

Notice of a meeting of Social and Community Overview and Scrutiny Committee

Monday, 9 May 2011

6.00 pm

Municipal Offices, Promenade, Cheltenham, GL50 9SA

Membership	
Councillors:	Chris Coleman, Barbara Driver, Wendy Flynn, Rowena Hay (Vice-Chair), Diggory Seacome, Duncan Smith (Chairman), Jo Teakle, Jon Walklett and Simon Wheeler
Coopteers:	James Harrison and Karl Hemming

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

Agenda

1.		APOLOGIES	
2.		DECLARATIONS OF INTEREST	
3.		AGREEMENT OF MINUTES OF MEETING HELD ON THE 28 FEBRUARY 2011	(Pages 1 - 14)
4.		PUBLIC QUESTIONS AND PETITIONS	
5.		MATTERS REFERRED TO COMMITTEE	
6.	6.05pm	CABINET MEMBER BRIEFING Cabinet Member Housing and Safety Cabinet Member Sport and Culture	
7.	6.20pm	COMMISSIONING UPDATE Verbal update from the Cabinet Member Corporate Services	
8.	6.30pm	COMMITTEE WORK PLAN 2011-2012 Discussion paper of the Lead Officer for the Social and Community O&S Committee	(Pages 15 - 24)
9.	6.45pm	CHELTENHAM BOROUGH HOMES Presentation by Paul Davies, Chief Executive and Lawrence Boyd, Chair of the Board – Cheltenham Borough Homes	(Pages 25 - 56)
10.	7.05pm	ART GALLERY AND MUSEUM Discussion paper of the Museum, Arts and Tourism Manager	(Pages 57 - 64)

11.	7.15pm	LEISURE@CHELTENHAM Discussion paper of the Commercial Manager	(Pages 65 - 70)
12.	7.30pm	LEISURE AND CULTURE COMMISSIONING REVIEW Discussion paper of the Cabinet Member Sport and Culture	(Pages 71 - 76)
13.	7.45pm	ANY OTHER BUSINESS THE CHAIRMAN DETERMINES TO BE URGENT AND WHICH REQUIRES A DECISION	
14.		DATE OF NEXT MEETING 11 July 2011	

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Social and Community Overview and Scrutiny Committee

Monday, 28th February, 2011

6.00 - 8.30 pm

Attendees	
Councillors:	Duncan Smith (Chairman), Chris Coleman, Barbara Driver, Wendy Flynn, Rowena Hay (Vice-Chair), Diggory Seacome, Jo Teakle and Jon Walklett
Co-optees:	James Harrison and Karl Hemming
Also in attendance:	Andy Champness (Glos. Police Authority), Helen Down (Partnerships Officer) and Dr. Melanie Gibbs (Glos. Police Authority), Richard Gibson (Policy & Partnerships Manager), Trevor Gladding (Public Protection Manager), Councillor Colin Hay (Cabinet Member Corporate Services), Councillor Helena McCloskey, Councillor Andrew McKinlay (Cabinet Member Sport & Culture), Rosi Shepherd (CCSP), Paul Stephenson (CBH) Councillor Klara Sudbury (Cabinet Member Housing & Safety) and Caroline Walker (CBH)

Minutes

1. APOLOGIES

Grahame Lewis, Strategic Director and Lead Officer had given his apologies and Jane Griffiths, Assistant Chief Executive was attending in his place.

The Chairman advised Members that the Art Gallery and Museum Development Scheme Update (formerly agenda item 10) had been deferred as the relevant Officer had been taken ill. Revised agendas had been circulated and this item would be rescheduled on the work plan.

2. DECLARATIONS OF INTEREST

Councillors Walklett and Driver declared a personal and prejudicial interest in agenda item 9 (St. Pauls Regeneration Update) as CBH Board Members.

3. AGREEMENT OF MINUTES OF MEETING HELD ON 10 JANUARY 2011

The minutes of the last meeting had been circulated with the agenda.

Upon a vote it was unanimously

RESOLVED that the minutes of the meeting held on the 10 January 2011 be agreed and signed as an accurate record.

4. PUBLIC QUESTIONS AND PETITIONS

None received.

5. MATTERS REFERRED TO COMMITTEE

The Chairman highlighted the decision by Council for the continuation of the Budget Working Group with existing membership, which included committee members Councillors Smith and Walklett. The committee were happy with this proposal.

6. COMMISSIONING UPDATE

The Cabinet Member Corporate Services hoped all members had taken the opportunity to read his email dated the 22 February 2011, in which he had outlined the current position of the Council in its move to become a strategic commissioning authority.

A members working group had been established some time ago and was originally tasked with assessing the rationale behind the move to strategic commissioning.

In December 2010 Council agreed the move to strategic commissioning and associated changes to the Council structures.

The working group were now focussing on member roles and he was attending the meeting in this instance to seek the views and comments of the committee on who should be involved, when and how.

He was confident that this was an opportunity to enhance the role of all members. Commissioning required knowledge of needs of the community and members had a role in feeding back from their wards, constituents and the town in general.

The relevant Cabinet Member(s) would sit on the Programme Board for each commissioning exercise and maintain a dialogue with all Councillors to ensure that they were all fully engaged. He was also keen to see Cabinet Working Groups established to support these reviews.

Whilst Cabinet Members were accountable, Overview & Scrutiny (O&S) had a role in monitoring services and ensuring the outcomes were being delivered.

Establishing member roles and a way of approaching commissioning exercises with which all members were comfortable was crucial. No decisions had yet been made, it was an evolving process and as such he urged members to respond to his email.

The working group had discussed the current three committee O&S structure and whether this was the right way forward and whether there was an opportunity to change the structure, though it was not for Cabinet to decide how scrutiny was organised. The County had a different model for O&S, elements of which could be used.

Working groups were focussed, interesting and could prove more effective, enabling more open dialogue on options. The Budget Working Group could prove a useful example.

The Chairman felt that it was important to maintain an open dialogue and challenged all members to respond to the email from the Cabinet Member

Corporate Services. He suggested that co-optees would offer valuable insight and asked that they be sent a copy of the email.

He assured members that this was merely an introduction to strategic commissioning and more detail would be provided next time. The next few months would be important in establishing a successful process of member involvement.

A member raised the importance of transparency in the decision making process when the Council commissioned services.

With reference to the future O&S structure he considered that working groups of interested and knowledgeable members for specific topics would be a sensible approach.

The Cabinet Member Corporate Services suggested that Cabinet Members would approach all members to express an interest and tease out a manageable sized group. Given that members would be expected to be totally open and discuss private thoughts and opinions, trust would be a critical component of any such discussions.

Another important consideration should be officer support which the Council may not have available to provide.

The Chairman thanked the Cabinet Member for having provided an introduction and confirmed that a further update would be scheduled for the next meeting (9 May).

7. CABINET MEMBER BRIEFING

The Cabinet Member Housing and Safety had attended a meeting of the Supporting People Board at which the strategy had been approved. This was a very high level strategy and she had been pleased to see that some of the comments made by the committee had been taken on board. The budget had been affected and whilst it had proved manageable, there would be changes to the service as a result. She was able to provide a budget summary on request which was difficult to understand in isolation but it did detail funding to specific client groups.

A small group from the Children and Young Peoples Partnership had been looking at the Councils allocation of £50k for youth work in the borough and it was now appropriate to include those members of the committee who had expressed an interest in further involvement, Councillors Coleman, Teakle, Driver and co-optee Karl Hemming. The difficulty that needed to be overcome was that the County Council had stipulated that their £50k was for activities alone, not youth workers, but CBC were not in a position to fund this with their £50k as this would not be sustainable. Members were referred to the 'Ageing Well Strategy Consultation' briefing note which had been circulated prior to the meeting and invited nominations for membership on the task and finish group that would inform the Council's response. Those that were interested would need to be available to meet in the coming weeks. She invited other members to highlight specific issues or priorities. The Chairman confirmed that the Mayor, Councillor Regan and Councillors Flynn, R. Hay and Seacome had

indicated that they were interested in being involved in further discussion of this matter. The committee were happy with the proposed membership.

Anti-social behaviour would be discussed in more detail later on the agenda. However, Best Bar None, a national scheme of incentives and awards for licensed premises having met best practice would be launched by the Mayor on Friday (5 March). The Government were consulting on Anti-Social Behaviour and the consultation would close on Thursday (4 March) and she would circulate a link outside of the meeting.

The Cabinet Member Housing and Safety gave the following responses to questions from members of the committee;

- The £50k County and CBC funding for youth work would not fund youth workers.
- The County Council were being prescriptive about how the £50k should be spent in that they had stipulated it should fund activities only, no staff costs, along similar lines as the 'Places to go, things to do' funding which provided funding to existing groups. This funding would not be available until July 2011.

The Cabinet Member Sport and Culture explained that the review of Leisure Services was a three stage process;

1. Assessing what services were provided at the moment.
2. Establishing what services the council wanted to deliver.
3. Deciding the best way of delivering the services of choice.

Currently on stage one, the systems thinking approach had been taken to identify potential improvements and efficiency savings within the current delivery arrangements. The aim was to provide more for less, rather than less for less.

Once this stage was complete, member input would be required to establish what the council wanted to deliver and the mechanism for delivery. Whilst not titled 'commissioning', this had been done before and examples included the Lido and Playhouse Theatre. All had pros and cons and these, along with other examples, would need to be considered as part of the process.

Refurbishment works to the Drawing Room and Conference Suites at the Town Hall were now complete, as was the work to the flooring at the Pittville Pump Rooms.

The Folk Festival had achieved a profit this year, the first time in three years. Events were held at various venues in the town and had attracted people from outside of Cheltenham, which had increased revenue for local hotels, etc.

In reference to the Art Gallery and Museum Development Scheme, the final visit by the Heritage Lottery Fund had taken place on the 14 February and had been undertaken by the Chairman himself, which signified the importance it had been awarded.

A number of items of clarification had been addressed and the final decision was expected on the 18 March 2011. There were no significant changes to the information contained within the 11 February 2011 Council report, though, were the HLF bid fail to be wholly successful, the proposals would be reconsidered by Council.

Leisure@ performance at the end of January was good. GP referrals, which were being pushed in light of the changes to the NHS, had been 30% higher than the target for the year, with physio 13% higher. Footfall had reached 235,000 and modelling indicated that this would rise to a quarter of a million within the next twelve months.

Active Leisure for the Elderly was over 20% above the target, but swimming, including free swimming was down, not significantly, but it was below target.

The Cabinet Member Sport and Culture gave the following responses to questions from members of the committee;

- The Leisure and Culture review did cover a large number of services. The review of the Art Gallery and Museum would not start until the result of the HLF bid had been announced, but some other areas were far more advanced. Stage one of the process would be far enough advanced by the date of the next meeting (9 May) in order to be in a position to answer more questions and he confirmed he would be setting up a Cabinet Working Group to support the review.
- School attendance was not included in the swimming target, these were measured separately.
- Were the HLF bid to be successful the AG&M would close on the 31 March 2011 and would open some time mid March 2012 once work was completed, though this was not set in stone.

The Chairman thanked the Cabinet Members for their attendance.

8. CORPORATE STRATEGY 2011/12

The Policy and Partnerships Manager introduced the report as circulated with the agenda.

The objective and outcomes framework had been retained, though as the council's budget had reduced by nearly £3m from last year and the scale of activity had reduced with 14 less improvement actions.

Members would not be surprised by the improvement actions as 11 had been retained from the previous year. Item 3.1 of the report set out the outcomes that were directly applicable to the work of the committee.

Government had lifted the national indicator set which had been welcomed as it presented an opportunity to reflect on indicators used to measure corporate performance and choose new indicators which could be more meaningful.

To ensure that the formal views of the members were captured the draft strategy would be considered by all three overview and scrutiny committees, before going to Cabinet on the 15 March and then to Council on the 28 March for final approval.

Feedback from the O&S committees would be included in the final report or in a verbal update from the Leader.

The following responses were given by the Policy and Partnerships Manager to questions from members of the committee;

- The performance indicator for the number of new dwellings started could be a useful monitoring indicator rather than a direct service indicator.
- All six districts were working to review the Service Level Agreement with Gloucestershire First and they in turn were reviewing their action plan and scaling back given the reduction in members of staff. Districts were assessing what needed to be done at a local and county level and Cheltenham still had 2.5 members of staff, though 1 would soon be on maternity leave. Were there to be any changes to the current arrangements, the outcome would be amended accordingly.
- Executive Board were reviewing all frozen posts and considering whether recruitment was necessary. Assistant Directors were looking at this within each of their divisions. Work was ongoing with Human Resources with reference to workforce development going forward.
- When a vacancy arose the relevant service manager would complete a form detailing why the post needed to be filled, how it contributed to the corporate strategies, etc and would identify alternative options. Executive Board would consider the request and may challenge the service manager to provide more information.
- The proposed indicator for measuring 'residents sense of community and their involvement in resolving local issues' by the number of VCS organisations supported by the Council that have gone onto deliver former public services was limited. Previously there had been 5 indicators from the Place Survey and officers had struggled to establish alternative indicators but were happy to take alternative suggestions from the members of the committee.

The Chairman thanked the Policy and Partnerships Manager for his attendance and suggested that members raise further concerns and comments between now and the Cabinet meeting on the 15 March.

9. ST. PAULS REGENERATION - UPDATE

The Assistant Chief Executive and Head of Housing Support Services, Cheltenham Borough Homes, introduced a PowerPoint presentation (*available on request from Democratic Services*).

The Assistant Chief Executive had come before the committee in the past and considered this to be a good news story.

The process had been challenging for CBH as an Arms Length Management Organisation (ALMO) of the Council, Housing Associations had done development but for an ALMO this was new ground. The development was very much a partnership undertaking with the Council having provided Officer, financial and legal support.

The urban design by Nash Partnership was developed into a large scale planning submission which was approved in December 2009 with no objections, which had been a pleasant surprise to all.

CBH undertook a tender exercise for the construction contract, in which residents were involved and subsequently, Wates Construction had been successful. Wates had agreed to appoint a Tenant Liaison Officer and had a proven track record of developing communities.

The final plans had required a vast range of design and planning and large amount of community consultation, which had proved invaluable in ensuring that CBH took the community with them. This in turn had resulted in there having been no protests or complaints to date.

A technicality in the process was the grant agreement with the HCA, for which complex legal arrangements had been necessary. Collectively it equated to a large financial package which had been eased by the free transfer of land to CBH by CBC.

Organising the necessary road closures was always going to be an issue and whilst these were still being negotiated, it was hoped that they would be finalised soon. It was highlighted that no objections had been received.

The Assistant Chief Executive outlined the 2011 programme of works. He also detailed some of the outcomes that would be achieved, which included transformational improvements to the retained stock, which would be run as a separate contract by the same contractor.

The committee were shown a computer image of what would be achieved and were reminded that the build would be at level 4 of sustainable homes standards, making them energy efficient and therefore more cost efficient for future residents.

The community regeneration aspect had been helped by the formation of the 'Heart of St. Pauls Association' and the ongoing success of the Community House on Folly Lane which was fully utilised by residents. This would remain open until the purpose built facility was complete.

Child poverty was an issue in the St. Pauls with levels of deprivation some of the highest in the Country. To get some of these families actively involved in the project had required family liaison.

Employment Initiatives had been especially successful in combating anti-social behaviour in the area, one man in particular had secured work with a contractor following a period working for CBH.

A testament to the success in St. Pauls was that at one point there were large scale voids in the area, which was no longer the case. In fact properties in St. Pauls were so in demand, there was a waiting list and this, before the development work had been done. This would be the legacy of CBH.

CBH had been encouraged to enter the Inside Housing Awards, Regenerating Communities category and made it through to the last 6 finalists. Unfortunately they didn't win, but were highly commended for the community involvement elements and were very proud of the result.

The Chairman thanked the Officers for their attendance and for what was a very encouraging update. He reminded members that a debate about the future strategic direction of CBH was scheduled for the next meeting (9 May).

Councillors Driver and Walkett, as members of the CBH Board commended the organisation for their incredible work and personally thanked the two Officers.

The Assistant Chief Executive, CBH, thanked members for their kind words and reiterated that it was a partnership endeavour which had required immense input from Councillors and Officers of CBC and would continue to do so in the future.

10. CRIME AND SAFETY OVERVIEW

Rosi Shepherd, the Chair of the Cheltenham Community Safety Partnership (CCSP), along with Helen Down the Partnerships Officer and Trevor Gladding the Community Protection Manager introduced themselves to the committee.

The Partnerships Officer explained that CCSP was statutory, each of the six districts had one and all fed into the county partnership. The CCSP sat under the Cheltenham Strategic Partnership and consisted of 7 statutory partners.

The aim of the CCSP was to reduce crime, anti-social behaviour (ASB) and fear of crime.

The priorities of the CCSP were set annually in an action plan and worked was delivered through action groups on ongoing issues (substance misuse, domestic abuse, hate crime, ASB) and a range of partners were involved in each.

The CCSP also had to be responsive to crime trends. Crime in Cheltenham was down by 8% on last year, the partnership had set a target reduction of 17.5% by April 2008, which was achieved eventually and had continued to fall since then.

For some time the partnership had focussed activities on reducing crimes linked to the night time economy, mainly assaults. This included initiatives such as the taxi marshals, Best Bar None and street pastors which was launched at the end of 2009. The result was a 31% reduction in assaults by the end of 2009-2010 and alcohol related crime was down by 16% this Christmas compared to last and was lower in Cheltenham than Stroud.

Last year domestic and shed/garage burglaries linked to cycle thefts was the main problem in Cheltenham and the partnership supported various strands of work to stop domestic burglary. This remained a priority for the partnership and the Police had asked for help in organising a conference.

In terms of challenges ahead, the uncertainty about future funding was the main issue. Since the paper had been circulated it had been announced that the

County Council would receive £580k of un-ring fenced money for community safety from the Home Office. It was hoped that some of this would be passed on to the district councils but emphasis was given to the fact that this was not ring fenced to community safety.

Despite this, the partners had agreed a series of actions for 2011-12, which included the implementation of the Cardiff A&E model for violence prevention in Cheltenham.

The Chair of the CCSP highlighted that the key to addressing domestic burglaries was ensuring good communication with residents on how to manage risk to their homes.

The Community Protection Manager offered the perspective of his area of work. CBC had benefited from a good relationship with the Police since the 1998 Crime and Disorder Act.

Cheltenham was the first district to have a full time Police Officer sited in the CBC Anti-Social Behaviour Team, he was confident that this would expand in the future given that the Superintendent of Cheltenham accepted the need to work in Partnership.

The days of working in silos were long gone, but this had not happened overnight and measures put in place almost five years ago were just starting to show results. He didn't wish to list all of the projects but was confident that the work undertaken had made Cheltenham safer for residents and visitors, in which businesses had played their part too.

The Chairman thanked all three representatives for their attendance and update which had been most useful.

The following responses were given by the three representatives to questions from members of the committee;

- The partnership would balance communication of the domestic burglary issues in Cheltenham with positive stories, a good example of which was the advent calendar at Christmas, which coupled advice with various vouchers. This would prevent the fear of crime amongst residents rising. In this instance the Police had asked the partnership to take a lead given the successes of the past.
- The Council had given consent for the Town Centre dispersal order despite concerns about the size of the area and a blanket approach. Thankfully the Police approached it in a way that meant that it was never used whilst addressing the issues that had necessitated the application.
- The partnership priorities would take account of the youth provision gap and the issues arising from it.
- The Licensing Act of 2003 was being revised and Officers were actively investigating the opportunity of charging a levy. The levy would apply to premises wishing to stay open after 12 midnight and could range from £400 to £6k per annum dependent on capacity of the premises. The levy would be split 30/70, 30% going to the Council for administration of the charge and the remaining 70% to the Police.

- Since the paper was circulated £500k had been allocated to the newly formed Safer Stronger Justice Committee and as such the recommendation would need to be amended to reflect the request that funding is provided to each of the districts.
- The partnership received strong support from CBC and the role of chair of the CCSP was maintaining engagement of all partners and retaining voluntary and community sector involvement given their vast knowledge of service delivery with minimal resources.
- The investigations into the levy were at initial stages but the hope was that some agreement could be reached with the Police about the split (30/70) in order that the monies addressed all results of the night time economy, including cleansing issues. It would be surprising if other local authorities didn't pursue the night time levy. A briefing note would be produced to keep members informed.

The Chairman thanked the three representatives for their attendance and update and proposed that he write to the Gloucestershire Safer, Stronger Justice Commission to advocate the use of the un-ring fenced funds from the Home Office to support local community safety projects, including anti-social behaviour. Members of the committee were happy with this proposal and as such a letter would be drafted and sent in due course.

The Chairman introduced the two representatives of the Police Authority, Andy Champness the Chief Executive and Dr. Melanie Gibbs the Deputy Chair.

The Deputy Chair of authority passed on the apologies of the Chairman, Councillor Rob Garnham who sadly was unable to attend the meeting.

She explained that she hadn't prepared a paper or presentation, which was probably for the best as it may have repeated most of what had been presented by the CCSP representatives.

There were 17 members on the Police Authority, most of whom, of which she was one, were independent members.

In April 2011 the authority would move from the current 17 Inspector Neighbourhood Areas within 3 Divisions (Cheltenham/Tewkesbury, Gloucester/Forest of Dead and Stroud/Cotswolds) and move to a new model.

There would be 6 Local Policing Areas (formerly Divisions) one for each district and Cheltenham LPA would have 2 Inspector Neighbourhood Areas, North and South, where it used to have 4.

Ahead of detailed cuts but in anticipation of them the Authority had looked to do things more effectively and efficiently, working to identify where savings could be derived whilst maintaining frontline policing and increasing a visible policing presence wherever possible.

The new model offered a more flexible structure which would allow visible policing to be maintained whilst achieving savings of 20% over the next 4 years. The restructure necessitated changes to the management of estates which would in turn allow for investment in people rather than buildings, therefore, the

estates strategy had been revisited with a view to disposing of some police stations.

The Chairman thanked the Deputy Chair of Gloucestershire Police Authority and invited questions and comments from members.

The following responses were given by the Deputy Chair and Chief Executive of the GPA to questions from members of the committee;

- The Police Authority were holding public meetings to allow the public the opportunity to give their views and opinions. No decisions about the closures of police stations were final.
- Inspectors were confident that the restructure would not affect how an area was policed and nor would the closure of some police accommodation given that some of it was rarely open e.g. St. Marks had not been used for local policing for some time. Residents in Whaddon had expressed their desire to retain a building presence and alternative options were currently being explored.
- Members were invited to attend the public meeting at Pittville School on the 22 March between 7pm and 9pm. Alternatively, Councillors and the public could submit ideas and views via the website (www.gloucestershirepoliceauthority.co.uk).
- The main priority of the current consultation, which would close at the end of March, was to meet the 2011-2012 budget, but this would be an ongoing process and the Police Authority were open to talking to all organisations, including Children Centres, etc. Long term the Police Authority were hoping to achieve a Cheltenham presence in shared accommodation with CBC and/or other organisations.
- The funding for Police Community Support Workers had been ring fenced for the next 2 years, however no promises could be made beyond that.
- CBC were in initial discussions with Tony Godwin (Superintendent, Cheltenham Local Policing Area) about housing Police Officers within the Municipal Offices.
- The Police Authority always aimed to maintain a good relationship with the Press.

Finally, the Chairman introduced Councillor McCloskey, the CBC representative on the County Community Safety O&S Committee.

Councillor McCloskey explained that the committee was formed in November 2009 as a result of the revisions to the County Council scrutiny structure. This was a statutory committee.

The committee comprised of 9 members of the county council, 1 councillor from each of the six district councils and a representative of the police authority. The remit of the committee included crime & disorder, fire & rescue, trading standards, emergency management, coroners and registration of births & deaths.

Work and recommendations of the tasks groups were monitored by the committee every 6, 12 and 18 months.

To date, work of the committee included;

Fire & Rescue – The committee had written to the House of Commons Communities and Local Government Committee outlining its concerns over the proposals to create a South West Regional Fire & Control Centre in Taunton. This project had since been cancelled.

The committee had considered and supported the project to build and maintain 4 new fire stations.

A comprehensive report was produced on the levels of sick absence in the Fire & Rescue Service and contained 18 recommendations which included;

1. The need for better communication between the Occupational Health Service and Human Resources.
2. Improvements to the recording of sick absence.
3. Debriefing of control room staff after distressing telephone calls.

Emergency Planning – The committee reviewed the approach and impact of severe weather, this included the consideration of how the county council communicated with the public during emergencies.

Members received a presentation of the current business continuity arrangements which detailed the requirement of Service Managers to sustain critical elements of their service without reliance on ICT, Property Services or Human Resources for up to 5 days.

The floods in 2007 were a severe test of the arrangements as Shire Hall was closed for a week. ICT was recovered within 2 days, the call centre relocated to Wiltshire and the County Emergency Centre relocated to Waterwells. In the main, services worked well, though not all plans proved viable and some staff from non-critical areas were not used as effectively as they could have been.

Crime & Disorder – A task group was established in March 2010 to better understand the Community Safety Partnerships and in September 2010 it compiled a report. The main recommendation was that the joint working arrangements of the Gloucestershire Safer and Stronger Communities Partnership and the Gloucestershire Criminal Justice Board be formalised. As a direct result of the recommendation, the Gloucestershire Safer, Stronger and Justice Commission was set up and held its first meeting in January 2011.

The committee recently responded to the Government consultation relating to the proposal to replace police authorities with elected Police and Crime Commissioners. A particular concern was where scrutiny of the commissioner would reside given that the white paper was lacking on this point.

The committee had considered where it could add value in light of the current financial situation and had already identified;

Fire & Rescue – following the cancellation of the regional control centres the committee would respond to the Governments consultation 'the future of the Fire & Rescue control services in England'.

In anticipation of the move to Taunton, repairs and maintenance to the local control centre had been minimal over recent years and in light of the cancellation of that project, urgent investment was required.

Emergency Planning – The committee was concerned that a 25% reduction to Business Continuity resources would compromise emergency plans. An exercise was undertaken on the 1 February to test the effectiveness of the arrangements, which was currently being evaluated. A report would be taken to the committee in March where it would decide upon any further action.

Crime & Disorder – The committee were concerned about the proposals for an elected Police and Crime Commissioner, particularly, who would be responsible for scrutinising the commissioner. The committee had expressed an interest in taking role if this was appropriate.

Registration – In view of the need to make financial savings, major changes to the registration service were planned. Financial planning proved difficult as budgets were set annually and carry forward of under or over spend was disallowed and by its very nature, the work and income fluctuated from year to year. The service was currently 75% self financing and the aim was that it would become fully self financing over the next 3 years, plans for which included centralising administrative functions into the Cheltenham office, moving local registry services into shared buildings as at Cirencester Library and all historic registers to be held in the Archives building in Gloucester. The committee would receive a progress update at their October 2011 meeting.

Trading Standards – the committee was concerned about the proposed cut to funding of 50% over the next 2 years, by creating a multi-disciplinary team focussing on response rather than prevention. A request had been submitted to the O&S Management Committee to set up a task group to evaluate outcomes.

The Chairman thanked Councillor McCloskey for the update she had provided and commended the good work of the committee.

In response to a question from a member of the committee, Councillor McCloskey confirmed that the demolition of the fire station on Keysham Road was due to start soon if it hadn't already and the service would temporarily occupy an empty warehouse on Kingsditch Industrial Estate until the new station had been completed.

The Chairman thanked all attendees for the staying and providing such comprehensive updates to the committee, it was appreciated.

11. COMMITTEE WORK PLAN

The Chairman referred members to the work plan as circulated with the agenda.

Given that the Art Gallery & Museum Development Scheme and Leisure & Culture Commissioning Review updates had been scheduled for the next meeting (9 May), some of the items currently scheduled on the work plan would need to be rescheduled.

The Chair and Vice-Chair would agree the agenda for the next meeting on the 31 March, at which point work would start on the draft 2011-2012 work plan.

This would be presented to members at the next meeting of the committee for approval.

In the meantime, members were invited to contact the Democracy Officer with details of any items of interest to be added to the work plan.

Councillor Driver suggested that she would be in a position to provide a Youth Café update earlier than was proposed on the work plan given that it would be opening sooner than originally thought. This would be considered at the Chairs Briefing.

12. ANY OTHER BUSINESS THE CHAIRMAN DETERMINES TO BE URGENT AND WHICH REQUIRES A DECISION

There were no urgent items for discussion.

13. DATE OF NEXT MEETING

The next meeting was scheduled for the 9 May 2011.

Duncan Smith
Chairman

Discussion Paper

Social and Community Overview and Scrutiny Committee

9 May 2011

Work Planning 2011-2012

Background

- 1.1 At the meeting of the Social and Community Overview and Scrutiny Committee held on the 28 February 2011 Members supported the proposal by the Chair to have a detailed discussion of the work plan 2011-2012 and that this would be placed at the forefront of the agenda.

Progress to date

- 1.2 The Chair of Social and Community Overview & Scrutiny discussed informally with the relevant Directors and Service Managers how scrutiny can best add value in assisting the delivery of the outcomes outlined in the Corporate Strategy 2010-2015 under the community objectives of Strengthening our communities and Enhancing the provision of arts and culture:
- 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 are involved in resolving local issues
 - Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment (cross cutting)
 - The council delivers improved outcomes for customers and communities whilst meeting our 'Bridging the Gap' targets for cashable savings and increased income
- 1.3 The draft work plan 2011-2012 for the Committee is attached at Appendix 1. Members are asked to review the items scheduled and are invited to propose future items.
- 1.4 Committee working groups already established, as well as Cabinet working groups within the remit of the Committee are listed in Appendix 2 for information.

Next Steps

1.5 Members are therefore asked to :

- examine the proposed scrutiny topics and approve the Social and Community Overview and Scrutiny work plan 2011-2012
- suggest further topics for investigation
- where necessary appoint members to working groups where one does not exist

Appendices	1. Draft work plan 2011-2012 2. List of existing Committee and Cabinet working groups
Background Papers	2010-2015 Corporate Strategy
Contact Officer	Grahame Lewis, Lead Officer/Saira Malin, Democracy Officer

Item	Purpose	Outcome	What is required?	Lead Officer
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Meeting Date: 9 May 2011				
Chairs Briefing: 31 March 2011		Deadline for Papers: 27 April 2011		
Committee 2011-2012 work plan	Scrutiny	Approve the draft 2011-12 work plan	Discussion Paper	Grahame Lewis, Strategic Director
Commissioning update	Standing item	Update from Cabinet Member if necessary	Verbal update	Cabinet Member Corporate Services
Art Gallery and Museum	Update	Update on development scheme inc. funding and other work	Discussion paper	Jane Lillystone, Museum, Arts and Tourism Manager
Leisure & Culture Commissioning Review	Update	Update on review of services and next stage	Discussion Paper	Cabinet Member Sport and Culture
Cheltenham Borough Homes	Update	Strategic direction following changes to legislation	Presentation	Paul Davies, Chief Executive - CBH
Leisure@	Scrutiny	Annual outturn report and future plans	Discussion paper	Stephen Petherick, Commercial Manager
Meeting Date: 11 July 2011				
Chairs Briefing: 9 June 2011		Deadline: 29 June 2011		
Commissioning update	Standing item	Update from Cabinet Member	Verbal update	Cabinet Member Corporate Services
Leisure & Culture Commissioning Review	Scrutiny	Consider results of the preliminary needs analysis and recommendations for next steps prior to Cabinet (26 July)	Report	Cabinet Member Sport & Culture
Sports Development (inc. Olympics)	Scrutiny	Discuss plans for 2012 Olympics, proposed Glos. Youth Olympics	Discussion paper	Craig Mortiboys, Healthy Communities Partnership Manager

Item	Purpose	Outcome	What is required?	Lead Officer
		and other projects		
Public Art Review	Update	Review progress of working group	Discussion paper	Wilf Tomaney, Urban Design Manager
Town Hall and Pittville Pump Room	Scrutiny	Annual performance review	Discussion paper	Gary Nejrup, Entertainment and Business Manager
County Health, Community and Care Overview and Scrutiny Community	Update	Update on recent work and future plans of the committee	Verbal update	Cllr Penny Hall, CBC representative on committee
Car Park Strategy	Scrutiny	Consider proposals prior to Cabinet	Discussion paper	Mike Redman or Owen Parry
Youth work – allocation working group	Update	Update on progress of working group	Discussion paper	Cllr Sudbury – Cabinet Member Housing and Safety
Meeting Date: 05 September 2011				
Chairs Briefing: 28 July 2011 (to be changed)				
Deadline: 24 August 2011				
Commissioning update	Standing item	Update from Cabinet Member	Verbal update	Cabinet Member Corporate Services
Healthy Communities	Update	Review of work plan and future plans following changes to NHS/PCT	Discussion paper	Craig Mortiboys, Healthy Communities Partnership Manager
Art Gallery and Museum	Update	Update on the AG&M Development Trusts fundraising strategy in respect of the Development Scheme	Discussion paper or presentation	Graham Lockwood, Chairman AG&M Development Trust
County Safer Communities Overview and Scrutiny Committee	Update	Update on recent work and future plans of the committee	Verbal update	Cllr McCloskey, CBC representative on committee
Neighbourhood Management	Update	Review Neighbourhood Management Process	Discussion paper	Richard Gibson, Policy and Partnerships Manager

Item	Purpose	Outcome	What is required?	Lead Officer
Community Partnerships	Update	Review structures of community partnerships	Discussion paper	Richard Gibson, Policy and Partnerships Manager
CBH Tenancy/Leaseholder Group	Update	Tbc	Discussion paper	Paul Stephenson, Assistant Chief Executive – CBH (tbc)
Meeting Date: 07 November 2011				
Chairs Briefing: 29 September 2011				
Commissioning update	Standing item	Update from Cabinet Member	Verbal update	Cabinet Member Corporate Services
Tourism and Marketing Strategy	Scrutiny	Review progress against action plan	Discussion paper	Sonia Phillips / Jane Lillystone
Homelessness Prevention Initiatives	Scrutiny	Review progress over last 12 months and future plans	Discussion paper	Martin Stacey, Housing and Communities Manager
Youth Café	Update	Progress over last 12 months	Discussion paper	Councillor Barbara Driver
Proscenium Building / Gardens Gallery	Scrutiny	Tri-annual review	Presentation	Bob Freeman, Chairman Gardens Gallery
Cheltenham Festivals	Scrutiny	Annual review	Presentation	Donna Renney, Chief Executive Cheltenham Festivals
General Housing Strategy	Scrutiny	Assess revised strategy as a result of changes to benefits prior to Cabinet	Report?	Kath Rees, Head of Service – Stronger Communities
St. Pauls	Update	Tbc	Discussion paper	Kath Rees, Head of Service – Stronger Communities
Meeting Date: 09 January 2012				
Chairs Briefing: 01 December 2011				
Deadline: 28 December 2011				

Item	Purpose	Outcome	What is required?	Lead Officer
Final budget proposals 2012-13	Scrutiny	Review budget proposals inc. HRA for financial year, taking into account responses to consultation on interim budget proposals		Mark Sheldon, Chief Finance Officer
Art Gallery and Museum	Update	Quarterly review of development scheme and service provision during closure	Discussion paper	Jane Lillystone, Museum, Arts and Tourism Manager
Everyman Theatre	Update	Post re-opening	Presentation	Geoffrey Rowe, Chief Executive – Everyman Theatre
Sports Development (inc. Olympics)	Update	tbc	Discussion paper	Craig Mortiboys, Healthy Communities Partnership Manager
Meeting Date: 27 February 2012				
Chairs Briefing: tbc				
DRAFT Corporate Strategy 2012-13	Scrutiny	Review the DRAFT strategy for the financial year ahead prior to Cabinet (xx March)	Discussion paper	Richard Gibson, Policy and Partnerships Manager
Meeting Date: 21 May 2012				
Chairs Briefing: tbc				
Art Gallery and Museum	Update	Quarterly review of development scheme and service provision during closure	Discussion paper	Jane Lillystone, Museum, Arts & Tourism Manager
Leisure@	Scrutiny	Annual performance review	Discussion paper	Stephen Petherick, Commercial Manager
Meeting Date: 09 July 2012				
Chairs Briefing: tbc				
Deadline: 27 June 2012				

Item	Purpose	Outcome	What is required?	Lead Officer
Town Hall and Pittville Pump Rooms	Scrutiny	Annual performance review	Discussion paper	Gary Nejrup, Entertainment and Business Manager
Items to be added at a future date				
Care Homes	Scrutiny	Establish a working group	Report	Grahame Lewis, Strategic Director
Licensing Act (when imposed in 2011-12)	Scrutiny	Assess the impact of the changes to the Act	Discussion paper	Louis Krog, Senior Licensing Officer

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SOCIAL AND COMMUNITY O&S COMMITTEE AND RELEVANT CABINET WORKING GROUPS 2011-2012

COMMITTEE WORKING GROUPS				
WORKING GROUP	SCOPE / OUTCOME	TIMESCALE	CBC MEMBERSHIP	LEAD OFFICER
Public Art Review	Examine the processes, policies and procedures associated with delivering public art	July 2011	Rowena Hay Diggory Seacome	Wilf Tomaney
CABINET WORKING GROUPS				
WORKING GROUP	SCOPE / OUTCOME	TIMESCALE	CBC MEMBERSHIP	LEAD OFFICER
Leisure & Culture Commissioning Review	Support the development of an initial report to Cabinet (26 July) on results of preliminary needs analysis and agree recommendations for next steps	Ongoing	Garth Barnes Wendy Flynn Rowena Hay Anne Regan Diggory Seacome Duncan Smith Lloyd Surgenor	Pat Pratley

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Information/Discussion Paper

Social and Community Overview and Scrutiny

9 May 2011

Cheltenham Borough Homes

1. Why has this come to scrutiny?

- 1.1** The committee asked for Cheltenham Borough Homes to make a presentation to them on their strategic direction. This paper sets out some additional information for the committee to support them in their role this evening.

2. Summary of the Issue

- 2.1** Cheltenham Borough Homes (CBH) is the council's arms length management company which undertakes the management of the council's housing stock under a management agreement which was last updated in September 2009. The company prepares a CBH business plan (attached at appendix 1) and a housing revenue account business plan, which support the delivery of the council's objectives as set out in our own strategic plans. Under the new senior leadership structure, with effect from 1 April, client side monitoring is undertaken by the Commissioning division, and meetings have taken place with officers in CBH to identify how the current monitoring arrangements are working and how these will be taken forward in the future.
- 2.2** In 2009 the Council agreed that CBH should be the council's preferred delivery partner for the development of new social housing. This produced successful bids for 16 homes at Brighton Road and 48 homes at St Paul's. The spending review in October 2010 introduced a new affordable rents model for the delivery of new affordable housing from 2011 -2015. This model sees an increase in rents for new social housing from the current 50% of market rent to 80% of market rent. The Homes and Communities Agency will invest £4.5bn (of which £2.2bn in uncommitted) through an affordable rents programme and cabinet in April endorsed the submission by CBH (through a consortium lead by Bromford Housing) to the HCA for Social Housing Grant (SHG) to build 57 new social homes which would be in CBH ownership..
- 2.3** In order to facilitate the HCA bid the articles of association for CBH needed to be reworded to make explicit reference to social housing; the current articles refer just to housing. More importantly there is a new addition at 1.3.1B of the articles which enable CBH to provide, manage, maintain, improve, demolish or convert any other social housing or other housing stock that does not belong to the council or CBH. This enables CBH to manage housing stock for another registered provider which is consistent with clause 19.3 of the management agreement which was approved by Council in 2009. Cabinet on 19 April delegated authority (in consultation with the cabinet member and borough solicitor) to the Director of commissioning to approve the change. At the time of drafting this briefing note this delegation had not yet been exercised as the call-in period had yet to expire. A full set of the revised articles

showing tracked changes has been placed in the members room.

- 2.4** Council housing has been historically funded through government subsidy and for many years there has been a criticism of these arrangements. Following a period of consultation, the DCLG has announced its intention to change the funding regime and legislative changes will be made via the localism bill. The proposal is to scrap the current Housing Revenue Account subsidy system and replace it with a one-off settlement which leads to a self financing model. These changes will need to be incorporated into the new 30 year HRA business plan which will seek approval by Council in February 2012 for implementation from April 2012. A workshop is being arranged by CBH in June 2011 to explain the initial assumptions and consider the future strategy. CBH have already provided a briefing to SLT.
- 2.5** The current changes to the welfare regime, the proposed change to self financing as opposed to housing subsidy, and the new affordable rent product will all impact on housing in Cheltenham, both for CBH and other registered providers. Cabinet therefore at its meeting on 19 April agreed to set up a housing working group, the terms of reference of which are set out in appendix 2.
- 3. Next Steps -**
- 3.1** Members of the committee will hear this evening from CBH about their plans. In light of issues that they raise or that members of the committee raise this evening, the committee may wish to consider whether there are any specific matters for the housing review working group to consider in more detail.

Background Papers

Contact Officer	Jane Griffiths, Director of commissioning, 01242 264126, jane.griffiths@cheltenham.gov.uk
Accountability	Councillor Klara Sudbury, cabinet member housing and safety
Scrutiny Function	Social and community



*2020 vision:
people, places, homes*



**Cheltenham Borough Homes
Business Plan
2010 to 2020**

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1 INTRODUCTION

who we are

We are Cheltenham Borough Homes (CBH), a top performing Arms Length Management Organisation (ALMO) awarded the highest possible rating by government inspectors: providing *excellent services and with excellent prospects for the future*. CBH has been an independent company since 2003 and since that time we have moved from an initial period of setting up, through a period of developing our services and enhancing our performance, to being able deliver on all our initial promises. Over time we have demonstrated consistent improvement and we have made a difference to the lives of thousands of people living in the homes we manage and the communities that we work within.

The majority of the homes we manage are situated within the most deprived communities in the borough. Our well-established relationships with the people living in these communities, puts us in a unique position and provides us with opportunities to improve various aspects of their lives by working closely with them and other local agencies.

what we do

We are responsible for the management and maintenance of Cheltenham Borough Council's (CBC) housing stock. A 'management agreement' formalises the relationship between us, setting out the services to be delivered and defining the remit of each organisation. Our current management agreement runs until 2020 and is one of the longest lived in the sector, reflecting our healthy and successful working relationship with CBC.

We provide extensive, high quality services for over 5,000 homes made up of 4,111 general needs, 491 sheltered and 450 leasehold properties. We put our customers at the heart of what we do and actively seek to engage them in decision making, monitoring and scrutiny activities. Our commitment to community involvement and development ensures we are a recognisable presence in our communities.

how we work

We ensure that we treat all people that we have contact with fairly and equally. We provide inclusive accessible services, increasingly tailored to individual need. We are committed to continually improving our approach to equality and diversity issues, working closely with our employees, board and customers to set aspirational standards.

Working effectively in partnership with other local organisations is essential if we are to successfully deliver our objectives and provide positive outcomes for our customers. It supports our holistic approach to housing management and helps us to deliver the wider levels of customer and community support into which we are currently expanding.

We are committed to minimising the adverse environmental effects of our activities wherever possible. Working with other organisations like CBC and the Local Strategic Partnership (LSP) is an important part of developing more sustainable communities; reducing fuel poverty and supporting the wider aims of the borough. Making sure we work as efficiently as possible is inherent in all that we do; it is essential to maintain a viable future for the company and enables us to continue to provide high quality services for our customers. We strive to achieve *'the right balance between costs, productivity and impact'*. Responsibility for this is shared throughout the company, including board and all employees.

2 WHAT WE WANT TO ACHIEVE BY 2020

our company mission, vision and objectives

Our vision, mission and objectives set out a framework for delivery that ensures we maintain a coordinated approach to a shared understanding of what we will deliver for our customers, communities and business by 2020.

To arrive at this we consulted widely with our customers and have taken into account our core business; past achievements; in-depth local knowledge; current and future risks; plus current political and regulatory changes. This agreed framework is cascaded throughout CBH, linking activity, targets and outcomes from company-wide initiatives to individuals' tasks.

OUR VISION

is that our customers are able to improve their quality of life and live in good quality homes, in places where they choose to live

OUR MISSION

We will put customers at the heart of what we do and work with communities to give them more choice and influence. We will work well together to ensure our future success by making the best use of resources and set standards to which others aspire.

OBJECTIVE A

our **customers** will be treated fairly and provided with opportunities to get involved and influence CBH

OBJECTIVE B

communities will be strengthened to make them places people want to live

OBJECTIVE C

homes will be provided that are decent, sustainable and maintained in a quality environment

OBJECTIVE D

our business will be managed responsibly and demonstrate innovation and flexibility, ensuring our **future** success

3 ASSESSING OUR POSITION AND POTENTIAL

local considerations

The town of Cheltenham has a population of approximately 114,000 people and exhibits a high population density. Around 5,000 of the 55,000 homes in the town are managed by CBH, making us by far the biggest social landlord in the area.

The need for more affordable housing in the town has been a long standing issue and a recent housing needs survey confirms that this is unlikely to change in the future. Average property prices are higher than county, regional and national averages. The minimum cost of buying a dwelling in a reasonable condition ranges from approximately £93,000 for a 1 bedroom property to approximately £258,000 for a four bed property: entry level rental prices range from £450 to £930 per calendar month (pcm) for the equivalent property size and social rents are significantly lower than this at an average of £280 pcm for a one bedroom property rising to £352 pcm for a three bedroom property or larger.

Cheltenham is considered a relatively affluent town; the Office of National Statistics (ONS) identified it as a 'prospering smaller town', a classification characterised by a population with relatively few children, good health, low unemployment and with a highly skilled workforce. However, the town also exhibits areas of severe deprivation. The national Indices of Multiple Deprivation (IMD) released in 2007 show that nine areas of the town were among the 20% most deprived areas in the country. These areas of deprivation mirror the distribution of CBH-managed stock across the town. This means that we operate in some of the most deprived communities in the borough, and our customers are individuals whose quality of life and access to opportunities and choices may be severely restricted.

Generally there is a distinct difference between the social renting population and the wider population of the borough. This is not confined to Cheltenham as this pattern is replicated across the country. The 2009 housing needs survey highlights some key comparisons of CBH to the wider population of the borough. Our customers have:

- ▶ a higher percentage of older people (25% CBH tenants are 65 or over, compared to 17%) and similar diversity (roughly 95% of individuals identified themselves as white)
- ▶ higher unemployment and higher benefits take up - (24% CBH tenants are in part or full time employment compared to 60%)
- ▶ lower incomes - the average income of households in social rented housing is less than half the borough average (£504 per week for Cheltenham compared to two thirds of CBH tenants with less than £200 per week)
- ▶ poorer health - (51% of current CBH tenants have or live with someone who has long standing illness, disability or infirmity. This figure is higher than Cheltenham's at 28%)
- ▶ research shows that a baby boy born in the most deprived areas in Cheltenham can expect to live almost four and half years less and a baby girl almost two years less compared to the average expected life span of babies born in Cheltenham as a whole.

wider consideration

Following the banking crises and recession, Britain has the largest structural deficit in Europe. All political parties want debt reduction; the essence of the remaining debate concerns the pace of this reduction. The Government's approach is to implement the largest and fastest spending cuts in modern times; as part of these cuts Councils will lose 7.25% funding per annum, 29% over four years Cheltenham Borough Council faces 15% over this period. This is the context within which social housing must be provided and maintained. Our approach to identifying and delivering value for money will enable us to support our key partner.

The Government wants more homes at lower prices and is proposing using higher social rents to boost production. It sees the need for proactive asset management and less public spending on

housing. This spend includes housing benefit; and fundamental welfare reforms are running parallel to changes in housing policy. Welfare reform will be radical, including rent caps for Housing Benefit, 10% loss in job seekers allowance and council tax reduction for those unemployed over 12 months. It is likely that there will be increased demand for the lowest cost private housing, which usually has the worst standards: which, in turn, may push up rents. However, there has been protection for supporting people, homelessness and disabled facilities grant.

Capital projects of long term, high economic value have been funded. However the Department for Communities and Local Government (DCLG) has had cuts of 74%, with a £4 billion cut in capital funding. It can be said therefore that social housing has failed to make its arguments heard. A new 'Affordable Homes' product with rents aligned at 80% of market value has been launched, to generate new income streams for housing association built homes. For the foreseeable future, this will replace social housing as new build.

Regulatory and enabling reforms have also taken place, with the end of the National Tenants Voice, the Tenants Services Authority, and the Audit Commission (including the Housing Inspectorate). Regulation of the sector will be through a slimmed down Homes and Communities Agency (HCA) and Housing Revenue Account (HRA) reform will be compulsory. For ALMOs it means less certainty in terms of inspections and guidance, but potentially greater freedoms on how we do things. As a sector we have evolved in an audit environment, and this is evident in ALMO cultures. Although being recognised as a 3 star organisation was an important milestone and has added value, this achievement will matter less in future but the involvement of residents and local working still matter. We now need to move to a culture of learning, focus on the future and manage expectations in a general public sector landscape of limited resources.

We will see pressure on our costs, and possibly challenges to income streams in terms of arrears. It is important that 'council housing' estates do not get left behind as Housing Associations develop new products.

There is compelling evidence that CBH has changed lives through:

- ▶ improving homes:
 - investing over £30 million pounds into making 3,500 homes 'decent'
 - maintaining some of the highest repairs performance and customer satisfaction figures in the country for an ALMO
- ▶ improving places:
 - delivering 'neighbourhood works' to improve communal areas, making them places where people can interact with their neighbours and make better use of green areas
 - by taking on the cleaning service of communal areas in blocks of flats
 - proactive work with local partners to reduce anti-social behaviour in our communities
 - our community activities help to bring people closer together and raise awareness of key issues, environmental, healthy eating etc
- ▶ helping people:
 - support for the young and old, for example, our highly successful junior wardens project in St Paul's and work with young people and the local theatre to raise awareness of the dangers of becoming involved in anti-social behaviour
 - our financial inclusion work helps to highlight the dangers of unlicensed money lending and points people at safer routes and putting people in touch with organisations that offer free help and guidance on money matters
 - our community development activities have helped people to develop life skills, like simple DIY and cooking for example
 - since starting our employment initiatives work we have helped approximately 30 people back into jobs and training

We will always protect our core business, but increasingly over the next ten years we will consider appropriate opportunities that will enable us to continue changing lives and improving communities.

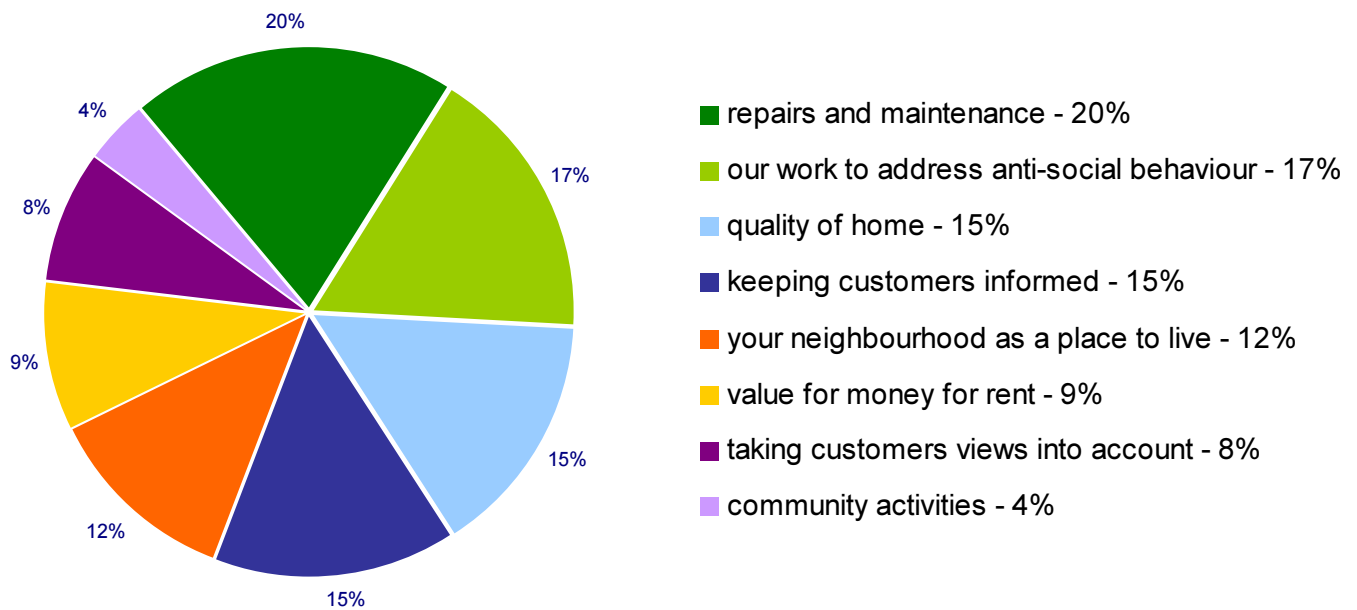
what our customers think

Throughout the development of this business plan we have consulted with our board and employees through activity sessions, discussions and surveys and sought third party, objective review. We have carried out extensive consultation with our customers through a co-ordinated series of high profile activities and approaches to:

- ▶ capture honest, unbiased opinion directly from the mouths of our customers in a relaxed, comfortable environment
- ▶ be able to go to the customers rather than the customers coming to us

Customer representatives were involved in arriving at a set of questions, and the results from these have been invaluable in establishing the views of our customers and the wider community. The consultation was far reaching and included gathering opinion on service priorities, the role of CBH and our remit within communities. We visited various locations using a highly visible camper van to meet our customers in their neighbourhoods and at unusual venues (for example supermarkets and schools) and we reached almost 1,500 of our tenants, through video interviews; postal and face to face surveys; online polls; opinion walls and telephone surveys.

Feedback showed high levels of support for the drafts of our new vision and objectives and there were also high levels of support for continuing to develop the wider remit we have evolved in our communities. Responses also showed that customers prioritised our services in the following way:



We also asked whether we should:

- ▶ build new housing in Cheltenham – **93% said yes**
- ▶ support customers to improve skills to find employment - **88% said yes**
- ▶ develop projects for children and young people - **93% said yes**

The caveat to this is that our customers are keen to see that our current high quality services do not suffer as a consequence.

We have very high satisfaction levels for our services, 85% overall and up to 95% for older people. Currently our services are:

- ▶ Community focused, with the largest volume of services delivered via a patch or neighbourhood basis
- ▶ Based in specialist teams, which gives the best balance of knowledge, quality and value for money
- ▶ Responsive rather than wholly planned

We know from the extensive consultation and research in developing the Business Plan that our residents want:

- ▶ Very effective services for repairs, anti-social behaviour and tenancy management
- ▶ A local presence in communities, but not necessarily a large office
- ▶ No clear preference for specialist or generic working
- ▶ A preference for person to person contact via officers or telephone rather than web based contact
- ▶ An extension to our opening hours

company perspective

This business plan is made possible because of our ten year Management Agreement with CBC. Critical in maintaining this contract is the protection of core services and ensuring outstanding levels of performance and satisfaction in the areas of repairs, collecting rents, re-letting homes and tenancy management.

Our business plan assumes that growth over the medium term in core business is limited, with income cash frozen in 2011/12 and subject to only minor changes after that. However, we will continue to look at new sources of income where there is a business case, and position ourselves to take advantage of the opportunities that will emerge from the 'self financing' model that has arisen from the Review of the HRA subsidy system. Our financial modelling has demonstrated that there will be opportunities to provide new services to council tenants.

Our ability to diversify is limited by European Union (EU) procurement law – we will therefore not diversify by more than 20% of turnover (excluding capital grants) to protect the Management Agreement. Our current assumptions are that we will be broadly 90% dependant on the management fee at the end of this Business Plan.

Being an ALMO, there are two main areas of sensitivity, those affecting the HRA and those directly arising for CBH:

1. Nearly all of our income is derived from the HRA (excluding capital grants for new build). The HRA is ring fenced from general Local Authority expenditure and therefore provides a harbour for CBH to operate within, albeit a constrained one. The crucial sensitivity is therefore the Review of the HRA taking place in 2011 with implementation planned for 2012. This will include a tightening of the ring fence.

All of our modelling to date indicates this will be a positive change for the HRA in Cheltenham, and will provide opportunities for CBH. The other big variable for the HRA is the long term impact of investment and maintenance needs of the stock. If we assume these must be met, they effectively limit the size of the management fee that CBH can earn. CBH are responsible for the management of investment, and carry out rigorous stock condition modelling. We therefore believe that the management fee charged by CBH is sustainable to 2020.

2. Sensitivities for us as a limited company include the Pension Fund deficit and general staffing conditions. The Pension Fund has not affected our ability to be a viable company and is being met by additional employer contributions following recent actuarial advice. We carefully monitor staff turnover, conditions and succession. Although there are pressures, particularly in a time of pay freezes, we see no risk to this plan that cannot be countered by our HR strategies. There are also wider policy issues, set out in our PEST analysis, which will have as yet undetermined effects. We believe we can take advantage of and/or weather these through substantial investment in our staff; increasing their capacity and ability to change. There is a third area of indirect sensitivities, that for local Government and the Public Sector generally.

As part of our assessments we have updated our SWOT and PEST analyses, which are included as appendices 1 and 2, respectively.

our response

This business plan is a response to the key issues which are important to our tenants and takes into account the wider environment, balancing this with local knowledge and robust resource planning to ensure a viable approach for the future.

The strategy that has emerged from this is to maintain high performing core services and functions into the long term and to build on this foundation to extend the scope and value of our services. It is clear from the consultation and research undertaken that providing a 'general needs' housing management service only will not meet the actual and developing needs of our communities. The ten year management agreement we have with CBC provides our customers with continuity and high quality services and we will ensure that the company remains a viable and efficient means of delivery.

The wider housing environment is undergoing a period of great change and, potentially, we will have greater freedoms around how we do things and grow our business. In order to take advantage of this we need a culture of learning with a focus on the future, whilst managing expectations in a general public sector landscape of limited resources.

The forthcoming changes from housing subsidy to a self financing model will open up opportunities for us. We have the potential to develop new community-facing areas of work outside of our current core activities to support the wider issues faced by our communities; this will be sympathetic to our main business and will require us to continue to build on our effective partnership working, whilst also allowing us to be flexible in our response as demands change.

Delivery of excellent services will always be the key driver to our business, supported by a strong corporate framework. The emphasis over the next two years will be 'organisational development'; ensuring that our employees have the necessary skills and the company has the necessary IT and people skills. This will underpin the enhancement of existing and the development of new services from 2012.

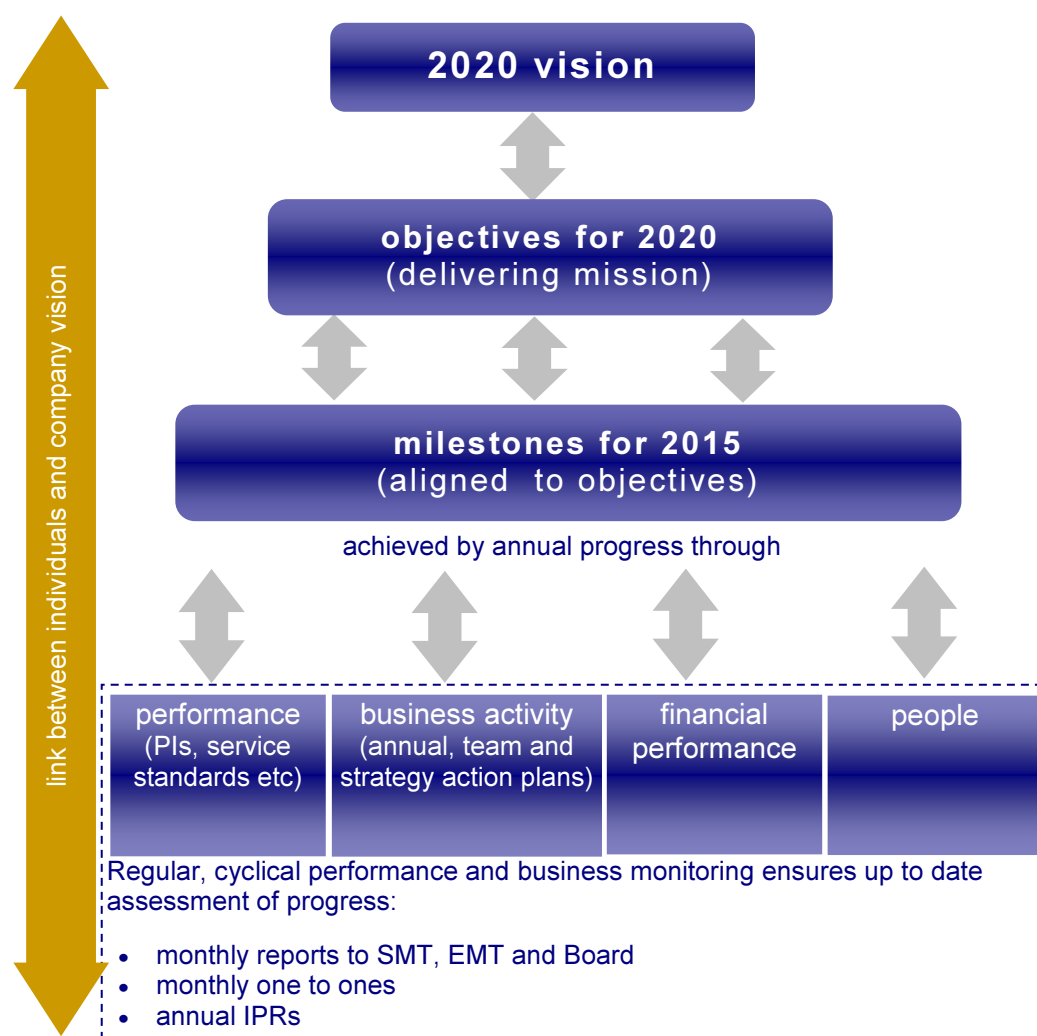
We are a customer-focussed company, handling over 50,000 phone calls and carrying out over 25,000 visits, inspections and repairs every year. Our employees are highly visible in the community and we believe by providing all of our services in-house we achieve better co-ordination. However, a large proportion of our processes are still manually based, and this, along with more proactive working is an area to change. We will therefore re-design our service delivery over the next five years so that:

- ▶ we remain customer driven and neighbourhood focused, retaining specialist teams for delivery but with a wider range of services
- ▶ we will develop our ICT to be technology based procedurally, with a generic customer contact hub for all enquires by telephone and the web
- ▶ we aim to provide people with a response from a single contact with us and will implement ICT and accommodation plans to deliver this
- ▶ we will continue to take all opportunities to review value for money
- ▶ we will invest in our own people through training and support of cultural change

4 DELIVERING OUR OBJECTIVES – THE FIRST FIVE YEARS

This business plan sets our long term vision and objectives for 2020. This section shows how these will be achieved and provides information about what we are going to do and how by 2015. These activities are linked to the four objectives to 2020 and will be worked towards by delivering year by year on key areas of performance and business activities. These activities include our high priority key business activities (KBAs) contained in our annual plan, team plan actions and through delivery of strategic action plans.

Through monitoring performance and progress against these key areas on a monthly cycle, we ensure co-ordination of efforts and alignment of activities. It also ensures we maintain awareness of progress and allows for proactive, timely and agreed actions in response to issues. The diagram below shows how we will make sure that we deliver on milestones for 2015 and work towards our objectives for 2020.



A further review of the business plan will begin in 2014. This will involve in-depth consultation and involvement with an assessment of progress, achievements and a re-evaluation of direction to ensure it is still appropriate. New milestones will then be set for the last five years of the business plan to take us to 2020

OBJECTIVE A: our customers will be provided with opportunities to get involved and influence CBH

Our 'customers' are general needs tenants, sheltered housing tenants and leaseholders who live in the homes we manage and maintain. They have played a key role in the successful development of CBH and will continue to play an increasing role in shaping our services and business to 2020 and beyond.

Our *Community Engagement Strategy* sets out how we will achieve this and ensures that customers remain at the heart of everything we do. We will build on existing customer involvement mechanisms to offer a wide range of flexible options and deliver relevant training to develop appropriate skills to promote engagement and influence CBH.

We are committed to involving customers, ensuring that we deliver the services our customers' need; that decisions are made with our customers' input; and our activities are accountable to our customers. We will develop our ability to self assess our performance as a landlord and involve customers in the review and monitoring of our services.

We will continue our community development activities, promoting healthy living, education, environmental awareness and work to improve financial inclusion.

Our *Housing Support Strategy* ensures that support services are in place to enable people to achieve their goals, maintain independence and improve their quality of life. The strategy responds to developments in policy and funding within this service sector and will ensure a stable and high performing service is maintained.

OBJECTIVE B: communities will be strengthened to make them places people want to live

We understand the importance of healthy communities and we are committed to continue to help improve these, and the lives of the people living within them, by working together with our customers and partners. Our strategic documents all work together to address local issues, deliver services to and support communities to develop cohesiveness and sustainability. Our *Neighbourhood Management Strategy* ensures that the delivery of neighbourhood management services are tailored to neighbourhoods and people by continuing to provide services through highly trained and motivated CBH employees, supported by accurate and timely customer information.

We will carry out projects which support older people, often with health and mobility problems and young people, often with support needs. We will continue with our regeneration activities in our communities and to support people to realise opportunities for jobs and training.

Improving community safety will be a key area of work for us and will include the re-launch of our Safer Estates Service with mental health and family support as part of our preventative work. Delivery of our core services (for example repairs and maintenance and re-letting homes) will remain our main activity and we will ensure that we maintain excellent performance and respond to meet changing customer expectations, driven by enhanced customer insight.

The services we deliver are high performing and customer satisfaction with CBH as a landlord is also high. When compared nationally against other ALMOs CBH was ranked 5th out of the 55 ALMOs who submitted their data. We are committed to maintaining this level of performance into the future and ensure that customers are fully involved in the services we deliver. We are committed to remaining the landlord of choice in Cheltenham. The main focus of our work will be the delivery of our core landlord services, ensuring they are performing to excellent standards and are able to respond to meet changing customer expectations and need. Maintaining excellent performance, high customer

satisfaction and efficient services will be supported by effective monitoring, benchmarking, customer involvement and scrutiny.

OBJECTIVE C: homes will be provided that are decent, sustainable and maintained in a quality environment

Looking forward to 2020 we expect no dramatic change in our stock and no change in demand, which will remain high. Our homes currently meet the government's 'decency standard'; we successfully completed this multi-million pound project in 2008, two years ahead of the government's target and within budget. We are committed to maintaining this level of decency into the future. Now that we have completed our decent homes programme, future investment will be proactive, identifying and replacing components and maintaining building elements before they fail. These will be identified by the use of our developing stock condition software and physical surveys. We will investigate retrofitting homes to improve their environmental footprints, taking into account new technologies to reduce energy use.

We will build new, affordable homes as funding allows, at three sites in Cheltenham; these new build properties will take account of the ongoing discussions relating to minimum build standards. We will also continue our Neighbourhood Works programme, which improves external communal environments for our customers and helps to combat anti-social behaviour and promote community cohesion.

Day to day repairs to properties are undertaken by our in-house responsive repairs team, which is a high performing service, receiving some of the highest customer satisfaction ratings in the country for any ALMO. We review this service to ensure that it continues to provide value for money and is able to withstand the challenges of the external market. In the future we will investigate the possibility of expanding this service beyond our existing client base as long as there is no detrimental impact on the service received by our customers.

OBJECTIVE D: our business will be innovative and flexible ensuring our future success

Supporting the delivery of excellent services and maintaining the viability of CBH in the long term is of vital importance. We will ensure that we continue to work effectively with Cheltenham Borough Council and other partners as we help to make a difference and support the delivery of our own and local objectives. We will become more environmentally aware and ensure our risk, governance and performance structures are appropriate and enable informed decisions. Key strategies will be developed and will begin to be implemented over the course of the next three years; our IT, Organisational Development and Accommodation strategies will be fundamental pieces of work setting a robust framework for the delivery of our business objectives.

Understanding how we are performing in comparison to other housing providers both nationally and locally is important in assessing the quality of service in the wider environment. We use this data to understand actual performance, customer satisfaction and costs in order that we deliver services as efficiently as possible, making sure that we make the best possible use of resources.

We have evolved as a sector in an audit environment, and this is evident in ALMO cultures, however the future is one of less certainty in terms of inspections and guidance. We will develop our ability to self assess our performance as a landlord and involve customers in the review and monitoring of our services.

Potentially we will have greater freedoms around how we do things and we need to move now to a culture of learning, a focus on the future and to manage expectations in a general public sector

landscape of limited resources. We will continue to embed ourselves in the community and become recognised as an independent local organisation, highlighting our non-profit, mutual status and increasing proximity to the third sector. Investment in our staff, to develop the skills to allow flexibility and adaptability, supported by effective IT systems and business planning and monitoring systems will enable us to be responsive to changing environments and to be able to take advantage of new opportunities as they arise. We will meet efficiency targets and position ourselves to be able to take advantage of new opportunities as they arise.

milestones for 2015

The table below shows what we are going to do throughout the period 2012 to 2015 and aligns these relative to the business objective they help to deliver.

These milestones will be delivered through Key Business Activities (KBAs) and action in team plans and strategic documents. All of these link to the business plan and to individuals. Progress against their delivery is monitored regularly through senior management team performance meetings, through monthly one to one between individuals and their line manager and through annual individual performance reviews.

KBAs for 2011/12 can be seen in Appendix 4, page 26.

delivering objective:	what we are going to do 2012 to 2015
A: CUSTOMERS	ensure involvement remains embedded in the company culture
	address issues of financial inclusion
	develop sheltered housing services that are increasingly person-centred, tailored and holistic in nature and are an effective point of contact into further support
	provide regular assessment of performance to customers
	provide excellent customer services
	build customer confidence and capacity to engage in involvement activities
	develop our range of involvement activities to appeal to the widest possible audience
	improve customer monitoring and scrutiny at a corporate level
	provide support to enable individuals and communities to engage in opportunities to benefit themselves and their communities
	make best use of Assistive Technology in sheltered housing service
	ensure customers are able to shape the services they receive and their communities at a level relevant to the individual
B: COMMUNITY	deliver a high performing, stable sheltered housing service rated highly by regulatory body
	develop our ability to model communities to track improvement and target support and resources
	ongoing work to reduce ASB through partnership and preventative work
	high levels of performance and satisfaction for core services maintained
	carry out an assessment of service standards, investigate and develop local offers
	continued tailoring of services increasingly reflecting the needs and circumstance of the individual
	ongoing work to reduce fuel poverty
review of leaseholder services	
launch new equality and diversity strategy with associated action plan	

delivering objective:	what we are going to do 2012 to 2015
C: HOMES	maintain stock levels at 100% decency
	enhance property attributes data to inform annual investment priorities
	building new homes (delivery of phases 1 and 2 of St. Paul's Brighton Road and potential garage sites)
	reduce the adverse environmental impact of our stock
	maintain an informed approach to programmed stock investment and identify the need for spend
	improve external communal environments
D: FUTURE	continued organisational development to give staff partnership and networking skills
	Implement a new Financial Management and HR system (Agresso).
	continuing reduction of adverse environmental impacts
	IIP accreditation
	ongoing development of a culture of continual improvement and a high level of self awareness
	more effective and efficient management of company risk
	understand and meet the developing regulatory framework
	ensure value for money approach is embedded throughout the company
	ensuring we are adaptable, responsive and flexible by having appropriate structures, skills and resources
	ensuring a robust and balanced governance structure
	provide a holistic approach to total reward packages for all employees
	working in partnership to achieve local aims
	ensure employees are empowered with the necessary skills to meet current and future customer needs
	develop flexible working arrangements that meet the customer and business needs which complement our employee's lifestyles
	ongoing development of our in-house ICT capacity
review of accommodation	
self financing	

5 THE RESOURCES TO DELIVER

finances

CBH has established a reputation for strong financial management and has a culture of value for money embedded throughout the company. We have demonstrated an excellent balance between the cost and quality of services.

The external financial environment is expected to remain complex and be increasingly challenging. We face a sustained period of reduction in public sector expenditure and heightened scrutiny on efficiency savings. Our financial plans recognise the need for flexibility and must be subjected to regular monitoring and review. Our current and future immediate financial environment is described in detail in the council's *Housing Revenue Account Business Plan*, which can be found on our website.

Over the life of this business plan we will seek to retain reserves sufficient to provide both a contingency against unforeseen events and a level of assurance to third parties with whom we trade and also give us financial independence to fund new initiatives. In the period to 2015 the difficult trading environment will limit our ability to increase revenue and we must seek efficiencies to fund service improvements. Our objective will be to maintain reserves at the current level of approximately £500,000. In the longer term we anticipate additional income from our new build programme will enable reserve levels to be increased

We have commenced a development programme to construct new affordable housing and we are also preparing plans for a programme of employment initiatives to help alleviate worklessness in our tenant population. These new areas of activity have been individually scrutinised for financial viability and their impact on our corporate plans and are resourced appropriately in our plans.

Our financial forecasts include realistic estimates of resources and expenditure and identify challenging efficiency targets to ensure our objectives can be delivered.

Our financial projections to 2014/15

	Base Budget				
	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
Income:-					
Management Fees	4,669	4,694	4,717	4,787	4,859
Expenditure:-					
Gross Management Costs	5,469	5,629	5,489	5,572	5,656
Recharges to Maintenance	-612	-703	-617	-627	-636
Recharges to Other Services	-94	-130	-81	-83	-84
New Build (net costs)		30	50	25	15
Efficiency target	-76	-132	-124	-100	-92
Net Management Costs	4,687	4,694	4,717	4,787	4,859
Surplus/Deficit for Year	-18	0	0	0	0

Income assumptions

Management fee income is sourced from both the Council's Housing Revenue Account (HRA) and the HRA Capital Programme. It is anticipated that fees will be restrained in the medium term. The projections assume fees will be broadly cash neutral in 2011/12, rising by 1% in 2012/13 and 1.5% per annum thereafter.

Expenditure assumptions

Employee costs account for more than 70% of expenditure and so the level of pay inflation is critical to our forecasts. We have assumed that no pay award will be made in 2011/12 or 2012/13 but have anticipated increases of 1.5% per annum thereafter. We have allowed a contingency of 1.5% for general inflation on other expenditure assuming that a robust procurement strategy can mitigate against higher price increases.

Value for Money

The cashable efficiency target for each year is shown in our forecasts at a level that reduces costs to the expenditure target for the year. We will seek to exceed those targets through the delivery of our value for money strategy enabling additional resources to be invested in service improvements. A programme of service reviews using process re-engineering and greater use of information technology will be the primary source of efficiency savings together with a rationalisation of office accommodation and further improvements in procurement methods

Our development programme projections to 2015/16

In December 2009 CBH received planning approval for the first phase of the proposed regeneration scheme at St Paul's. Following this success, bids were submitted to the Homes and Communities Agency (HCA) for social housing grant support for St Paul's, for Brighton Road to replace unfit post-war pre-fab housing and for the redevelopment of four redundant garage sites. At this stage CBH awaited planning approval for Brighton Road, which was secured in February 2010.

At that time the HCA confirmed an overall allocation of £3.38m for St Paul's Regeneration (£2.58m) and Brighton Road Redevelopment (£800,000). With the grant secured, CBH were able to approach CBC Cabinet to secure full support for both schemes, capital subsidies for both and a commitment to support the provision of long term loan facilities through the Public Works Loan Board.

This created an initial development programme for CBH with anticipated total capital expenditure of £8.18m. Taking into account Capital Subsidies amounting to £500,000, the balance for loan funding is £4.30m. As the stated development costs contain contingencies it is anticipated that some savings may be achieved. These schemes will deliver 64 new homes, a mix of houses, bungalows and flats, of which 46 will be for rent and 18 for Rent-to-Homebuy. The Rent-to-Homebuy properties will be at St Paul's and are included in an endeavour to achieve a mix of tenures to a predominantly social rented estate.

The Rent to Homebuy scheme allows partial equity purchase after a minimum of three years tenure paying rent at 80% of market rate. It is forecast that these schemes will produce a medium term surplus but in the initial years there will be a net deficit as indicated below:

Development programme	2011/12	2012/13	2013/14	2014/15
	£000	£000	£000	£000
Rental Income:				
St Paul's	27	219	226	233
Brighton Road	61	76	78	81
	88	295	304	314
Expenditure:				
Depreciation	27	72	72	72
Financing costs	72	220	219	218
Maintenance charges	7	33	34	35
Void periods	0	8	4	4
Marketing Costs – Rent-to- Homebuy	12	12	0	0
	118	345	329	329
Net Deficit	-30	-50	-25	-15

During the course of 2010, CBH submitted planning applications for the approved redevelopment of four garage sites, for which planning approvals were granted in December. These provide an

opportunity for CBH to secure a relatively small allocation of grant, if the HCA is seeking schemes of this size at the time of any under spend.

In February 2011 the HCA launched a new Bid Prospectus for funding in the period 2011-2015. This introduced new 'affordable' rents (at 80% of market rent) and a completely new set of funding rules and obligations. From the initial perspective of CBH, this represents the opportunity to extend the current development programme subject to the suitability and viability of the potential projects.

The regeneration of St Paul's remains a key objective for both CBH and CBC, which places the Phase Two redevelopment proposals at the forefront of priorities. This scheme for a further 50 homes will need to be developed with a private sector house builder in order to achieve the required level of tenure diversity. At Cakebridge Place CBH has a further site of 12 unfit pre-fab homes (where 7 of the 9 rented properties are void) with a capacity for 20 new homes. CBH redevelopment proposals will be required to take into account the interests of the three owner-occupiers.

With the potential for 14 new homes on planning approved garage sites and the 70 units identified at St Paul's Phase Two and Cakebridge Place, CBH has the potential to add a further 84 homes to the current development programme. These three projects will be actively promoted for funding under the new HCA programme subject to all of the historical constraints of CBC support, grant availability, projected rental income, subsidy and loan availability.

governance

Governance and the continuous development of our Board is a key component of the long term success of CBH and the delivery of our vision and objectives. Our approach has been recognised nationally as an area of positive practice by government inspectors. We regularly review our processes and arrangements to ensure they remain at the forefront of best practice, adhere to all relevant legislation and meet regulatory requirements. Our most recent external review at the beginning of 2010 will inform the production of a CBH Governance Strategy which will set out the company's future direction for governance. This will involve developing our governance structure to reflect our commitment to co-regulation and ensure we remain open, transparent and accountable.

Our aim is to provide governance arrangements which are transparent, provide accountability to our customers, and maintain and reflect the company's reputation for excellence. The Board's structure has been designed to support the emphasis on co-regulation and tenant empowerment. Our tenants and leaseholders are actively encouraged to participate in the decision making process at CBH. The Board is made up of 15 members, 5 of which are elected by tenants. A tenant scrutiny panel independent of the board will review the company's performance; we work with our customers to ensure our services respond to local needs and priorities.

Stability and continuity is maintained through a robust induction and a tailored training programme; this is designed to ensure each member can acquire or reinforce the skills needed to make strategic decisions on behalf of CBH. Our succession plans will be reinforced as part of the strategy emerging from our recent governance review. Governance and the continuous development of our Board is a key part of the long term success of CBH.

our people

We currently maintain 154 FTE posts: investment in our employees is a priority for us, our developing *Organisational Development Strategy* will help to define our approach and set out a framework for delivery to ensure that we meet the promises we make.

Recent organisational development work with employees through workshops, staff festivals and 360 degree appraisals has shown that our people are proud of what they do; they feel they are able to make a difference to people's lives and they feel valued as employees of a socially responsible company. CBH will develop even further as a 'people-centred' employer as we continue to evolve; as we mature as a company central control has loosened and this will continue throughout the delivery of

this business plan. It will become increasingly important to have an effective organisation that is flexible and able to adapt to the changing needs of the environment that we operate in and the needs of our tenants. There is a need to optimise the use of the resources within the budget to maximise the customer service we provide to our clients.



We expect employees to maintain high levels of performance and act as ambassadors for the company to ensure that they reflect the company's values in their work, this will continue. Flexibility in working will become more prevalent as we strive to maintain the correct work/life balance and excellent service to our customers. We will ensure that our employees are able to express their creativity and innovation, and empower them to make decisions and react appropriately to maximise resources for the benefit of customers and business.

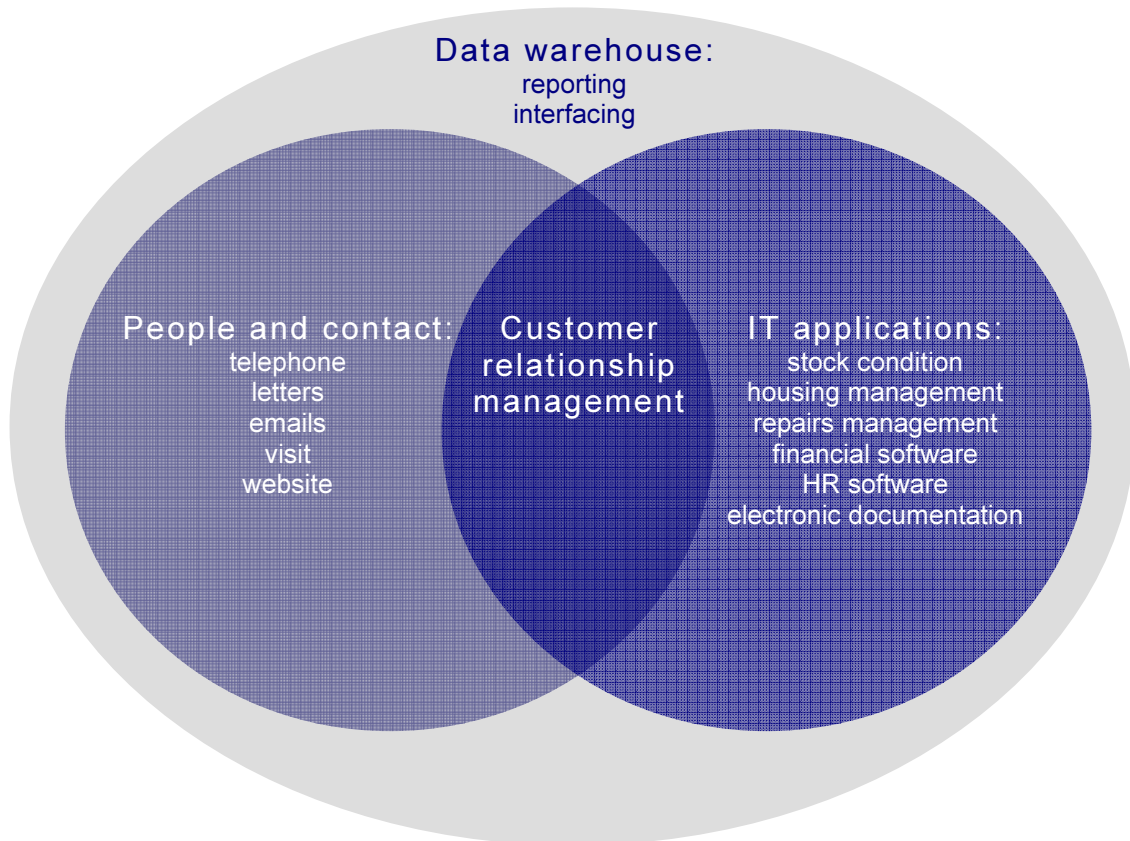
Workforce development is the key to identify how employees will be recruited, retained, supported and developed for the future. Succession planning and effective talent management will therefore enhance career and personal development. Cross-sectional and multi-agency training are integral to ensure that staff engagement, empowerment, flexible working and communications are enhanced. Our approach will be to develop a structured and resourced coaching culture, supporting our desire to nurture existing skills and abilities. This will be set within a framework of high quality communications across teams and learning groups, to make the best use of learning and sharing new skills in the most efficient way.

Managers need appropriate leadership skills in order to implement future changes successfully to maximise their own potential and the people they are managing. Therefore an organisational development programme will be implemented for new, aspiring, middle and senior managers with the emphasis on culture, innovation and influencing skills. CBH is a recognised Investor in People (IIP) organisation and retention of this standard is key to demonstrating our approach to becoming a learning organisation with highly motivated employees.

Employee's pay and conditions have mirrored national agreements for a number of years. A more holistic approach will be taken to look at total reward packages to ensure that pay, benefits and employment conditions attract and retain the key skills needed to deliver the company's vision and objectives for the benefit of our tenants.

technology

Our future approach seeks to ensure that all technology systems within CBH work together to support the continued delivery of excellent services to customers. Customer relationship management software will become a prominent component, linking our various business systems and providing our customers with a co-ordinated interface with CBH and enabling us to respond in the best interests of the customer.



Systems will be underpinned by a 'data warehouse' which will provide unified reporting, enabling data from different systems to be combined, this will provide business managers with clear access to essential data and will provide operational staff with access to the information they need to deliver excellent services.

New technologies will be deployed to further improve customer service by enabling improved access to information. Mobile technology will be used to give site workers including maintenance operatives, sheltered housing scheme managers and neighbourhood staff, access to real time data in the field, with the ability also to update current information making this available to office based colleagues immediately. Electronic Document and Records Management will not only enable improved security of data currently held on paper but also improve access to a variety of data not normally held within the primary business applications. The diagram above shows this strategic approach visually:

accommodation

A review of accommodation needs has been undertaken and we are seeking to rationalise our offices to provide an efficient and modern working environment for all our staff and to reduce costs. It is anticipated that we will maintain a presence in the two main areas of council-owned stock.

Discussions are ongoing with public and not for profit sector partners around the potential for sharing accommodation. The company currently operates from four sites:

Office	Employee number
Oakley Resource Centre	41 (+7 employees at scheme)
Cheltenham House	31 employees
Coronation Square Office	28 employees (8 estate cleaners)
The Depot	49 (28 responsive repairs employees)
Totals	149

The annual charge for these offices amounts to £362k.

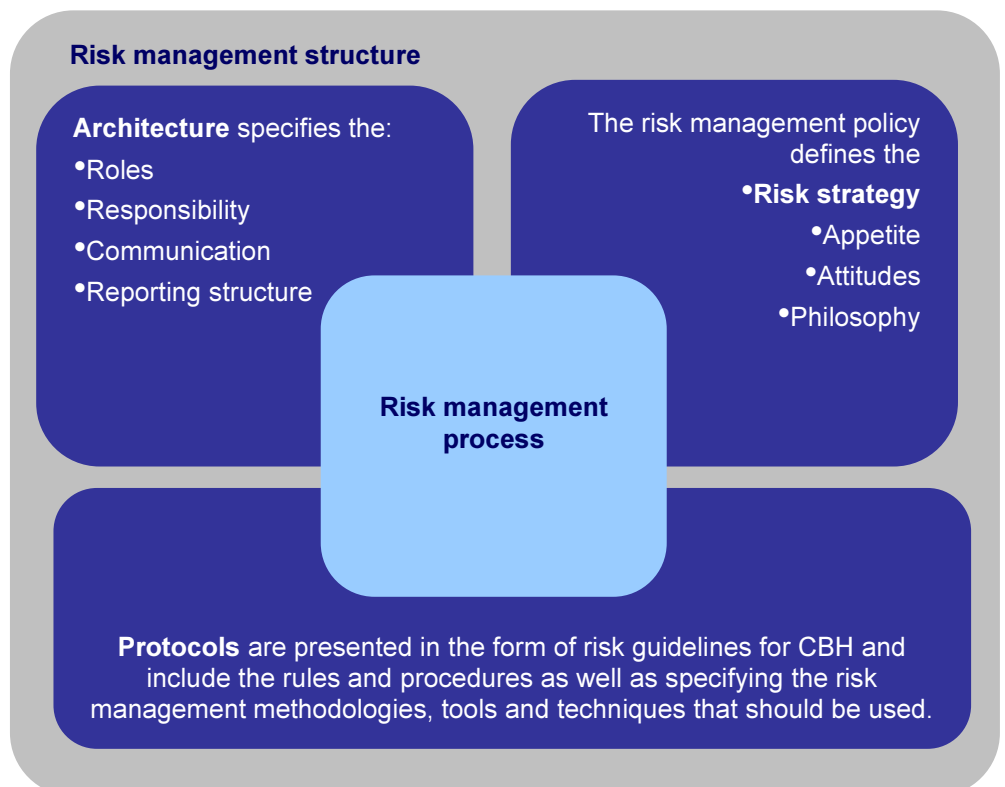
In terms of priority the Depot is the least appropriate office and work will be undertaken to improve aspects of this in the short to medium term, with initial work likely to involve improvement to the repairs and investment teams' offices. There also exists the possibility of sharing accommodation with a third party supplier. Coronation Square office also requires attention in terms of suitability of accommodation. Recent decisions regarding the future of the shopping area within which it resides mean that we will be looking for alternative accommodation to maintain a presence in this area of high stock density whilst looking to take opportunities to consider the consolidation of staff at one office.

Less of a priority are conditions our offices at Cheltenham House and Oakley Resource Centre, which are of a high quality. At Cheltenham House we are under lease until 2016 whereupon we will revert to leasing directly from the property owner. We have negotiated favourable current terms and consider that we will have the opportunity to extend this in the future if we wish. Our lease at Oakley resource Centre runs until 2020. Our current lease arrangements allow us significant flexibility to respond to opportunities as they arise.

managing risk effectively

The recognition and understanding of risks relevant to CBH and the effective management of these is key to the successful running of the company and delivery of our vision and objectives. Risks are considered as part of our annual service reviews which identify resource requirements and key business activities for each financial year.

Our approach to risk management is being developed in line with current best practice and ISO recommendations to reflect the illustration on the right. The risk management process is increasingly dynamic and involves ongoing assessment of existing risk and the controls and mitigation actions by responsible managers on a regular basis. This includes an overview of associated controls and mitigation, updates to progress and recording of any alterations. The diagram shows the risk management structure we are currently developing.



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We define risk as events that may potentially prevent the achievement of our objectives and we prioritise risk based on an understanding of their potential likelihood and impact. We regularly carry out risk reviews and all identified company risks are contained in our corporate risk register. Our most recent SWOT and PEST analyses are contained in Appendices 1 and 2, respectively. Our current key risks are understood to be:

- ▶ National policy change:
 - rents,
 - affordable homes
 - HRA review
 - capital programmes
 - social housing regulation
- ▶ Fail to retain individuals and skills at Board level
- ▶ Stock profile does not match future housing need
- ▶ Constraints on management and repair fees
- ▶ Review of pay, terms and conditions
- ▶ Pension deficit
- ▶ Risk to CBH and CBH customers during ongoing recession
- ▶ Rent to Homebuy
- ▶ CBC sourcing strategy

Progress updates against these risks occur regularly at our Senior Management Team (SMT) meetings, Executive Management Team (EMT) meetings, and Committee and Board levels.

6 MONITORING AND REVIEW

performance management

Effective, accurate and timely performance management runs throughout the company. It links our company vision and objectives to individual staff members and aligns work so that we move forward in one direction. It allows for responsive management of services to ensure they are delivered to a consistently high quality and provides an understanding of how we compare to other landlords through benchmarking performance, costs and customer satisfaction on a regular basis.

This Business Plan informs our activities and is considered along with local issues, national policy and regulatory changes, plus responses to emerging risk in setting annual plans of action, strategic documents and performance targets. In turn, these are cascaded through our company and delivered by our employees. All activities are aligned to our business objectives to ensure we meet them and progress is monitored regularly to ensure successful delivery of outcomes. Company performance is monitored on a monthly basis at Senior Management Team (SMT), Executive Management Team (EMT), Board and Committees: SMT retain an operational approach, with EMT and Board more strategic. Regular monitoring includes financial and budgetary performance, current performance information for local and national performance indicators; service standards; progress against team activities and strategic action plans; and on a quarterly basis, corporate risk. This allows for an early response if performance is deemed to require intervention and also affords the opportunity for recognition of achievement. Regular monthly performance meetings for individuals ensure that work is on target and allows for responsive management of people and projects.

monitoring this business plan

The visions, objectives and milestones laid out in this document are woven throughout our values, processes and focus our activities. Regular performance and business monitoring helps to maintain links track progress and performance. Annual independent performance reviews and regular monthly one to ones maintain an understanding at an individual level of how employees deliver these.

Board will receive annual reports against key performance indicators (see Appendix 3) and progress in key business activities (see Appendix 4 for 2011/12 KBAs).

The Business Plan will be reviewed in detail through 2014: however, ongoing financial, risk and performance monitoring plus the use of customer information and engagement will ensure that the company remains aware of emerging themes which require attention.

Appendix 1 SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> • strong CBH identity and excellent reputation - 3 stars with excellent prospects, awards, national recognition • good relationship with CBC, 10 year management agreement and broad political support • good relationship with trade unions • strong links and partners and partnership working • overall good quality stock, Decent Homes delivery, continued high demand for homes • customer focussed: good opportunities for involvement; effective communication; development and initiatives • excellent track record on performance, increasing year on year • specialist teams with strong skills and interests demonstrating good practice • excellent staff: committed; enthusiastic; 'can do' attitude; dedicated, adaptable; mutual respect and teamwork; flexible and responsive; good local knowledge • strong leadership throughout organisation with stable, well established organisation with appropriate structures and procedures • governance - CBH Board and Committees have clear objectives and purpose • a viable business plan and good financial planning in place • beginning to offer additional services e.g. cleansing service, regeneration, worklessness. Launched two new business streams successfully 	<ul style="list-style-type: none"> • CBH public identity to be further enhanced • ICT systems need to be enhanced and developed • out of date/ineffective SLAs with CBC • financial systems require further development • lack of technical knowledge of finance/subsidy system beyond the finance team • office accommodation to be resolved • understanding skills gaps in workforce, what will we need, are the skills available locally • limited experience in development and other new business areas • budget restraints (locally and nationally) • lack of coherent risk strategy • complex issues on our estates cannot be solved by CBH alone • low demand for some estates/schemes • process for Board renewal is at risk to external factors (including LA political re-organisation) • lack of suitable redevelopment sites • Government is yet to agree long term ALMO model
Opportunities	Threats
<ul style="list-style-type: none"> • employer of choice and enhancing our reputation further • improving quality of life for residents • strengthening partnerships with local organisations - complex issues cannot be solved by CBH alone • recognised as leaders in sector, demonstrating best practice and raising profile nationally • generate new revenue • helping to influence change in youth culture locally • promoting equality • build on our delivery of the Decent Homes Programme with neighbourhood works • continuous improvement and monitoring excellence • government policy changes –change in ALMO role • raise the profile of CBH beyond CBC and tenants including the local voluntary sector • new services in response to an ageing tenant population in Cheltenham/special needs • expansion of community centred business opportunities in Cheltenham • continued high demand for homes • secure long term future beyond 2020 • new build • jobs, skills and training • to bid for outsourced CBC services • personal care 	<ul style="list-style-type: none"> • political change – national and local • ageing stock, and mismatch of stock/demand • skills availability for new business areas/staff retention loss of key staff/recruitment • competition from housing associations and the private sector • inability to affect size of waiting list • costs of and resources to deliver excellent services that meet demands • past success could lead to complacency • lack of continuity – too many changes in Board and key staff • efficiency turns into cuts • fail to respond to demographics and diversity issues that are changing • the organisation needs to remain purpose driven, and not allowed to drift • construction/repairs inflation outstrips estimates • pension/FRS17 • rents and “affordable homes” • housing benefit and welfare reforms • HRA Review • capital programmes • changes to tenancy agreement • future of social housing regulation

Appendix 2 PEST

	Political	Economic and Social		Technology and information	sector response and positioning
		demographics	resources		
crucial	<ul style="list-style-type: none"> • Spending review and policy responses to the recession • Regulation of social housing – CLG paper • New Governance code • Freedoms and flexibilities for ALMOs/HRA review • Community Plan and CBC plans and strategies • Freedoms and flexibilities for ALMOs • Welfare benefit reviews • Supporting people and its successor policies • Housing Benefit limits • Big Society and Localism 	<ul style="list-style-type: none"> • Diversity: Special needs groups an increasing client group • Ageing population in Cheltenham • Needs of the under 25's and single households • Sustainability • Information from tenant and resident surveys and profiling 	<ul style="list-style-type: none"> • HRA Review • ALMO funding to 2011 • Efficiency and Business Planning • Freedom and Flexibilities • Capital allowances and rules on asset use • Rent restructuring • Staff retention, recruitment and skilling • Pension deficit • Pay freeze 	<ul style="list-style-type: none"> • Decent Homes Plus standard • Service and quality standards (TSA) • Customer Contact mechanisms and use of ICT • Tailored response to individuals and individual neighbourhoods • Connecting up CBH • Best practice in process and delivery mechanisms 	<ul style="list-style-type: none"> • Mergers and regional forms amongst RSL's • New regulator • Partnerships with other ALMO's
watch, track and respond	<ul style="list-style-type: none"> • Policies to increase ownership of equity • Choice based lettings • Government policy on ASB • Potential change in ownership of ALMOs - mutual 	<ul style="list-style-type: none"> • Any further exclusion/residualisation of communities (and estates) • Future tenant profile from CBC register and demand • Housing market in Cheltenham, generally 	<ul style="list-style-type: none"> • Movements in our costs, reserves, and financial benchmarking with other ALMOs • Contractor viability • Right to Buy and demolition in the HRA • Outsourced LA services • 	<ul style="list-style-type: none"> • Uptake of internet and monitor technology use amongst our customers • Wider use of ICT to deliver Government and public services • Use of integrated systems alongside capital works, especially in sheltered schemes • Shared services 	<ul style="list-style-type: none"> • Emerging niche markets and specialist providers • Entry of house builders and mortgage lenders into shared equity market • Entry of private institutions into private rental market •
scanning	<ul style="list-style-type: none"> • Changes in education, social services and health policy; especially creation of "social care" services • EU legislation and policy • Local Enterprise Partnerships 	<ul style="list-style-type: none"> • Job market changes 	<ul style="list-style-type: none"> • New income streams through partnerships 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Change in the whole operating environment

Appendix 3 key indicators of performance

DOT (direction of travel) ↑ = improvement, ↓ = worsening, ↔ = same

pi ref	pi title	low high outturn good?	08/09		09/10		10/11			11/12	12/13	
			year end performance	dot	year end performance	dot	benchmarking	current performance	benchmarking	target	target	target
CBH 133 (a)	Average time taken to respond to complaints	L	7.74 days	↓	9.77 days	↓	median	7.5 days	upper middle quartile	10 days	10 days	10 days
CBH 304 (a)	Gas safety certificates outstanding	L	0.2%	↑	0.29%	↓	lower middle quartile	0.08%	upper middle quartile	0%	0%	0%
CBH 405	average SAP rating - annual (2001 methodology)	H	74	↑	76.2	↑	upper middle quartile	annual	n/a	77	79	81
CBH 508 (a)	Tenant satisfaction with repairs carried out by responsive repairs	H	95.91%	↑	96.73%	↑	n/a	97.37%	n/a	95%	95.5%	96%
CBH 501 (a)	% of emergency repairs completed within target	H	99.69%	↑	100%	↑	upper quartile	100%	upper quartile	99%	99%	99%
CBH 502 (a)	% urgent repairs completed within target	H	99.05%	↑	99.76%	↑	upper quartile	99.85%	upper quartile	99%	99%	99%
CBH 503 (a)	% of routine repairs completed within target	H	97.29%	↓	95.02%	↓	lower middle quartile	99.31%	upper quartile	99%	99%	99%
CBH 701	% of responses to complaints of serious ASB within 1 working day	H	100%	↔	100%	↔	n/a	100%	n/a	100%	100%	100%
CBH 702	% of responses to complaints of less serious ASB within 5 working days	H	100%	↑	100%	↔	n/a	100%	n/a	100%	100%	100%
CBH 803 (a)	% of tenants satisfied with property on receipt of keys	H	99%	↓	98%	↓	n/a	98%	n/a	98%	98%	98%
CBH 805	% new tenants satisfied with the allocation and letting process	H	n/a	n/a	99%	n/a	upper quartile	100%	annual	95%	95%	95%
CBH 801 (a)	Average time taken to re-let in days.	L	20 days	↓	16 days	↑	upper quartile	16 days	upper quartile	18	17	16
CBH 802	% of rent lost through dwellings becoming vacant	L	1.60%	↑	1.30%	↑	upper middle quartile	0.9%	upper middle quartile	1.1%	1%	1%
CBH 901 (b)	% tenants more than 7 weeks in arrears	L	3.20%	↑	2.65%	↑	upper quartile	2.51%	upper quartile	2.64%	2.63%	2.63%
CBH 902	rent arrears of current tenants as a proportion of rental income	L	1.55%	↑	1.36%	↑	upper quartile	1.52%	upper quartile	1.36%	1.35%	1.35%

Appendix 4 key business activities for 2011/12

ref	title	description
KBA1	organisational development	The single most important activity over the next two years, future-proofing the organisation to deliver the business objectives set out in our business plan to 2020. This will include the production of the Organisational Development Strategy, involving cultural and business development for CBH.
KBA2	ICT strategy	Develop an action plan in response to the 2010 ICT Strategic Review to implement recommendations made and ensure ICT remains integral in the delivery of our business objectives.
KBA3	Roll out of new financial management system - 'Agresso'	Deliver the new ERP system as part of the GO project, to go 'live' at 1 April 2012
KBA4	Implement the Responsive Repairs Review action plan	Deliver the agreed action plan arising from the Response Repairs Review that results in a more efficient and customer focussed service.
KBA5	New build	Deliver the new build programme and transformational improvements in Brighton Road and St Paul's.
KBA6	Self financing	Undertake financial modelling of proposals facilitate workshops for CBC and CBH members. Provide information to tenants. Produce the 30year HRA Business Plan.
KBA7	Governance review implementation	Produced in response to the Governance Review completed in March 2010 and to include a review and modernisation of the customer involvement structure. Produce a statement which outlines the company's commitment to Corporate Social Responsibility.
KBA8	Value for money	Carry out a review of the VFM strategy and action plan and further development of the VFM forum.
KBA9	Modernisation and reshaping of Housing Support (older people's) Services	to address issues with service design, asset management and assistive technology
KBA10	customer profiling	Obtain and collate relevant customer profiling information that will provide the intelligence to help to shape the services around individual needs.
KBA11	Launch new E&D Strategy and action plan	Produce and deliver an action plan following the approval of the new E&D Strategy.

Appendix 5 further details to 2011/12

People

	2010/11	2011/12	2012/13	2013/14	2014/15
Executive, Governance and Administration	7	6	6	6	6
Strategy and Business Co-ordination	12	13	13	13	13
Finance	9	9	9	9	9
Neighbourhood Services	30	31	31	31	31
Community Services	22	22	22	22	22
Property Services	30	30	30	30	30
Estate Cleaning	9	9	9	9	9
Repairs Operatives	35	31	27	27	27
totals	154	151	147	147	147

Note: If growth feasible from 2012/13 option may be to increase customer facing services and related posts by up to 10%.

Accommodation

property	costs*	term	square feet	staff**
Oakley	84k	to 2020 with break clause March 2014 (in draft)	3,548	38
Cheltenham House	127k	to September 2016 with break clauses 2012 and 2014 (in draft)	5,400	31
Coronation Square	62k	expired, holding over	shared 10,623 service charge based on 40% = 4,249	29
Depot: ▶ offices ▶ storage/workshop ▶ compound	89k	n/a	▶ 4,316 ▶ 2,443 ▶ 16,684	56
Total	362K		36,640	154

*costs include rent, non domestic rates and service charges

** includes staff based in office and reporting to office

Technology

Spend	2010/11	2011/12	2012/13	2013/14	2014/15
Capital		199,000	63,000	75,000	204,000
Revenue		122,000	122,000	123,830	125,687

Properties managed

council owned (as at 1st April)

	2010/11 (at end Q3)	2011/12	2012/13	2013/14	2014/15
General Needs	4,613	4,595	4,590	4,585	4,580
Sheltered	517	517	517	517	517
Leasehold	450	450	451	452	453
Sales & demolition	12	5	5	5	5

CBH owned

	2010/11	2011/12	2012/13	2013/14	2014/15
Rent	16+30 = 46	46	46	46	46
Rent to Homebuy	18	18	18	18	18
Sales	0	0	0	0	0

Excludes potential HCA bids for further schemes 2011 - 2015, total units 69

Housing review member working group

Terms of reference

Chair:	Councillor Klara Sudbury
Members:	Three to five councillors, plus chair or vice chair of social and community overview and scrutiny committee
Co-optees:	CBH board members and CBH officers will be asked to participate at relevant times.
Officer support:	Jane Griffiths, Mike Redman, Kath Rees, Erin Davies

Purpose:

To support the development of a report to Cabinet by October 2011, that will set out the strategic direction for housing in Cheltenham, given the national change to the affordable rent regime, self financing of the HRA, future changes to the planning policy framework and welfare reforms.

Specific remit:

1. To consider the outcomes which the council may want to commission in the context of the affordable rents programme, self financing and HRA changes, future changes to the planning policy framework and welfare reforms;
2. To better understand the implications for those living in the social rented sector and the likely impact on the wider community and economy of Cheltenham;
3. To better understand the implications and opportunities for CBH (the council's arms length management company and preferred development partner) including the affordable rent product and HCA funding;
4. To consider concerns, risks and opportunities with the current CBC service delivery arrangements, following CBC restructuring and the opportunities for alternative delivery models;
5. To consider feedback from stakeholders – e.g. other registered providers, private landlords, organisations involved in supporting those in the social rented sector and related best practice;
6. To advise how best to engage with other members and stakeholders;
7. To act as champions for the review and to use this as an opportunity to develop the member role in commissioning.

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Information/Discussion Paper

Social and Community – 9 May 2011

Progress update on the Art Gallery & Museum Development Scheme

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 update the committee on progress of the Art Gallery & Museum Development Scheme – following the submission of a report to Council on 11 February 2011, and the outcome of a second-round application to the Heritage Lottery Fund.

2. Summary of the Issue

- 2.1** A report was submitted to Council, to seek approval for a recommendation from Cabinet, that Council – subject to a wholly successful HLF bid – approved the underwriting of any shortfall to the £5,500,000 funding required for the Development Scheme, up to a maximum of £922,000. Council was also asked to approve the final project cost of £6.3 million.
- 2.2** At the time of the report (February 2011), the Art Gallery & Museum (AG&M) fundraising campaign had achieved current funding commitments of £4,630,475 towards the Development Scheme – leaving an outstanding amount of £1,669,525 to find, out of the total project cost of £6.3 million.
- 2.3** To address the total shortfall, the Art Gallery & Museum submitted a second-round bid to the Heritage Lottery Fund (HLF) for £750,000; with further funding applications / approaches for the remainder of the Phase II campaign of £369,525, being made through the Art Gallery & Museum Development Trust and by the Friends of Cheltenham Art Gallery & Museum. To complete the overall funding target, it is proposed to raise the final £550,000 through the Phase III campaign, to be launched late May / early June 2011.
- 2.4** Prior to the submission of the second-round application to the Heritage Lottery Fund, they advised that the Development Scheme fundraising campaign would need to have secured or underwritten (excluding their HLF grant) the total shortfall amount, before the second-round application could be submitted in November 2010. Therefore, in light of this decision, a report was taken to Cabinet on 25 October 2010 to discuss a number of options (outlined briefly within the Background Papers). The outcome from the meeting was to pursue option 2, through: ‘supporting the underwriting of any shortfall to the £5,500,000 funding required for the Development Scheme up to a maximum of £922,000 and Cabinet to recommend to Council that this is agreed as part of the budget process for 2011/12’; including the decision: ‘to delay the closure of the Art Gallery & Museum until 31 March 2011 – when the outcome from the HLF bid is known’.

3. Summary of evidence/information

3.1 Background information to the Development Scheme – please see attached Background Papers.

3.2 Progress to date (since February 2011):

3.2.1 The second-round bid to the Heritage Lottery Fund was successful with a grant of (the full requested) £750,000.

3.2.2 The Art Gallery & Museum closed on 1 April 2011 for the start of the de-canting programme of the collections / fixtures and fittings within the on-site stores, galleries, visitor facilities and offices. The AG&M have been allocated an additional larger store at the Depot and a ground floor retail space, 3 St. Georges Place (for the location of a temporary base for family activities), during the closure period. The Art Gallery & Museum are not being charged rental for these spaces – just covering costs for business rates, heating and security systems. The existing 1989 extension and adjacent buildings (Nos. 51, 53 and 55 Clarence Street) will be cleared by the middle of July 2011 – the existing galleries (above the Library) are being used as a base for the Collections team and additional storage during the closure period.

3.2.3 The design scheme has been completed up to Stage G (within the RIBA Design Stages) – which in effect means collating and issuing information for the pricing schedule and tender issue for the procurement of a contractor. Working to current timescales, this will mean that mobilisation commences from 26 July 2011, with the completion of the new extension by August 2012. A further six months is being allowed for the re-canting and fitting-out programme.

3.2.4 Following the successful news of the HLF bid, the fundraising campaign has so far raised a total of £5,380,475 (April 2011), which leaves a shortfall of £919,525 to achieve the estimated target of £6.3 million. However, notwithstanding the decision by Council to underwrite this shortfall, the fundraising campaign will continue to raise funds with applications / approaches through the AG&M Development Trust and the Friends of Cheltenham Art Gallery & Museum – including the launch of the Phase III fundraising campaign from the end of May / early June 2011. This campaign will include high profile public fundraising, corporate events and further applications to other charitable trusts / organisations.

3.2.5 A partnership agreement with the University of Gloucestershire (Faculty of Media, Art & Communications) is currently being developed, with reference to a collaboration within the new building, of hosting their existing touring exhibitions (in the light of the closure of their Summerfield Gallery / Pittville Campus), evening events / workshop sessions for the students - and also offering work / project placements for post-graduate courses. Further meetings are being arranged with the University and the Summerfield Trust (who originally grant-aided funding for the Summerfield Gallery) – to date, the University have offered £60k towards the Development Scheme fundraising campaign (as outlined within the Background Papers).

3.2.6 The Art Gallery & Museum is also in discussion with a Gloucestershire-based crafts guild to operate from the ground floor retail area within the new development scheme. The aim will be to create a 'crafts hub' within the new development, linking into the AG&M's nationally designated Arts and Crafts Movement collection, and in turn, supporting the local economy / creative industries.

3.2.7 A series of off-site exhibitions and projects, under the banner ***Off the wall, on the move***, are being planned throughout the closure period. These will take place in and around Cheltenham, in partnership with other organisations / venues, practitioners and artists. The aim will be to provide a lively and inspiring programme through which the Art Gallery & Museum can consult, engage and develop new audiences – as well as continuing to engage and interact with current audiences. ***Off the wall, on the move*** is inspired by the AG&M's collections and Cheltenham's local stories, the programme has three key strands, which are: *Fine Form - the horse in art*, *Stanley's Story* and *Shot in Cheltenham – photographs past and present*. *Fine Form* concentrates on the horse in art, in collaboration with Cheltenham Racecourse, and the 100th birthday celebrations of the prestigious horse racing event, the Cheltenham Festival. From May onwards, *Stanley's Story* focuses on one of the AG&M's most important paintings, *Village Life*, by Stanley Spencer and marks the 70th anniversary of the period he spent in Leonard Stanley (the village where this painting was created). From July onwards, *Shot in Cheltenham* draws on the AG&M's collection of local photographs – and one of the main partners and venues is Cheltenham Library.

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

4.1 An event is being hosted at the Art Gallery & Museum on the 25 May 2011 – to celebrate the start of the Development Scheme, *Building for a New Future*, and the launch of the Phase III fundraising campaign.

Background Papers	Outline of options from Cabinet (26 October 2010) Report Background information on the Development Scheme
Contact Officer	Jane Lillystone, Museum, Arts & Tourism Manager, 01242 775706, jane.lillystone@cheltenham.gov.uk
Accountability	Councillor Andrew McKinlay
Scrutiny Function	Social and Community

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Option 1	Close the Art Gallery & Museum from 1st January 2011 – in line with the current timescales to commence the de-canting programme of the collections, stores, facilities and office spaces / equipment etc.
Option 2	Delay the closure of the Art Gallery & Museum until 31st March 2011 - when the HLF decision is known.
Option 3	Re-scope the current design for a scheme costing £4.5 million
Option 4	Re-scope the current design for a scheme costing £2.5 million
Option 5	Abandon the Development Scheme project

Appendix II

3.1 Background

- 3.1.1 In April 2005 Cabinet commissioned a strategic review report on culture in Cheltenham, to ensure this was healthy and developing in a sustainable way. The Cultural Review document was approved by Cabinet in March 2006 – outlining the major conclusions and the Council actions to be taken as a result of the findings, which included outline proposals for the construction and refurbishment costs of £4m, as part of a development scheme at the Art Gallery & Museum.
- 3.1.2 Since the DPA review, progress on the scheme has been steadily maintained, and in June 2007, a two-stage RIBA Open Design Competition was launched. The competition brief asked for a design solution that could provide larger temporary exhibitions spaces, improved storage / archive / display areas, general improvements for enhanced visitor facilities and a new pedestrian link between Clarence Street and Chester Walk. A total of 77 international entries were received, and following two stages of public consultation, shortlisting and views from an expert Advisory Panel and the Competition Jury Panel, the architects, Berman Guedes Stretton (an Oxford / London based practice) were appointed.
- 3.1.3 A fundraising strategy has been developed which proposes three stages of fundraising. Phase 1 was launched from May 2008 with a significant allocation from the Summerfield Charitable Trust of £750k - following the final judging for the RIBA Open Design Competition in January 2008. Their proposal was conditional upon the Council allocating a further £2m towards the fundraising campaign (in addition to the £0.5 million earmarked from the sale of the former Axiom building) - and in July 2008 the Council made a commitment to contribute £2 million to the redevelopment of the Art Gallery & Museum. The Midwinter redevelopment was expected to deliver this £2 million contribution. However, with negotiations over Midwinter still ongoing, it was prudent to look for other sources for this capital.
- 3.1.4 The 2009/10 budgets – agreed by Full Council in February 2009 – proposed

to create a £2 million Art Gallery & Museum Development Reserve, which was funded by way of £1,684,300 allocation from the EU Restoration Grant and a £315,700 contribution from the Capital Reserve. This support, and commitment from the Council, ensured that the campaign maintained momentum and credibility – and by June 2009, Phase I (fundraising) had reached £3,300,000 million.

- 3.1.5 To assist further with the fundraising a Development Trust has also been established (during September 2008), and this has enabled the AG&M to access significant grants and donations - which might not otherwise be forthcoming.
- 3.1.6 Since the launch of the Phase II fundraising campaign in November 2009, an additional amount of £1,230,475 has been fundraised from foundations/trusts. Offers have recently been received from the University of Gloucestershire for £60k and a further £40k from the Friends of Cheltenham Art Gallery & Museum's 100k club. (The friends of the AG&M have already contributed £150k to date and have indicated that they are seeking to raise a further £100k). These offers will bring the total funding Phase II commitments to £1,330,475 – excluding the HLF bid. The overall total of funding commitments (with the HLF bid) is therefore now at (April 2011) £5,380,475, leaving an outstanding shortfall of £919,525 against the overall target of £6.3m.
- 3.1.7 A planning application was submitted initially in February 2009 – prior to this submission, a public display of the design scheme was held at the AG&M, and visitors / local interest groups had the opportunity to consult with the architects on the design. This application however, was withdrawn in April 2009, to allow more time to review various elements of the design with English Heritage and CABE. After further consultation, a revised application for planning permission was submitted at the beginning of June 2009, and the Planning Committee of Cheltenham Borough Council approved planning permission for the revised designs on 23rd July 2009. Subsequently, by separate letters both dated 25 August 2009, the Secretary of State for Communities and Local Government has granted Listed Building Consent to carry out works in connection with the extension and Conservation Area Consent for the demolition of 53 and 55 Clarence Street and two derelict cottages on Chester Walk. The Secretary of State became involved because a local authority is not authorised to grant itself Listed Building Consent or Conservation Area Consent.
- 3.1.8 The approved plans for the new extension will still provide 475 sq metres of additional gallery space, with additional storage / study facilities and dedicated areas for lifelong learning, education outreach services and arts development programmes. The ground floor provides a more prominent and accessible entrance to the Art Gallery & Museum – with a café, shop and reception / new tourist information area – creating a pedestrian route through the building from Clarence Street to Chester Walk (designed to draw people into the building from the street), and opening up a 'new gateway' to St Mary's Church. The revised designs also include a new roof-top terrace, providing views out to the church. The building is designed to be eco-friendly – using a mixture of both passive and active features towards building energy efficiency i.e. using natural / reclaimed materials in construction, including natural ventilation and the integration of brise-soleil (where feasible), installing high efficiency condensing boilers (running at low temperatures) and commissioning a feasibility study for incorporating a ground source heating system – and the whole scheme will go through a BREEAM assessment.

- 3.1.9 As the design scheme has progressed, rigorous Value Engineering (VE) has taken place to ensure that value is optimised for both the design scheme and the budget. This means that construction and project costs (including building materials) have been extensively reviewed to ensure that money is being spent appropriately in relation to the project design. The original target of £4 million for construction and refurbishment has been met (based on one-stage construction), and from a cost assessment undertaken during Stage D (post-Planning Application) costs are continuing to remain within budget. The overall project will cost £6.3 million and includes the impact of design changes outlined above as well as construction / refurbishment, prelims / contingencies, fees / surveys and full galleries fit-out.
- 3.1.10 Extensive consultation with the public, key stakeholders and organisations has been at the core of the commissioning / procurement process for the Development Scheme project, from the launch of the Royal Institute of British Architects Open Design Competition to a permanent public display of the design scheme at the Art Gallery & Museum. Throughout this period (and prior to the planning application), the architects have given several presentations of the design scheme to interested groups, such as the Cheltenham Civic Society and Friends of Cheltenham Art Gallery & Museum. Design consultation meetings have also been held with the wider AG&M team (including volunteers), the Summerfield Trust, AG&M Development Trust, Friends CAG&M Committee meetings, CBC: Cabinet / Social and Community O&S Committee, Strategic Board, Planning, Heritage & Conservation and Building Control, as well as English Heritage and CABE South West (Commission for Architecture and the Built Environment).

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Discussion Paper

Social & Community Overview and Scrutiny

9 May 2011

leisure@cheltenham outturn 2010/11 and future plans

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 discussion paper provides the overview and scrutiny committee with information to on two main areas. Firstly leisure@cheltenham financial performance projected for the year 2010/11 out turn and key performance indicators. Secondly an overview of the plans for the service going forward.

2. Summary

- 2.1 2010/11 proved a good year for the service in terms of trading with expenditures well managed and income exceeding expectations. These combined to result in a projected net operating outturn position of under-spend at £78k, as reported in the Cabinet budget monitoring report dated 19th April 2011.

- 2.2 The future challenges faced by the service include a tightening public spending environment, uncertain economic situation amongst the public, increasing value demand combined with a reduced ability to pay. There is a need to maximise commercial activity and opportunity in order to sustain and grow the targeted healthy lifestyle outcomes. Seek ways to reduce the level of operating subsidy required to deliver the service and meet the outcomes as set by the commissioning board of the council.

3. Summary of evidence/information

- 3.1 Table of headline financial outcomes (estimated net out turn as reported to leisure@finance board) Carry forward requests are not included in the tabled figures below.

Expenditure	Estimated Outturn	Variance to Revised Budget	Income	Estimated Outturn	Variance to Revised Budget
Employee Costs	£1,143,211	£16,289 under spend	Health & Fitness	£592,858	+£17,458 surplus
Premises Costs	£717,930	£32,770 under spend	Retail	£37,054	+£2,554 surplus

Transport Costs	£1,925	£2,875 under spend	Aquatics	£564,903	-£1,697 shortfall
Supplies & Services	£261,112	£2,588 under spend	Dry Sport	£272,038	+£4,638 surplus
TOTAL	£2,124,178	£54,522 net underspend	TOTAL	£1,466,853	£22,953 net surplus

3.2 As per the budget monitoring report, April 2011, there is an expected net under spend of £78,000 in leisure@ for the financial year, made up as follows. There is an expected net under spend in employee costs of £16,300 due to the management of vacant posts and staff restructuring in the second half of the financial year. A request will be made at the year end for £5,000 of this under spend to be carried forward, to cover the backfilling costs associated with planned systems thinking work within leisure @ in 2011/12.

There is an expected under spend of £32,800 in premises budgets, including £16,200 in the NNDR budget due to an unexpected refund relating to 2008, and an estimated under spend in the utility budgets of £23,000 for the year.

There is an expected under spend of £5,000 in the hire of outside services budget, set aside to fund a feasibility study on options for the future provision of new leisure facilities, as part of the Leisure and Culture commissioning review. This feasibility study is expected to be undertaken in 2011/12 and a request will be made at the year end to carry the money forward for this purpose.

Leisure@ income has continued to grow and it is pleasing to report that there is an expected over-achievement of income of £23,000 at the year end. It should be noted that this is in addition to the £30,000 additional income that was incorporated into the revised budget 2010/11 and original budget 2011/12 due to increased activity at that time. A decision was made not to pass on the VAT rate increase in prices to customers (statutory increase to 20% effective 4th January 2011) until 1st April 2011. This has resulted in approximately £5,000 of lost income being absorbed by the service, included in the £23,000 surplus income above.

3.3 2010 -2011 Summary of key performance indicators

Indicator	Target	Actual	Variance
General Footfall	288000	291613	+ 3613
Reactive Referrals	188	296	+108
Reactive Concession	1700	2176	+ 476
Active Life(inc conc)	30100	43445	+13345

Under 16 free swim	48500	47506	- 994
£1 concession swim	16150	15545	- 605
Service Failures	40	37	- 3

Footfalls overall were ahead of target with most areas exceeding expectations. Swimming has been less well attended with December and March contributing the main shortfalls against target. We believe this to be largely weather related with the cold snap in December and fair weather in March.

The attendance on Reactive and Reactive concession schemes continues to go from strength to strength with the service provided being the way-shower across the county. Held up as good practice, the physiotherapy services and others using the reactive concession schemes have identified these partnerships as delivery excellent outcomes and quality to patients. The employee training and expertise in these areas compliments the programmes and reflects a level of qualification exceeding the local competitors generally. Health represents a great opportunity for the future in terms of commissioning for health and social outcomes.

The coaching programmes in aquatics and dry sports have performed exceptionally well in 2010/2011. Swim coaching has a projected outturn of £226,697, £2,597 ahead of revised budget and £40,000 ahead of the previous year. The courses in trampolining and gymnastics are projected to achieve £22,486; this is £2,886 higher than revised budget and £7,540 ahead of the previous year.

Service delivery was showing a consistent level of improved service over the year with unique service failures falling short of the target level of 40 at 37. Cleaning remains a major aspect of operations with efforts being made to review, reorganise and improve efficiency with the goal to reduce where possible preventable poor housekeeping.

3.4 2011 – 2012 Financial Targets

Operating subsidy is set within the budget at £714k based upon an operating income of £1.481m and expenditures of £2.195m.

Employee Costs	£1,181,800	Health & Fitness	£589,800
Premises Costs	£774,300	Retail	£35,400
Transport Costs	£4,600	Aquatics	£580,800
Supplies & Services	£234,500	Sports	£275,200
Total Expenditure	£2,195,200	Total Income	£1,481,200

3.5 2011 – 2012 performance indicators

Footfall (transactional)	294500
Active life attendance (concession & 50+)	35000
Under 16 free swim	49700
£1 concession swim	16900
Reactive GP referral	250
Reactive concession (Physio led)	150
Reactive attendance	1000
Concession membership	2000

3.6 The year ahead 2011 – 2012

In terms of the overall business the year ahead will focus on

- **Retention** of members, the existing customer base and general business. This will be achieved through ensuring that we continue to engage with customers, where possible meet the customer expectation in terms of quality and value. Quality includes the range of services available and the delivery of those services, the housekeeping of the facilities in terms of ease of access, cleaning and information. Staff rostering will be focussed at busy times and on job support will be given to encourage strong customer care behaviours. Our biggest strength is the quality, range of services and the calibre of personnel delivering them.
- **New business** to be achieved through growth in the membership to meet the available latent demand in the market where possible. Secure further sale of vacant space and maximise the rental potential of empty business units if applicable. This will also be achieved by strengthening the partnerships with existing stakeholders e.g. Schools, Clubs and the University for example, developing and growing the health related work with the local PCT and Hospitals.
- This combined with exploring wider opportunity to maximise the potential income generation of the site in terms of investment / development. These seek to build on the diversification of income streams and reduction of reliance upon one or two key drivers of the business.
- Investments – POW, Cricket Hall lines (netball), Hall Floors strip resurface & condition, Squash Roof, Floors and repaint plus repairs to squash windows,

gallery floors.

- **Communications & Sales** will be focussed around an independent website function; this will have links into the social media and CBC websites. Customers will have ease of access to information, links to partners and services, online booking and payment options.
- New brand and advertising will all link back through the web service as a hub for information and access to services. The self service facility is due to be upgraded this month which will enable customers and members to book, pay and book again for certain activities.
- There will be a reduction in print leaflets and posters and a refresh of the frontage and signage throughout the buildings. Tests and tracks of print materials has demonstrated that some individual items and certainly quantities can be reduced without a detrimental effect. This enables the resource to be directed where return will be greatest.
- This will reduce pressure further on the front desk and face to face service at reception. Front line staff will be given training in order to brush up on sales skills and develop a stronger selling culture to ensure that opportunities are taken and business generated. Linkages to back office, front desk will be strengthened with customers having direct access to service delivery coordinators where possible to reduce contact points for customers.
- **Efficiencies & Savings.** Systems thinking is in process within the service currently and it is hoped that further efficiencies and opportunities can be realised through this work once the check and design phases are completed.
- Beyond the systems thinking managers and staff are seeking ways to generate both new business and further reduce costs.

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Information/Discussion Paper

Social and Community Overview and Scrutiny

9 May 2011

Leisure and Culture Commissioning Review

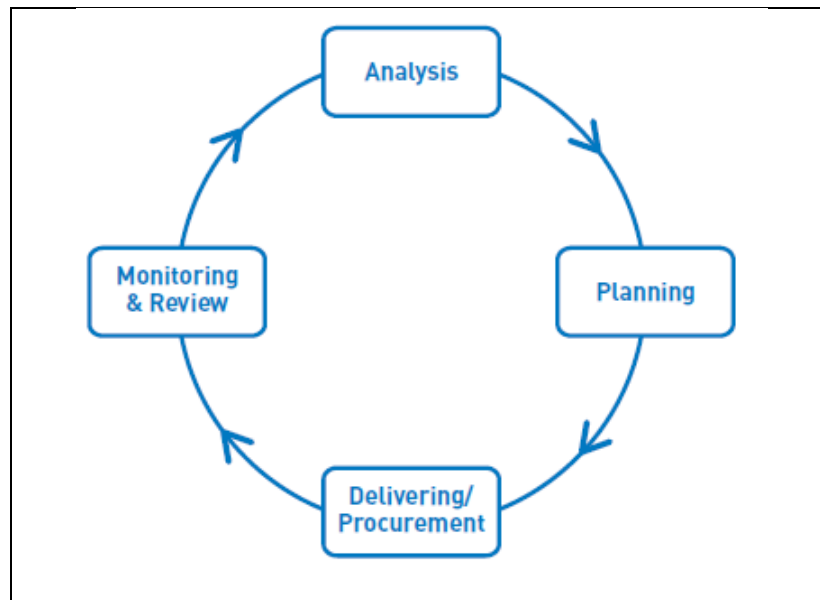
This note contains information to keep Members informed of matters relating to the work of the Committee, but where no decisions from Members are needed

1. Why has this come to scrutiny?

1.1 The Leisure and Culture Commissioning Review is one of 3 strategic projects using commissioning principles. The review encompasses Leisure@ (including Prince of Wales Stadium), Town Hall, Pittville Pump Room, Art Gallery and Museum, Sports, Play and Healthy Lifestyles, Tourist Information Centre. Grants for the Playhouse Theatre, Everyman Theatre, Cheltenham Festivals, and Gardens Gallery do not fall within the scope of this review.

1.2 This matter has come to scrutiny because the review team is keen for Members to be engaged in the review as it progresses. Engagement will be partly achieved by bringing key reports to this scrutiny committee for comment prior to Cabinet consideration. In addition all Members have been invited to join the Leisure and Culture Cabinet Member Working Group.

1.3 The review is using commissioning principles to govern its approach. These principles are embedded in the commissioning cycle (below) hopefully already familiar to Members from recent reports and presentations.



It is important to stress that the Leisure and Culture Review is in the first phase of the

commissioning cycle – **the analysis phase**. The review team considers the analysis phase as having 3 elements; (1) what we currently do; (2) what we want to do and (3) how best to do it. The review is currently evaluating “what we currently do” and moving onto “what we want to do” through the analysis of needs and outcomes.

- 1.4 The purpose of this discussion note is to provide Members with an overview of the work undertaken so far. There are a number of background documents which will be referred to and which Members are welcome to view if they wish. Background documents will be placed in the Members Room prior to the meeting.
- 1.5 The review will be reporting on its progress to the 26 July Cabinet meeting and will be bringing the draft Cabinet report to this committee for comment prior to Cabinet. It is anticipated at this time that the report will be asking Cabinet to confirm a direction of travel based on the work and findings to date and to seek agreement to more widely consult, both internally and externally, on the preliminary findings and in particular the outcomes for culture and health in the future.

2. Progress to date

A number of areas of work have been undertaken by the review team during this part of the analysis phase and these are listed below and commented upon in the following sections of this discussion note.

- Developing Cheltenham’s Commissioning Process and Approach
- Background Research – Alternative Delivery Arrangements
- Needs Analysis and Prioritised Outcomes
- Future Proofing
- Systems Thinking
- Current Model Exercise

2.1 Developing Cheltenham’s Commissioning Process and Approach

- 2.1.1 In 2010, a number of organisations in Gloucestershire, led by the voluntary and community sector, collaborated to produce the ‘Good Commissioning Guide’ which the review is using as its principle guide. This document is available in the Members’ Room.
- 2.1.2 The Leisure and Culture and also the Built Environment commissioning reviews, in particular, are also providing an opportunity to “develop for real” this Council’s processes and approach to commissioning which suit our own needs and requirements. The “lessons learned” are being fed back into the Commissioning Programme Board for the benefit of future projects and reviews.

2.2 Background Research - Alternative Delivery Arrangements

- 2.2.1 The review team felt it was important, in the early stages, to build its knowledge and understanding of other potential models of service provision which could deliver the outcomes for Leisure and Culture. The team also felt it was important to understand and learn the lessons where there had been failures as well as successes.
- 2.2.2 The output from this work was 4 research documents; (1) alternative management arrangements; (2) 5 high-level case studies; (3) healthy lifestyles needs analysis; (4) cultural needs analysis. These documents are available as background papers.

- 2.2.3 The research work provided evidence that alternative models of service delivery do exist to deliver the outcomes for Leisure and Culture. One of the main drivers identified for the adoption of alternative delivery arrangements is the apparent financial benefit, eg, non-domestic rate savings. Whilst acknowledging that financial incentives exist the review team is keen to ensure that its approach to the assessment of other delivery models is well considered and robust and this of course includes the financial benefits.

2.3 Needs Analysis and proposed outcomes

- 2.3.1 To support the commissioning exercise two needs analysis documents have been produced; (a) Report on the cultural needs of the local community and prioritised outcomes; (b) Report on the healthy lifestyles needs of the local community and prioritised outcomes (see 2.2.2 above). These documents are available from the Members' Room as background papers.
- 2.3.2 A needs analysis is a way of estimating the nature and extent of the needs of our communities so that services can be planned accordingly. This will help commissioners and providers focus effort and resources where they are needed most.
- 2.3.3 We recognise that the very nature of a needs analysis is going to throw up a range of requirements that are going to be both aspirational and beyond the scope of Cheltenham Borough Council to resolve. But the needs analysis is a start; and we can use versions of it with our partners to negotiate better outcomes for local people.
- 2.3.4 The commissioning review team have used the needs analyses to arrive at a set of proposed outcomes that were tested through the current model exercise (see para 2.6 below).
- 2.3.5 The needs analysis and proposed outcomes need now to be further tested with Members, and this will be one of the key tasks of the Cabinet Member Working Group. The review team also recognises the need to consult on the needs analysis and proposed outcomes with internal and external stakeholders, eg, Cheltenham Strategic Partnership (CSP), NHS, PCT, and other key groups in order that we arrive at a set of agreed *prioritised* outcomes. The proposals for further consultation will be highlighted in the Cabinet report.
- 2.3.6 Consultation with the CSP in particular is going to be important. The Council is currently working with partners on a review of the CSP and the development of a new community strategy. It will be important that priority outcomes for leisure and culture are clearly articulated to facilitate any consideration of possible joint commissioning opportunities, for example, with health partners.

2.4 Future Proofing

- 2.4.1 An event was run by the review team and attended by the Leisure and Culture management teams. The purpose of the event was to start to test -"future proof" - the Council's current ability to deliver, on a sustainable basis, preliminary outcomes for Leisure and Culture. The future proofing event had 3 objectives; (a) to agree the drivers for the services (based on the needs analysis) over the next 5-10 years; (b) agree on the key desirable characteristics of service provision; (c) use the conclusions to inform further work.

2.4.2 The results of the future proofing work were used to inform the Leisure and Culture Current Model Exercise which is described in section 2.6.

2.5 Systems Thinking

2.5.1 Earlier in section 1.3 reference was made to the 3 elements of the analysis phase and that the review is currently in the “what we currently do” phase. Therefore, the review team is keen to understand not only whether the in-house providers can deliver the prioritised outcomes but also what “waste” currently exists in the systems and processes. This is an important factor to consider early on as any efficiency gain identified and achieved is a direct saving to the Council. The review team has set the Leisure and Culture providers a nominal cashable savings target that it would wish to see delivered – see Current Model Exercise in section 2.6.

2.5.2 Members will be aware that the council’s approach to identifying and removing waste from its systems and processes is known as ‘systems thinking’. Using this approach, an initial scoping exercise takes place in order to understand which areas can most benefit from further review. An ‘intervention team’, which includes representatives from the teams which actually ‘do’ the work, then completes a ‘check’ of the scoped areas. The ‘check’ exercise is based on observation of the service to understand its purpose, in customer terms, and the demand from customers. The focus is then placed on identifying ‘preventable’ demand and quantifying its impact on service performance. In later stages of systems thinking, the team redesigns the systems and processes so, as far as is possible, waste is removed.

2.5.3 The initial scoping of the Leisure and Culture area has been completed and concluded that

- ‘check’ should be begun immediately at Leisure@
- Town Hall and Pittville Pump Rooms are second priority for ‘check’ and this should take place in the summer
- at the AG&M and TIC, further scoping should take place in early summer
- the nature of Sport and Play means that a full ‘check’ exercise is not justified but a smaller scale review could be scheduled

2.5.4 ‘Check’ at Leisure@ was completed by April 26th – at the time of this meeting the results are being analysed, however, its earlier findings are informing the ‘Current Model Exercise’, described below.

2.6 Current Model Exercise

2.6.1 The work carried out as described above has all contributed to what the review team has described as the “Current Model Exercise”.

2.6.2 The aim of the exercise was two-fold:

- To establish whether in-house service provision can deliver an agreed set of outcomes within a challenging financial framework.
- To identify the constraints on in-house service provision that would prevent this and then identify those constraints that can be changed and those that can’t.

- 2.6.3 For each of the four services; the commissioning review team used the needs analysis to agree the following:
- Service outputs (the quantifiable measures of our activity eg number of visitors, amount of income generated);
 - Direct outcomes for our customers (the end result of our activity / the difference we will make);
 - CBC's Strategic objectives and outcomes (as set out in the corporate strategy);
 - The under-pinning principles (ie how we want the services to be provided); and
 - The desirable service characteristics (which came out of the future-proofing event).
- 2.6.4 The review team also agreed a financial target for the four services to collectively meet. This was £690,400 over the time-span of the current MTFs; this figure represents just over 30% of all operational budgets for the in-scope services.
- 2.6.5 The service managers' responses are now being collated and analysed; the outcomes from this exercise will be:

A detailed understanding of the resilience of each service when faced with a challenging financial target;

An understanding of the opportunities to do things differently that could help each service meet a challenging financial target;

A clearer understanding of the value of these services and the outcomes that they can deliver which will be tested with elected members through the cabinet working group and with partners.

(The AGM has not yet completed the exercise due to the operational needs associated with the HLF lottery decision)

3. Engagement with Members

- 3.1 As mentioned earlier the review team is keen to engage with Members. In these initial stages this will be achieved in 2 ways. Firstly, through the creation of a Cabinet Member Working Group, chaired by the Cabinet Member for Sport and Culture, and to work alongside the review team. Secondly, through regular reporting through to this overview and scrutiny committee. Further thoughts on Member engagement will form part of the Cabinet report in July.

4. Next Steps

- 4.1 The Cabinet Member Working Group will hold its first meeting during May and will be considering the prioritised outcomes for Leisure and Culture prior to the report to Cabinet in July. This overview and scrutiny committee will have an opportunity to provide comment upon the Cabinet report prior to its consideration at its next meeting on 11 July 2011.

Background Papers

**(Available in the
Members' Room)**

1. Good Commissioning Guide in Gloucestershire

2. Alternative Delivery Arrangements – Research Documents

3. Report on Cultural Needs and Priority Outcomes

4. Report on Healthy Lifestyle Needs and Priority Outcomes

5. Leisure and Culture Current Model Exercise - template

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