



CHEL TENHAM

BOROUGH COUNCIL

**Notice of a meeting of
Economy and Business Improvement Overview and Scrutiny
Committee
Monday, 28 November 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 Approve minutes of the last meeting of 19 September 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.	ENSURING BEST VALUE FROM MOBILE COMMUNICATIONS Report of the Cabinet Member Corporate Services (30 mins)	(Pages 7 - 16)
8.	QUARTER 2 PERFORMANCE REPORT Report of the Leader (20 mins)	(Pages 17 - 24)
9.	COMMISSIONING PROGRAMME UPDATE Report of the Cabinet Member Corporate Services (20 mins)	(Pages 25 - 28)

10.		<p>DATE OF NEXT MEETING AND FUTURE AGENDA ITEMS</p> <p>Date of next meeting : 23 January 2012</p> <p>Potential topics for the committee's consideration:</p> <ul style="list-style-type: none"> - to consider the economic implications of the decision to replace the overbridge at J10 of the M5 at Piffs Elm and invite a representative from the Highways Agency to attend (suggested at the Chair's briefing) - the project management approach to the Pittville Community Bridge and other similar projects (see attached scrutiny registration form from Councillor Tim Cooper) 	(Pages 29 - 36)
		<p>Briefing notes (for information only)</p> <ul style="list-style-type: none"> • Summary of partnership funding from the Strategy and Engagement Manager (requested at the last meeting) 	

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Economy and Business Improvement Overview and Scrutiny Committee

**Monday, 19th September, 2011
6.00 - 7.10 pm**

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

Minutes

- 1. APOLOGIES**
Apologies were received from Councillors Barnes and Massey.
- 2. DECLARATIONS OF INTEREST**
None received.
- 3. MINUTES OF THE LAST MEETING**
The minutes of the last meeting of the 18 July 2011 were approved as a correct record.
- 4. PUBLIC QUESTIONS AND PETITIONS**
None received.
- 5. MATTERS REFERRED TO COMMITTEE**
None.
- 6. IMPROVING PARTNERSHIP STRUCTURES FOR CHELTENHAM**
The Policy and Partnerships Manager introduced the report. The report outlined the need to review the current partnership arrangements for Cheltenham to ensure they added value and made effective use of the limited resources available. A review programme was carried out facilitated by external representatives and this resulted in a proposed draft structure for how partnership working would operate in Cheltenham. A period of consultation with partners and key stakeholders, including elected members was carried out and their views were documented in the appendix to the report. This was an opportunity for overview and scrutiny to comment on the proposals before the report went to the Cheltenham Strategic Partnership and then Cabinet on the 18 October 2011.

The Leader stressed the importance of partnerships coordinating their work with Leadership Gloucestershire, whatever the resulting structure.

Members made the following comments:

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- The links of the Positive Participation Partnership with the Gloucestershire Health and Well-being Board must be established. This board will be responsible for joint commissioning across the county and it is essential that representatives for Cheltenham have some input.
 - The Leader supported this view especially as there would only be one district representative on the Health and Well-being Board and this was unlikely to be Cheltenham.
- Financial Information on the comparative costs of the current and revised partnership structure would have been expected at this committee in view of its remit for the economy and the current financial situation. What added efficiencies or savings would the new arrangements bring?
 - The Policy and Partnerships Manager said that this information was available and he could circulate it to members in a briefing note. This would set out the resources available to the partnerships before and after, as well as the finances that the partnerships were responsible for.
 - The Director of Commissioning emphasised that with commissioning there would be more focus on partnerships for both delivery and defining required outcomes. With this in mind the new structure would facilitate a realignment of resources rather than direct savings.
- When would the terms of reference referred to in Appendix A on page 13 be completed.
 - The Policy and Partnerships Manager said that the high level terms of reference were set out in the Appendix and these would be passed over to the respective partnership for further refinement where necessary.
- The report was lacking any statements on why partnerships were necessary and how they were associated with better outcomes for local people or delivery of council objectives. How is the success of partnerships measured to ensure they are cost-effective? The report suggested they would be monitored by the democratic process which seemed quite vague.
 - The Leader emphasised that the council needed to do most things in partnership to achieve its objectives. The need to be outcome driven and be cost-effective could be added as a fourth bullet point in paragraph 1.3 of the covering report. There was an obligation on any partnership embarking on an initiative or task to define their targets.
 - The Policy and Partnerships Manager explained that O&S had a role in scrutinising the partnerships and indeed he had brought reports on partnership delivery to this committee in the past. He also referred members to the Corporate Strategy which set out clearly which objectives needed to be delivered by working in partnership. He explained that once the partnerships were established there was a piece of work to be done to revisit the needs analysis, set outcomes and define measures for each partnership. This would be led by the Strategic Leadership Group.
- How would the statutory duties currently performed by the CDRP be carried out.
 - The Policy and Partnership Manager confirmed that the statutory duties for the Council to work in partnership to tackle Crime and Disorder were still in place. These may be covered by the Gloucestershire Safer Stronger Justice Commission and representatives from the Fire and Rescue and Probation Services would be included in the membership of the Strategic Leadership Group.

- Who is accountable for the delivery at partnership level?
 - The Policy and Partnership Manager advised that this would be the chair of the partnership however there was also a collective responsibility through partnership working.
 - The Leader added that the Strategic Leadership Group also had an intervention role if there were problems with a particular partnership.
- The report and appendices would benefit by being written in a more plain English style and that would aid the understanding of both partnership members and the public.
- Were other districts setting up their own partnership structures and would this result in a complex set of partnerships across the county.
 - The Leader advised that Leadership Gloucestershire were due to receive a report on this topic at their next meeting and he would be happy to circulate this to members if requested.

Resolved that:

- 1. Cabinet note the comments of this committee when considering this report on 18 October 2011**
- 2. Officers be requested to produce similar reports in more plain English.**

A summary sheet of financial detail on the current and proposed partnership arrangements be circulated to members including a breakdown of the resources needed to support the partnerships and the finances each partnership secure.

7. CORPORATE RISK REGISTER

The Director of Resources introduced the report and explained the role of the Senior Leadership Team (SLT) in owning and managing the Corporate Risk Register. Officers had taken into account the comments of the committee and this report now represented the latest version of the Corporate Risk Register and was no more than 12 days old.

Members commended officers for the improved format of the report and asked the following questions:

- Risk CR34 associated with business continuity had missed its deadline but the score appeared to have gone down rather than up. Why was this?
 - The Governance Officer explained that there were two elements to the mitigating actions, one had been completed and the testing of the backup systems at the depot had been rescheduled for technical reasons and was due to take place shortly. He stressed that deadlines may change for good reasons and these would be reflected in the register.
- In response to a question, the Governance Officer advised that a risk was placed on the Corporate Risk Register as it could potentially have corporate implications. A divisional risk could be transferred to the corporate register following consideration by the SLT. It was not unusual for a risk to be moved in and out of the corporate register as actions were completed and/or circumstances changed. The risks highlighted in

grey were closed risks where SLT had decided that the mitigating actions taken were sufficient to remove it. The scores were not shown for these items.

- A member suggested that officers could consider representing how many risks had been accepted and their total score in the dashboard.
- In response to a concern about risk CR57 – “that the North Place process could be compromised by misunderstanding of the proposal or legal framework”, the Governance Officer explained that this had been passed from the Development Task Force which maintained its own risk register. It was his understanding that this risk had now been addressed but this had not yet been confirmed because of the timing of the meetings of the task force risk group.

Resolved that the improved format of the Corporate Risk Register was commended and there were no issues arising that this committee wished to bring to Cabinet’s attention.

8. INFORMATION STRATEGY

The Director of Resources explained that this strategy was being considered by the committee following a risk being identified in the Corporate Risk Register. He emphasised that management of information was already happening across the council but the strategy would ensure that the necessary awareness and procedures were in place as the council moves forward on its commissioning agenda. It would be essential to engage the organisation at all levels, in the roll-out of the strategy and to emphasise to Service Managers their responsibility for managing data under their control and ensuring data housekeeping procedures are in place. A roll out session would need to be backed up by periodic promotion of the strategy and reminders to staff.

In response to a question, he confirmed that a process for protective marking of documents was already in place. For example, this would be critical for the implementation of the ERP System to determine what level of data an individual should have access to depending on their role in the organisation.

A member highlighted that good data management was the responsibility for everybody in the organisation and not just service managers.

The Governance Officer agreed and stressed that the policies highlighted in the report were supported by guidance notes to assist staff in interpreting the policies.

He emphasised the potential risk of incurring significant fines from the Information Commissioner if procedures were not followed. The Director of Commissioning confirmed that all job descriptions required staff to adhere to these policies and data security was included as part of the mandatory induction for new starters.

Resolved that the information strategy be noted and officers be commended on producing a clear and concise document

9. BRIEFING FROM CABINET MEMBERS

None

10. DATE OF NEXT MEETING AND FUTURE AGENDA ITEMS

The future workplan was noted and the date of the next meeting was Monday 28 November 2011.

Malcolm Stennett
Chairman

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Cheltenham Borough Council

Economy and Business Improvement Overview and Scrutiny – 28th November 2011

Value for Money review – Use of Mobile technology

Accountable member	Cabinet Member Corporate Services, Councillor Colin Hay
Accountable officer	Mark Sheldon, Director of Resources
Accountable scrutiny committee	Economy and business improvement
Ward(s) affected	None
Key Decision	No
Executive summary	<p>At the Economy and Business Improvement Overview and Scrutiny Committee meeting on the 23rd May 2011, Members asked for a Value for Money Review on the use of mobile technology within the council.</p> <p>The review has resulted in;</p> <ul style="list-style-type: none"> - confirming that the council's contract for the supply and operation of its mobile communication devices remains competitive - identifying additional efficiency and financial savings - the revising of the Mobile Phone principles and protocol.
Recommendations	<p>Members are asked to;</p> <ul style="list-style-type: none"> - consider the findings of this review, and - to make suggestions to ensure that the council continues to receive Value for Money in respect of its expenditure and approach to providing mobile communication devices
Financial implications	<p>The council continues to develop different and more modern methods of working including mobile and flexible working. The use of mobile technologies facilitates this shift in working arrangements. The value for money review has resulted in a review of the policy for use and improved business processes which will help to ensure that the council continues to challenge the business need for staff who request mobile technologies. These changes support the use of such technologies where appropriate and ensure that the council continues to deliver value for money in the use of mobile technologies.</p> <p>Contact officer: Mark Sheldon, mark.sheldon@cheltenham.gov.uk, 01242 264123</p>

Legal implications	No comments received Contact officer: , @tewkesbury.gov.uk, 01242
HR implications (including learning and organisational development)	As outlined in this report the Council is continuing to develop methods of mobile and flexible workings. As technology and working practices change, the HR & health safety issues relating to the new ways of working will need to be reviewed and updated. The HR team will continue to work with colleagues in the ICT team to ensure that any issues are identified and actioned. Contact officer: Julie McCarthy, julie.mccarthy@cheltenham.gov.uk, 01242 264355
Key risks	If the council fails to identify reliable and appropriate mobile communication devices that are linked to specific business needs then its resources will be put at risk and it will be less effective.
Environmental and climate change implications	If the council does not make effective use of mobile communication devices it could result in additional and unwarranted travel and increased Co2 emissions.

1. Background

- 1.1 The Economy and Business Improvement Overview and Scrutiny Committee meeting on the 23rd May, 2011 requested that officers carry out a Value for Money Review in respect of the communication devices being used by officers.
- 1.2 A review group was set up involving finance, ICT, procurement and Internal Audit who agreed the scope of the review.
- 1.3 The council's contract for mobile communication equipment and access is reviewed on a routine basis to ensure that we have reliable equipment at a competitive price. This current Value for Money Review was broadened to consider the number and type of devices in use and if there were further advantages of linking up with other organisations to improve cost savings.

2. Scope of the Review considered the;

- current mobile communication contracts with comparisons on cost and connectivity to other network providers
- consider options for negotiating a new mobile telephony contract with partner organisations to reduce costs
- number and types of devices in use within the council for each quarter for an 18 months period to determine trend
- quarterly charges for the last 18 months to determine trend
- business need for a device i.e. lone workers, health and safety or emergency contacts
- business advantage of using a particular type of device i.e. standard phone v BlackBerry
- review the Mobile Phone principles and protocol.

3. Reviews findings

3.1 The contract

- 3.2** The council's current provider is Vodafone; this contract determines the cost of connecting to the network and the usage. Prior to this contract award a comparison exercise was undertaken and the results are shown in Appendix 1. At that point in time the Procurement Manager considered the Vodafone option to be the best value offer received.
- 3.3** The current contract is based on business use and reflects the business needs of the organisation. Key benefits include free calls between Vodafone and Vodafone handsets and unlimited access to the internet when required.
- 3.4** The business contract also allows the council to manage its telephones through the Vodafone website allowing officers to produce reports relating to usage.
- 3.5** The council has to use certain mobile phone providers and equipment that complies with the security features of Gov-connect and these are generally cheaper than the contracts being offered to the public on the high street. It is a requirement of Gov-connect that council phones with computer functionality are of a consistent build and connect to the council network with the required level of security.
- 3.6** The cost of the handsets and the usage varies from month to month depending on the number of contracts in use. At the end of October, the council had 211 mobile phones on contract costing £4272.17 for the connection and £1541.02 for usage charges in respect of the preceding quarter.
- 3.7** The contract determines that the cost of connecting a standard phone to the network is £ 11.25 per quarter (£3.75 per month) which compares favourably with 'deals' being offered by high street providers.
- 3.8** BlackBerry mobile phones offer the same functionality as the standard mobile phone plus additional features such as;
- Email and internet access
 - Emergency Planning contact
 - Encrypted messaging.
- 3.9** These cost £63.00 per quarter (£21.00 per month) which compares favourably with 'deals' being offered by high street providers especially when you take into account the free calls and unlimited internet access.
- 3.10** All of these devices are either owned by us or on 2 year contracts with Vodafone. The connection(usage) charges are;
- Vodafone to Vodafone" calls free
 - Vodafone to other networks 10.5ppm
 - Vodafone to landlines 3.35ppm.
- 3.11** The council also administers the mobiles phones used by Cheltenham Borough Homes and Cheltenham Festivals. This helps the council negotiate a better value contract and usage costs which all of the organisations benefit from. As the costs of these devices are recharged to the external organisations they were excluded from the review
- 3.12** The council installed a device called a GSM Gateway to its internal telephone system in June

2011, which enables it to get a significant saving on landline to mobile calls. This reduced rate is for calls made from our telephone system to any mobile (Mobile to mobile calls are cheaper than landline to mobile calls). In effect, the GSM Gateway is a 'mobile phone' used to call other mobiles. The charge for making calls to mobiles has reduced from 12.5 pence per minute to 3.68ppm resulting in a net saving of £5,525 since June 2011.

3.13 Sharing a new contract with new partner organisations

3.14 An opportunity to join a collaborative arrangement with Gloucestershire County Council and / or Gloucestershire NHS has been considered by the Procurement Manager. GCC have made significant changes to their IT contract which is now being delivered by Capita. There are no plans at this time to invite other partner organisations into the contract

3.15 Therefore that leaves CBC and Gloucestershire NHS. The procurement manager has confirmed that Cheltenham Borough Council will be named in the NHS procurement process although we have the option of not progressing to contract award if the terms of the new contract are any less favourable than our own current Vodafone contract.

3.16 The business need for many of our staff and the existing contract arrangements will need to reviewed again when staff have transferred to the Go partnership or to the Local Authority Company (waste). If the number of phones being required by these organisations decreases it may have an impact on contracts in the future, existing contracts liabilities will be recharged.

3.17 Number of devices

3.18 The review considered the number and types of devices in use within the council for each quarter for an 18 months period to determine trend

3.19 The number of standard mobile phones over the 18 month period decreased from 218 to 182 and the number of BlackBerries increased from 11 to 29. These changes can be attributed to the number of staff employed by the council decreasing and a greater expectation on the remaining staff to adopt flexible working practices e.g. the internal audit partnership and working from home arrangements.

3.20 It was not possible to make a comparison against other organisations regarding their contracts or the number of phones being used because of commercial sensitivity and the demographic and geographic difference that would influence usage.

3.21 Appendix 2 illustrates the usage and rental charges per quarter for the last 18 months. Usage charges have reduced from £2,286.14 to £1,541.02 per quarter mainly due to restructuring and reorganisation. Rental charges for the same period have increased from £3,535.83 to £4,685.86 mainly due to the increase in the number of BlackBerry's, the increase in flexible working practices and remote working. The overall cost of mobile phone provision increased from £5,821.97 to £6,226.88 per quarter.

3.22 The results of the review confirmed that the number of phones in use was supported by the service managers' current business needs. However because of new management structures, work processes and partnership arrangements, the Mobile Phone principles and protocol needs to be reviewed to provide further guidance to cost centre managers relating to the transferring of phones and the cancelling of contracts.

3.23 Business need

3.24 All cost centre managers were asked prior to the review why the phones were needed, the results indicated that;

- 16 were needed for Lone workers
- 30 were needed for Health and Safety reasons
- 78 were needed for Emergency Planning contacts
- 9 were needed for access to Outlook
- 97 other factors including flexible working.

3.25 The council has a Working Flexible project which considers and works towards;

- meeting customers demands for more responsive and flexible services
- meeting employees demands for flexible working arrangements
- meeting business demands of partnership working with other local authorities
- meeting business demands for mobile or remote access to business systems
- taking advantage of any opportunities provided by council office accommodation plans
- delivering a corporate strategy for flexible working backed up by mobile and home working policies.

3.26 This project includes the evaluation of new and innovative technology to meet the service needs and to deliver the council's outcomes. Investigation and trials of a range of mobile solutions, including Notepads and Blackberries have been undertaken to assist in mobile working within the Environmental Health, Street Scene, food inspection teams and building control.

3.27 The Flexible Working project is linked with the accommodation project and the council's commitment to home and remote working. The ICT infrastructure including its future mobile communication systems will need to be able to support any proposals to enable officers to work outside the office environment, reduce costs and increase productivity.

3.28 The review supports the view that the mobile communication devices in use meet the current business needs of the council and that there is sufficient planning in place to meet future demands.

3.29 Standard Phone V BlackBerry

3.30 BlackBerry phones are 6 times more expensive than a standard phone. Cost centre managers have to consider the increased cost of this phone in relation to advantages gained before they are ordered. The review found that the Blackberries in operation within the council had been ordered for a specific need. We also found evidence of managers challenging the on going business need and in some circumstances reverting back to a standard phone where there had been a change in working practices or responsibilities.

3.31 A number of officers have been issued with a BlackBerry telephone because of the statutory requirement to protect information that is sensitive or confidential i.e. personal data. These phones allow easy access to email accounts and Outlook diaries over an encrypted network. It also allows officers away from the office greater functionality and access to council systems and the internet.

3.32 In certain emergency situations the mobile phone networks may be unavailable due to increased high capacity, mobile masts out of actions etc. The council have a number of mobile phones equipped with ACCOLC (Access Overload Control) SIM cards.

- 3.33 This facility enables the service provider to restrict the amount of mobile phone usage in the event of emergencies. In order for the restricted network to be active a request has to be made from the Police to the mobile phone service providers.
- 3.34 During the review, many Service Managers and Directors commented that BlackBerry devices were an important tool in managing their workload. These devices are often being used out of hours to manage e-mails and respond to urgent business. Whilst a detailed survey has not been undertaken to quantify the business benefit of this, it should be noted that the council do not reimburse staff for their time spent on council business managing workloads in this way.
- 3.35 The additional cost of a BlackBerry compared to a standard phone is £51.75 per quarter. This is more than offset if the member of staff spends between 1-2 hours per quarter, depending upon grade, managing emails outside office hours. Staff with a BlackBerry indicated that they are actually spending nearer to 1-2 hours per month of their own time which would translate into a significant saving for the council which offsets the additional cost of the devices.
- 3.36 We are satisfied that the current business need for the types of mobile phones in use, is in line with the Mobile Phone principles and protocol.

3.37 Efficiency Savings

- 3.38 The Value for Money review included requests to managers to consider the need for certain telephones now that the staffing restructure has been completed. This has highlighted a number of areas where phone contracts could be cancelled resulting in additional savings. New working practices, and the Mobile Phone principles and protocol are being reviewed to possibly allow staff to use their own phones where there is very low usage. It is anticipated that this could reduce the number of phones on contract by a further 15.

4. Mobile phone principles and protocol review

- 4.1 The council has a Mobile Phone principles and protocol that provides guidance to staff on the use and operation of these devices. This document is being reviewed and refreshed and will be considered by the Senior Leadership Team at their December meeting.

5. Monitoring and review

- 5.1 Summarised bills are provided on a quarterly basis where they are monitored for peaks in use or any other signs which could indicate unacceptable use. This information is then forwarded on to Cost centre managers where there is a need for further action.
- 5.2 As part of the follow-up process for this review, Internal Audit will make provision in their 2011/12 Audit Plan to examine Service Managers arrangements to ensure compliance with the amended policy (which will include the systems to monitor and review both business need and usage levels) and other policies relevant to the use of mobile devices.

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Appendices	1. Contract comparison 2. Rental V Usage charges
Background information	

Appendix 1
Summary of Voice Tariff Cost by Service Provider

	Vodafone Teamwork		Vodafone Government Saver		O2		Orange		T-Mobile	
Connection Charge	No Charge	No Charge	No Charge	No Charge	No Charge	No Charge	No Charge	No Charge	No Charge	No Charge
Monthly Access	£4.00	£2.25	£2.25	£0.00	£4.25	£0.00	£4.25	£0.00	£0.00	£0.00
Charges when calling:										
UK National Landlines	3.0p	50p	4	6p	4	6p	4p	5p	3p	3p
Network to Network Mobiles	No Charge	10.5p	4p a 73-76	4.5p a 3.38p-7%	4p	10.5p	4p	4p	2.3p Same Account calls/ 4.68p to Other T-Mobile customers	15.8p
Over Network Mobiles	10.5p	10.5p	72p	10.5p	72p	10.5p	15p peak/10p Off-peak	15p peak/10p Off-peak	15.8p	15.8p
Over Network Landlines	No Charge	No Charge	4p	8p	4p	8p	No Charge	No Charge	Free	Free
Voice Mail	3.5p	3.5p	4p	8p	4p	8p	3p	5p	Free	4.3p to T-Mobile/6.5p
Text	3.5p	3.5p	4p	8p	4p	8p	3p	5p	Free	Free
Mobiles on 3	16.0p	16.0p	4p	0.5mb Free then £1.80/mb	4p	0.5mb Free then £1.80/mb	3p	5p	Free	Free
Itemised Billing	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free
Other Benefits	Unlimited free usage to call over 15 million Vodafone mobiles More Predictable pricing Discounted international and roaming charges Spend Manager - Allows you to separate work calls and texts from personal ones £50 equipment credit per connection	Value for money flat rates for any calls Discounted international and roaming charges Spend Manager - Allows you to separate work calls and texts from personal ones £50 equipment credit per connection	Each new SIM card connected within 6 months of purchase will receive a subsidy of £50 against the standard hardware Replacement List price Hardware credit of £50 allocated to a central purchases at Replacement List Prices Each new SIM card connected within 6 months of the commencement date of the agreement, shall receive the first 6 months Line Rental charge £ Free of charge Accessory/Discount - 25% of O2 standard published rates	No monthly subscription Any handset free of charge upto £145 upto £19,140 Low call rates between year mobiles Accessory/Discount - 25% of O2 standard published rate	No monthly subscription Any handset upto £75 Free of charge £10 credit per handset to be used on either equipment or call charges 24 month contract with a possibility of 24 warranty in added. 20% of Accessory list	No monthly subscription Any handset upto £55 Free of charge Flat rate price plan No monthly subscription	No monthly subscription Any handset upto £55 Free of charge Flat rate price plan No monthly subscription	No monthly subscription Any handset upto £55 Free of charge Flat rate price plan No monthly subscription	No monthly subscription Any handset upto £55 Free of charge Flat rate price plan No monthly subscription	No monthly subscription Any handset upto £55 Free of charge Flat rate price plan No monthly subscription

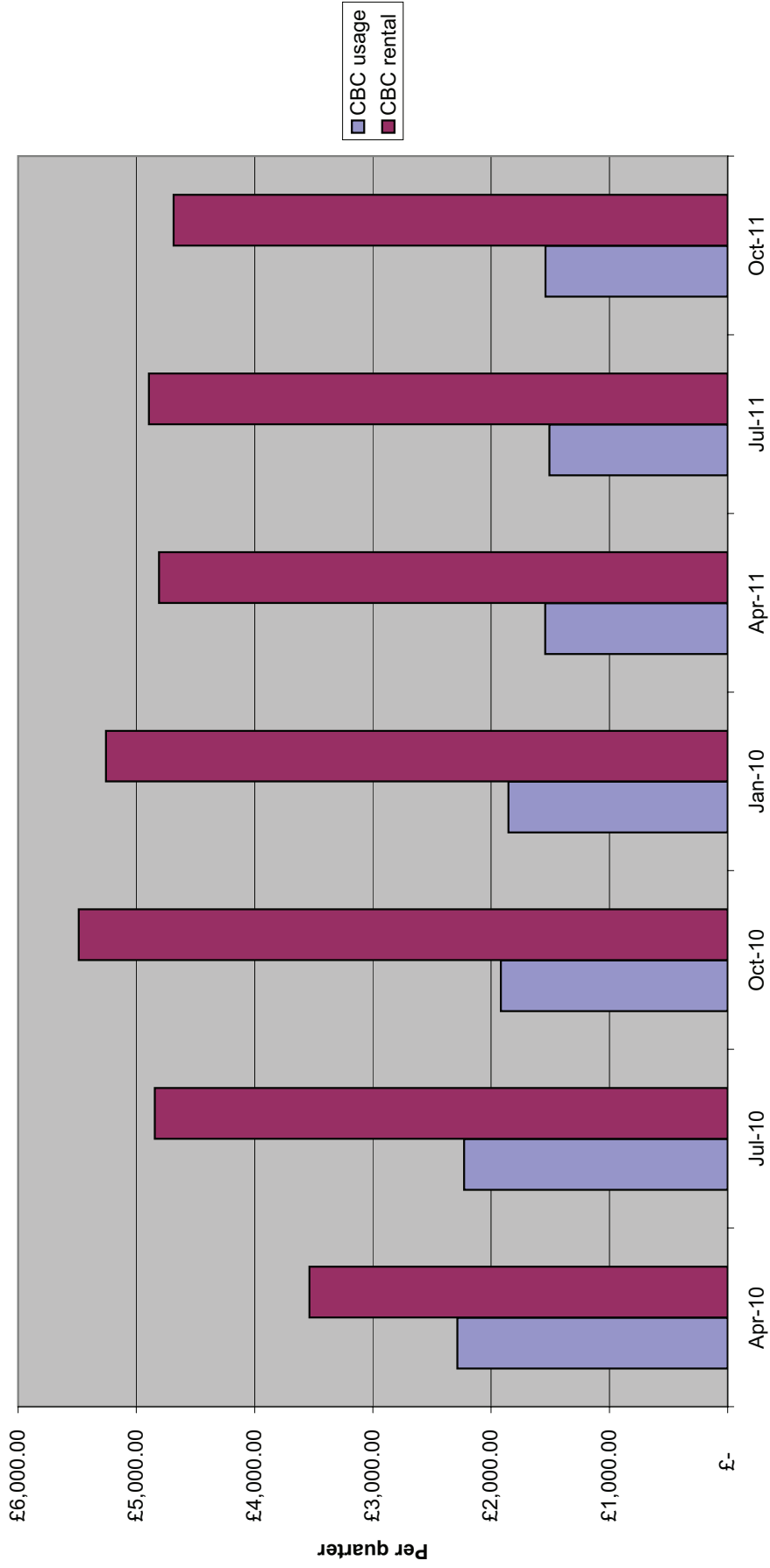
¹ O2 to O2
² within dial plan (Company Mobile to company mobile)

¹ O2 to O2
² within dial plan (Company Mobile to company mobile)

Appendix2
Quarterly Scenario

Calls	Quarterly Calls (Mins) and Texts, Number of Phones	Vodafone			O2		Orange		T-Mobile
		Current Cost	Vodafone Teamwork	Vodafone Government Saver	O2 - OGC	O2 - PAYU	Orange - OGC	Orange - Business	T-Mobile OGC
Standard Calls	19782	£555	£593	£593	£791	£1,187	£791	£989	£593
Network to Network	13088	£530	£0	£393	£393	£442	£524	£524	£301
Other Network Calls	6023	£727	£632	£632	£723	£1,129	£903	£1,205	£831
Voicemail	721	£30	£0	£0	£29	£43	£0	£29	£0
Texts									
Texts (number of Texts)	5898	£315	£206	£206	£236	£472	£177	£295	£177
Monthly Rental	132	£1,584	£1,584	£990	£297	£0	£792	£653	£0
Total		£3,740	£3,016	£2,815	£2,468	£3,274	£3,187	£3,694	£1,903
Savings (+/-)			£724	£926	£1,272	£467	£553	£46	£1,838
Hardware		£50 Credit	£50 Credit	£50 Credit	£50 Credit	£145 Credit	£50 Credit	£75 Credit	£55 Credit

Rental v Usage charges (excludes equipment credits)



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Information/Discussion Paper

Review of the council's half-year performance

Economy and Business Improvement Overview and Scrutiny Committee

28 November 2011

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

1. Why has this come to scrutiny?

- 1.1** To review the corporate performance of the organisation at the end of the second quarter 2011-12 and to make any comments and observations in order that Cabinet can agree the report at its meeting on 6th December 2011.

2. Background

- 2.1** The Council agreed the corporate strategy 2010-2015 in March 2010 which sets out our 5 objectives and 11 outcomes and what we want to achieve by 2015. In March 2011, the council subsequently agreed its 2011-12 action plan that sets out a range of milestones and indicators to measure performance in the current financial year.
- 2.2** The performance report takes information and data from our performance management system to provide elected members with an overview of how the council is performing. This enables elected members to input into discussions about how to resolve areas where there maybe performance concerns and also to recognise where performance is better than expected. This report summarises how the council performed at half-way stage in regard to the published milestones, performance indicators and outcomes set out in the 2011-12 action plan.

3. Performance Overview

3.1 Corporate Strategy milestones

In the 2011-12 action plan, we identified 46 milestones to track our progress. Out of these:

- 76% (35) of milestones are on target to be completed at the end of the year.
- 22% (10) of milestones are amber (not on track at the moment) though should be recoverable by the end of the year.
- 2% (1) milestone is red and is not anticipated to be recoverable by the end of the year.

The red milestones that is not on track is as follows:

Milestones	target date	commentary at end of Sept 2011
Officer group established for climate change adaptation	June 2011	This has not been progressed; thought needs to be given to the evolving structure of the council and whether establishing this group is still appropriate. Climate change is being built into the commissioning process and service providers will be required to provide evidence of activities they have undertaken as part of their performance review. The climate change member working group has also requested an impact assessment of climate change on council operations; it is likely this will be used as the basis for an annual report on activity.

The amber milestones that were not on track are as follows:








Milestones	target date	commentary at end of Sept 2011
Agree the structure of CBC partnerships flowing from new Leadership Gloucestershire structure.	Sept 2011	Proposed structures were consulted on over the summer and subsequently went to cabinet on 18th October.
Begin delivery of a training programme for our staff and community leaders that builds confidence within themselves to work with communities to address high risk safety issues Safeguarding of children and vulnerable adults	Sept 2011	Supporting external partners on safeguarding issues going well with the establishment of a new district safeguarding group. Training for staff not progressed as quickly, though arrangements now in place with local safeguarding board to facilitate training before Christmas.
Commence statutory public consultation on 'Developing Options'.	Sept 2011	Timetable slipped slightly but plans still in place to go out to consultation shortly after Christmas. Council subsequently agreed to go out to consultation on 10 Nov 2011.
Delivered 2011/12 Bridging the Gap (BtG) programme.	March 2012	Current BtG programme is amber; budget monitoring report to cabinet on 18 October showed a potential over-spend of £476k.
Develop a joint commissioning strategy with our partners based on a set of shared outcomes.	Sept 2011	Revised needs analysis will be developed in the autumn, CSP will consider needs, priorities and collective outcomes at its meeting on 15 Dec.
Develop traffic modelling subject to GCC capital position.	Feb 2012	Bid to sustainable travel pot was knocked back, bid will be re-submitted in Feb 2012
Funded carbon reduction schemes installed.	March 2012	Funded schemes are being progressed but the installation timetable in some cases has slipped.
Implement the GO system in the partner organisations.	March 2012	User assessment testing at Forest has thrown up some challenges that has pushed back their go-live date to December 2011.
Increase membership of business pride and interact with these businesses at a minimum level of once a month.	March 2012	Business pride newsletters have not been circulated as regularly as planned due to staffing issues. The new economic development officer is getting the business pride project back on track with another edition going out in November.
To hold a resilient communities event to showcase examples of local community action and to agree how CBC and other organisations can support and build on these to help deliver improved outcomes for local people within the context declining public finances	July 2011	Working with Transition Town Cheltenham to hold a week-long community event in the Gardens gallery at the end of November.

3.2 Performance indicators

In the 2011-12 action plan, we identified 49 key indicators to track our progress. Out of these:

- 36 were indicators which CBC is directly accountable for and targets have been set.
- 13 were community-based indicators which others are accountable for and no targets were set in the action plan.

Out of the 36 CBC indicators the following 7 are currently red, meaning that they are currently not on target.

Indicator	Status	Target	Actual (30 Sept 2011)	Commentary
Attendances during the annual Summer of Sport initiative		1,554	1,426	Delivered during July/August only. Attendance number is slightly below target but represents an excellent attendance over a five week period. The structure of the programme was changed this year, and was delivered at significantly lower cost to CBC
Business Pride membership (quarterly)		630	511	Business Pride database has not been refreshed recently due to staffing issues. New economic development worker in post now who will working to increase membership.
Number of community street re-design projects implemented		1	0	The street re-design project has received a boost through the allocation of new homes bonus funding, so although no projects are underway yet. Cabinet agreed on 18 October to fund 15 projects through this funding.
Number of people accessing the AGM engagement programme (quarterly)		4,537	1,565	These figures are in relation to July / August off-site visits at schools and events (as part of the Outreach Team) at various clubs and venues in and around Cheltenham.
number of Under 16 swims (quarterly)		15,600	15,169	attendances marginally below target due to the closure of the teaching pool over a number of days in the quarter restricting child swim access
Percentage of staff appraisals completed		100	95	As at end of September we had a 95% appraisal return. Individuals and managers have been contacted to ascertain when the outstanding appraisals will be completed.
Proportion of planning decisions upheld at appeal (quarterly)		67.0%	46.7%	Five of the 17 appeals that were upheld referred to the same site. Two of these were enforcement appeals.

Review of outcomes Q2 2011-12 at the end of Sept 2011

Outcomes	what's working well	what's not going so well
Cheltenham has a clean and well-maintained environment.	The food waste and alternate weekly collections was rolled out in April 2011. This enabled recycling and composting rates to hit 50% at the end of quarter 1.	There is a shortfall in Garden Waste bin sales with an anticipated sale of 11,500 Garden waste bins at year end based on current sales data. However, a promotional campaign and operational reorganisation is underway to address this position.
Cheltenham's natural and built environment is enhanced and protected.	Good progress has been made by the Cheltenham Development Taskforce in bringing forward the regeneration of town centre sites; decisions were made to appoint Augur Buchler Partners Limited as the preferred bidder to undertake the redevelopment of the North Place and Portland Street sites.	The timetable to go out to consultation on the joint core strategy slipped slightly but plans still in place to go out to consultation shortly after Christmas. Council subsequently agreed to go out to consultation on 10 Nov 2011.
Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change.	The council's commissioning framework now includes climate change mitigation and adaptation measures and this will be incorporated into the built environment service specification.	Work to embed climate change adaptation across the whole work of the council has been slower than hoped.
Cheltenham is able to recover quickly and strongly from the recession.	Cheltenham appears to be coping well in these difficult times, with comparatively low rates of vacant units in the town centre and footfall is holding up.	Unemployment rates in Cheltenham, which were coming down, are increasing again. The claimant rate at end of Sept stood at 3.0%.
We attract more visitors and investors to Cheltenham.	Visitor numbers to the Tourist Information Centre increased during July and August specifically in relation to requests for information on days out in and around Cheltenham. Work is progressing at the county-level to improve tourism offer across the county.	There have been technical problems measuring the number of visitors to the tourism website preventing this measure from being reported.
Communities feel safe and are safe.	Police officers are now embedded within the council jointly working on many levels, including street scene enforcement and licensing, as well as issues involving anti-social behaviour. Police staff are now in attendance in the foyer at the municipal offices for at least 2 hours per day, 5 days a week to encourage contact not only with members of the public but with CBC officers as well.	Maiden data shows that all crime levels have risen 2.3% this year to date compared with this time last year, although are still lower than this point in 09/10 and 08/09. The change is due to the rise in acquisitive crime, and in particular domestic burglary which has risen 48.8% year to date compared with last year.

Outcomes	what's working well	what's not going so well
People have access to decent and affordable housing.	<p>Building work on the St. Pauls regeneration scheme began and good progress is being made.</p> <p>The number of households in temporary accommodation continue to remain at historically low levels. There is still concern that numbers in temporary housing will increase, particularly amongst larger families, as private rented accommodation becomes less affordable. However, the Housing Options Service is working hard to still identify affordable private rented accommodation for households under threat of homelessness.</p>	The temporary loss of staffing to support housing enabling is being addressed and will hopefully be resolved early in the new year.
People are able to lead healthy lifestyles.	<p>Leisure@ has seen attendances for the first half of the year at 3,000 ahead of target. Financial performance in terms of income shows that the business is on target with income marginally ahead of target. The business has benefitted from increased hall hires, coached schemes and group exercise programme receipts which have helped to offset the poorer than expected results on membership receipts (this links to old contract schemes which are now coming to an end).</p> <p>The sports, play and healthy lifestyles team provided an extensive programme of sport and play activities delivered during the 5 week summer holidays, including the Summer of Sport programme resulting in the following - 1,491 attendances at PlayZone playschemes, 4,766 recorded Play Ranger visits and 1,426 attendances at the Summer of Sport programme.</p> <p>A significant level of work is taking place through a countywide task force, to support the Olympic Torch Relay coming through the streets of Cheltenham on 23rd May 2012 and the organisation of a large scale Celebration Event within the Borough.</p>	Attendance numbers at the summer playschemes was slightly below target but represents an excellent attendance over a five week period. The structure of the programme was changed this year, and was delivered at significantly lower cost to CBC
Our residents enjoy a strong sense of community and involved in resolving local issues.	In terms of neighbourhood management, 11 out of 13 neighbourhood management areas now coordinated by local communities	Working with Transition Town Cheltenham to hold a week-long community event in the Gardens gallery at the end of November.

Outcomes	what's working well	what's not going so well
	<p>The CHAMPS network is going well; 46 champs have now been trained. Parish Councils have been consulted about their future role in the planning system. Transition Town Cheltenham is going well with over 100 people now engaged</p> <p>22 Community Pride projects were supported with £30k worth of grants.</p>	
<p>Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment.</p>	<p>The closure of the site commenced from 1 April 2011 with the start of the de-canting programme for the collections, offices and other facilities - and this was completed by 25 July 2011. The main building contract has been awarded to ISG who started on site from 11 August 2011. The build programme is scheduled to last for 60 weeks, and the hand-over of the new building will be on 27 September 2012. Current work includes the installation of internal / external hoardings, asbestos removal and the demolitions programme. Ground work is projected to start from the end of October.</p> <p>Off the Wall, on the Move was successfully launched from April 2011 with the closure of the Art Gallery & Museum for the start of the de-canting programme. A series of events and exhibitions have been held in and around Cheltenham with: Fine Form, the Horse Parade, Stanley's Story and Shot in Cheltenham. Family events and Museum Take-Away (schools loan box service) are being hosted from 3 St. Georges Place (now known as the Outer Space), and these will continue off-site until autumn / winter 2012.</p> <p>The launch of the Phase III Fundraising Campaign has commenced with the hosting of a public fundraising campaign on the Art Gallery & Museum's (revised) website. The Corporates launch is being planned for November 2011 and Spring 2012. Further applications are being made to other trusts and foundations over the next few months.</p>	<p>Less than anticipated numbers attending the outreach programme.</p>

Outcomes	what's working well	what's not going so well
<p>The council delivers cashable savings, as well as improved customer satisfaction overall and better performance through the effective commissioning of services.</p>	<p>GO Programme - good progress since last update. However, go-live dates for Forest of Dean moved to December and West Oxfordshire will be in January. Implementation projects for all council partners in place and working well. Current programme status is amber due to slippage but expected to revert back to green once revised programme plan approved by programme board.</p> <p>Leisure and Culture Commissioning Review - Cabinet endorsement to recommendations in July which prompted organisation of consultation events to conclude in October.</p> <p>Bridging the Gap - Current year budget monitoring indicates shortfall in 2 key areas and remedial action is being taken by the leadership team to address this in year. Work continuing with the Cabinet to identify proposals for 2012-13 and these will form part of the budget report to be considered later in the year.</p> <p>In terms of sickness absence figures, we are currently at 1.79 days, under the target of 1.88 days which is a real positive. Officers are finalising a draft action plan for targeted action in the operations area.</p>	<p>As at 12th September CBC had a 95% appraisal return against a target of 100%. Individuals and managers have been contacted to ascertain when the outstanding appraisals will be completed.</p>

Background Papers	2010-2015 Corporate Strategy, Report to Council, 29 th March 2010.
Contact Officer	Richard Gibson, Strategy and Engagement Manager. 01242 235354. richard.gibson@cheltenham.gov.uk
Accountability	Cllr. Steve Jordan, Leader of the Council Cllr. Colin Hay, Cabinet Member Corporate Services
Scrutiny Function	Economy and Business Improvement

Information/Discussion Paper

Economy and Business Improvement Overview and Scrutiny Committee - 28th November 2011

Strategic Commissioning Update

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 its May 2011 meeting, the committee received a report on progress in embedding a commissioning approach within the council. Members of the committee requested a further update in six months time.

2. Summary of the Issue

- 2.1 The council has agreed the ambition of, by April 2012, leading our community by taking a commissioning approach. We will be driven by the needs of people and place, in order to improve wellbeing, the economy and the environment, and use resources efficiently and effectively.
- 2.2 Becoming a 'Commissioning Council' means working with the community to agree outcomes and with partners to focus resources on delivery. It also requires a change to the culture of the organisation so that it maintains a focus on **what** it is trying to achieve ('outcomes') whilst being open-minded about **how**.
- 2.3 During the last six months, the council has made great progress in turning its ambition into reality.

3. Summary of evidence/information (reviews, changes to the way we do things, member involvement, the future)

- 3.1 Commissioning takes place at all scales from the small to the very large. Here are some examples of commissioning in action:
- 3.1.1 In July Cabinet agreed a successful bid to develop additional capacity and expertise within voluntary and community sector providers of community-based youth work. The procurement of these services was based on a commissioning approach which, working with partners and members, assessed needs and developed a set of target outcomes. Three proposals were formally assessed against these outcomes. The process was viewed as clear and transparent by both winning and losing bidders!
- 3.1.2 A similar approach has been used to allocate £20K local NHS funding for a programme enabling adults to be physically and mentally healthy.

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- 3.1.3 The first part of a further £60K of partnership funding to support the direct delivery of positive activities for young people has been allocated; a second round is currently in progress.
- 3.1.4 The creation of a Local Authority Company to deliver a range of environmental services to Cheltenham BC and Cotswold DC illustrates the application of commissioning principles in a practical way on a large scale to respond to a time-limited opportunity. Based on the needs of the community and the two councils, our analysis indicated that the formation of a company was the best approach. The company will come into being on April 1st 2012.
- 3.1.5 A commissioning review of development control, strategic land use, heritage and conservation, urban design and building control has come to the conclusion that a change to the delivery model is not appropriate at this time. The review has developed an outcomes framework for the services against which the internal teams (including the shared building control service) will now deliver. Other initiatives - exploratory activity with partners, work with the voluntary and community sector - anticipate a review of alternative models when the national planning context is clearer.
- 3.1.6 The commissioning review of Leisure and Culture is now in its planning stage and is engaging with external stakeholders on intended outcomes. Next the review will focus on an evaluation of alternative ways of running our Art Gallery and Museum, designed to complement its redevelopment and set in the context of the desire for economic and creative growth in that part of the town. By looking at the councils' Leisure and Culture services in the light of the proposed outcomes, the review has already identified a potential £263K p.a. of savings which can be made by 2013/14.
- 3.1.7 The Housing Review has produced an outcomes framework which will be used as a basis for consultation and used to inform the development of the housing and homelessness strategy.
- 3.1.8 Some of our services have been commissioned by other organisations:
- Our Partnerships team has facilitated a multi-agency event on behalf of the police to address high levels of domestic burglary in the town.
 - Our ICT team is delivering a system hosting and support service to the GO partnership
 - The Inspiring Families Executive Group commissioned CBC to employ a project officer with funding from the SW RIEP
- 3.2** The move to a strategic commissioning approach across the whole council has led to a number of changes to the way we operate:
- 3.2.1 Restructuring of the organisation has included the creation of a Commissioning Division which is now in place and is providing services to facilitate the reviews listed above.
- 3.2.2 A review of the knowledge and skills required by the Senior Leadership Team and Service Managers is in progress to identify and fill gaps.

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- 3.2.3 A mass of guidance on how to commission has been compiled. Given the range of different scenarios in which commissioning principles are applied (see above), the guidance is deliberately not prescriptive, rather it provides a toolkit from which commissioners and providers can select. Members may wish to consult the briefing note provided to the Audit Committee in September 2011 which includes more information about our processes, resources and toolkits.
- 3.2.4 Our partnership arrangements have been improved so that they support a joint approach to commissioning – a new structure has been agreed and a joint strategy, which will include a joint commissioning plan, is being developed.
- 3.2.5 Strategic commissioning is being embedded into our corporate processes. To take one example, the writing of our corporate plan will reflect our ongoing reviews and our priorities for future reviews. We have worked with members and senior officers to agree a set of criteria for determining priorities (see the 23rd May 2011 report to the committee) and will be applying them in the creation of the 2012/13 plan.
- 3.3** The involvement of members is critical to making a success of commissioning:
- 3.3.1 A cross party group of members, led by the Cabinet Member, Corporate Services, was in place from September 2010 to October 2011. It:
- delivered a framework for member engagement in agreeing commissioning strategy and participating in commissioning exercises
 - promoted knowledge and awareness of strategic commissioning amongst members
 - initiated a review of scrutiny which is taking into account the new perspectives of commissioning
 - initiated a skills audit of members which will be used by group leaders to take account of strengths when selecting for committees and working groups
- 3.3.2 Each major commissioning review has a Cabinet Member's Working Group meeting regularly to guide and support it. Overview and Scrutiny committees are also playing a role in commissioning reviews and in monitoring commissioned services.
- 3.3.3 As described in 3.1.1 above, Cabinet is actively using commissioning principles.
- 3.4** In summary, Cheltenham Borough Council is well on the way to realising its vision of becoming a commissioning council by April 2012.
- 3.5** The major current challenges are:
- ensuring the major commissioning reviews deliver community and financial benefits
 - ensuring we have the capacity and skills to sustain the commissioning approach whilst continuing to deliver services and manage a number of other large corporate change initiatives
 - ensuring that the service we provide to customers does not become more

disjointed

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

4.1 Members are asked to 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.

Background Papers	Corporate Governance arrangements and commissioning – Briefing note to Audit Committee, 21 st September 2011
Contact Officer	Ken Dale, Business Development Manager, 01242264389, ken.dale@cheltenham.gov.uk
Accountability	Councillor Colin Hay
Scrutiny Function	Economy and Business Improvement overview and scrutiny committee

Item	Purpose	Outcome	What is required?	Lead Officer
Meeting Date: Monday 28 November 2011				
Chairs Briefing: Tuesday 8 November 2011 5 pm				
Deadline for papers: Wed 16 November 2011				
Ensuring Best Value from Mobile Communications	Scrutiny	A request from the May meeting	Report	Mark Sheldon, Director Resources
Quarter 2 performance report	Scrutiny	Update	Report	Richard Gibson, Policy and Partnerships Manager
Commissioning programme – a general update	Scrutiny	A six monthly update requested by members for an overview of the programme with a focus on costs and future savings	Report	Jane Griffiths, Director Commissioning Ken Dale, Business Development Manager
Partnership funding (not on agenda but requested at the last meeting)	Scrutiny	A summary sheet of financial detail on the current and proposed partnership arrangements including a breakdown of the resources needed to support the partnerships and the finances each partnership secure	Briefing note	Richard Gibson, Policy and Partnerships Manager
Meeting Date: Monday 23 January 2012				
Chair's Briefing: Tuesday 3 January 2012 5 pm				
Deadline for papers: Wed 11 January 2012				
Corporate Risk Register (20 mins)	Standard Item	Regular review before going to Cabinet 8 February	Report	Bryan Parsons, Policy and Performance Officer
Absence Management	Scrutiny	Update requested at the May meeting - report of	Report	Julie McCarthay, HR operations Manager

Item	Purpose	Outcome	What is required?	Lead Officer
Quarterly budget report (as at end of December)	Standard item	position at the end of 3Q Quarterly review requested by the committee	Report	Paul Jones, Head of Financial Services
GO Programme	Scrutiny	Update on implementation	Report	Lead Officer tba (check with Pat Pratley following recruitment in December)
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				
DRAFT Corporate Strategy 2012-13	Scrutiny	Review DRAFT strategy for 2012-13 prior to Cabinet (13 March)		Richard Gibson, Policy and Partnership Manager
Meeting Date: Monday 11 June 2012				
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
Performance Report	Standard item	End of year review	Report	Richard Gibson, Policy and Performance Manager
Gloucestershire Airport Business Plan	Scrutiny	Review the business plan 12 months after the start of the drawdown of the loan	Report	Mark Sheldon, Director Resources
Meeting Date: Monday 16 July 2012				
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
Deadline for papers: Wed 4 July 2012				

Item	Purpose	Outcome	What is required?	Lead Officer
Annual Performance Report	Standard item	Six monthly review	Report	Richard Gibson, Policy and Performance Manager
Items to be added at a future date				
Localism Bill	Scrutiny	To understand the potential impact of the Bill on Economic Development and local development strategy	Discussion paper	Economic Development Strategic Land Use
Glos Integrated Economic Strategy	Scrutiny	David Owen from GFirst be invited to explain their restructure, update on LEP and progress in the implementation of the action plan	Awaiting discussion by Glos Leadership on district scrutiny	Wilf Tomaney, Acting Economic Development Manager

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Scrutiny Topic Registration Ref

Name of person proposing topic: Tim Cooper	Date: 03/10/11
Contact:	
Suggested title of topic: Pittville Community Bridge	
What is the issue that scrutiny needs to address?	
<p>A poorly managed project has resulted in poor design, poor consultation (to schools) a design outside the budget, a request for more money mid project, a confused procurement process resulting in CBC staff having to split up the job and over-running installation.</p>	
What do you feel could be achieved by a scrutiny review?	
<p>The result is an over running – over budget job causing embarrassment to the Council.</p> <p>We need to learn by the failures of this project and either improve procedure to ensure projects are handled better – or make a decision not to try and manage this type of project in future.</p> <p>I am concerned that the Pittville Gates project might suffer in the same way.</p>	

Priority and urgency

Is the topic urgent?	X
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If so, please consider which of the following might apply:

Is there a strict time constraint?	
Is there currently high media coverage?	
Is there high public pressure to respond?	
Does it involve a high risk to the council?	X
Any other reasons:	
Although there are no immediate time constraints, I think we should act quickly as we know we have a problem. I believe we could attract negative press coverage and need to head this off.	

Issues

Please consider whether the following might apply:

Is the topic important to the people of Cheltenham?	X
Does the topic involve a poorly performing service or high public dissatisfaction with a service?	X
Is it related to the Council's corporate objectives?	
Is it directly related to an item on the council work plan?	X
Has there been media interest in the topic?	X
Can scrutiny help in the development of council policy?	X
Any other issues or details:	

Officer Implications

Please give your comments on this proposed topic, for example is there any other similar review planned or in progress, are there any potential resource constraints etc

An independent project review is proposed to be undertaken internally once the project is complete. The bridge is due to be installed in December, so the review could commence in January subject to resources being made available to undertake this. The review could take place under the banner of the scrutiny function and the results could be reported back to the relevant O&S committee. The review would identify any learning points for future projects.

The council was unable to provide project management to the project, so external expertise was bought in to undertake the quantity surveying and project management role, and these were built into the project costs.

The council introduced Project Management Guidelines in November 2010, which would apply to future projects.

Adam Reynolds, Green Space Development Manager

Links to Business Plan and Corporate Objectives or Risk Register	
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Briefing Notes

Economy and Business Improvement O+S

28 November 2011

Richard Gibson: Strategy and Engagement Manager

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.

Background

At the Economy and Business Improvement O+S meeting on 19 September, the committee requested the following information:

A summary sheet of financial detail on the current and proposed partnership arrangements be circulated to members including a breakdown of the resources needed to support the partnerships and the finances each partnership secure.

This briefing note sets out this information.

Support costs

Through reducing the number of partnerships, the new structures will reduce core support costs incurred by Cheltenham Borough Council. At this stage, I am predicting that the direct support costs will be around £30k lower than they were in 2010-11. This will come about through small reductions in the time spent by myself, the low carbon partnership officer and the children/health partnership officer in supporting the structures. There will also be a significant reduction in time spent supporting partnerships by the safer stronger partnership officer, from 90% down to 40% which will enable her to lead the council's community development and engagement work following the restructure within the commissioning division.

financial year	estimated costs	Calculation
2010-11	£88,060	based on: 40% of Manager's costs 40% of partnership officer (low carbon) costs 90% of partnership officer (safer/stronger) costs 80% of partnership officer (children/health) costs
2011-12	£75,480	based on: 40% of Manager's costs 20% of partnership officer (low carbon) costs 70% of partnership officer (safer/stronger) costs 80% of partnership officer (children/health) costs
2012-13 (estimated)	£57,740	based on: 30% of Manager's costs 20% of partnership officer (low carbon) costs 40% of partnership officer (positive participation) costs 70% of partnership officer (positive lives) costs

Funding available to partnerships

Appendix A sets out the funding available to the partnerships in 2011-12 which totals just over £179k. At this stage, it is not possible to predict what funding will be available to the new partnership structures in 2012-13.

In preparation for this uncertainty, the new partnership structures are designed to encourage the joining-up of mainstream public funds to deliver projects that will tackle identified needs. The Positive Lives Partnership in particular is intended to drive the partnership commissioning process through using data, evidence and intelligence to agree priorities and outcomes. It will then agree available resources to deliver these priorities.

Contact Officer:

Richard Gibson

Strategy and Engagement Manager

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Email: richard.gibson@cheltenham.gov.uk

Appendix A - Current funding available to partnership in 2011-12

Partnership	funding stream	amounts available	will this be available in 2012-13?	to be spent on:
Children and Young People	GCC – district allocation to support positive youth activities	£50,000	subject to GCC agreement	Small grants to VCS providers of youth activities that will enable young people to access a programme of activities, across the whole borough of Cheltenham that makes a positive difference to them, their health and wellbeing and the communities they live in.
	GCC – support for inspiring families project (via south west regional improvement partnership).	£24,237	no; one-off	To employ a full-time project coordinator for one year. The coordinator will do the following: <ul style="list-style-type: none"> • Support the start up of work strands and ensure they are established across the target areas at an operational level. • Work with identified partner agencies to align work strands to mainstream services to ensure sustainability. • Engage with organisations who directly deliver services to families in Cheltenham to support the alignment and redesign of existing services to support vulnerable families. • Support the evaluation of work strands through direct engagement with stakeholder and families themselves. To ensure an evidence base for future development of the project.
Health and wellbeing	NHS – tackling health inequalities	£25,000	uncertain	<ul style="list-style-type: none"> • Reducing impact of alcohol • Improving healthy lifestyles of young people. • Supporting vulnerable older people • Supporting people with mental health and other complex needs • Adult safeguarding
Stronger/Safer Partnerships	Home Office Community Safety Fund allocation	£15k	uncertain	Reactionary fund to deal with anti social behaviour spikes throughout the year.
		£8k	uncertain	Support one off community events and small projects
		£25k	uncertain	<ul style="list-style-type: none"> • Support initiatives from the wider partnership to tackle domestic burglary arising from Turning the Curve workshop 9.5.11. • Focus on worklessness and volunteering opportunities, particularly for young people. • Contribute £5k to the £50k pot from the County Council for youth activities

Partnership	funding stream	amounts available	will this be available in 2012-13?	to be spent on:
Low Carbon Partnership	CBC core funding	£5,200	will depend on outcome of 12-13 budget	
Cheltenham Business Partnership	CBC funding (LABGI)	£20,000 over 2 years	yes	To fund economic development projects
Cheltenham Strategic Partnership	CBC – core funding	£5,000	will depend on outcome of 12-13 budget	To support implementation of new partnership structures
	CBC – support for VCS representation	£2,000	will depend on outcome of 12-13 budget	enabling elected VCS representation on the partnerships
Total for 2011-12		£179,437		