis of statutory homelessness figures, and national projections of future needs.

In order to deliver those outcomes, in a continually reducing budget context, the partnership members have managed the pooled budget to increase efficiency and performance (through consistent performance management including benchmarking and service quality reviews) and also redesigned and developed new services to better meet need; customer aspirations and positive outcomes such as floating support services, thereby enabling people to remain in the home of their choice with support coming to them, as opposed to people having to move to alternative accommodation where support was provided.

The programme consists of a mixed economy of providers including statutory agencies, private sector providers and a significant number of voluntary and community sector organisations. Contracts are awarded via competitive tendering processes.

Services commissioned by Supporting People have achieved broad health, housing and social care objectives, serving both the customer as an individual and neighbourhoods as a whole.

In 2004/05 the expenditure for Gloucestershire's Supporting People Programme was in excess of £29million but has been subject to year on year budget reductions to a position of just under £22.5million in 2009/10, a reduction of almost £6.75million.

Member involvement

At the beginning of the programme, a member reference group was established to consider the papers and influence the Partnership Board in delivering the interim strategy that had been developed during the transitional period. During the development of the first Supporting People 5 year Strategy the governance arrangements were reviewed, with the conclusion that the member reference group should be incorporated into the Partnership Board, with the arrangements for decision making as follows:

Structure of the Partnership

The Partnership is governed by two bodies. These are:

1) The Supporting People Partnership Board

- Provides strategic leadership
- Approves the annual financial plan and manages the budget
- Approves the 5 year strategy in the context of each Partner's delegated level of authority
- Makes decisions on which services to commission
- Approves tendering strategies/approves tenders
- Instructs Administering Authority to contract with providers

Membership

Each partner appoints two representatives to the Supporting People Partnership Board. This is normally a **Lead Member** or Non Executive Board Member and a Chief Officer or Director. Each partner may send substitutes but the representatives should ensure they have the authority to enable the Supporting People Partnership Board to operate efficiently.

The Partnership Board is supported by the co-option into its membership of the two non-voting members. These are:

Supporting People Independent Professional Advisor – Role is to provide an impartial provider perspective to the decision making process and provide scrutiny to the decision making process.

Financial Manager from the Administering Authority – Role to provide Financial Management advice to the Board to inform the decision making process.

2) The Core Strategy Group

- Interprets/develops policy proposals
- Monitors performance of Administering Authority
- Monitors performance of service providers
- Makes recommendations to Commissioning Body on commissioning decisions

Membership

An appropriate officer from each partner agency/commissioning function*

*i.e. the PCT and County Council have discrete commissioning activities which means more than one officer representative from each agency e.g. learning disabilities, older people, children and young people, mental health, drugs and alcohol

Appendix 3 – The role of scrutiny in a commissioning Council

1. The national context and the changing role of scrutiny

The Big Society agenda, the Localism Bill and the move to being a commissioning authority will all necessitate change to the way that scrutiny operates within the Council.

What is clear, is that Cheltenham together with all councils across Gloucestershire, will have to make significant financial savings over the next few years. Scrutiny is well placed to challenge how public services are provided across Gloucestershire as the districts and the county already has good working relations with partner organisations. Elected members provide a key link between the public and councils and their fresh independent thinking will be vitally important over coming months. With reduced public funding, local communities will have to do more for themselves and the role of voluntary and community groups will become increasingly important.

Scrutiny reviews have traditionally focused on examining a particular service and looking at what needs to be done to make it more effective. Often these reviews have suggested areas for further investment but now we are in a climate where there will be considerably less money available. Hence it is vital that scrutiny members become involved in reviews which consider lower cost ways of delivering outcomes by engaging with the public, looking at what's going on elsewhere and working with partner organisations. This approach provides constructive challenge using the local knowledge of elected members who can help to define the outcomes required in their community.

This approach was supported by the Centre for public scrutiny in their recent policy briefing on the Localism bill and grant allocation. They emphasized *“how vital it will be that non-executive councilors take a lead in investigating proposals for service redesign and financial savings”*. They went on to say that scrutiny had an important role to play in:

- Subjecting any proposals to independent analysis
- Helping the executive and its partners to consider the long-term implications of any decisions
- Maintaining a “horizon scanning” approach
- Channeling public concerns and views on proposals to the decision-makers
- Evaluating the “social value” of services and not just the cost so that community value can be input to decisions

Example

The newly formed member budget scrutiny group illustrates the need for scrutiny to evolve to meet new challenges. The traditional role of scrutiny in challenging and ‘scrutinising’ the final budget proposals is not seen as an effective way of budget scrutiny. Therefore the terms of reference for the new group will encourage budget scrutiny to be proactive in identifying cost savings within the budget and examining these in more detail. This will be supported by building up members’ knowledge and expertise in financial matters.

2. Role of scrutiny at a strategic/county level

The Gloucestershire Scrutiny Group at their meeting on 3 February 2011 received a presentation from the Leader of Gloucestershire County Council, Mark Hawthorne, regarding the Leadership Gloucestershire group which has just been set up. The role of this group is to provide leadership on the vision of the Gloucestershire, provide a strong voice for the county and to take a lead on setting collective priorities and joined up services.

The role of scrutiny was explored during the discussion that followed. It was acknowledged that scrutiny could play a vital role in helping to define needs at a local level and ensuring that these were input to the vision. They could also act as a critical friend to the leadership group.

The County Scrutiny Group intend to revisit this topic at their next meeting on July 2011 and hope to have some input from both Cheltenham and County on how their commissioning programmes are progressing regarding scrutiny involvement.

3. Joint scrutiny

Joint scrutiny working across authorities would be essential in order to achieve some of these aims and Gloucestershire has examples of good practice in carrying out joint scrutiny. The Gloucestershire Health Overview and Scrutiny Committee is a good example and have done some excellent work in external scrutiny of health issues in the county.

We have a very good example of scrutiny of an externally commission service in the work done by the Joint Health Scrutiny Committee looking at the Great Western Ambulance service. The review was far reaching and focused on the needs of the service users and how service delivery could be improved. The review is available on the county website

Here is the link to the GWAS Joint Health Scrutiny Committee Interim Report:

<http://glostext.gloucestershire.gov.uk/mgConvert2PDF.aspx?ID=2279>

It is clear that joint scrutiny will have a much higher profile in the local government world in the future. We already have joint scrutiny across committees in the council but there will be increased need for joint scrutiny across the county. Again the legislation is already in place to support this but resources will need to be considered.

4. Role of scrutiny at service level

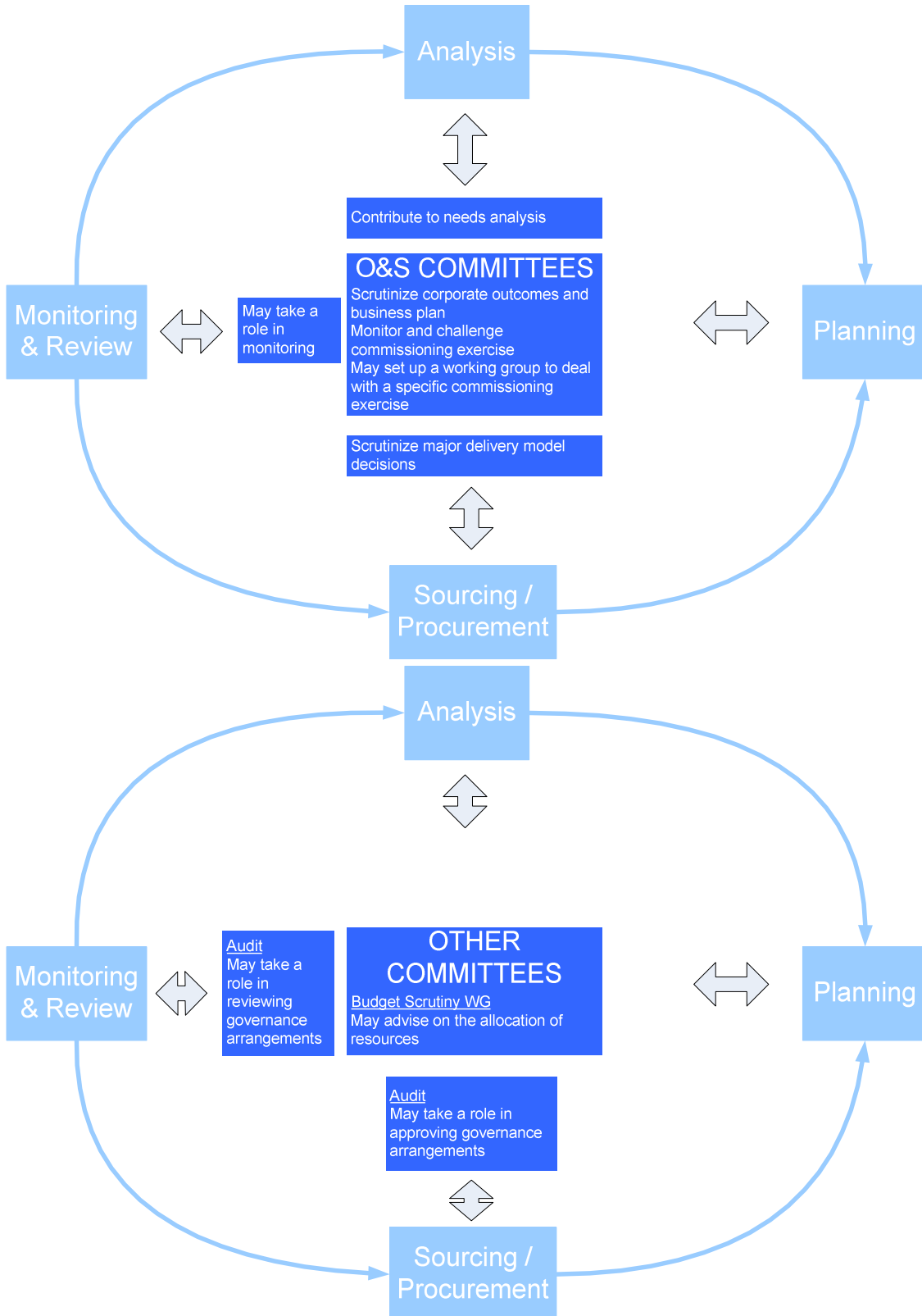
Scrutiny committees already have a lot of experience in scrutinising services provided internally by the council. Committees have also scrutinised external providers.

The commissioning cycle

When we move on to commissioning there is the potential for scrutiny to be involved in all four stages of the commissioning cycle. That is

- Analysis and defining the outcomes
- Planning
- Sourcing
- Reviewing

Work has already been done with the cross party member working group and the diagrams attached show the four stages of the commissioning process and the involvement of scrutiny (and audit) at each stage. What is very evident is that scrutiny are involved at a very early stage, throughout the commissioning process and then have an ongoing role in monitoring and review.



Scrutinising the commissioning project/programme

For a commissioning programme to be successful, it has been recognized that it needs to be run as a project applying good project management principles and dedicated resources. Scrutiny has a role to play here in scrutinising the management of the project. The Economy and Business Improvement Overview and Scrutiny Committee received a presentation on this suggesting the areas they would cover.

Reviewing operational feedback

The cross-party member working group identified the need for a ward member to be able to call the service provide to account on behalf of local residents. This could be done at an individual member level or be a topic for scrutiny if it is more than an isolated problem. Other issues may be picked up as part of the 'review' element of the commissioning process.

5. Centre for Public Scrutiny view

When putting together this report we asked for some advice from the Centre for Public Scrutiny. They plan to include a section on the role of scrutiny and commissioning in their next forthcoming publication on the Big Society. In the meantime they advised that *"Getting involved at the start is particularly important as it allows scrutiny to build itself in to the commissioning arrangements themselves as they are being developed – providing it with a formal role in the process"*.

They also commented that *"Scrutiny can and should also be involved in reviewing – in a strategic way – performance under commissioning arrangements and checking that crucial issues aren't being missed, by analysing wider matters relating to the service in question."*

They suggested that the common approach of providing management scorecards to committee once in a while may be least useful, as this may duplicate executive activity.

The council's cross-party working group had a slightly different view on this as they felt it would be unnecessary for the executive to get into the detailed monitoring arrangements as this would be done by scrutiny. This is an area that needs to be worked out.

The cfps acknowledged that it was not something that many authorities are good at, at the moment, simply because commissioning isn't used across the board, and/or members aren't confident enough in their skills to make it work. But this will all start to change in the coming couple of years as commissioning becomes the way that many councils deliver all their services.

6. Scrutiny Structure

Members have suggested there may be a need to change the scrutiny structure in order to facilitate these new roles for scrutiny. The cross-party working group have recognised that some of the most effective scrutiny work has been done by task and finish groups with dedicated officer support. This facilitates an in-depth review which is not constrained by being carried out in a formal committee type meeting. This type of group could support the

commissioning process by helping to redesign services and acting as a critical friend. They would go on to ensure that the interests of residents are being delivered as the project progresses and then ongoing monitoring and review.

Members would be able to put themselves forward for reviews where they have a particular interest in the area or issue and they would have the opportunity to build up their knowledge and expertise. The group could adopt more innovative ways of engaging with the public particularly when identifying the outcomes required from the service. This may take more of members' time but would be more satisfying for those involved and scrutiny members would feel they were making a real contribution.

Currently scrutiny has mechanisms in place to set up working groups but sometimes these can be complicated when several committees may need to meet to nominate their members before work can start. Similarly the process for reporting recommendations can be quite complex and elongated by the diary of meetings. This can be even more complicated when joint scrutiny across authorities is involved. The cross-party member working group have identified a need to simplify the process. This could be achieved by having an overarching scrutiny committee who could manage the overall work programme for scrutiny.

It may well be that changes are required but redesigning the structure should not be the starting point. The first step is for members to define their role and then we can determine whether the structure will support that or if change is needed. The resources needed to support the new roles for scrutiny and a new structure will also need to be considered.

Members have seen the success of some of the scrutiny work carried out at the county. Some of this success is down to the support given to members by a dedicated team of scrutiny officers but it is also down to finding new ways of engaging members in the scrutiny process.

7. What next?

The bottom line is there is no easy 'off the shelf solution' but the Cabinet, scrutiny and officers need to work together to find a solution which will work for Cheltenham. This is likely to be an evolutionary process as we gain experience in commissioning. We should await with interest any further advice and guidance from the centre for public scrutiny and encourage members to participate in scrutiny networks so that they can pick up good practice and share experiences with other local authorities.

Some important questions for scrutiny member to consider during the debate at this meeting:

1. What do they see as the challenges for scrutiny going forward?
2. What changes if any would members like to see to the scrutiny structure?
3. As well as the large commissioning projects underway such as Culture and Leisure, we need to be looking for some 'quick wins' for scrutiny in the commissioning process. Are there some areas which although relatively small could form part of a commissioning review to help define the process of member engagement?

4. The cross-party member working group should continue to take the lead on refining the scrutiny role going forward. How do other scrutiny members want to be involved?
5. The group should also work closely with Learning and Development to identify the new skills that are likely to be required in the future and organise appropriate training and development for members in advance. What are the areas where members feel they need to develop their skills?

Appendix 4 – Scrutinising the Programme

Previous discussions with scrutiny groups have identified key questions to be used when reviewing programmes and projects.

In this appendix, these questions are used to assess the progress of the Strategic Commissioning programme.

- Is there a clear business case?
- Is it still valid?
- Is it being delivered?
- Is the programme running to schedule?
- Is the work being done to the required standard?
- Who is the key contact for members?
- Is the programme resourced and structured appropriately?
- Are risks being addressed?

1. Is there a clear business case? Is it still valid? Is it being delivered?

A strategic business case has been produced by the programme and agreed by the council -

<https://democracy.cheltenham.gov.uk/mgConvert2PDF.aspx?ID=1034>

Good progress is being made towards delivering the programme’s critical success factors:

Success factor	Progress
<p>Consistent approach to commissioning in use by the council and its commissioning partners by April 2012</p>	<p>Our basic approach to commissioning exercises is based on the Gloucestershire model. We are applying it to real commissioning exercises, enabling us to add richness by developing supporting tools and techniques and adapt it to reality. For example we have developed a technique called ‘future proofing’ to enable stakeholders to imagine how needs, outcomes and services will evolve over future years.</p> <p>We are learning that the model needs to be adapted to the specific circumstances of the exercise.</p> <p>We are working within CBC and with our</p>

	<p>partners to establish a shared approach to supporting processes (e.g. prioritisation and scheduling of exercises, budget pooling).</p> <p>Member involvement in commissioning is being defined by the Cross Party Member's Group. More information on the role of scrutiny in commissioning may be found in appendix 3.</p> <p>At present we expect to meet the target and have a consistent approach in place by April 2012</p>
An organisation structure, which is capable of providing effective support to commissioning exercises, in place at the council's senior leadership level by April 2011	Achieved. The senior leadership structure is in place and all positions in it have been filled. The two new divisions, Commissioning and Resources, are proceeding to decide and implement their own internal structures.
A knowledge and skills development programme in place for members and employees, which enables the council to secure the opportunities presented by commissioning, defined by January 2011 and delivered during 2011/2	A framework for a skills and development programme has been shared with the programme board. Work is continuing to establish needs and to design and deliver an appropriate development programme.
Specific savings of £213K p.a. by 2013/14 as a result of the restructuring of the senior leadership teams	On target to deliver these savings.

The programme's delivery of its strategic objectives:

- Better outcomes for citizens
- A contribution to bridging CBC's medium term financial gap
- Developing a shared view of outcomes and how to pool resources more effectively and efficiently with partners.
- Developing more service options and increased competition by developing the market for delivery

will largely be achieved as a result of individual commissioning exercises. Our ongoing exercises are currently at an early stage and have therefore not yet fully defined their objectives, however:

- The Leisure and Culture Review has developed a set of outcomes and financial targets which will be shared with members and external stakeholders in due course. They are currently being used as a target for

challenging the internal delivery model's capability. The review has done an initial analysis of service options which will be used to inform a 'commissioning strategy'

- The Sustainable Communities project is working on an analysis of needs and defining its intended outcomes.

2. Is the programme running to schedule?

The target for establishing the organisation's framework for commissioning is April 2012. A number of workstreams are in place to achieve this:

1. Restructure of the senior management team is proceeding according to its schedule and will be complete by 1st April 2011
2. Learning & Development is working with officers and members to deliver a knowledge and skills development programme
3. Our Partnership workstream is ensuring that we work with our partners in a consistent way.
4. Our Planning workstream is developing a shared view of commissioning priorities which can be integrated into our corporate plan.

Other workstreams are in place to deliver commissioning exercises focussed on specific outcomes and services. They both use the framework being established by the programme and help to test and extend it:

5. Leisure and Culture
6. Sustainable Communities
7. Joint Waste

3. Is the work being done to the required standard?

The programme and its related projects and individual commissioning exercises are being managed according to MSP / Prince2 standards.

Commissioning exercises are making use of tools and techniques developed elsewhere. These include a set of criteria to be used by commissioning exercises progressing from one stage to the next.

Where appropriate, key documents, for example the planned Leisure and Culture commissioning strategy, will be subject to gate review.

A further level of external scrutiny and challenge will be added by the involvement of member groups in individual commissioning exercises. A framework for member involvement is being created by the cross party member group. Specific member engagement details will be agreed in the early stages of each exercise.

4. Who is the key contact for members?

Member involvement in the programme is focussed through the cross party member group chaired by the Cabinet Member for Corporate Services.

The programme's senior responsible owner is Andrew North, Chief Executive.

5. Is the programme resourced and structured appropriately?

Human Resource

The programme takes part in the corporate approach to workforce resourcing. Along with other major programmes it provides regular updates on its requirements which are then reviewed by the Senior Leadership Team which is responsible for identifying and resolve any shortfalls.

This approach supplements the regular consultation within the programme to plan for and to allocate resource.

Financial Resource

The core programme is supported by funding of £80,000 agreed by council in December 2010.

It is very likely that individual commissioning exercises will require their own funding, e.g. for external advice and to meet transitional costs. Any needs will be built into the business case for the individual exercise and approved separately.

Programme Structure

The programme's structure is based on the MSP (Managing Successful Programme) structure. It is led by a programme board ultimately responsible for achieving the benefits of the programme. Membership of programme board is drawn from the Cabinet, Senior Leadership Team, and other expertise within the authority. It is chaired by Andrew North, the Senior Responsible Owner for the programme.

Are risks being addressed?

Programme risks and monitored and addressed using the council's standard procedures.

Programme board members regularly review the risk profile of the programme, updates are provided to the Senior Leadership Team each month and risk analyses and mitigation strategies have been made available to council. Highest scoring risks are included on the corporate risk register.

**Economy and Business Improvement Overview
And Scrutiny Work Plan
2011/2012**

Meeting date	Item	Why has this come to scrutiny?	Who will coordinate
7 Mar 2011	Strategic Commissioning	Committees request at their September meeting for examples of successful commissioning in local authorities	Ken Dale, Programme Manager
7 Mar 2011	Strategy for the use of Imperial and Montpellier Gardens	Council agreed that this should come to EBI as well as Environment in view of the economic aspects	Adam Busfield Green Environment
7 Mar 2011	Q3 performance report	Before it goes to Cabinet on 15 March	Richard Gibson, Policy and Performance Manager
7 Mar 2011	Draft Corporate Strategy	Comment on the Corporate Strategy Draft Action Plan 2011/12	Richard Gibson, Policy and Performance Manager
7 Mar 2011	Corporate Risk Register	Quarterly review before going to Cabinet 15 March	Bryan Parson, Policy and Performance Officer
23 May 2011	Corporate Risk Register	Quarterly review before going to Cabinet 21 June	Bryan Parsons, Policy and Performance Officer
23 May 2011	Performance Report	6 monthly review	Richard Gibson, Policy and Performance Manager
23 May 2011	GO programme – centres of excellence	Scrutiny before Cabinet on 21 June 2011	Amanda Atfield
23 May 2011	Agresso ERP Implementation	Scrutiny before Cabinet on 21 June 2011	Amanda Atfield
tba	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
Jan 2012	Parklife	Update requested by the committee following their presentation to EBI on 24 Jan 2011.	Graham Philpot – Economic Development
Regular topics			
	Corporate Risk Register	Quarterly review requested by the committee	Bryan Parsons, Policy and Performance Officer
	Quarterly budget report	Quarterly review requested by the committee	Mark Sheldon, Chief Finance Officer
Potential topics	Dates to be allocated in the plan		
	Gloucestershire Airport Business Plan	Review the business plan 12 months after the	Pat Pratley, Strategic Director

Last updated : Monday, February 21, 2011

		start of the drawdown of the loan		
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