



CHELTENHAM
BOROUGH COUNCIL

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

Monday, 23 May 2011

6.00 pm

Pittville Room

Municipal Offices, Promenade, Cheltenham, GL50 9SA

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

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

Agenda

1.	APOLOGIES	
2.	DECLARATIONS OF INTEREST	
3.	MINUTES OF THE LAST MEETING To agree the minutes of the last meeting held on 7 March 2011.	(Pages 1 - 6)
4.	PUBLIC QUESTIONS AND PETITIONS None	
5.	MATTERS REFERRED TO COMMITTEE A. By Council - None B. By Cabinet - None	
6.	BRIEFING FROM CABINET MEMBERS	
7.	REVIEW OF SICKNESS ABSENCE An update report from the Human Resources Operations Manager (15 mins)	(Pages 7 - 14)

8.	DRAFT COMMITTEE 2011-12 WORK PLAN AND EFFECTIVENESS OF SCRUTINY Discussion paper by the Director of Commissioning. (20 mins)	(Pages 15 - 28)
9.	CORPORATE RISK REGISTER Report of the Director Resources (20 mins)	(Pages 29 - 50)
10.	COMMISSIONING PROGRAMME - UPDATE AND SETTING PRIORITIES Report of the Director of Commissioning (60 mins)	(Pages 51 - 58)
11.	DATE OF NEXT MEETING AND FUTURE AGENDA ITEMS Date of next meeting : 18 July 2011	
12.	BRIEFING NOTES Use of mobile telephony across the council	(Pages 59 - 60)

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Economy and Business Improvement Overview and Scrutiny Committee

**Monday, 7th March, 2011
6.00 - 7.25 pm**

Attendees	
Councillors:	Malcolm Stennett (Chairman), Garth Barnes, Tim Cooper, Paul McLain, Lloyd Surgenor, Pat Thornton, Peter Jeffries and Jon Walklett
Also in attendance:	Councillor Steve Jordan, Councillor Colin Hay and Councillor Nigel Britter
Apologies:	Councillor Andrew Wall

Minutes

- 1. APOLOGIES**
Apologies were received from Councillor Massey and Councillor Wall.
- 2. DECLARATIONS OF INTEREST**
None received.
- 3. MINUTES OF THE LAST MEETING**
The minutes of the last meeting held on 24 January 2011 were approved as a correct record.
- 4. PUBLIC QUESTIONS AND PETITIONS**
A question had been received from Mr Ken Pollock addressed to the chair. In the absence of the questioner, the chair read the question out to the committee.

“If **Option 1** is chosen, reducing the space available in Imperial Gardens below that used last year, and well below the space CF have stated they require, Montpellier Gardens will then have to be used intensively year on year by the Festivals, especially for the Literature Festival, thereby eventually resulting in much the same problems of damage to grass and restored paths as can now be seen in Imperial Gardens.

If **Option 2** is chosen, it would appear that significantly large areas of Imperial Gardens (Cheltenham’s key town centre greenspace and flower-garden) will be tarmacadamed (or gravelled) over, and any so called “re-design” of the gardens incorporating these hard-surfaces will simply be reflecting the location requirements of the Festival’s marquees and tents, substantially for sponsors’ displays.

Do you feel that your committee has adequate details of re-landscaping (especially hard surfacing), and of the durations and precise locations of this extra usage, to be able to pick tonight between just two wide-apart Options, whether to harm one park rather than the other, i.e. to sacrifice either Imperial Gardens or Montpellier Gardens to Cheltenham Festivals’ ambition for growth.”

In response the chair indicated that as this committee was not making a decision on this matter they were unable to respond to the question and would suggest to Mr Pollock that he refers his question to Cabinet.

5. MATTERS REFERRED TO COMMITTEE

None.

6. BRIEFING FROM CABINET MEMBERS

There were no briefings from Cabinet Members as the items they would have raised were covered on the agenda.

7. STRATEGY FOR THE USE OF IMPERIAL AND MONTPELLIER GARDENS

The chair introduced this agenda item by reminding members that the Environment Overview and Scrutiny Committee had reviewed this report with a focus on the environmental aspects. The focus of this committee should be to look at the economic aspects of the options presented. However he highlighted the lack of financial information contained in the report. For example a figure of £5.2 million was quoted for the economic benefits that the festivals brought to the town but there were no details on how this figure was calculated. The impact on tourism was also a factor but again there were no details in the report. He also highlighted that only two options were given in the report but there should be a third option which was to maintain the status quo. He had circulated a breakdown of the costs for option 2 which had been made available with the Cabinet agenda for 15 March 2011 but there were no comparative figures available for option 1. The report was also light on the views of residents. In view of this it was going to be difficult for this committee to give a considered opinion on the economic aspects.

The Leader apologised on behalf of the Cabinet Member Sustainability who had not been able to attend this meeting. He emphasised that Cabinet had made a commitment to bring back a report on the strategy at the March meeting. In meeting this commitment they acknowledged that full details were not yet available but these would be worked up during the next stage. He stressed that there had been consultation with stakeholders and there would be further consultation during the next stage. Referring to the figures that had been circulated, he stressed that the £140,000 being spent was for a package of improvements which would benefit all users of the gardens. In particular it was hoped that the improvements made would enable Cheltenham Festivals to stay in the town centre.

In the discussion that followed members made the following comments:

- The report contained no feedback from the Chamber of Commerce or the Town Centre Manager.
- Consideration should be given to other options beyond the two described in the report such as using the the racecourse or the Pittville Pump Rooms and Pittville Park
- A detailed assessment should be made regarding the impact on the town centre if the festivals moved to the racecourse. During Race Week, businesses in the town do get a boost from the evening trade even if the retail trade was down during the day.

- The council should be supporting the Festivals and accommodating their needs. There was also an opportunity for the council to open up new income streams on the back of the Festivals.
- The cost of reinstating the gardens after a Festival must be a factor. The damage to Imperial Gardens had not been rectified following the most recent festival and the gardens were still currently in a poor state.

The Chair moved to bring the discussion to a close by summarising the views of the committee. Generally members were supportive of Cheltenham Festivals and were keen to find a way forward which was acceptable to all. The committee considered they had received a lightweight paper for such an important decision and due to the lack of financial information, they were unable to make a formal recommendation to Cabinet.

Resolved that:

- 1. The committee recommend Cabinet receive additional economic and financial information in order for them to be in a position to assess the benefit of implementing changes to the town centre parks in an endeavour to meet the requirements of Cheltenham Festivals. Along with the proposed options consideration should also be given to maintaining the status quo and / or using areas at the racecourse or in Pittville Park.**
- 2. The committee request that they be involved in reviewing the economic aspects during the next stage of the consultation and receive a detailed report on the options with a full financial breakdown when it is available.**

8. Q3 PERFORMANCE REPORT

The policy and performance manager introduced his report which had been circulated with the agenda. The report had come to this committee to enable them to review the corporate performance of the organisation at the end of Quarter 3 – April to December 2010 and to make any comments and observations in order that Cabinet can agree the report at its meeting on 15 March 2011.

Members had requested a shorter document but he also circulated copies of the complete performance report for members to refer to.

The chair acknowledged that some targets in the report may have been affected by the bad weather, for example attendance at leisure@.

Councillor Cooper referred to the number of FTE days absence per employee where a performance below target was indicated in the report and questioned whether the new system announced by the Cabinet Member Corporate Services at a recent Council meeting was having any impact.

In response the Assistant Chief Executive explained that the Senior Leadership Team played an important role in monitoring sickness absence and reporting procedures had been improved. She advised that the system referred to had not been implemented. Managers had been concerned that if their staff spoke to a third party when reporting sickness absence, there would be a lost

opportunity for the manager to discuss any items of work which needed to be picked up in their absence. The management of sickness absence had been tightened up and all staff now received a return to work interview and improvements were being noted.

The Cabinet Member Corporate Services advised that it had been too costly for the council to introduce the system but CBH had implemented it and were beginning to see positive results. The figures for the council were slightly skewed by the sickness absence at the depot due to musculo-skeletal problems. It was thought that the lifting of the green garden waste sacks could be a factor which may be improved with the introduction of the green waste bins. Training for staff was also a key factor in preventing these types of injuries. The Staff and Support Services Committee had been receiving regular reports on sickness monitoring and he suggested that this committee might want to take up that responsibility.

RESOLVED THAT:

- 1. The Q2 performance be noted**
- 2. A sickness absence report be received at the next meeting**

9. CORPORATE RISK REGISTER

The Assistant Chief Executive introduced the report which had been circulated with the agenda. The council had acknowledged that members need to be aware of the corporate risks which may impact on the council and the decisions it takes.

At their last meeting the committee had requested that the corporate register should in future highlight exceptions and provide more focus on the risks where the mitigating actions are below target. The format of risk register had been amended in line with this request and agreed by Senior Management Team on the 4th January 2011.

The risk register had been updated by the Senior Leadership Team in January and set out progress against mitigating actions. Members were asked to consider the document before it went to Cabinet on 15 March 2011 and identify any additional risks or actions to be brought to Cabinet's attention.

RESOLVED THAT:

- 1. The Corporate Risk Register be noted.**

10. DRAFT 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, 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 requirement to report against 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 chair noted the improvements in the report but felt the introduction was still too long and there was a repetition of outcomes. The most useful part of the report was contained in the detailed outcome sections and these should be preceded by a much shorter introduction.

In response to a question from a member regarding some actions which appeared to be missing from the outcomes summary, the Leader highlighted that the report set out the actions for 2011/12 where the council was doing something different from the normal day job.

Other suggestions from members were that the strategy should include more innovative ways of income generation. It should also be supportive of other initiatives in the town, for example could the council be doing more to support the new Parabola Arts Centre at the Ladies College which was now putting on public performances.

In response to a question regarding the lack of any financial targets, the Policy and Partnerships Manager advised that earlier drafts of the strategy had included some target figures for income but these had been removed following discussions with the Chief Finance Officer. He had been concerned that the strategy would be over complicated by inclusion of the figures and these were monitored closely as part of the Bridging the Programme.

Resolved that the draft corporate strategy be noted and a shorter introduction be incorporated removing some of the repetition.

11. STRATEGIC COMMISSIONING

The Assistant Chief Executive introduced the report which had been requested by this committee.

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. He acknowledged that even though Council had supported the Chief Executive's

report at Council, some members still had some concerns about how they would influence the process and their role. 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 had already attended Social and Community O&S and Environment O&S. 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. They could act as a critical friend in the analysis and planning stage of any commissioning review.

The relevant Cabinet Member(s) would sit on the Programme Board for each commissioning exercise and maintain a dialogue with all members 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 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.

Councillor McLain spoke in support of an overarching scrutiny committee supported by task and finish groups. These groups would be able to analyse performance indicators and carry out detailed performance monitoring.

The Chair was keen to see a schedule of commissioning reviews and understand the rationale for setting priorities. He also asked who would be responsible for making sure that the claims in the budget for making savings from the commissioning approach would be realised.

The Cabinet Member Corporate Services replied that it would be for the Cabinet to work with officers to develop a work plan. This would be incorporated within the Corporate Strategy which would be agreed by Council.

Resolved that the report be noted and a Commissioning work plan is brought back to this committee as soon as it is available.

12. DATE OF NEXT MEETING AND FUTURE AGENDA ITEMS 23 May 2011

Malcolm Stennett
Chairman

Information/Discussion Paper

E&BI Overview & Scrutiny - 23 May 2011

Absence Management

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

1. Why has this come to scrutiny?

- 1.1 To provide an overview of Cheltenham Borough Council's approach to managing and monitoring sickness absence.

2. Summary of the Issue

- 2.1 Cheltenham Borough Council is committed to delivering effectively and efficiently all its services. Quality customer service can only be achieved through committed employees who form its most valuable resource. High attendance levels are therefore vital in enabling the Council to meet its objectives. It is extremely important that employee attendance is managed properly, as poor levels of attendance can lead to loss of service delivery, reduced effectiveness, increased costs and increased pressures on colleagues to cover workloads.
- 2.2 In recent years the issue of public sector sickness absence levels has been raised frequently, both nationally and in the local media. This is due to the apparently generally higher levels of sickness local authorities and other public organisations have in comparison to private and other sector organisations.
- 2.3 The Council's Sickness Absence Management policy was approved in February 2006 and its aim is to promote a consistent approach towards managing sickness absence across the authority.
- 2.4 The over-arching aim of the policy is to provide a framework for reducing the level of sickness absence, whilst supporting employees to return to work following a period of absence.
- 2.5 Significant work has already been carried out by HR colleagues to improve sickness reporting to ensure that the Council has accurate, reliable and timely data which is evidenced from sound systems and reporting processes for performance management purposes. It is also essential that sickness is administered, managed and reported in a consistent way.
- 2.6 The Council's Sickness Absence Management Policy & Procedure is a step by step guide to managing sickness absence. The policy & procedure includes detailed support and guidance on:-
- Short and long term absence and the process for managing the absence (including Sickness Absence Interviews and recording the information on the relevant documentation)

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- Referrals to Occupational Health Service and advice on termination of employment if appropriate
 - Advice on fit notes and the implications of GP's advice including managing a phased return to work.
 - Detailed guidance for managers considering referring employees to an Ill Health Final Case Review Hearing and the procedure to follow
- 2.7** For consistency, the Council has continued to use the old Best Value Performance Indicator method for calculating sickness absence data. This was a formula based on measuring absence over a 12 month period for staff employed in local government. This BVPI has been discontinued by the Government.
- 2.8** The Chartered Institute of Personnel and Development (CIPD) released their Annual Absence Management survey report in October 2010. The report sets out the key findings on absence management trends, policy and practice. The analysis is based on feedback from 573 organisations across the UK employing a total of more than 1.5 million employees over the period 1 January to 31 December 2009.
- 2.9** The report finds that the average level of absence from work across the UK for that year (*1 January to 31 December 2009*) was **7.7 days per employee**, similar to the previous year. Sickness absence remains highest in the **public sector at 9.6 days per employee per year**. Absence is also high in the not for profit sector at an average of 8.3 days per employee per year. Unsurprisingly sickness absence remains lowest in the private sector – manufacturing and production organisations reported an average of 6.9 days lost per employee per year while private companies providing services reported an average absence of 6.6 days per employee per year.
- 2.10** In the latest CIPD Survey the average annual cost of employee absence per employee varied across sectors; however the **median cost of absence stood at £600 per employee per year**. The average cost of absence is much higher in the **public sector than in the private sector – the median cost is £889 per employee compared with £600 for private sector service organisations**, £400 for the manufacturing and production sector and £600 for non-profit organisations.
- 2.11** The survey highlighted that fewer than half of employers monitor the cost of absence, while only a third benchmark themselves against other organisations. Although a cost analysis can be undertaken to identify the costs associated with sickness absence with regard to estimating productivity costs, this generates only rudimentary statistics. There are significant costs associated with sickness absence which also need to be addressed and can often be difficult to quantify, for example:-
- Costs of management time associated with managing sickness absence
 - Costs to the service to replace the absent employee e.g. recruitment exercise and additional salary costs
 - Possible training for the employee to cover the workload of the absent employee
 - Low morale of employees covering the workload of the absent employee
- 2.8** Therefore, any model used to cost the financial implications associated with sickness

absence in productivity terms may not accurately reflect the true costs for the council in managing sickness absence for employees. The most straightforward method would involve a calculation based on the total bill alongside the number of days lost in terms of a percentage of the time lost. However, this is a crude method, doesn't really highlight a true cost as it excludes the elements detailed above, does not allow for benchmarking.

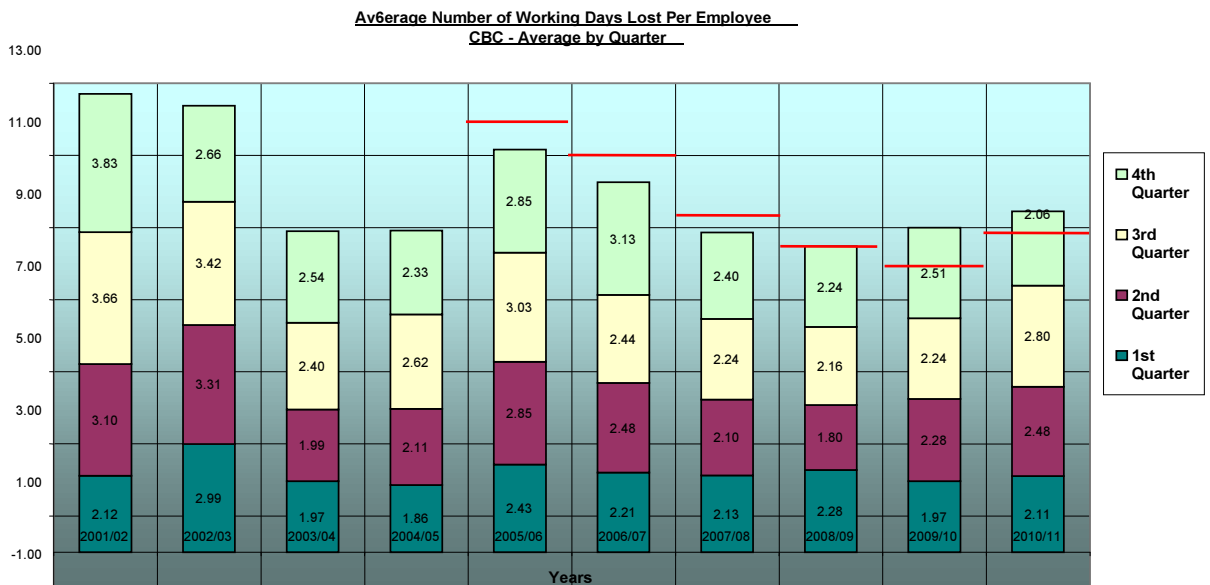
3. Summary of evidence/information

3.1 The Council had a corporate target to reduce sickness absence to 8.00 days per full time equivalent employee (FTE) for the financial year 2010/2011. An agreed quarterly reporting schedule is in place to collect results by divisions. An annual corporate total is also reported against this target. **The absence rate out turn for the 12-month period to 31st March 2011 was below target at 9.45 days, an increase over the previous year of 0.45 days.**

3.2 The Council works in partnership with the recognised trade unions to ensure employee absence is managed effectively and in line with the current policy. Proposed changes to the sickness absence policy, targets and trigger levels are discussed and agreed with local and regional TU representatives.

3.3 The table below shows the comparison of sickness absence each quarter for the last 10 years. (10 years period being 2001/2 to 2010/2011).

Average Number of Days Lost



3.4 The table below is a summary of the total FTE days lost per year due to sickness absence at Cheltenham Borough Council for the same 10 year period.

Year	2001 - 2002	2002 - 2003	2003 - 2004	2004 - 2005	2005 - 2006	2006 - 2007	2007 - 2008	2008 - 2009	2009 - 2010	2010 - 2011
Days	12.71	12.38	8.9	8.89	11.19	10.24	8.87	8.48	9.00	9.45

3.5 The target for 2010/2011 was 8 days. CA&ST and Operations were the only two divisions not to achieve the target.

3.6 The table below details the total number of days lost for the two divisions for the year broken down per quarter. The table also includes the top three reasons for absence in each of the two divisions.

CA&ST Division	Jun-10	Sep-10	Dec-10	Mar-11	Total 10-11
Total Employees	101	100	101	98	
FTE Employees	91.51	90.01	90.47	87.56	
Average Days Lost - Sick					
FTE Days Lost	125.75	265.84	203.31	176.77	771.67
Average Days Lost per Employee	1.37	2.95	2.25	2.02	8.59
Top 3 Reasons for Sickness (FTE Days)					
Stomach, liver, kidney	37.43	66.19	89.81	70.73	264.16
Infections, inc cold/flu	8.24	19.70	41.00	48.11	117.05
Stress depression anxiety	3.00	45.41	30.65	0.00	79.06

Operations Division	Jun-10	Sep-10	Dec-10	Mar-11	Total 10-11
Total Employees	200	201	198	194	
FTE Employees	194.91	194.11	191.14	186.82	
Average Days Lost - Sick					
FTE Days Lost	798.58	741.16	896.91	574.42	3011.07
Average Days Lost per Employee	4.10	3.82	4.69	3.07	15.68
Top 3 Reasons for Sickness (FTE Days)					
Other musculo-skeletal	383.35	269.57	322.35	21.00	996.27
Infections, inc cold/flu	38.00	79.67	157.86	118.01	393.54
Stress depression anxiety	41.00	60.86	134.08	112.59	348.53

3.7 The reason for highest number of days lost in CA&ST is Stomach, liver, kidney. This relates mainly to an individual employee who has a life threatening long term illness. The HR Advisor for CA&ST and the line manager are working with the employee to ensure that a phased return to work programme including adjustments to the employees role are in place for when they are well enough to return.

3.8 The reason for the highest number of days lost in Operations is musculo-skeletal. On examining the age profile of the Operations team it shows us that over 44% of the Operations workforce are over 50 years of age. Further analysis is required to verify whether it is the older members of the workforce who are suffering most. This analysis will be undertaken to identify who are having problems and why so that we can help prevent further ill health where possible.

3.9 The table below shows the % breakdown of reasons for absence for Council for 2010 -2011. The top three reasons are in first place; musculo-skeletal, second place; Other (includes the reason for absence which do not fall into the other categories) and in third place; Infections, inc cold/flu.

Cheltenham Borough Council	Jun-10	Sep-10	Dec-10	Mar-11	Total 10-11
Average Days Lost - Sick					
FTE Days Lost	1171.14	1365.89	1530.51	1106.39	5173.93
Average Days Lost per Employee	2.11	2.48	2.80	2.06	9.45
Reasons for Sickness (FTE Days)					
Back & neck	110.06	107.68	110.15	72.31	400.20
Chest & respiratory	31.85	33.22	23.16	41.01	129.24
Eye, ear, nose & mouth	84	80.97	35.83	26.16	226.96
Genito-uninary	7.49	3	3.41	26	39.90
Heart, blood pressure	40	84	29.54	28	181.54
Infections, inc cold/flu	76.13	118.78	323.25	243.92	762.08
Neurological	25.51	22.81	20.57	50.14	119.03
Other (reasons which do not fall into the other categories)	133.97	275.74	278.98	240.21	928.90
musculo-skeletal	455.95	304.57	353.35	30.92	1144.79
Pregnancy related	0	0	6.41	27.97	34.38
Stomach, liver, kidney	85.48	115.17	142.13	161.19	503.97
Stress depression anxiety	87.24	136.95	203.73	113.59	541.51
Not recorded	33.46	83	0	44.97	161.43
	1171.14	1365.89	1530.51	1106.39	5173.93

3.10 In 2010-2011 five employees were dismissed for breaching the Councils required level of attendance.

3.11 HR Advisors monitor absence levels within each of their assigned divisions. They work with managers to ensure that employees who breach current trigger points are managed in line with the Councils Sickness Absence Policy.

3.12 H&S Advisors also play an important role in managing sickness absence. They work closely with the HR Advisors and managers to complete health & safety risk assessments and give advice on a number of health related topics.

3.13 Training sessions are available to newly appointed managers or as a re-fresher for existing manager. The sessions provide them with the skills and knowledge to manage sickness absence cases effectively and in accordance with the policy. Sessions are scheduled on an as and when required basis and are delivered in a group or 1-2-1 setting.

- 3.14 HR, L&OD and H&S Advisors have also introduced a number of initiatives to improve attendance for example, phased return to work programmes, massage sessions, mini health MOTs, Flu vaccination programme, Pilates sessions at lunchtime, sharing information on healthy living and health awareness campaigns on the Councils intranet and notice boards.
- 3.15 April 2010 saw the introduction of GP Fit notes. The aim being to allow GPs to categorise employees as 'may be fit for work' as well as 'unfit for work' and to encourage employees to agree with the employer a phased return to work such as alternate duties or reduced hours as part of their rehabilitation.
- 3.16 However, managers and Occupational Health found that the information provided on a fit note was often limited and unhelpful. There is little practice of encouraging employees to come into work to undertake alternate or light duties where they may have alternately taken time off sick. For areas such as the Operations Division requests for light duties are extremely difficult to accommodate as the majority of the roles that operate out of the depot involve lifting, carrying, pushing, pulling and walking.

4. Next Steps

- 4.1 Refresh of the current Absence Policy and Procedure to include a reduction in the current trigger points of five or more periods of absence in any 12 month period rolling period or 12 days or more in any rolling 12 month period in line with the Council's annual sickness absence reduction target. For 2011-2012 no more than 7.5 days per FTE employee.
- 4.2 Work with colleagues from leisure@ and IMASS to extend the Cheltenham Borough Council GP referral scheme to employees.
- 4.3 Complete further analysis on absence levels and reasons for absence. In particular the Operations team to see if the large % of workers over the age of 50 has a direct impact on the high levels of absence in the team.
- 4.4 Work with IMASS to establish a 'fit for task' test to be used as part of recruitment and ongoing support for employees employed to undertake manual work.
- 4.5 Bench mark current levels of absence against neighbouring Councils.
- 4.6 Offer Flu vaccines to all council employees prior to the start of the 'Flu season'.
- 4.7 Health & Safety Advisors to work closely with Directors to complete a stress audit in each division. On completion, work with HR & L&OD colleagues to put in place interventions to help reduce identified levels of stress within each division.
- 4.8 Health & Safety Advisors with the support of HR & L&OD Advisors to design and implement a programme of bite size training programmes and/or information and guidance documents to support a range of health and well being topics.

5. Conclusions

- 5.1 It is inevitable that employees do become ill and need to be absent from work. However, the Council rightly aims to have a high level of attendance and to deal with

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sickness absence fairly, consistently, and appropriately. With significant change and tough public spending cuts expected over the coming years, there is little room for complacency on this issue.

Contact Officer	Julie Mccarthy, HR Operations Manager, 01242 264355, julie.mccarthy@cheltenham.gov.uk
Accountability	Councillor Colin Hay, Cabinet Member Corporate Services
Scrutiny Function	E&BI O&S.

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Information Paper

Economy and Business Improvement Overview and Scrutiny Committee

23 May 2011

Work Planning 2011-2012 and Effectiveness of Scrutiny

Background

- 1.1** The Economy and Business Improvement Overview & Scrutiny Committee maintain a workplan for the coming year and this is a regular item at the end of the agenda for every meeting. It is open to all members of the committee to comment or suggest topics for the workplan.
- 1.2** The Chair and Vice-Chair of the committee met on 4 May 2011 with the Lead Officer and Democratic Services Manager for the regular Chair's briefing. At this meeting they reviewed the latest version of the Cabinet Forward Plan for May to August 2011, attached as Appendix 1. This plan identifies the appropriate scrutiny committee for every decision going to Cabinet and it is then up to each committee to decide whether they want to scrutinise that topic or have any more information at any point. As a result of the discussions a number of items were proposed for adding to the workplan for this committee which is attached as Appendix 2.
- 1.3** Members are reminded that this scrutiny committee has a role in adding value in assisting the delivery of the outcomes outlined in the Corporate Strategy 2010-2015 under the following objectives and outcomes:
 - Cheltenham is able to recover quickly and strongly from the recession
 - We attract more visitors and investors to Cheltenham
 - the Council delivers improved outcomes for customers and communities whilst meeting "Bridging the Gap" targets for cashable savings and increased income
- 1.4** Members of the committee may wish to propose specific topics for the workplan arising from these objectives.
- 1.5** Finally as the overarching committee, EBI also has some specific responsibilities for scrutinising the major change programmes currently operating in the Council and in particular the Commissioning Strategy. Members may want to satisfy themselves that this aspect of their role is covered sufficiently in the workplan for the coming year.
- 1.6** Committee working groups already established, as well as Cabinet Member working groups within the remit of the Committee are listed in Appendix 3, for information.

Effectiveness of scrutiny

- 1.7 Whilst considering the workplan, it would also be helpful to have the feedback from members of the committee on how they view the effectiveness of their scrutiny work during the past year and are there any improvements they would like to see.

Some questions they may like to consider are:

1. Do they feel they have had the right topics on the agenda?
2. Has the committee been in an effective position to scrutinise the Cabinet?
3. Has information being presented to scrutiny in the right form, and does it enable the right level of discussion?
4. Have working groups been successful?
5. Are there any improvements they would like to see for the coming year?

Next Steps

1.8 **Members are therefore asked to :**

- examine the proposed scrutiny topics and agree on which ones to take forward and where necessary appoint members to a working group where one does not already exist
- suggest further topics for investigation
- offer their comments on the general operation of the scrutiny process relating to this committee
- approve the draft Economy and Business Improvement Overview and Scrutiny work plan 2011-2012

Appendices	1. Cabinet Work Programme May to September 2011 2. Draft work plan 2011-2012 3. List of existing Committee and Cabinet Member working groups
Background Papers	2010-2015 Corporate Strategy
Contact Officer	Jane Griffiths, Lead Officer/Rosalind Reeves, Democratic Services Manager

Forward Plan June 2011 - September 2011

This Forward Plan contains details of all the key decisions that are planned to be taken by Cabinet and individual Cabinet members over the next four months together with key decisions by officers. It will be updated and published on the Council website www.cheltenham.gov.uk on or near 16th of every month.

Key Decision

A 'Key decision' is one which:-

- requires a budget expenditure or saving of £100,000 or more;
- relates to the acquisition or disposal of land or an interest in land with a value in excess of £250,000;
- has borough wide significance or one on which members of the Cheltenham Community would reasonably expect to be notified or consulted.

Non-key decision

For additional information and completeness the Forward Plan also contains those items to be considered by Cabinet which are outside the definition of a key decision.

Cabinet Meetings

The Cabinet will normally meet every four weeks. Meetings start at 6pm and are held in the Pittville Room at the Municipal Offices. Meetings of the Cabinet are open to the public (with the exception of discussion regarding reports which contain exempt/confidential information). Copies of agenda and reports for meetings are available on the web site in advance of meetings at www.cheltenham.gov.uk

The members of the Cabinet are:

Leader of the Council
Councillor Steve Jordan

Portfolio Holders

Sport and Culture
Sustainability
Built Environment
Housing and Safety
Finance and Community Development
Corporate Services

Councillor Andrew McKinlay
Councillor Roger Whyborn
Councillor John Rawson
Councillor Klara Sudbury
Councillor John Webster
Councillor Colin Hay

Overview and Scrutiny Committees

The work of the Cabinet is scrutinised by three overview and scrutiny committees which monitor the work of the relevant Cabinet Members within their remit. They are

- Economy and Business Improvement (EBI)
- Social and Community (S&C)
- Environment (ENV)

Senior Leadership Team (SLT)

The senior management team of the council includes the Chief Executive, Executive Directors and Directors who review the Forward Plan on a monthly basis and will select reports which they wish to review before going to Cabinet.

Contacting us.

For further detailed information or to give your views regarding specific issues to be considered by the Cabinet/Individual Cabinet Member please contact the named contact officer.

For more information on attending meetings or asking public questions please contact Democratic Services on 01242 77 4937 or email democratic.services@cheltenham.gov.uk

Decision Title	Summary of decision to be made	Type of Decision	Decision Maker	Decision Date	Cabinet Member	Lead Officer	Contact details	Consulting with	Scrutiny Committee
St Margaret's Hall - Rent subsidy request	Consider a request from the St Margaret's Hall User Group for a rent subsidy	Non Key Decision	Cabinet	24/05/11	John Rawson Cabinet Member Built Environment	David Roberts	david.roberts@cheltenham.gov.uk	Community Services, Corporate Asset Group	Soc & Com
Building resilience in VCS providers of community-based youth work - procurement process	To agree the outline specification and assessment criteria for the procurement exercise for the community-based youth work project Cabinet Member to agree allocation of £50K	Key Decision	Cabinet Cabinet Member Housing and Safety	24/05/11 Before 29/07/11	Klara Sudbury Cabinet Member Housing and Safety	Richard Gibson	richard.gibson@cheltenham.gov.uk	Senior Leadership Team	Soc and Com
Montpellier Lodge - proposed disposal	To consider bids received for the purchase of the premises and	Key Decision	Cabinet	21/06/11	John Rawson Cabinet Member Built Environment	David Roberts	david.roberts@cheltenham.gov.uk	Asset Management Working Group	

Decision Title	Summary of decision to be made	Type of Decision	Decision Maker	Decision Date	Cabinet Member	Lead Officer	Contact details	Consulting with	Scrutiny Committee
	consider objections (if any) to the prospective disposal and future use following public consultation.								
Corporate Risk Register	To approve the latest Corporate Risk Register and identify any amendments required	Non Key Decision	Cabinet Cabinet	21/06/11 27/09/11	Colin Hay Cabinet Member Corporate Services	Mark Sheldon		SLT regularly review the Corporate Risk Register	EBI
Financial Outturn 2010/11 and Quarterly Budget Monitoring to May 2011		Key Decision	Cabinet Council	21/06/11 27/06/11	John Webster Cabinet Member Finance and Community Development	Mark Sheldon		SLT on 7 June	All
Annual Performance Report	Endorse the draft annual report	Non Key Decision	Cabinet Council	21/06/11 27/06/11	Steve Jordan Leader of the Council	Richard Gibson	richard.gibson@cheltenham.gov.uk richard.gibson@cheltenham.gov.uk	SLT on 7 June	EBI
Health and Safety Delivery Plan	Approve the plan	Non Key Decision	Cabinet	21/06/11	Klara Sudbury Cabinet Member Housing and Safety	Yvonne Hope			Soc and Com
Food Safety Delivery Plan	Approve the plan	Non Key Decision	Cabinet	21/06/11	Klara Sudbury Cabinet Member Housing and Safety	Yvonne Hope			
Local Authority Company Business Case (waste and environmental services)	Interim report in June - To approve the principle of the creation of a shared Local Authority limited company for the delivery of waste and environmental services subject to criteria to be reviewed in the next phase of the project Final decision in	Key Decision	Cabinet Cabinet	21/06/11 27/09/11	Roger Whyborn Cabinet Member Sustainability	Rob Bell	rob.bell@cheltenham.gov.uk	Member workshops for all LA members involved Staff and union consultation SLT on 7 June	Env

Decision Title	Summary of decision to be made	Type of Decision	Decision Maker	Decision Date	Cabinet Member	Lead Officer	Contact details	Consulting with	Scrutiny Committee
	September								
GO Programme - Financial and contract rules	Agree changes to financial rules and contract rules (financial aspects) to support Agresso ERP system implementation and standardisation of processes (may be dealt with as part of the constitution review)	Non Key Decision	Council Cabinet	25/07/11 26/07/11	Colin Hay Cabinet Member Corporate Services	Mark Sheldon		Trade Unions, SLT, Audit (if needed), Joint Consultative Committee, Employees	EBI on 18 July 2011
GO programme - Shared Service Delivery	To agree the model for shared service delivery for Finance, Procurement, HR and Payroll.	Key Decision	Cabinet	26/07/11	Colin Hay Cabinet Member Corporate Services	Amanda Attfield		Trade Unions, SLT, Joint consultative committee, employees, members	EBI on 18 July 2011
Constitution Review (including officer delegations)	To agree the recommendations arising from the review of the constitution (including officer delegations)	Non Key Decision	Council Cabinet	25/07/11 26/07/11	Colin Hay Cabinet Member Corporate Services	Sara Freckleton		Member constitution working group	EBI
Cheltenham Car Parking Strategy and enforcement	Approve car parking strategy	Key Decision	Cabinet	26/07/11	John Rawson Cabinet Member Built Environment	Mike Redman		SLT on 21 June	Env on 13 July 2011
Regent Arcade Lease	To approve the restructure and simplification of the existing lease at Regent Arcade.	Key Decision	Cabinet	26/07/11	John Rawson Cabinet Member Built Environment	David Roberts		Asset Mgmt Working Group in June	
Accommodation Strategy	Approve the accommodation strategy	Key Decision	Cabinet	26/07/11	Colin Hay Cabinet Member Corporate Services	David Roberts	david.roberts@cheltenham.gov.uk	SLT in May 2011	
Imperial Gardens Design	To agree the outline design before going out to tender To make the final decision following	Key Decision	Cabinet Cabinet	26/07/11 18/10/11	Roger Whyborn Cabinet Member Sustainability	Rob Bell	rob.bell@cheltenham.gov.uk	With stakeholders in May/June Council debate on 27 June 2011	EBI on 18 July Env on 14 Sep

Decision Title	Summary of decision to be made	Type of Decision	Decision Maker	Decision Date	Cabinet Member	Lead Officer	Contact details	Consulting with	Scrutiny Committee
	the tender process								
Leisure and Culture Commissioning Strategy - Preliminary Needs Analysis	Considering results of the preliminary needs analysis and agree recommendations for next steps.	Key Decision	Cabinet	26/07/11	Andrew McKinlay Cabinet Member Sport and Culture	Pat Pratley		Informal Cabinet, Cabinet Working Group, SLT, Leisure and Culture Commissioning Project Team, in-house providers.	Social and Community
Built Environment Services - Commissioning Strategy	Receive an update report on the results of the preliminary needs analysis and scoping Approve recommendations on strategic direction	Key Decision	Cabinet Cabinet	26/07/11 27/09/11	John Rawson Cabinet Member Built Environment	Grahame Lewis		VCA, community groups, parish councils, potential service delivery partners, planning agent and developer focus groups, Senior Leadership Team.	Env
Community Pride Scheme 2011 - Approval of bids	Consider recommendations from the assessment panel	Non Key Decision	Cabinet	26/07/11	Steve Jordan Leader of the Council	Richard Gibson		VCS organisations, media release to raise awareness, publicity via website	Soc and Com
HRA Business Plan	Approve draft in September Cabinet recommend final version to Council in February	Key Decision	Cabinet Cabinet Council	27/09/11 07/02/12 10/02/12	Klara Sudbury Cabinet Member Housing and Safety	Jane Griffiths		The approval of the draft plan will be followed by a period of consultation with key stakeholders SLT	Soc & Com
Joint Waste Committee	Awaiting details from Rob Bell	Key Decision	Cabinet	27/09/11	Roger Whyborn Cabinet Member Sustainability	Rob Bell			Env
Cheiltenham partnership structures and arrangements	Agree partnership structures and arrangements in light of commissioning arrangements	Key Decision	Cabinet	27/09/11	Steve Jordan Leader of the Council	Jane Griffiths		Senior Leadership Team	EBI on 19 September 2011
Art Gallery and Museum - collections disposal policy		Non Key Decision	Cabinet	27/09/11	Andrew McKinlay Cabinet Member Sport and Culture	Jane Lillystone			Soc and Com

Decision Title	Summary of decision to be made	Type of Decision	Decision Maker	Decision Date	Cabinet Member	Lead Officer	Contact details	Consulting with	Scrutiny Committee
North Place and Portland Street development	To approve the preferred bidder for the development	Key Decision Wards	Cabinet	15/11/11	John Rawson Cabinet Member Built Environment	Mike Redman			Env EBI

Item	Purpose	Outcome	What is required?	Lead Officer
Meeting Date: Monday 23 May 2011				
Chairs Briefing: Wed 4 May 2011 5 pm				
Deadline for Papers: Wed 11 May				
Review of sickness absence (15 mins)	Scrutiny	An update requested by the committee at their March meeting	Discussion paper	Julie McCarthy, HR operations Manager
DRAFT Committee 2011-12 work plan (20 mins)	Scrutiny	Review and comment on the DRAFT work plan for 2011-12 and seek members views on effectiveness of scrutiny	Discussion paper	Councillor Stennett, Chair of the EBI O&S Committee
Corporate Risk Register (20 mins)	Standard Item	Regular review before going to Cabinet 21 June	Report	Bryan Parsons, Policy and Performance Officer
Commissioning programme – a general update and setting priorities (60 mins)	Scrutiny	For members to understand how priorities for the commissioning programme are set and how success of the commissioning programme will be measured and recognising effective commissioning.	Report	Jane Griffiths, Director Commissioning Ken Dale, Business Development Manager
Briefing note – use of mobile telephony across the council (not on the agenda)	Scrutiny	Update on use of mobile telephony across the council for the committee to determine whether this might be an item for future scrutiny	Briefing note	ICT

Item	Purpose	Outcome	What is required?	Lead Officer
Meeting Date: Monday 18 July 2011				
Chairs Briefing: Tuesday 28 June 5 pm 2011				
Quarterly budget report	Standard item	Quarterly review requested by the committee	Report	Paul Jones, Head of Financial Services
Annual Performance Report	Standard item	Six monthly review	Report	Richard Gibson, Policy and Performance Manager
GO Programme –Shared Service Delivery	Scrutiny	To inform, invite challenge and Q&A session	Presentation	Amanda Attfield, Director People OD and Change
GO Programme – Financial and Contract Rules	Scrutiny	To review the report going to Cabinet on 26 July	Report	Mark Sheldon, Director Resources
Imperial Gardens – business case	Scrutiny	To respond to the committee's request for more information on the business case relating to use of the gardens and to review the economic information requested at the March meeting.	Discussion paper and Cabinet Member in attendance to respond to questions	Rob Bell, Director Operations
Meeting Date: Monday 19 September 2011				
Chairs Briefing: Tuesday 23 August 2011 5 pm				
Corporate Risk Register (20 mins)	Standard item	Regular review before going to Cabinet 27 September	Report	Bryan Parsons, Policy and Performance Officer
Cheltenham partnership structures and arrangements	Scrutiny	A review of latest partnership structures including CSP and the decision making process	Presentation supported by report	Richard Gibson, Policy and Performance Manager

Item	Purpose	Outcome	What is required?	Lead Officer
Glos Integrated Economic Strategy	Scrutiny	Glos First be invited to explain their restructure, update on LEP and progress in the implementation of the action plan	Presentation supported by report	Wilf Tomaney, Acting Economic Development Manager
Meeting Date: Monday 28 November 2011				
Chairs Briefing: Tuesday 8 November 2011 5 pm				
Quarterly budget report	Standard item	Quarterly review requested by the committee	Report	Paul Jones, Head of Financial Services
Budget consultation 2012-13	Scrutiny	Review interim budget proposals 2012-13 and comment	Discussion paper	Mark Sheldon, Director Resources
Localism Bill (timing to be confirmed)	Scrutiny	To understand the potential impact of the Bill on Economic Development and local development strategy	Discussion paper	Economic Development Strategic Land Use
Meeting Date: Monday 23 January 2012				
Chair's Briefing: Tuesday 3 January 2012 5 pm				
Corporate Risk Register (20 mins)	Standard item	Regular review before going to Cabinet 8 February	Report	Bryan Parsons, Policy and Performance Officer
Performance Report	Standard item	Six monthly review	Report	Richard Gibson, Policy and Performance Manager
Budget proposals 2012-13	Scrutiny	Review final budget proposals 2012-13 prior to Council (10 February)	Discussion paper	Mark Sheldon, Director Resources
Meeting Date: Monday 5 March 2012				
Chairs Briefing: Tuesday 14 February 5 pm 2012				
Deadline for papers: Wed 22 February 2012				

Item	Purpose	Outcome	What is required?	Lead Officer
DRAFT Corporate Strategy 2012-13	Scrutiny	Review DRAFT strategy for 2012-13 prior to Cabinet (13 March)		Richard Gibson, Policy and Partnership Manager
Chairs Briefing: Tuesday 15 May 2012 5 pm				
Corporate Risk Register (20 mins)	Standard item	Regular review before going to Cabinet	Report	Bryan Parsons, Policy and Performance Officer
Chair's Briefing: Tuesday 26 June 2012				
Quarterly budget report	Standard item	Quarterly review requested by the committee	Report	Paul Jones, Head of Financial Services
Annual Performance Report	Standard item	Six monthly review	Report	Richard Gibson, Policy and Performance Manager
Items to be added at a future date				
Budget Working Group		Inform the committee about the working of the budget working group	Update	Mark Sheldon, Director Resources
Gloucestershire Airport Business Plan	Scrutiny	Review the business plan 12 months after the start of the drawdown of the loan	Report	Pat Prately, Executive Director

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

COMMITTEE WORKING GROUPS (shaded members are members of EBI O&S)				
WORKING GROUP	SCOPE / OUTCOME	TIMESCALE	MEMBERSHIP	LEAD OFFICER
Budget scrutiny	Ongoing scrutiny and support of the Council's budget process	Ongoing	Peter Jeffries Paul Massey Jon Walklett Duncan Smith Dianne Hibbert Nigel Britter	Mark Sheldon Director Resources
Joint Airport Scrutiny working group	Joint scrutiny working group with Gloucester City to scrutinise issues relating to Glos Airport	Ongoing	Les Godwin (Chair)	Pat Pratley, Executive Director
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	Pat Pratley

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

Built Environment Commissioning Review	Support the development of an initial report to Cabinet (26 July) on results of preliminary needs analysis and scoping and final report to Cabinet (27 September) which will set out the strategic direction for Built environment services	September 2011	Lloyd Surgenor Tim Cooper Barbara Driver Bernie Fisher Jacky Fletcher Pete Jeffries Helena McCloskey John Rawson Lloyd Surgenor	Grahame Lewis
OTHER RELEVANT WORKING GROUPS				
Cross party member working group	To champion the role of members in the commissioning process	Ongoing	Colin Hay Steve Jordan Tim Cooper Duncan Smith Klara Sudbury	Andrew North
Constitution working group	Member engagement in any review of the constitution	Ongoing	Colin Hay Les Godwin Duncan Smith	Sara Freckleton

Cheltenham Borough Council

Economy and Business Improvement Overview and Scrutiny Committee – 23 May 2011

Corporate Risk Register

Accountable member	Cabinet Member Corporate Services, Councillor Colin Hay
Accountable officer	Mark Sheldon, Director Resources
Accountable scrutiny committee	Economy and business improvement
Ward(s) affected	None
Key Decision	No
Executive summary	The corporate risk register is “owned” by the senior leadership team as it is a management tool that helps managers run their business effectively, but members also need to be aware of the risks they may impact on the council and the decisions it makes. The risks within the attached register were updated by the senior leadership team on the 10 th May and sets out progress against deadlines and mitigating actions.
Recommendations	<p>1.1.1 The committee are asked to consider the register and identify any further corporate risks which they feel should be brought to the cabinet’s attention.</p> <p>1.1.2 The committee are asked to consider whether the mitigating actions to manage the identified risks are appropriate and if there are other actions which they would wish to bring to the cabinet’s attention.</p>
Financial implications	<p>There are a number of risks in the corporate risk register which, if not managed have the potential to expose the council to financial costs which are not provided for within existing budgets. The mitigating actions seek to control the risk of expose to these costs.</p> <p>Contact officer: Mark Sheldon E-mail: mark.sheldon@cheltenham.gov.uk Tel no: 01242 264123</p>
Legal implications	<p>The effective engagement of members in the management of corporate risk contributes to sound corporate governance and probity in corporate decision making.</p> <p>Contact officer: Peter Lewis E-mail: peter.lewis@tewkesbury.gov.uk, Tel no: 01684 272012</p>

<p>HR implications (including learning and organisational development)</p>	<p>There are a number of risks in the corporate risk register that have HR implications (e.g. capacity, skills for commissioning, health and safety) however these are addressed through the mitigating actions.</p> <p>Contact officer: Amanda Attfield E-mail: amanda.attfield@cheltenham.gov.uk Tel no: 01242 264186</p>
<p>Key risks</p>	<p>If the council does not manage its risks appropriately then this can lead to ill-informed decisions.</p>
<p>Corporate and community plan Implications</p>	<p>Effective identification and management of risk helps the council make informed decisions and manage its corporate plan priorities. .</p>
<p>Environmental and climate change implications</p>	<p>There are no specific environmental or climate change implications arising from the report, but the council is keen to ensure that the risks of climate change and ability to mitigate and adapt are built into service plans and risk registers.</p>

2. Background

- 2.1 Effective risk management is a key component of good governance arrangements and the senior leadership team review the register on a monthly basis. They consider where mitigating actions may not be progressing as planned or may not have achieved the desired outcomes or what further action needs to be taken. They also consider any new risks and identify the mitigating actions which need to be taken to manage the impact and likelihood of that risk.
- 2.2 Each division has a service plan where they record and manage their divisional risks and those that score 16 or over are brought to the senior leadership team and the corporate implications discussed and where necessary escalated to the corporate register.
- 2.3 The dashboard and the register highlight that there are currently 35 active risks on the register, 2 with a low score, 24 with a medium score and 9 with a high score. The dashboard goes on to highlight the number of risks within those categories that are either on target to *meet*, *may not meet* or *will not meet* their specific deadline for reducing or removing risks.
- 2.4 Risks that are closed by SLT are listed at the end of the register in a greyed out format.
- 2.5 All of these risks are continually monitored by the risk owners and collectively managed by SLT on monthly basis.

3. Exceptions

- 3.1 This section of the report provides information on new risks and those that are scored at medium or high which may or will not meet their deadlines i.e. those that are highlighted within the register as Amber or Red, the reasons for this and what is being done to mitigate the risk.

Table 1: New risks since the last report

Risk number	Risk
CR47	If the emerging car parking strategy which specifically relates to development sites is not properly articulated then it is likely that any potential redevelopment could be misinterpreted and not favourably received.
CR48	If key employees are suddenly unavailable then service delivery will be severely compromised.
CR49	If County LEP does not progress then it may damage the ability of the Task force to deliver wider vision through inability to access potential funding and technical resources
CR50	If there is not sufficient time for detailed review and approval of the Solution Design Documents (SDDs) for the GO Programme (Agresso system), and preparation for that review within required timescales, then the eventual solution design may not be robust.
CR51	If the airport project cannot be delivered within the business plan parameters, (including borrowing limits) approved by Cheltenham and Gloucester city councils, then the borrowing costs may fall on the councils
CR52	If the Waste Project between some of the GO partners has significant effects on the GO programme from both a Governance and operational perspective, delivery of the GO Programme may be adversely impacted.
CR53	Resourcing: If availability of critical resources during the GO implementation and post implementation period - then officers involved in project may be unable to provide day to day delivery of service to their authority.
CR54	The proposed welfare reforms and parallel increases to affordable rents may lead to an increase in housing rent arrears across the social rented sector.
CR55	If the council is not alert to new legislation with regard to fixed term tenancy arrangements and social rents then it may find that there are issues with people's ability to access social rented properties and the potential disruption to communities as people face fixed term tenancy arrangements.
CR56	Due to financial constraints the GO Programme does not have a separate business change manager role, and if the necessary change both within the retained organisation and inside the shared service does not take place to the required level, savings may be compromised. This was logged as a risk in August 2010; however on 20th April 2011 the GO Programme Board took a decision to increase the risk rating.

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

Risk number	Risk	Risk score	Why mitigating actions will or may not reduce or remove the risk by the original deadline
High Risks			
CR34 b	If the council does not have robust testing of its business continuity plans then there is a risk that they may not be effective	16	The recently implemented infrastructure will support 25 key systems before these systems can be tested. This will involve some downtime in order for ICT to migrate the applications and data. Once ICT have resolved the issue, timescales will be drawn up to migrate the systems and carry out audit testing. Full test of key systems will be considered following results from audit test
CR35	If the current public service proposed budget cuts mean that the county council are unable to fund and provide officer resource for strategic infrastructure planning phase 3 then the JCS will not be supported by robust evidence which may lead to inappropriate development	16	Awaiting GCC restructuring and budget allocation
CR52	If the Waste Project between some of the GO partners has significant effects on the GO programme from both a Governance and operational perspective, delivery of the GO Programme may be adversely impacted.	20	Work has been undertaken to determine the interrelationship between the GO programme and ERP build and the waste project to ensure that the implications of both are understood and are addressed in the reports to be considered by the Cabinet and Council in June / July 2011.
Medium risks			
CR13	If members, senior managers and employees do not recognise their obligations and responsibilities for equalities then there is a risk that we could be treating people unfairly and the council could face prosecution	9	Equality impact assessment has been carried out on the budget; equality issues have been included in new community assessment tool to be used as part of commissioning work. Need for SLT to be briefed on the introduction of the new public sector equality duty set out in the Equality Act.
CR17	If members, senior managers and employees do not recognise their obligations and responsibilities for information management including data	9	Information strategy has not progressed as anticipated due to other work commitments. Revised deadline for information strategy

	quality and information security then it could result in ill informed decisions, unreliable outcomes, ineffective use of resources and loss of assets, leading to a reduced public reputation and a lack of confidence from regulators		set for June 2011 and will need to be built into work plans for overview and scrutiny as well as forward plan for cabinet.
CR20	If knowledge and skills about commissioning are not developed within the organization, there is a risk that services will not be commissioned or delivered in the right way which may impact on flexibility and/or costs.	12	The member joint party working group are defining Member roles under commissioning and when complete these will be used to audit member's current knowledge and skills. It is unlikely that the audit will be complete by the end of March 2011.
CR32	If the council is unable to realise the capital value of some of its assets it will be unable to progress the civic pride proposals	12	SPD formally adopted on 13.12.10 (Full Council). OJEU Notice issued 24.1.11 as per target. 5 bidders short listed in line with programme. Other asset disposals progressing as planned.
CR44	If CBC do not complete the PCI self assessment and identify all of the risk then there is a risk that there could be a breach in security and subsequent fines from the Information Commissioner	15	An audit assessment has been carried out to ascertain a number of quick fixes these will be relayed to Service Managers. Workshop arranged for 08/04/2011 to consider self assessment. Workshop reviewed self assessment document and meeting has been arranged with bank representative 13th May
CR49	If County LEP does not progress then it may damage the ability of the Task force to deliver wider vision through inability to access potential funding and technical resources	8	LEP proposal discussed with stakeholders and submitted to Dept. CLG and BIS

4. Reasons for recommendations

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

5. Alternative options considered

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

6. Consultation and feedback

6.1 No consultation has been undertaken.

7. Performance management –monitoring and review

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

Report author	Contact officer: Bryan Parsons, Policy Officer - Governance Tel; 01242 264189 Email;
Appendices	<ol style="list-style-type: none"> 1. Corporate Risk – ‘Dashboard’ 2. Corporate risk register
Background information	

Cheltenham Borough Council Risk Register SLT 10-05-2011		Risk score Impact and likelihood			Managing risk			Mitigating action taken (if you are not going to meet the deadline explain why, what action is being to mitigate the risk and what new deadline you propose.)		Date of current last update		
Risk Ref.	Risk description	Risk owner	Date raised	Impact	Likelihood	Score	Control	Proposed Action	Deadline	On Target for deadline?	Responsible officer	
1	CR23 If resilience issues are not addressed in the Payroll service, the service quality for employees will be impacted, and may impact on partner relationship with CBH, possibly impacting funding stream from CBH, and there will not be sufficient resource to support necessary tasks regarding payroll and ABW (GO) implementation.	Director People Org Dev & Change Amanda Atfield	01/04/10	4	5	20	Reduce	Raise as GO Programme risk. Monitor situation. Seek and obtain required skill set and experience - advertise role with partners, SWEmployers, other networks. Seek Agency support via Comensura.	End June 2011	Green	HR Operations Manager Julie McCarthy	10/05/11
2	CR41 If capacity to lead and manage the changes, at the same time as implementing major change (i.e. a new ERP system), is not secured then the benefits from commissioning and the ERP system will not be fully realized, and morale and motivation may be impacted adversely – affecting existing SLT, members and service managers	Chief Executive Andrew North	28 th October 2010	4	4	16	Reduce	Quarterly review of capacity for major change programmes, by SLT. Agree allocation of capacity funding. Ensure dialogue between project/programme managers and resource managers via portfolio management process re resource requirements and supply.	01/04/12	Green	Dir People, OD & Change Amanda Atfield Senior Leadership Team	10/05/11
3	CR9b If the Highways Authority is unable to support the traffic proposals which underpin the civic pride schemes then vision and outcomes will not be achieved, and this will impact on the council's reputation and the future economic position of the town.	Task Force Managing Director Jeremy Williams	01/04/10	4	4	16	Reduce	Initial outputs paint a positive impact on the town centre but disbenefits elsewhere. GCC/CBC have agreed preparation of a mitigation strategy by end of January 2011 which will also reflect impact of CSR.	June/July 2010 Mitigation strategy original deadline January 2011 revised to March 2011	Green	Task Force Managing Director Jeremy Williamson	06 05 11

row number

Cheltenham Borough Council Risk Register SLT 10-05-2011				Risk score Impact and likelihood			Managing risk				Mitigating action taken (if you are not going to meet the deadline explain why, what action is being to mitigate the risk and what new deadline you propose.)		Date of current last update	
row number	Risk Ref.	Risk description	Risk owner	Date raised	Impact	Likelihood	Score >16 Red 7 to 15 Amber 3 to 6 Green	Control	Proposed Action	Deadline	On Target for deadline?	Responsible officer		
4	CR3 3	If the council does not keep the momentum going with regards to the JCS then the policy vacuum left by the abolition of the RSS and the resultant delay in projections and framework could result in inappropriate development.	CEX Andrew North	10.08.10	4	4	16	Reduce	Agreement across Gloucestershire districts to work collaboratively on determining housing and employment projections by the end of the year. Revised timetable for JCS considered and agreed by MSG April 2011. County Council Housing projections work published May 2011. Econometric Housing Model - work progressing and on target to deliver July 2011	01/04/13	Green	Spatial planning manager – Tracy Crews	Review of all programme activities underway. The contract to deliver econometric housing model signed first outputs expected March 2011 Members steering group considering ways in which timetable for JCS can be advanced.	08/04/11
5	CR3 4 a	If the council does not have robust testing of its business continuity plans then there is a risk that they may not be effective	Exec Director Grahame Lewis	05.07.10	4	4	16	Reduce	Desk top recovery test based on worst case scenario i.e. municipal offices out of action	01/12/2010 01/09/2011	Green	Exec Director Grahame Lewis	Desk top exercise undertaken and BCP are being revised in light of this test. Planned testing of depot back up arrangements will need to be organised in new year This risk has been split to allow for on going resilience testing of BCP with a new deadline of 01/09/2011	07/01/11
6	CR3 4 b	If the council does not have robust testing of its business continuity plans then there is a risk that they may not be effective	Exec Director Grahame Lewis	05.07.10	4	4	16	Reduce	Two storage area networks to be purchased for real time backups of ICT data, and purchase of additional UPS battery supply for the municipal offices. Full test with depot as stand by site to be tested	01/07/11	Amber	ICT Infrastructure Manager Paul Woolcock	Planned testing of depot back up arrangements will need to be organised in new year/installation of equipment and software is complete. The council recently implemented infrastructure will support 25 key systems (this figure can grow to meet business requirements). The council has a business continuity plan that covers a wide range of business systems including the need for an effective ICT back up system at the depot. The council is currently upgrading its back up systems having installed new equipment and work is progressing to migrate the key business systems. Once fully operational the council will be in a position to undertake a full test and the target date for carrying out a robust test for this back-up system is Mid May 2011. The outcome for this test will provide assurance to SLT that its back-up systems are effective.	03/03/11

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7	CR3 If the current public service proposed budget cuts mean that the county council are unable to fund and provide officer resource for strategic infrastructure planning phase 3 then the JCS will not be supported by robust evidence which may lead to inappropriate development	CEX Andrew North	10.08.10	4	4	16	Reduce	Chair of the cross boundary member steering group to write to GCC with concerns. GCC continue as members of the cross boundary programme board and member steering group and therefore understand requirements Development of community infrastructure levy scheme as part of the JCS will demonstrate requirement for effective infrastructure planning	Review position 01/06/2011	Amber	Spatial planning manager – Tracy Crews	Verbal confirmation that the County will have difficulty in supporting the infrastructure requirements of the JCS strategy staff cuts. Awaiting confirmation that SIDP support can be offered from the County until June 2011. JCS PM to explore the cost implications of bringing infrastructure planning in-house post June 11 and develop a JD/person specification.	11/05/11
8	CR4 If sites identified within former Civic pride programme do not generate sufficient net receipts then the wider aspirations e.g. public realm will not be deliverable	AN/JW	21 07 10	4	4	16		It may be possible to utilise receipts from other non Civic Pride sites e.g. Midwinters if necessary. Effective soft market testing suggests optimism over net receipts. There is a need to de-risk by early identification of issues relating to legal title, archaeology or the environment to minimise delay.	February 2012 - financial close on North Place	Green	Task Force Managing Director Jeremy Williamson	5 short listed bidders identified and invited to proceed to next (Outline solution) stage. All have sound financial covenants and track record in delivering similar schemes.	06 05 11
9	CR5 If the Waste Project between some of the GO partners has significant effects on the GO programme from both a Governance and operational perspective, delivery of the GO Programme may be adversely impacted.	Exec Director Grahame Lewis	10/05/11	4	5	20	Reduce	Mitigating actions - a set of fact finding tasks has been initiated, including a meeting held on 3rd May, covering legal, finance, communications, governance, and human resources issues as related to the GO Programme.		Amber	Director of Resources Mark Sheldon	Work has been undertaken to determine the interrelationship between the GO programme and ERP build and the waste project to ensure that the implications of both are understood and are addressed in the reports to be considered by the Cabinet and Council in June / July 2011.	10/05/11

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10	CR5 6 Due to financial constraints the GO Programme does not have a separate business change manager role, and if the necessary change both within the retained organisation and inside the shared service does not take place to the required level, savings may be compromised. This was logged as a risk in August 2010, however on 20th April 2011 the GO Programme Board took a decision to increase the risk rating.	Exec Director Grahame Lewis	10/05/11	3	4	12	Reduce	Mitigating actions - GO Programme Manager to maintain a close watching brief of business change tasks. Risk level raised as action was felt insufficient for the task. Other possible actions being considered. CBC to consider funding bid for business change capacity. CBC local GO implementation project (Project GOPK) to commence July 2011. Further assessment of CBC capacity requirements to take place as part of GOPK.	01/09/11	Green	Director People Org Dev & Change Amanda Atfield	Go Programme has maintained a watching brief, and recent Programme Board raised risk level sufficient to bring to local risk register. At CBC, a funding bid has been submitted for business change capacity.	10/05/11
11	CR5 3 Resourcing : If availability of critical resources during the GO implementation and post implementation period - then officers involved in project may be unable to provide day to day delivery of service to their authority.	Director People Org & Change Amanda Atfield	19/04/11	3	5	15	Reduce	Mitigating actions: Project structure and reporting defines resource requirements and will highlight any issues. Local GO implementation project due to commence July 2011 (GOPK).	01/03/12	Green	Director People Org Dev & Change Amanda Atfield	UPDATE Risk score has been increased (9/3/11) due to local workload in most partners increasing due to factors external to the programme but having the same net effect as original risk. Situation will continue to be monitored closely by Programme Board. Situation will need to be monitored by CBC as part of local implementation. CBC to appoint sponsor for local implementation project - from July 2011, and create local implementation project team. Local implementation project to ensure assessment of capacity / resource requirements as per programme plan, and make resource available.	10/05/11
12	CR4 4 If CBC do not complete the PCI self assessment and identify all of the risk then there is a risk that there could be a breach in security and subsequent fines from the Information Commissioner	Director of Resources Mark Sheldon	23/02/11	5	3	15	Reduce	Carry out self assessment to ensure compliance with PCI standard	31/03/12	Amber	ICT Infrastructure Manager Paul Woolcock	An audit assessment has been carried out to ascertain a number of quick fixes these will be relayed to Service Managers. Workshop arranged for 08/04/2011 to consider self assessment. Workshop reviewed self assessment document and meeting has been arranged with bank representative 13th May	11/05/11

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13 CR40	If Partner organisations are not sufficiently 'bought into' the commissioning process then there is a risk that the commissioning work will be done in isolation and potential savings and effective delivery of outcomes will be reduced.	Chief Executive Andrew North	28 th October 2010	4	3	12	Reduce	Effective engagement with the VCS forum, plus other partners through CSP and thematic partnerships. The objective of 'place based' project is to engage partners and create alignment. Ensure that joint funding is subject to use of proper commissioning disciplines.	Continuing to October 2012	Green	Policy and Partnership Managers Richard Gibson	10/05/11
14 CR27	Icelandic banks - financial exposure If the group claim against Clitnir bank fails and the council is not recognised as a 'priority depositor' the council's deposits would be re-classified as 'general unsecured creditors' resulting in a lower recovery rate and exposure to defendants costs.	Director of Resources Mark Sheldon	09/04/10	4	3	12	Accept	Council commitment to join in group action with other councils to make case for priority depositor status. Capitalisation direction approved for £4.43m allows for write off of loss over 20 years.	01/03/11	Green	Director of Resources Mark Sheldon	07/01/11
15 CR20	If knowledge and skills about commissioning are not developed within the organization, there is a risk that services will not be commissioned or delivered in the right way which may impact on flexibility and/or costs.	Director People & Org Dev Amanda Atfield	25/02/10	3	4	12	Reduce	Identify resource to deliver knowledge and skills needs (i.e. in house as external funding unlikely) Knowledge programme for relevant officers/members, skills for business, development programme, developed and delivered during 2011/12.	SMs End of May members End of June	Amber	HR Manager Learning Development Jan Bridges	10/05/11
16 CR22	If the council is unable to realise the capital value of some of its assets it will be unable to progress the civic pride proposals	Exec Director Graham Lewis	23/08/10	4	3	12	Reduce	Revised supplementary planning document consulted on for North Place, subject to Full Council approval. Property advisors appointed with aim of marketing January 2011.	Council December 2010 Jan 2011	Amber	Executive director	06 05 11

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17	CR36	If changes to contractual allowances are made outside the collective bargaining process, there may be local industrial action, morale and motivation may be impacted.	Director People Org Dev & Change Amanda Atfield	30/09/10	4	3	12	Reduce	Seek to consult and negotiate via collective bargaining. Communicate and engage employees impacted re reasons for change. Ensure follow collective consultation regulations and give required contractual notice.	End March 2012	Green	HR Manager Operations Julie McCarthy.	Commenced discussion with Tus at informal JLF 22.09.2010. Potential implementation timetable developed. Ongoing discussions at two-weekly TU meetings. Risk score amended 9 November – likelihood reduced from 5 as unlikely to move from collective bargaining and working closely with unions. No current issues envisaged to require a move outside Coll Bargaining. Letter received from Unison re process for collective bargaining and outlining need for regional / national sign off. CBC has responded. Will continue to monitor the position.	10/05/11
18	CR12	If members, senior managers and employees do not recognise their obligations and responsibilities for health and safety then there is a risk to the public, customers and employees of injury and the council could face prosecution	Director People Org Dev & Change Amanda Atfield	01/02/10	4	3	12	Reduce	Introduction of health and safety audits inc. addressing issues in the internal audit action plan Creation of a Health and Safety strategy Development of a H&S action plan for 2010-11 (to include awareness training for managers and supervisors during 2010-11) Roll out Harriet Risk Management software	01/03/2011 As per the action plan considered by audit committee Mar 2011	Green	HR Manager Operations Julie McCarthy	H&S strategy and work plan in place. Considering H&S capacity, and resource allocation given shared management of depot services, and HSE inspection later in 2011. Has been determined not to re-new licence for Harriet software, however risk assessments will continue to be carried out manually.	10/05/11
19	CR21	Art Gallery and Museum If the Art Gallery and Museum Development Trust fails to deliver the fundraising strategy, then the AG&M Development Scheme is at risk of failing to be delivered.	Director Wellbeing & Culture	01/06/07	3	4	12	Reduce	A fundraising risk assessment has been incorporated into all funding/grant applications submitted to date. An updated fundraising assessment will be required as part of the Heritage Lottery Fund Stage 2 application.	01/08/12	Green	Museum and Arts Manager Jane Lillystone	Contractors are due on site from the beginning of July 2011. The remaining shortfall of £919,587 will be raised through further fundraising by the CAG&M Development Trust and the Friends to CAG&M and the launch of a public fundraising campaign – which will start from the end of May 2011. A new fundraising deadline date of August 2012 has been set for the remaining £919k shortfall. The Phase III Fundraising Strategy will be launched on 25 May 2011 with the aim to have raised the £919k shortfall by the end of the build & construction stage of the project, prior to the commencement of fit out.	10/05/11

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20	CR2 2	Art Gallery & Museum. If the AG&M Development Scheme is not effectively project managed there is a risk of the scheme failing to be delivered within the capital budget. It is also vital that the longer term revenue implications relating to maintenance and running costs are recognised within the business plan and subject to appropriate consideration within the MTFs.	Director Wellbeing & Culture	01/06/07	3	4	12	Reduce	Prince II project management controls to be put in place for building construction phase. Provision has been made with the Development Schemes budget for appointment of a dedicated project manager for the scheme, based on similar appointments to previous capital investment build projects : Redevelopment Cheltenham Recreation Centre Leisure@ (2004-6) & Leisure@ Flood Reinstatement Project (2007-8)	01/09/11	Green	Museum and Arts Manager Jane Lillystone	Procurement for the Project Manager will now coincide with the submission of the HLF Stage II bid in November and a revised funding strategy. Deadline revised to March 2011 following cabinet approval for project manager. Following the successful HLF application tendering for the appointment of the building contractor commenced with the appointment scheduled to be made w/c 30/5/11, which will coincide with the procurement of a project manager and/or clerk of works	10/05/11
21	CR2 8	Icelandic banks - financial exposure If the current status as priority deposits with Landsbanki bank is successfully challenged, the council's deposits would be re-classified as 'general unsecured creditors' resulting in a lower recovery rate and exposure to claimant costs and impact on the MTFs over that already factored in through capitalisation of losses.	Director of Resources Mark Sheldon	09/04/10	4	3	12	Accept	Council commitment to join in group action with other councils to defend current priority depositor status.	01/03/11	Green	Director of Resources Mark Sheldon	In April 2011, the Icelandic District Court judged that UK local authorities deposits are recognised as having priority status over other creditors' claims and will be at the front of the queue when it comes to getting their money back following the collapse of the failed Icelandic banks. However this decision has been appealed and will now be considered by the Icelandic supreme court in the autumn of 2011.	07/01/11

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22	CR3	If the council is unable to come up with long term solutions which bridge the gap in the medium term financial strategy then it will find it increasingly difficult to prepare budgets year on year without making unplanned cuts in service provision	Director of Resources Mark Sheldon	26/01/10	3	4	12	Reduce	Development of the BIG programme. Establishment of a cross party working group following the elections in May. Review budget scrutiny process. Review and rolled out revised budget consultation process. SLT presentation of new ideas to Cabinet leads.	01/09/10	Green	Chief Finance Officer Mark Sheldon
23	CR47	If the emerging car parking strategy which specifically relates to development sites is not properly articulated then it is likely that any potential redevelopment could be misinterpreted and not favourably received.	AN/JW	16 02 11	3	4	12	Reduce	Need to finalise car parking strategy through parking board. Develop a communications plan to thoroughly involve stakeholders as early as possible.	To be decided	Green	Owen Parry
24	CR50	if there is not sufficient time for detailed review and approval of the Solution Design Documents (SDDs) for the GO Programme (Agresso system), and preparation for that review within required timescales, then the eventual solution design may not be robust.	Director People Org Dev & Change Amanda Atfield	08/03/11	4	3	12	Reduce	Mitigating actions - Programme Plan being prepared. Need to ensure adequate time for preparing and conducting Gateway reviews of key programme documentation. Locally, need to ensure time is set aside for process work (e.g. via super users), and Programme Board members to ensure relevant attendance at sign off meetings (March/April).	05/04/11	Green	Director People Org Dev & Change Amanda Atfield

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25	CR5 5 If the council is not alert to new legislation with regard to fixed term tenancy arrangements and social rents then it may find that there are issues with people's ability to access social rented properties and the potential disruption to communities as people face fixed term tenancy arrangements.	Director Commissioning - Jane Griffiths	19th April	3	3	9	Reduce	Member working group to be established to understand the implications. Following review tenancy strategy to be drafted in consultation with CBH. As part of the review consideration to be given as to how the changes will impact on housing advice and housing options. Review to report back to cabinet October 2011	01/10/11	Green	Director Commissioning - Jane Griffiths	New risk	11/04/11
26	CR5 4 The proposed welfare reforms and parallel increases to affordable rents may lead to an increase in housing rent arrears across the social rented sector.	Director Commissioning - Jane Griffiths	04/04/11	3	3	9	Reduce	Keep government proposals for reform under review. Housing working group to be established to understand the impacts and what further action our housing benefit teams can undertake to mitigate against the reforms.	01/10/11	Green	Director Commissioning - Jane Griffiths	New risk	11/05/11
27	CR4 8 If key employees are suddenly unavailable then service delivery will be severely compromised.	Chief Executive Andrew North	16 02 11	3	3	9	Reduce	SLT to agree a working definition of key role - along lines of "highly technical, specialist knowledge residing in a single individual, that could not be easily picked up or covered by others in the event of sudden loss of that individual, the work cannot wait (is time driven)". SLT to identify which roles in their areas were "key" that would cause a major service disruption issue if they were suddenly unavailable - e.g. what is the degree of risk - what is in place that could cover the loss. SLT to determine actions to take in the event of a sudden loss of the key employee/s - this may vary according to the nature of the role/key employees. SLT to review findings of above actions.	31/07/11	Green	Director People Org Change Amanda Attfield	SLT discussed working definition 10th May 2011. A key role identified in CDTF - aim to document activities and discussions as far as is practicable and utilise Task force sub groups. Provide routine briefings to GL and or AN as appropriate.	10/05/11

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28	CR13	If members, senior managers and employees do not recognise their obligations and responsibilities for equalities then there is a risk that we could be treating people unfairly and the council could face prosecution	Director Commissioning - Jane Griffiths	01/03/10	3	3	9	Reduce	Equality action plan to be prepared which enables council to be at achieving level for the equality framework for local government	01/03/11	Amber	Policy and Partnerships Manager Richard Gibson	Equality impact assessment has been carried out on the budget; equality issues has been included in new community assessment tool to be used as part of commissioning work. Need for SLT to be briefed on the introduction of the new public sector equality duty set out in the Equality Act.	10/02/11
29	CR17	If members, senior managers and employees do not recognise their obligations and responsibilities for information management including data quality and information security then it could result in ill informed decisions, unreliable outcomes, ineffective use of resources and loss of assets, leading to a reduced public reputation and a lack of confidence from regulators	Director Commissioning - Jane Griffiths	01/02/10	3	3	9	Reduce	Annual data audit undertaken to identify classification of data Information strategy to be developed jointly with CBH	revised target date set - March 2012	Amber	Director of Resources Mark Sheldon	Information strategy has been discussed by officer working. Objectives and workplan to be compiled. Admin support identified	10/05/11
30	CR20	If councillors and officers do not "draw a line" under the review and move forward as recommended by both the judge and KPMG there is a reputation risk, as well as a risk that further resource both financially and time could be incurred	Chief Executive Andrew North	10/03/10	3	3	9	Reduce	CEX has discussed this matter with group leaders Letter of apology signed by CEX and Group leaders Clear action plan developed on lessons learnt. CEX to discuss with group leaders should any further issues arise.	01/09/11	Green	Chief Executive Andrew North	It would appear that councillors have responded constructively in learning lessons from the review without blame. However, points of tension may still arise and continued vigilance is required This will be reviewed following the final consideration by the Audit Committeee March 2011. recommend closure	08/04/11

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31	CR29	If the council does not implement the actions identified in the climate change adaptation risk assessment there is a risk that resources will not be used to best effect which could impact on financial, environmental and service decisions and affect service delivery.	Director Commissioning - Jane Griffiths	06/05/10	4	2	8	Reduce	Services are required to identify the actions they will be taking to respond to climate change (both adaptation and mitigation) in 2011/12 service plans. Internal audit has a trained officer in environmental auditing who will be assessing progress against the adaptation risk assessment.	01/06/2010 Target date changed to June 2011 01/03/2011	Green	All Directors Audit Partnership Manager Richard Gibson, policy and partnership assessments revised to reflect new structures. Risk remains amber but likelihood has been reduced to reflect completed and planned actions	08/02/11
32	CR51	Airport Project If the airport project cannot be delivered within the business plan parameters, (including borrowing limits) approved by Cheltenham and Gloucester city councils, then the borrowing costs may fall on the councils	Director of Resources Mark Sheldon	09/03/11	2	4	8	Reduce	The project team must ensure that the project is delivered to the agreed costs and timescale	01/04/11	Green	Director of Resources Mark Sheldon	009/03/2011
33	CR49	If County LEP does not progress then it may damage the ability of the Task force to deliver wider vision through inability to access potential funding and technical resources	Chief Executive Andrew North	21 07 10	2	4	8		Engage with County and other stakeholders throughout development and bidding stage of LEP process	On going	Amber	Chief Executive Andrew North	08/04/11

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34	CR10	If the council is unable to approve long term solutions for its waste and recycling services then costs will continue to increase and the council will fail to meet its strategic environmental targets	Director Operations Rob Bell	3	2	6	Options appraisal complete and being presented to Environment Overview and Scrutiny. County residual waste strategy being developed. Report to cabinet on future options scheduled for 27th July 2010. If approved, risk rating will significantly reduce.	01/03/11	Green	Waste and Recycling Manager Beth Boughton	Cabinet approved new waste and recycling change programme on 27 th July 2010. Project underway to deliver these changes and is currently on track. County residual waste strategy still in development. Risk rating to remain at 6.	07/01/10
35	CR39	Requirement to fund projected overspend from General Balances would result in General Balances falling below the minimum range of £1.5m to £2m set by the Chief Finance Officer.	Cabinet	3	2	6	In preparing the revised budget for 2010/11, an exercise to realign earmarked reserves will be undertaken in order to strengthen the level of General Balances.	01/12/2010 30/06/2011	Green	Director of Resources Mark Sheldon	SLT have agreed a recruitment freeze and reviewed supplies and services budget resulting in a revised projection that the £800k projected overspend will be managed to zero in 2010/11. Deadline has been revised to reflect year end out turn position which will determine if mitigating actions have been successful.	07/01/11
36	CR8	If the council does not manage its ambitious change management programme effectively it will put pressure onto employee resources and may impact on the delivery of services	Chief Executive Andrew North				The operational programme board has an oversight of the key change programmes which are run using the Managing Successful Programmes and PRINCE2 methodologies. The council's approach to portfolio management to be agreed. Approach to be reviewed to ensure that these methodologies are applied consistently	01/03/11		Business Development Manager Ken Dale	Resource issues are being more explicitly analysed and addressed within the change programme (also bearing in mind 'business as usual') and adjustments have been made to programmes in consequence. The recruitment freeze put in place Oct. 2010 to reduce the budget may have an impact on resources and will need to be analysed in April 2011. SLT on 9 November agreed that the likelihood score should increase from 3 due to implications of the recruitment freeze. The council's approach to resource management for major change programmes and projects is now largely agreed. SLT regularly considers resource requirements and the process of establishing requirements and addressing issues which arise is maturing. AN recommends that risk should be closed as it has been replace by CR41 agreed SLT 10-05-2011	08/04/2011

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37	CR1 If the council does not implement the recommendations and action plan arising from the public interest report and working group report and put in place preventative measures based on lessons learnt then there is a potential local and national reputation risk and potential adverse audit assessment.	Chief Executive Andrew North	22/03/10				Close	All recommendations agreed by council. Action plan has been developed following discussions with officers and has been incorporated within the council's corporate strategy and will be reported through the corporate performance management system. Monitoring of the action plan is to be undertaken by the audit committee on a quarterly basis. Internal audit have set time aside in their audit plan. KPMG will review progress as part of the annual audit of accounts.	Deadlines as per the action plan. First monitoring report June 2010. Audit committee September 2010. January and March 2011		Director Commissioning - Jane Griffiths	Third monitoring report has been drafted for audit committee and actions are on track for completion. Internal audit have undertaken a review of the action plan. Suggest that this risk is closed following the final update report to audit committee on the 23rd March 2011. This should be closed	08/04/11
38	CR37 If there is national strike action as a result of the recent TUC motion to protest against the trajectory of government budget reductions, service delivery is likely to be disrupted	Director People Org Dev & Change Amanda Atfield	14/09/10				Close	Monitor likelihood, communicate Council case to employees, consult locally with unions, publish guidance to managers. Intranet updates re pay offer posted out to employees (done 18 02 2011); SLT and Cabinet lead kept informed.	01/03/2011 01/03/11		HR Operations Manager Julie McCarthy	Monitoring situation. Employers organisation indicate strike action over pay and budget situation is unlikely, action over any proposed pensions changes is more likely. Recent letter to chief execs received from regional secretary Unison SW to clarify union position on changes to terms and conditions. Suggest this can be noted and closed as a risk.	19/04/11
39	CR43 If CSR settlement impacts result in required GO Programme resource being consumed, then programme implementation and resulting savings and efficiency realisation, will be put at risk.	Mark Sheldon/ Amanda Atfield	###			0	Close	Assess impact of CSR 2010. Ensure GO Programme resources remain dedicated to the Programme.	End March		Director People Org Dev & Change Amanda Atfield	This risk was raised by the Go Programme Board and scored as a high (red) risk, staying high (red) even after mitigating actions (NB the GO Programme uses different a risk scoring matrix and approach). Programme Board Members agreed that any risks falling into this category (red/red) be considered by each partner council for their own corporate risk registers and local action. The CSR impact has been assessed for CBC, and aside from the wider capacity issue risk already identified as a separate risk, no further mitigating action needs to be taken by CBC as GO Programme resources are not impacted by CSR 2010. Discussed at SLT on 1st February 2011. risk is noted and closed at sit 10052011.	40651

row number

row number	Cheltenham Borough Council Risk Register SLT 10-05-2011				Risk score Impact and likelihood			Managing risk				Mitigating action taken (if you are not going to meet the deadline explain why, what action is being to mitigate the risk and what new deadline you propose.)	Date of current last update	
	Risk Ref.	Risk description	Risk owner	Date raised	Impact	Likelihood	Score >16 Red 7 to 15 Amber 3 to 6 Green	Control	Proposed Action	Deadline	On Target for deadline?	Responsible officer		
40	CR2 6	Airport If the airport project cannot be delivered within the parameters, (including borrowing limits) approved by Cheltenham and Gloucester city councils, the future viability of the airport and improved returns to shareholders could be jeopardised.	Director of Resources Mark Sheldon	01/04/10			Close	Work with airport company to determine an approach to delivery of core aspects of the runway safety project which are required to improve airport profitability and secure the airports future. Potential for a further report to Council following the analysis of tenders for the delivery of the project.	01/09/2010 01/04/2011			Chief Finance Officer Mark Sheldon	Council approved additional borrowing facility to support the delivery of the revised business plan reflecting post tender evaluations. All legal documentation and procedure for loan mechanism now in place. Negotiations over Blenheim house remain unresolved. Deadline has been revised to reflect ongoing negotiations in relation to Blenheim house Risk Closed as per SLT 11st March (new Airport Risk created)	07/01/11
41	CR1 6	Festivals – partnership relationships. CF is an important delivery partner and if relationships with CF are not effective then the partnership arrangements become untenable which will result in councils image and reputation being put at risk.	CEX, Dir Wellbeing & Culture	01/03/10			Close	CEX developing relationship with CF Board members to continue to build positive relationships.	Ongoing			CEXAD Wellbeing & Culture	Quarterly meetings now in place with CF board members, CBC members & key members of SLT. Risk closed SLT 04-01-2011	05/01/11
42	CR4	There is a reliance on shared services and sourcing strategy delivering savings. If these savings do not materialise or shared services do not proceed as anticipated then other savings will need to be found to meet the MTFS projections	Director of Resources Mark Sheldon	01/12/10			Close	All shared service projects and sourcing strategy are operated under Prince 2 principles, with clear business cases and risks logs.	As per agreed programme timetables			Strategic Director Pat Pratley	GO Shared Service Programme now in implementation ICT systems thinking on track to deliver, ICT and Revs and Bens restructures needs to be moved forward to be able to realise savings within planned timescales. Sourcing Strategy will cease as a programme in Jan 2011. Programme now closed and consumed in Bridging the Gap program. Suggest that this risk closed and covered by corporate risk CR3	06/01/10
43	CR1 5	Festivals – future funding. If CF fail to achieve 2010 budget forecasts there is a risk of the company requiring further CBC financial support for which there is no provision within the MTFS and a potential impact on CFs long term financial sustainability.	Director Wellbeing & Culture	01/03/10			Close	Financial monitoring arrangements in place through CIG. CBC represented by 2 member observers on CF Board. Joint O&S Working Group assessing long-term financial sustainability. Commencement of monthly internal meetings by CEX Managing CF... with Cabinet member/leader in attendance	CIG Review September 2010			AD Wellbeing & Culture CIG Review Group	CF's Financial performance & long-term business plan were discussed and scrutinised by the O&S Joint. Review group at a meeting held with CF. The recommendations of the review group are being presented to the Social & community & EB&I O&S Committees in November prior to a report going to Cabinet on 7 th December Risk closed SLT 04-01-2011	05/01/11

Cheltenham Borough Council Risk Register SLT 10-05-2011				Risk score Impact and likelihood			Managing risk				Mitigating action taken (if you are not going to meet the deadline explain why, what action is being to mitigate the risk and what new deadline you propose.)	Date of current last update	
Risk Ref.	Risk description	Risk owner	Date raised	Impact	Likelihood	Score >16 Red 7 to 15 Amber 3 to 6 Green	Control	Proposed Action	Deadline	On Target for deadline?	Responsible officer		
44 CR4 2	Unable to take corrective action in respect of reduced income streams in 2010/11.	Cabinet	01/06/10				Close	In preparing the revised budget for 2010/11, SLT to consider the options for offsetting reduced income streams by analysing and reducing the level of expenditure across the Council.	01/12/10		SLT	SLT have agreed a recruitment freeze and have reviewed all unspent supplies and services budgets to offset the projection income shortfall. Risk closed SLT 04-01-2011	05/01/11
45 CR1 8	If the recession continues or recovery is not as anticipated then it will impact upon the income targets as set out in the MTFS.	Director of Resources Mark Sheldon	01/12/09				Close	Ongoing budget monitoring of income targets will highlight issues and corrective action which needs to be taken, and will be reported through the budget monitoring reports and reflected in updated MTFS projections. Action is being taken to reduce operating costs to compensate for potential sustained reduction in income levels.	September 2010 budget strategy report		Chief Finance Officer Mark Sheldon	The draft budget projections for 2011/12 (approved by Cabinet in Dec 2010), take into account the impact of the continued recession on car parking, development control and investment income. Risk closed SLT 04-01-2011	05/01/11
46 CR1 4	The overall project significance of the CBH new build proposals which are an innovative approach to development of affordable housing including prudential borrowing funded from rental income using a unique approach to delivery in a high profile and sensitive area of the town, require both parties to ensure that there are effective programme and project management arrangements.	AD Community Services Peter Woolley	29/03/10				Close	The delivery partner, CBH, is a high performing organisation with a sound track record on delivery e.g. the decent homes programme. Support from the HCA demonstrates confidence in process / delivery model. External modelling using industry standard of financials provides assurance. CBH has undertaken significant consultation with residents to ensure buy in to proposals. CBH is working with appointed cost consultants to ensure that contract sums are comprehensive at the time of commitment to contract and that appropriate contingencies	On-going		Assistant CEX at CBH Paul Stephenson	All agreements now signed, contracting underway. CBH has successfully progressed to development stage at St Pauls & Brighton Road. HCA funding has been secured, other funding streams are being put in place and the contracting process has begun. Finance and One Legal are working closely with the Housing Client and Trainers to ensure probity and best practice in this innovative project. Risk closed SLT 04-01-2011	05/01/11

Information/Discussion Paper

Economy and Business Improvement Overview and Scrutiny Committee - 23 May 2011

Commissioning Programme

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 At the last meeting of the committee, members received an update report on the commissioning process and requested updates to a future meeting, particularly in relation to the commissioning timetable for future reviews.

2. Summary of the Issue

- 2.1 In 2010 the Council agreed that it would become a "Commissioning Council". This means that we will develop a culture of doing business where we employ the approach of analysis, plan, deliver/procure and monitoring and review, all of which are sound business practices. The approach can be adopted for large scale reviews or adopted by individual service managers when considering their service plans. It is a fundamental shift in thinking about what we do and how we do it, focusing on the outcomes we want to achieve.
- 2.2 All of this is set against a national context with legislative changes, a medium term financial strategy budget gap, a difficult economic climate and an ambitious corporate strategy which includes key projects such as the AG&M extension, North Place Development and the GO programme.

3. Summary of evidence/information

- 3.1 The council has already commenced three reviews which underpin the ambition to become a commissioning council.
- 3.2 The first of the reviews is leisure and culture, the details of which were set out in the recent update report to the social and community overview and scrutiny committee. This review was commenced first because it covers discretionary areas of expenditure, has a large budget and there are examples of where other delivery models have been developed. The review is still in its very early stages and a member working group has just been established to support the process. The review has set a challenging financial target.
- 3.3 The second of the reviews is for the built environment; again a briefing update was

presented to the meeting of the environment overview and scrutiny committee. This area was chosen as again it has a large budget and income stream but it also faces significant challenges through the localism bill. Added to this, members have strong views about some of the services in scope, and opportunities to develop different delivery models have already been taken for some of the services within scope. A member working group has been established and at its first meeting, members were able to discuss the potential outcomes they would want delivered and to talk about some of the potential constraints in the current operating arrangements. The review will identify savings but it is also about ensuring that future service delivery is able to meet future demands both from legislation and the community and business.

3.4 Both the leisure and culture and built environment reviews are following a similar commissioning methodology which is testing out the process and identifying a way of working which will support the council's ambition to become a commissioning council.

3.5 The third review is the development of shared waste services and the potential for a joint venture company. This review is not following the strict commissioning framework, and was driven by opportunities to partner with others whilst delivering savings. The council must be alert to opportunities as they arise and in developing its approach to commissioning must maintain a flexible approach.

3.6 Members and indeed officers have requested that we have a commissioning timetable. Following a workshop to consider how this prioritisation may take place there was a danger that we try to reinvent the council's corporate strategy or redefine the corporate objectives which are set out below:

- Cheltenham has a clean and well maintained environment
- Natural and built environment is enhanced and protected
- CO2 emissions are reduced and we adapt to the impacts of climate change
- Cheltenham recovers quickly from the recession
- We attract more visitors and investors to Cheltenham
- Communities feel safe and are safe
- People have access to decent and affordable housing
- People are able to lead healthy lifestyles
- Residents enjoy a strong sense of community

3.7 If you analyse the reviews which are currently being undertaken, that is leisure and culture, joint waste and built environment (as well as the GO programme) and the services whose primary function supports these outcomes, then the analysis leaves four outcomes to cover, if one accepts the principle that CO2 emissions and adaptation, along with stronger communities are built into all reviews.

- Cheltenham has a clean and well maintained environment
- Cheltenham recovers quickly from the recession (which would link to the outcome We attract more visitors and investors to Cheltenham)
- Communities feel safe and are safe
- People have access to decent and affordable housing

3.8 Appendix 1 sets out these outcomes against a set of criteria about how a review may deliver improvements to outcomes delivery, the financial benefits of a review, the

resilience of the current delivery arrangements to meet the outcome, the timeliness of a review, and the risk and opportunity of either doing or not doing a review. In discussions with the Cabinet they have indicated that a clean and well maintained environment is probably their next priority particularly the review of green environment.

- 3.9** In creating a prioritised list of “where next” we need to be mindful about resources as we are only on the first steps of the current reviews and everyone is beginning to understand the complexities and resources involved in undertaking such fundamental reviews. However a prioritised list would enable those services in scope to prepare for a review and would enable us to test out with partners their priorities and opportunities for joint commissioning. However the council would need to be alert to any opportunities that arose to commission with partners etc and not be too rigid in its approach.
- 3.10** The commissioning programme board and SLT have considered the attached and agreed the priority order as green environment (but this is dependent on the timings of the waste project) and the commencement of a review of housing to consider the impacts of changing legislation and how this might impact upon our strategic direction. Cabinet in April have already endorsed the establishment of a member group and this would also dovetail with the development of the HRA business plan.
- 3.11** The cross party member working group will be meeting on the 17 May and will be reviewing this priority assessment. The committee will be given a verbal update on any relevant feedback from the working group at this meeting.

4. Next Steps

- 4.1** Members are asked to consider the attached programme and the direction of travel for the commissioning exercises and determine what information they need at future meetings to ensure that the council delivers its ambitions to be a commissioning council and how it will measure whether it has achieved its stated ambition.

Appendices	Appendix 1 - Prioritisation assessment
Contact Officer	Jane Griffiths, Director of commissioning, 01242 264126, jane.griffiths@cheltenham.gov.uk
Accountability	Cabinet Member Corporate Services
Scrutiny Function	EBI

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PRIORITIES FOR COMMISSIONING EXERCISES

The table below contains an initial prioritisation of future major CBC commissioning exercises based on an assessment against agreed criteria.

A number of commissioning and sourcing exercises (Leisure and Culture, Built Environment, Joint Waste and GO) are already in progress and have not been considered.

Two further outcomes (reduction of carbon emissions and stronger communities) are built in, as underlying principles, to each and every commissioning exercise and are therefore not included in this analysis.

Commissioning of services moving into the new Commissioning and Resources divisions needs further consideration.

The suggested scope of each current and future exercise (in terms of outcomes and current CBC services) is detailed on the 'scope' tab.

Future Commissioning	Effectiveness Assessment	Financial Benefits Assessment	Resilience Assessment	Timeliness Assessment	Risk / opportunity Assessment	Overall Priority (1=top)	Potential Partners	Comments
<u>Housing</u>	Already transferred the majority of housing function to CBH which is rated as excellent. Changes in welfare and national housing context may impact on effectiveness. Council needs to ensure it has balanced housing market	High net spend	High	High	High	1	GCC Gloucestershire District councils, CBH, Health	May potentially begin in late 2011
<u>Sustainable Economic Growth</u>	Opportunities for increased effectiveness	Low net spend	High	Medium	high	4	Gloucestershire First	May potentially begin in 2012
<u>communities feel safe and are safe</u>	Area of great interest to the public, review alignment of existing services with required outcomes	High net spend	low	Medium	risk that double-dip recession puts brakes on economic growth and that CBC not in a position to stimulate economy	4	Gloucestershire Police, NHS public health, other district councils re enforcement	May potentially begin in 2012
<u>Green Environment</u>	Better align services with required outcomes. Political priority	High net spend - although recognition that cannot meet community's expectations	Medium	Medium	Risk that lack of resources into maintenance of the environment undermines reputation of the council. The council is considering a joint waste company and would need to decide if green environment was included within the company (synergies) or whether it was a separate exercise	1	community groups / FOLK/opportunity to share with other districts,	

In setting a timetable for future exercises, it should be recognised that:

- CBC resource constraints will indicate a limit on the number and extent of commissioning exercises which may be undertaken at any one time
- the period of time required to complete a commissioning exercise is unknown, therefore start dates for future exercises shown above are indicative
- partners priorities and resources may influence future timings
- the scope of future exercises may need to be adjusted as the complex relationships between services and outcomes becomes clearer

Service	Net Cost of CBC 2011- Current Commissioning / 12 Sourcing Exercises	Suggested future commissioning exercise
cleanliness and maintenance		
street cleaning	239200	Joint Waste
Building cleaning	12800	
Public conveniences (service to be reduced)	122100	
Refuse collection	included below	Joint Waste
Garden waste collections - optional	-540300	Joint Waste
Civic Amenity Site and recycling centre	274500	Joint Waste
Recycling: bring schemes	48000	Joint Waste
Recycling: collection schemes	963500	Joint Waste
Verges and highway works	428400	
GCC schools contract	4700	
Street scene enforcement		communities feel safe and are safe
natural and built environment		
Cemeteries and crematorium	-782800	Joint waste
Planning policy and services	197800	Built Environment
development control	589300	Built Environment
building control	60600	Built Environment
Land charges	-31650	
Urban Design	included in DC	Built Environment
Local development taskforce	282400	Built Environment
Parks and gardens	1163900	Joint waste
Nursery	-39000	
Allotments	73100	
Sports and open spaces	1208100	Leisure and Culture
managing nature reserves / Leckhampton Hill	included above	
Car parking services	-1697200	
Shopmobility scheme	92350	
Transport scheme for the elderly - bus travel	42600	
Carbon emissions are reduced / climate change adaptation		
Civil emergency planning	243050	Low carbon
Promoting sustainability	5000	Low carbon
managing flood risk - Chelt River and water courses	160700	Low carbon
Low Carbon Partnership	5200	Low carbon
Carbon Reduction programme	0	Low carbon
Climate Change adaptatiom	0	Low carbon
Cheltenham is able to recover from recession		
Business and economic development	103500	sustainable economic growth
ED grants	40300	sustainable economic growth
Cheltenham Business Partnership	29500	sustainable economic growth
Gloucestershire airport	-1300	sustainable economic growth
Farmers Market and Retail Market	900	sustainable economic growth
Attract more visitors and investors		
Twining and international partnerships	27000	
Tourist Information Centre	91250	Leisure and Culture
Tourism and marketing	included above	Leisure and Culture
Christmas in Cheltenham	35500	
Communities feel safe and are safe		
Safeguarding children and vulnerable adults		Director - Commissioning
Community Safety	81600	communities feel safe and are safe
Anti-social behaviour team	included above	communities feel safe and are safe
Community safety partnership	0	communities feel safe and are safe
CCTV/town centre safety	136500	communities feel safe and are safe
Abandoned cars	54300	communities feel safe and are safe
Licensing	-32400	communities feel safe and are safe
Food safety	212000	communities feel safe and are safe
Health and Safety at Work Act	188900	communities feel safe and are safe
pollution control	180100	communities feel safe and are safe
pest control	92000	communities feel safe and are safe
contaminated land	50300	communities feel safe and are safe
air quality	37600	communities feel safe and are safe
animal welfare	58000	communities feel safe and are safe
Environmental health	1131600	communities feel safe and are safe
People have access to decent and affordable housing		
Housing and CT? CBH client	-32600	housing
Housing advice and debt contract	161400	housing
Glos Homeseeker	0	housing
Glos Supporting people programme	29600	housing
Housing enabling	56100	housing
Private Sector Housing standards and grants	238300	housing
Housing strategy	263900	housing
Housing Options	316600	housing
Housing benefits	143100	housing
Community alarms	-52200	housing
People are able to lead healthy lifestyles		
leisure@	1659250	Leisure and Culture
prince of wales	103500	Leisure and Culture
school holiday playschemes	106200	Leisure and Culture
healthy lifestyles	51700	Leisure and Culture
sports development	83100	Leisure and Culture
Our residents enjoy a strong sense of community		
building capacity with communities of interest - BME	20100	stronger communities
helping geographic communities be more influential and resilient	0	stronger communities
community partnerships	147400	stronger communities
Community pride	30000	stronger communities
Community development	91900	stronger communities
Local area regeneration; HW and Whaddon	96100	stronger communities
Voluntary sector support - GAVCA	40600	stronger communities

arts and culture

Town Hall	783200	Leisure and Culture	
Box Office	181500	Leisure and Culture	
Pittville Pump room	-68600	Leisure and Culture	
Stanton room	7500	Leisure and Culture	
Art Gallery & Museum	904800	Leisure and Culture	
Everyman Theatre	161200	Leisure and Culture	
Playhouse Theatre	23000	Leisure and Culture	
Cheltenham Festivals Ltd	125300	Leisure and Culture	
Arts grant/enabling funds	171600	Leisure and Culture	
Festival of Performing Arts	24400	Leisure and Culture	
Other charity events	5000	Leisure and Culture	
value for money			
Democratic process	674750		Director - Commissioning
District elections and electoral registration	266950		Director - Commissioning
Mayor and civics	114300		Director - Commissioning
Go-programme	232700	GO programme	
Human Resources & Organisational Development	12100	GO programme	
Finance	10900	GO programme	
asset management	-281950		Director Resources
Customer Services	-25700		Director - Commissioning
web-team	3800		Director - Commissioning
ICT	-86750		Director Resources
Procurement	-27750	GO programme	
Revenues and Benefits	-5500		Director Resources
Communications	-9700		Director - Commissioning
One Legal	-4400		
Policy and Performance	-92700		Director - Commissioning
audit	-43050		Director Resources
insurances	12100		Director Resources
Fleet maintenance	-49800		
		sustainable economic g	
		green environment	
		Low carbon	
		community safety	
		housing	
		stronger communities	

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23 May 2011

Mark Sheldon, Director of resources

Briefing Notes

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

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

There has been media interest in the use of mobile telephony and the costs associated with the use of such equipment and we have also received a freedom of information request about the matter. The requestor did suggest that Members may be interested in the information.

At the recent chair's briefing it was agreed that the committee should receive a briefing note and then they can decide if they wish to receive a more detailed report at a later date.

The council has 257 mobile phones, of which 28 are BlackBerry smartphones. The current contract is with Vodafone, and all contracts are on a 24 month basis with 12 months warranty. The costs are approximately £6400 per quarter.

The use of mobile phone technology, including BlackBerry smartphones, has many benefits. Employees use these devices for a variety of reasons for example, because they are lone workers, work out of hours or work away from their desks. Generally they assist staff to be in contact with other staff or support visiting clients.

The council's mobile phone contract provides free mobile to mobile calls between anyone on the same service provider, which helps keep the council's overall telephony costs down. There has been no capital cost for BlackBerry devices as the council was able to take advantage of the credit scheme offered by our mobile service provider.

A BlackBerry enables an officer to work flexibly, often out of hours to keep up to date with their emails and diaries which can be accessed using the devices. This allows them to deal with issues or problems without having to return to the offices, avoiding further cost and delay. Many employees manage the increasing volume of e-mails in their own time, at no cost to the council.

Employees have the facility to 'tag' any calls which are made for personal use although most staff these days carry their own mobile phones for personal use.

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