



# CHELTENHAM

## BOROUGH COUNCIL

### Notice of a meeting of Economy and Business Improvement Overview and Scrutiny Committee

**Monday, 5 March 2012**

**6.00 pm**

**Pittville Room**

**Municipal Offices, Promenade, Cheltenham, GL50 9SA**

<b>Membership</b>	
<b>Councillors:</b>	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

<b>1.</b>	<b>APOLOGIES</b>	
<b>2.</b>	<b>DECLARATIONS OF INTEREST</b>	
<b>3.</b>	<b>MINUTES OF THE LAST MEETING</b> To approve the minutes of the last meeting held on 23 January 2012.	(Pages 1 - 6)
<b>4.</b>	<b>PUBLIC QUESTIONS AND PETITIONS</b> None	
<b>5.</b>	<b>MATTERS REFERRED TO COMMITTEE</b> A. By Council - None B. By Cabinet - None	
<b>6.</b>	<b>BRIEFING FROM CABINET MEMBERS</b>	
<b>7.</b>	<b>DEVELOPMENT OF THE CORPORATE STRATEGY ACTION PLAN 2012-13</b> Report of the Strategy and Engagement Manager	(Pages 7 - 24)
<b>8.</b>	<b>WORK PLANNING 2012/13 - GOING FORWARD TO THE NEW SCRUTINY ARRANGEMENTS</b> Report of the Democratic Services Manager	(Pages 25 - 36)
<b>9.</b>	<b>DATE OF NEXT MEETING</b>	

		As per the Council Decision of 12 December 2011 new scrutiny arrangements will be in place following the May 2012 elections.	

**Contact Officer:** Rosalind Reeves, Democratic Services Manager, 01242 774937  
**Email:** [democratic.services@cheltenham.gov.uk](mailto:democratic.services@cheltenham.gov.uk)

## Economy and Business Improvement Overview and Scrutiny Committee

**Monday, 23rd January, 2012  
6.00 - 7.20 pm**

<b>Attendees</b>	
<b>Councillors:</b>	Malcolm Stennett (Chairman), Tim Cooper, Paul Massey (Deputy Chair), Paul McLain, Lloyd Surgenor, Pat Thornton and Peter Jeffries
<b>Co-optees:</b>	
<b>Also in attendance:</b>	Jane Griffiths, Councillor Steve Jordan, Councillor Colin Hay and Councillor John Webster
<b>Apologies:</b>	Councillors Garth Barnes, Jon Walklett and Andy Wall

### Minutes

- 1. APOLOGIES**  
Apologies were received from Councillors Garth Barnes, Jon Walklett and Andy Wall.
- 2. DECLARATIONS OF INTEREST**  
None declared.
- 3. MINUTES OF THE LAST MEETING**  
The minutes of the last meeting of 28 November 2012 were approved as a correct record.
- 4. PUBLIC QUESTIONS AND PETITIONS**  
None received.
- 5. MATTERS REFERRED TO COMMITTEE**  
None.
- 6. BRIEFING FROM CABINET MEMBERS**  
The Leader referred to the action plan of the Gfirst Local Enterprise Partnership (LEP) which had been circulated to the committee. He acknowledged that it was now out of date but hoped it would give members an idea of the areas of work that the LEP were addressing. He had also contacted Gfirst with regard to them attending the next meeting of this committee on 5 March and he would advise their response in due course.

In response to a question regarding the bridge repairs at the M5 motorway junction, his understanding was that the work had been put back to March 2013 but he had no further information at this stage.

### **7. GENERAL FUND AND HRA REVENUE AND CAPITAL - REVISED BUDGET 2011/12 AND INTERIM BUDGET PROPOSALS 2012/13 FOR CONSULTATION**

With the agreement of the committee, this item was taken as the first main item on the agenda.

The Cabinet Member Finance and Community Development introduced the general fund budget proposals in the form of the Cabinet report dated the 13 December.

The Cabinet Member explained that the budget process for the coming year had been easier than expected. This was as a result of targeted decisions that had been made in the last budget round but also the Icelandic bank decision which had been dealt with more expeditiously than expected. In addition £250k of New Home Bonus had been built into the 2012/13 base budget and the impact of HRA self-financing was a positive one. On top of this a predicted overspend of more than £500k had been addressed by an immediate freeze on recruitment, supplies and services.

The Cabinet Member highlighted the following structural issues, which included low level investment interest. Car parking income continued to decline, as was the case nationally. Concessionary fares also played a role in this decline. The Garden Waste scheme had not generated as much income as envisaged and whilst the scheme funded itself the estimated revenue had been reduced in next year's budget.

Whilst this year's budget saw the continuation of the council tax freeze the Cabinet Member warned that the situation would be very difficult in the following financial year as there would effectively be 5 % uplift in the level of council tax.

Mark Sheldon, Director of Resources gave a brief presentation on the budget.

The following responses were given by the Cabinet Member Finance & Community Development and Accountant, to questions from members of the committee;

A member asked why the staff savings seemed to be relatively low at only 5 full-time equivalents out of 514 considering all the commissioning reviews that were currently taking place. The Director Resources referred members to appendix 4 which listed the savings to be achieved from the various restructuring projects. Additional staff savings would be made in future years within the Medium Term Financial strategy (MTFS).

A member asked the Director of Resources whether he was happy with the reserve balances set out in appendix 5. In response the Director advised that he was currently working on his section 25 report for Council where he would give his view on these matters. He was satisfied that a general reserve at just over £2 million exceeded the top end of the recommended range for this reserve. He acknowledged that other reserves would go down during the term

of the MTFS but this was expected as some of the reserves had been earmarked to support specific initiatives previously identified. The reduction in the maintenance reserve would be offset by the contribution being made over the term of the MTFS. On balance he was happy with the reserves as currently set however the council was due to receive significant receipts from the sale of Midwinter and North Place and this would provide an opportunity to review the reserves in the summer.

A member queried how the Capital Reserve for GF estimated to be £535K at the end of 2012/13 financial year on page 72, would be sufficient to fund the Capital Programme spend of £700K in the next four years according to figures on page 75. Was this an appropriate way to manage the Capital Reserve and could it lead to a risk of bankrupting the council, particularly in the light of the Cabinet Members comments regarding the 5% uplift in council tax which would be required next year due to the difficult financial circumstances. If the Capital Reserve could not be made up from the revenue account, this could lead to the council having to cut back its capital expenditure in a critical period for building.

The Director explained that he had not included the full projections of the MTFS in the papers but would ensure these were included in the budget papers for Council in February. These projections supported the capital expenditure and he was not aware of any shortfall.

A member asked whether it was prudent to ring fence some of the New Homes Bonus, which was essentially a one-off grant, and build it into the base budget. The Director of Resources said that this mirrored the approach being taken by other councils in Gloucestershire. The allocations had been notified by government and he was confident that the level of potential revenue streams from brown field sites in Cheltenham was sustainable. The Cabinet Member added that the New Home Bonus formed part of a 6 year commitment and the projections were based on the historical performance of brown field sites and did not attempt to predict the outcome of the Joint Core Strategy.

A member asked whether it was sensible for the Council to be considering the merger of off and on street parking at this stage given that the County Council had significant concerns about the operation of the car parking teams in Cheltenham. The Cabinet Member responded that he was aware of the county's approach but next year's budget related to some initial work which could achieve some immediate savings.

The Director of Resources are clarified the total savings listed in appendix 4. The £253,900 savings had been identified in the previous budget round and therefore were already built into the base budget for 2012/13. Further savings had been identified with a total of £861,600 and it was these savings which Council would be asked to approve.

### **8. QUARTERLY BUDGET MONITORING REPORT 2011/12 - POSITION AS AT NOVEMBER 2011**

The committee was reminded that they had requested to receive the budget monitoring reports on a regular basis. The report stated that the previous budget monitoring report in August 2011 had projected an overspend of £476K.

Since then SLT had focussed on mitigating this with a freeze on supplies and services and recruitment decisions were made only where there was a concrete business case. As a result of this it was now anticipated that a balanced budget would be delivered.

The Cabinet Member Finance had nothing to add to the report but he highlighted that collection rates for Council Tax and Business Rates were both ahead of target which was remarkable in the current recession. A member commented that this surprising result had been reflected across Gloucestershire authorities.

### **9. ABSENCE MANAGEMENT**

The Cabinet Member Corporate Services introduced the update on Absence Management which members had requested following a report on this issue in May 2012. The report outlined the progress that had been made in reaching the council's corporate target to reduce sickness absence to 7.5 days per full time equivalent employee for the financial year 2011/12 and summarised the action plan that had been put in place.

The HR Operations Manager was pleased that the figures demonstrated the right direction of travel and this was due to the hard work of HR staff and line managers. The new HR platform being provided as part of the GO programme would provide real-time absence management information from April 2012. The system could provide a variety of reports and they would be working with other councils in the partnership to define their requirements.

Members noted the significant difference made to the figures by a small number of staff on long-term sick leave and asked whether the measures taken were sufficient to prevent the same problems reoccurring in future years.

The HR Operations Manager advised that preventative measures were now being put in place by promoting general health and well-being and a healthy lifestyle. The council had an ageing and loyal manual staff but due to the nature of their work it was inevitable that there would be some wear and tear on their physical bodies.

When asked about future targets, the HR Operations Manager advised that the current year's target of 7.5 days per FTE would be reduced to seven days in the next financial year and she was confident that this target could be met. Although the operational staff would be transferring to the new local authority company, HR would continue to provide a service to them and she would be encouraging their board to adopt the same target. HR would also be working with the company on their recruitment process to ensure potential employees were fit for manual work through a practical work based interview process. Attention would also be paid to the induction programme to ensure both new and existing employees receive the appropriate training.

A member commented that the focus tended to be on sickness absence but the council should also be considering some form of praise and reward for those staff who took no sick days during the year.

The chair thanked officers for their work.

**Resolved that overview and scrutiny should get a further update on absence management in six months time.**

**10. 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.

The chair referred to the tables on page 19 of the report which listed some risks as being both new and closed and found this slightly confusing. In response the governance officer advised that due to the time elapsed since this committee last reviewed the risk register, some new risks had been raised but had since been addressed. He advised members that the Senior Leadership Team had agreed to adopt a new risk management system and referred members to the appendices in the report giving some examples of how risks could be reported in the future to overcome this problem.

Councillor McLain referred to the risk CR63 regarding the need to agree a countywide approach to implementing the Supporting People strategy and urged the council to do whatever they could to encourage Gloucester City Council to join in.

**Resolved that the corporate risk register be noted and that there be no issues that the committee wish to refer to Cabinet**

**11. GO PROGRAMME**

The Cabinet Member Corporate Services introduced the report which provided an update on the GO shared services programme. The programme's aim was to develop a shared service for Finance, Procurement, Human Resources and Payroll, based on the creation of a shared IT platform – ABW (Agresso Business World), in order to deliver savings for partner councils, improved resilience and improvements in service delivery. He highlighted a recent decision by the programme board to defer the implementation at West Oxfordshire District Council from April to August 2012. Cheltenham Borough Council (and Cheltenham Borough Homes and the local authority company) and Cotswold District Council were still on target for implementation in April 2012. The reason for this decision was that technical problems at the Forest of Dean had delayed the implementation in December and a number of staff had been required to work on the problems. Although these were all fixed and the system had now been successfully implemented, there had been a knock-on effect on the programme timetable and use had been made of contingency funds to retain staff for a longer period. He hoped that the planned savings for Cheltenham Borough Council could still be made in the timescale set out in the business case.

A member referred to paragraph 3.5 of the report which talked about accommodation and location of staff. In view of the under capacity at the Municipal Offices and the review of accommodation currently underway, did the council have a policy view on whether they would present the council offices as potential accommodation for GO staff. The Director advised that the programme team would be carrying out a diagnostic of accommodation

requirements for GO staff in preparation for a final decision in October. The aim was to make the best use of accommodation across the partners whilst at the same time taking account of the optimum location for the service and implications for employees. She advised that any recharge arrangements would be via the section 101 agreement between the partners.

A member was concerned that the reference in paragraph 2.2 appeared to provide a get out clause if the savings fail to be achieved. He referred to his previous question in the debate on the budget that only staff savings of 5 FTE were listed in the savings for the next financial year. In response the Director People, OD and Change confirmed that savings for Cheltenham would not start being realised until 2013/14 and that was why they did not feature in the 2012/13 list of savings. Referring to paragraph 2.2, she felt this only served to emphasise the importance that was being given to getting the implementation right first-time and partnership working and a lot had already been achieved already in this regard.

The Cabinet Member Corporate Services highlighted the ongoing work to drive further savings from the programme. The board had already been approached by another council who may be interested in joining the partnership. Consideration would also be given in the future to putting additional services into the partnership such as ICT.

The committee congratulated everyone involved for the successful programme management of GO and the ongoing re-evaluation of the business case.

**Resolved that overview and scrutiny should get a further update on the GO programme in six months time.**

### **12. DATE OF NEXT MEETING AND FUTURE AGENDA ITEMS**

The future workplan was noted and the date of the next meeting was Monday 5 March 2012 at 6 pm.

Malcolm Stennett  
**Chairman**



# ***Information/Discussion Paper***

## **Economy and Business Improvement Overview and Scrutiny Committee 5 March 2012**

### **Development of the corporate strategy action plan 2012-13**

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

#### **1. Why has this come to scrutiny?**

- 1.1 The corporate strategy action plan for 2012-13 is being prepared and is due to go to Council for approval on 26 March 2012. To ensure that the formal views of elected Members are captured in the process, the draft strategy is being considered by the overview and scrutiny committees. The draft action plan is attached as appendix A.

#### **2. How we have prepared the draft strategy**

- 2.1 The Senior Leadership Team and Cabinet Members have agreed the following changes from last year:
- Re-word the value for money outcome as it previously suggested that delivering value for money was separate to mainstream service delivery. Instead value for money will be a core objective running across the remaining 9 outcomes, but the outcome now is specifically about the actions being undertaken by the Directors of Resources and Commissioning and the GO Partnership.
  - Merge the economic development and tourism outcomes and re-word;
  - Retain the remaining outcomes to ensure continuity with previous corporate strategies;
  - Use feedback from commissioning exercises to set out our supporting improvement actions;
  - Ensure that the document is clear about the separation of commissioner and providers responsibilities;
  - Set out the forward plan for commissioning reviews.

#### **3. Commissioning reviews**

- 3.1 Preparation of the 2012-13 action plan has taken place within the context of a number of commissioning reviews that provide greater detail about how the council is taking forward six of its corporate outcomes.

- 3.2 We have agreed a set of outcomes for our built environment services that will be

EBI Overview and Scrutiny Committee, 5 March

Corporate Strategy Action Plan 2012-13. Version 1

2012

## Page 8

delivered by the Director of Built Environment and we are working on a service level agreement which will include a set of performance indicators.

- 3.3** We have agreed a set of outcomes for our leisure and culture services and we will be asking our in-house Town Hall/Pittville Pump Room and Leisure@ and Sports, Play and Healthy Lifestyles service providers to deliver against them. We will also be considering the most appropriate organisational option that can deliver the proposed outcomes and measures of success for the Art Gallery and Museum whilst also meeting the requirements of the Heritage Lottery Fund special conditions and those of any other funders.
- 3.4** The housing review will lead to the creation of a new set of outcomes that will guide the housing policy framework for the joint core strategy and preparations for self-financing. The review will also provide more detail for how the council delivers its housing outcome.
- 3.5** We have agreed to establish the local authority company which will mean the council has an arms length relationship with Ubico which will deliver the cleanliness and maintenance outcome.
- 3.6** The Strategic Commissioning Programme Board has also considered the order of future commissioning reviews and has agreed that the following proposed exercises should be listed as the next set of priority projects:
- Housing options;
  - Supporting the review of asset management being led by Leadership Gloucestershire;
  - ICT services.
- 3.7** These three commissioning reviews are built into the 2012-13 corporate strategy as distinct improvement actions.

## **4. Input from partnerships**

- 4.1** Following the endorsement of new partnership structures in October 2011, partners have undertaken a piece of work to identify the most-pressing issues for partnership activity where there is both corroborating data/evidence and a willingness from partners to work collectively on solutions. The draft list, which was endorsed by the Cheltenham Strategic Partnership, is as follows:

Partnership priority outcome	What can be done through better partnership working
Ensuring that our young people have access to a suitable range of positive activities	Ensure that the building resilience project being undertaken by County Community Projects continues and that partners are ready respond to issues or recommendations arising – either as individual agencies or collectively through a task and finish group.
Building stronger and more resilient communities	Use the opportunity of the Olympics to create an “Olympic legacy” using sport and other community activities to help develop community resilience, support volunteering and to aid healthy lifestyles.
Reducing alcohol and substance misuse	Reinvigorate the Reducing Alcohol Related Violence project group to address the impact of the night time economy and to set up other task and finish groups to address the impact of alcohol and substance misuse on everyone’s lives.
Tackling anti social behaviour	<p>Ensure that the current ASB group continues to have a clear work programme and is making linkages back to the Inspiring Families project.</p> <p>The cruiser working group to continue but consideration given to merging with the ASB group if this would make it more effective.</p>
Tackling emerging crime	Supporting the Burglary Task and Finish Group deliver its actions and work to ensure that resources are in place to deliver all elements linked to this outcome including prevention, enforcement, intelligence, and communications.
Reducing harm, vulnerability and poverty	<p>The Inspiring Families project to continue and a task and finish group should be set up to consider how we might roll out this intensive way of working for vulnerable adults.</p> <p>To bring together housing providers and other housing related partners together to identify how they can collectively work together to support some of the most vulnerable in the community and use our resources to best effect.</p> <p>As part of the development of the CBC’s housing strategy, commit to organise a conference that will bring together a range of stakeholders ie housing providers, VCS, other stakeholders and the SLG to discuss the issues and how we can collectively work together to support some of the most vulnerable in the community and use our resources to best effect.</p>

**4.2** The draft action plan includes specific commitments to support the delivery of these six priorities.

## 5. Proposed improvement actions 2012-13

Cheltenham has a clean and well-maintained environment.	<ul style="list-style-type: none"> <li>• We will ensure a smooth implementation of the new Local Authority Company, Ubico, from 1 April 2012</li> <li>• We will increase take-up of the garden waste and trade waste schemes</li> <li>• We will work with GCC and other districts on the development of a Joint Waste Committee</li> </ul>
Cheltenham's natural and built environment is enhanced and protected.	<ul style="list-style-type: none"> <li>• We will listen to the feedback from the developing options consultation and bring forward the preferred option for the Joint Core Strategy for council approval in 2012.</li> <li>• We will implement the recommendations of the Built environment commissioning review and prepare for market testing in 2013.</li> <li>• We will work with the county council to review the management of on-street parking to ensure that the service contributes to our corporate outcomes at best value to the tax-payer</li> </ul>
Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change.	<ul style="list-style-type: none"> <li>• We will implement a range of energy saving initiatives that will reduce the council's carbon emissions</li> </ul>
Cheltenham has a strong and sustainable economy	<ul style="list-style-type: none"> <li>• We will make significant progress on the our plans to revitalise Cheltenham's town centre through Cheltenham Development Task Force</li> <li>• We will prepare for the move of our Tourist Information Centre to the redeveloped Art Gallery and Museum ready for opening in April 2013.</li> <li>• We will undertake a review of 2011 Promoting Cheltenham Fund to inform how the 2012 funds are allocated.</li> <li>• We will commission support and advice for local businesses so that they are more resilient.</li> </ul>
Communities feel safe and are safe.	<ul style="list-style-type: none"> <li>• We will continue to work in partnership to reduce incidences of anti-social behaviour and the harm this causes to communities</li> <li>• We will work in partnership to tackle burglary in the town through the burglary task and finish group.</li> <li>• We will work in partnership to reduce the impact of alcohol to individuals and families and alcohol-related violence.</li> </ul>
People have access to decent and affordable housing.	<ul style="list-style-type: none"> <li>• We will undertake a commissioning review about the best way to deliver our housing options service</li> <li>• We will complete our housing review and publish a new housing and homelessness strategy and develop local policies in response to the government proposals for benefits changes.</li> <li>• We will enable the provision of more social housing</li> <li>• We will support Cheltenham Borough Homes so that they are able to complete phase 1 of the St. Pauls regeneration project and have agreed plans for phase 2.</li> <li>• We will develop local policies in response to the government proposals for benefits changes.</li> </ul>
People are able to lead healthy lifestyles.	<ul style="list-style-type: none"> <li>• We will bring forward thoughts about the next steps on how best we provide Leisure@ and sports, play and healthy lifestyles as part of our leisure and culture commissioning review.</li> <li>• We will use the opportunity of the Olympics and the torch relay to create a legacy that increase participation levels</li> </ul>

	and promotes more healthy active lifestyles.
Our residents enjoy a strong sense of community and involved in resolving local issues.	<ul style="list-style-type: none"> <li>• We will work in partnership to enable more voluntary and community sector organisations to provide positive activities for young people.</li> <li>• We will deliver the 2012 elections in May and November elections for the Police and Crime Commissioner</li> <li>• We will undertake a community governance review of parish boundaries ahead of parish elections in 2014.</li> </ul>
Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment.	<ul style="list-style-type: none"> <li>• We will progress the Art Gallery and Museum redevelopment in order that it is able to open on time on 1st April 2013.</li> <li>• We will review organisational options for Art Gallery and Museum service balancing value for money with the need to deliver a range of agreed outcomes</li> <li>• We will test outcomes for the Town Hall and Pittville Pump Room with councils who provide other similar venues.</li> <li>• We will investigate the possibility of major capital investment into the Town Hall to help promote the building as a first class entertainment venue</li> </ul>
We will meet our 'Bridging the Gap' targets for cashable savings and increased income	<ul style="list-style-type: none"> <li>• We will continue to develop the 'Bridging the Gap' programme for delivering future year's savings including for the commissioning reviews.</li> <li>• We will review the current structure and service provision for ICT and undertake a sourcing project with a particular focus on a shared service model.</li> <li>• We will develop and publish a fully costed asset management strategy and contribute to the wider review of asset management being led by Leadership Gloucestershire.</li> <li>• We will move to the GO shared service arrangements for Finance, HR, payroll and procurement support.</li> <li>• We will move to the full partnership arrangements for audit.</li> <li>• We will implement the actions agreed from the Investors in People strategic review</li> <li>• We will implement new scrutiny arrangements that enable us to provide a better overview of our commissioning projects</li> </ul>

## 6. Next Steps

6.1 The revised draft strategy action plan will go to Cabinet on 13 March for endorsement before going to Council on 26 March for final approval.

<b>Background Papers</b>	2010-2015 Corporate Strategy, Report to Council, 29 <sup>th</sup> March 2010.
<b>Contact Officer</b>	Richard Gibson, Strategy and Engagement Manager, 01242 235 354, richard.gibson@cheltenham.gov.uk
<b>Accountability</b>	Leader of the Council
<b>Scrutiny Function</b>	All
<b>Appendices</b>	Appendix A –Draft Corporate Strategy Action plan

This page is intentionally left blank  
Page 12

# APPENDIX A – Draft Corporate Strategy Action Plan 2012-13

22 February 2012

<b>Enhancing and protecting our environment</b>			
<b>Cheltenham has a clean and well-maintained environment.</b>			
<b>Who is accountable for this outcome</b>			
<b>Cabinet lead:</b>	Cabinet Member Sustainability		
<b>Commissioner lead:</b>	Grahame Lewis		
<b>Provider lead</b>	Ubico – new local authority company		
<b>how will the council commission this work in the future to secure longer-term delivery of this outcome, deliver improved value for money and to address risks</b>			
The council agreed in 2011 to establish a joint local authority company with Cotswold District Council to deliver the following services:			
<ul style="list-style-type: none"> <li>Waste collection, kerbside recycling collections, organic waste collections, servicing of neighbourhood recycling sites, operation of the Swindon Road recycling centre, street cleaning, public toilet cleaning, grounds maintenance, grounds maintenance of Cheltenham Borough Homes, fleet management and maintenance.</li> </ul>			
<b>What are our planned improvement actions in 2012-13 to deliver this outcome and to address risks?</b>			
<b>Improvement Action</b>	<b>Key milestones</b>	<b>Dates</b>	<b>Lead</b>
We will ensure a smooth implementation of the new Local Authority Company, Ubico, from 1 April 2012	New company established Transfer of SITA employees (Cotswold) work with other partners who wish to join the company	1 4 2012 6.8.2012 31.3.2013	Jane Griffiths, Director Commissioning Rob Bell, Ubico
We will increase take-up of the garden waste and trade waste schemes	Implement the roll out of the garden waste bag scheme and monitor take-up. Explore opportunities to increase plastic recycling for consideration in the 2013/14 budget.	31.3.2013 30.11.2012	Rob Bell, Ubico Scott Williams, Strategic Client Officer
We will work with GCC and other districts on the development of a Joint Waste Committee	To review the business case and report back to Cabinet	30.9 2012	Jane Griffiths, Director Commissioning
<b>How will we know what difference we have made in 2012-13</b>			
<b>Proposed indicators</b>	<b>Measured by this indicator</b>	<b>Baseline (March 2011)</b>	<b>March 2013 Target</b>
<b>Service indicators</b>	<ul style="list-style-type: none"> <li>Residual household waste per head</li> <li>Percentage of household waste recycled and composted</li> <li>Percentage of refuse and recycling materials collected on the designated day</li> </ul>	590kg 34.4% new indicator	500kg 48% 99% Rob Bell, Ubico

<b>Enhancing and protecting our environment</b>	
<b>Cheltenham's natural and built environment is enhanced and protected.</b>	
<b>Who is accountable for this outcome</b>	
<b>Cabinet lead:</b>	Cabinet Member Built Environment
<b>Commissioner lead:</b>	Grahame Lewis
<b>Provider lead</b>	Mike Redman
<b>How will the council commission this work in the future to secure longer-term delivery of this outcome, deliver improved value for money and to address risks</b>	
Following a commissioning review, the council agreed in 2011 to continue providing built environment services through its in-house provider. These services are as follows: Building Control, Strategic Land Use, Development Management, Urban Design and Heritage and Conservation	
Following the creation of the Ubico, the joint local authority company, we will undertake a commissioning review of how best we provide our green space services in 2013/14.	
<b>What are our planned improvement actions in 2012-13 to deliver this outcome and to address risks?</b>	
<b>Improvement Action</b>	<b>Key milestones</b>
We will listen to the feedback from the developing options consultation and bring forward the preferred option for the Joint Core Strategy for council approval in 2012.	<ul style="list-style-type: none"> <li>Consideration of revisions to JCS in light of 2011/12 public consultation by JCS Member Steering Group</li> <li>Consideration of revisions to JCS in light of 2011/12 public consultation by CBC planning working group</li> <li>Consideration of preferred option by Council for purposes of public consultation</li> <li>Completion of public consultation on preferred option</li> </ul>
We will implement the recommendations of the Built environment commissioning review and prepare for market testing in 2013.	<ul style="list-style-type: none"> <li>Business plan setting out how service will deliver the agreed outcomes</li> <li>First interim review of performance</li> </ul>
<b>How will we know what difference we have made in 2012-13</b>	<b>Lead</b>
<b>Measured by this indicator</b>	<b>March 2013 Target</b>
Number of applications received / determined / approved / refused / appealed	Mike Redman, Director Built Environment
Number of days to process an application from receipt to issuing of decision	Mike Redman, Director Built Environment
Number / percentage of planning appeals allowed	Mike Redman, Director Built Environment
Number of projects implemented as a result of working with local interest groups on street redesign projects	Wliff Tomaney, Urban Design Manager
<b>Proposed indicators</b>	



## Enhancing and protecting our environment

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

Who is accountable for this outcome

Cabinet lead: Cabinet Member Sustainability

Commissioner lead: Jane Griffiths

Provider lead: Dave Roberts, Head of Property Services

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

The council will continue to set the strategic framework for this outcome

What are our planned improvement actions in 2012-13 to deliver this outcome and to address risks?

Improvement Action	Key milestones	Dates	Lead
We will implement a range of energy saving initiatives that will reduce the council's carbon emissions	<ul style="list-style-type: none"> <li>Evaporative cooling installed in the server room at the Municipal Offices</li> <li>Low energy LED lighting installed in the swimming pool hall at Leisure@</li> <li>Chandelier bulbs at Town Hall and Pump Room replaced with LED equivalents</li> <li>Grosvenor Terrace car park upgraded</li> <li>Voltage optimisation project implemented in council buildings</li> </ul>	<p>30.9.2012</p> <p>30.6.2012</p> <p>?</p> <p>30.9.2012</p> <p>31.3.2013</p>	Dave Roberts, Head of Property Services

How will we know what difference we have made in 2012-13

Proposed indicators	Measured by this indicator	Baseline (year)	March 2013 Target	Lead
What will we do directly and be accountable for - Service indicators	Reduction in CO2 emissions from energy use, fuel use	4,661 tonnes CO <sub>2</sub> (2005/06) – we now report our emissions as CO <sub>2</sub> e not just CO <sub>2</sub> and using DEFRA reporting guidelines baseline has changed to 5,557 tonnes CO <sub>2</sub> e for 2005/6	Assuming council motion passed to adopt new target of 40% by 2020 (instead of 30% by 2015), based on 2.67% pa target will be 4,599	Gill Morris, Climate Change and Sustainability Officer
	Gas and electricity consumption	10,992,635 kWh (2008/9)	9,893,372 kWh (10% reduction on baseline – target in asset mgt strategy)	
	Fleet Fuel usage	to be discussed with Ubico		
	Office recycling	Figures for year 2011/12 will be used to set a baseline		
	Water use	Figures for year 2011/12 will be used to set a baseline		

<b>Strengthening our economy</b>			
<b>Cheltenham has a strong and sustainable economy</b>			
<b>Who is accountable for this outcome</b>			
<b>Cabinet lead:</b>	Leader of the Council		
<b>Commissioner lead:</b>	Jane Griffiths		
<b>Provider lead</b>	Mike Redman		
<b>How will the council commission this work in the future to secure longer-term delivery of this outcome, deliver improved value for money and to address risks</b>			
The council will continue to directly provide an economic development function but has already commissioned Cheltenham Development Task Force to take the lead in bringing forward plans for the revitalisation of our town centre. The council will also work in partnership with businesses and their representative bodies who make-up Cheltenham Business Partnership and the Gloucestershire Local Enterprise Partnership to deliver this outcome.			
<b>What are our planned improvement actions in 2012-13 to deliver this outcome and to address risks?</b>			
<b>Improvement Action</b>	<b>Key milestones</b>	<b>Dates</b>	<b>Lead</b>
We will make significant progress on the our plans to revitalise Cheltenham's town centre through Cheltenham Development Task Force	<ul style="list-style-type: none"> <li>complete the sale of North Place/Portland Street which itself is predicated on receipt of a planning permission</li> <li>complete plans to revitalise Grosvenor Terrace car park</li> <li>consider planning application for plans to improve access to the Brewery site from the High Street</li> <li>Consultation on the opportunity of AGM redevelopment to bring forward plans to regenerate St. Marys</li> <li>Invest collaboratively with GCC over Promenade East public realm improvements</li> <li>Work with GCC to review findings from Junction efficiency trial on St. Margaret's Road</li> </ul>	<p>31.8.2012</p> <p>31.8.2012</p> <p>31.5.2012</p> <p>31.8.2012</p> <p>30.6.2012</p> <p>30.6.2012</p>	<p>Jeremy Williamson, Managing Director, Cheltenham Development Task Force</p>
We will prepare for the move of our Tourist Information Centre to the redeveloped Art Gallery and Museum ready for opening in April 2013.	<ul style="list-style-type: none"> <li>Explore funding for a new tourism website</li> <li>Testing new ways of delivering joint TIC / AG&amp;M customer services prior to the move, ready for the opening</li> <li>Review of signage within the town (i.e. signposting visitors to the new building) will need to be considered as part of the re-location plans.</li> </ul>	<p>30.4.12</p> <p>31.3.13</p> <p>31.3.13</p>	<p>Jane Lillystone, Museum, Arts and Tourism Manager</p>
We will undertake a review of 2011 Promoting Cheltenham Fund to inform how the 2012 funds are allocated.	<ul style="list-style-type: none"> <li>Launch 2012 round with clear application guidelines and promote widely</li> <li>Assess applications and award funding</li> </ul>	<p>30.4.2012</p> <p>31.7.2012</p>	<p>Richard Gibson, Strategy and Engagement Manager</p>
We will commission support and advice for local businesses so that they are more resilient.	Ensure contract in place for April 2012	30.4.2012	Richard Gibson, Strategy and Engagement Manager
<b>How will we know what difference we have made in 2012-13</b>			
<b>Proposed indicators</b>	<b>Measured by this indicator</b>	<b>Baseline (year)</b>	<b>March 2013 Target</b>
<b>What will we monitor</b>	Unemployment levels- claimant rate % of young people not in education, employment or training	3.3% (January 2012)  5.7% (January 2012)	We will monitor these and report against local and regional averages
			Richard Gibson, Strategy and Engagement Manager

<b>Strengthening our communities.</b>			
<b>Communities feel safe and are safe.</b>			
<b>Who is accountable for this outcome</b>			
Cabinet Member Housing and Safety			
Commissioner lead: Jane Griffiths			
Provider lead: Sonia Phillips			
<b>How will the council commission this work in the future to secure longer-term delivery of this outcome, deliver improved value for money and to address risks</b>			
The council will continue to directly provide a range of services that support this outcome including the work of the Public Protection Teamwork who lead on licensing, environmental health, promoting community safety and tackling anti-social behaviour. The council is also committed to working in partnership with a wide range of agencies to support delivery of this outcome and more information on this is available from the partnership website.			
<b>What are our planned improvement actions in 2012-13 to deliver this outcome and to address risks?</b>			
<b>Improvement Action</b>	<b>Key milestones</b>	<b>Dates</b>	<b>Lead</b>
We will continue to work in partnership to reduce incidences of anti-social behaviour and the harm this causes to communities	<ul style="list-style-type: none"> <li>To complete a partnership review of the Anti Social Behaviour Working Group to ensure its efficiency and effectiveness and monitor progress.</li> <li>Anti Social Behaviour Working Group to explore whether gating orders would be beneficial in addressing anti-social behaviour (and burglary) and to explore potential funding streams.</li> <li>Anti Social Behaviour Working Group to respond to national guidelines resulting from the Hidden in Plain Sight final inquiry report into disability related harassment.</li> </ul>	31.10.2012 31.3.2013 31.3.2013	Trevor Gladding, Community Protection Manager
We will explore how best the council can work in partnership to tackle burglary in the town through the burglary task and finish group.	<ul style="list-style-type: none"> <li>To review the effectiveness of phase 1 of the CCTV on the Honeybourne Line project in reducing domestic burglary (and ASB) and look for ways to attract external funding to implement phase 2.</li> <li>To support the Burglary Task and Finish Group deliver its actions and work to ensure that resources are in place to deliver all elements linked to this outcome including prevention, enforcement, intelligence, and communications.</li> </ul>	31.10.2012 31.10.2012	Trevor Gladding, Community Protection Manager
We will work in partnership to reduce the impact of alcohol to individuals and families and alcohol-related violence.	<ul style="list-style-type: none"> <li>Review the Reducing Alcohol Related Violence Project and update principles and Codes of Practice to meet changes to current licensing legislation.</li> <li>Support the establishment of a Task and Finish Group to consider how best to reduce the harm the alcohol causes to vulnerable people.</li> </ul>	31.10.2012 30.6.2012	Trevor Gladding, Community Protection Manager Richard Gibson, Strategy and Engagement Manager
<b>How will we know what difference we have made in 2012-13</b>			
<b>Proposed indicators</b>	<b>Measured by this indicator</b>	<b>Baseline (2010-11)</b>	<b>2013 target</b>
<b>What will we will monitor</b>	Total volume of recorded crime per annum Number of anti-social behaviour incidents Serious acquisitive crime incidents Domestic burglary incidents Incidents of recorded violence in the Town Centre (Friday & Sat eve.) Incidents and repeat incidents of domestic abuse	10,187 7024 2406 1251 295 207 incidents and 79 repeat incidents (38.16%).	10,040 (2% pa) no targets set for the remainder, monitored by Positive Participation Partnership
			Richard Gibson, Strategy and Engagement Manager

<b>Strengthening our communities.</b>			
<b>People have access to decent and affordable housing.</b>			
Who is accountable for this outcome			
Cabinet Member Housing and Safety			
Commissioner lead:	Jane Griffiths		
Provider lead	Mike Redman / Cheltenham Borough Homes		
<b>How will the council commission this work in the future to secure longer-term delivery of this outcome, deliver improved value for money and to address risks</b>			
<b>What are our planned improvement actions in 2012-13 to deliver this outcome and to address risks?</b>			
<b>Improvement Action</b>	<b>Key milestones</b>	<b>Dates</b>	<b>Lead</b>
We will undertake a commissioning review about the best way to deliver our housing options service	complete initial options appraisal	31.10.2012	Jane Griffiths, Director Commissioning
We will complete our housing review and publish a new housing and homelessness strategy and develop local policies in response to the government proposals for benefits changes.	To publish the new Housing & Homelessness Strategy following consultation and cabinet approval	31.7.2012	Jane Griffiths, Director Commissioning
We will enable the provision of more social housing	Within the context of the HRA business plan to consider proposals for new build social housing	31.3.2013	Jane Griffiths, Director Commissioning
We will support Cheltenham Borough Homes so that they are able to progress the St. Pauls regeneration project.	complete phase 1 of St. Pauls regeneration project	31.3.2013	Jane Griffiths, Director Commissioning
We will develop local policies in response to the government proposals for benefits changes.	Agree plans for phase 2	31.3.2013	Jane Griffiths, Director Commissioning
	Delivered via activities identified with the Housing & Homelessness Strategy	31.3.2013	Jane Griffiths, Director Commissioning
<b>How will we know what difference we have made in 2012-13</b>			
<b>Proposed indicators</b>	<b>Measured by this indicator</b>	<b>Baseline</b>	<b>March 2013 Target</b>
<b>What will we do directly and be accountable for - Service indicators</b>	Gross Affordable housing completions		
	The number of households living in Temporary Accommodation	13 as at Dec 2012	25
	The number of homelessness acceptances (rise in target in recognition that homeless likely to rise due to changes in housing benefit rules)	45 (estimate 2011/12)	55
			Martin Stacy, Housing & Communities Manager Martin Stacy, Housing & Communities Manager

<b>Strengthening our communities.</b>			
<b>People are able to lead healthy lifestyles.</b>			
Who is accountable for this outcome			
Cabinet Member Sport and Culture			
Commissioner lead:	Pat Pratley		
Provider lead	Sonia Phillips		
<b>How will the council commission this work in the future to secure longer-term delivery of this outcome, deliver improved value for money and to address risks</b>			
The council is part-way through a commissioning review of its leisure and culture services which include leisure@, Prince of Wales stadium and Sports, Play and Healthy Lifestyles			
<b>What are our planned improvement actions in 2012-13 to deliver this outcome and to address risks?</b>			
<b>Improvement Action</b>	<b>Key milestones</b>	<b>Dates</b>	<b>Lead</b>
We will bring forward thoughts about the next steps on how best we provide Leisure@ and sports, play and healthy lifestyles as part of our leisure and culture commissioning review.	Discussions will continue to take place with NHS Commissioners to explore future opportunities for direct provision of health related activities, alongside the traditional mix of school, family and adult leisure activities that are appealing to casual users and members in a challenging and increasingly competitive leisure market.	31.10.2012	Craig Mortiboys, Healthy Communities Partnership Manager Stephen Petherick, Commercial Manager
We will use the opportunity of the Olympics and the torch relay to create a legacy that increase participation levels and promotes more healthy active lifestyles.	Ensure a well managed Olympic Torch Relay through the town and associated evening celebration event at Cheltenham Racecourse Successfully deliver a series of Olympic s related initiatives and events during Summer 2012 in conjunction with local sports clubs and community partners	23.5.2012 31.8.2012	Craig Mortiboys, Healthy Communities Partnership Manager
<b>How will we know what difference we have made in 2012-13</b>			
<b>Proposed indicators</b>	<b>Measured by this indicator</b>	<b>Baseline (2011-12)</b>	<b>March 2013 Target</b>
<b>What will we do directly and be accountable for</b>	Attendances during the annual Summer of Sport initiative	1,426 attendances in 2011	1,497 in 2012 (5% increase)
	Overall football at leisure@	294500	302000
	Attendance free under 16 swim	49700	51000
	Attendance at Active Life (50+) sessions	35000	55000
	Attendance on the Re-Active programme	1000	12000
	Number of GP referrals	250	350
	Number of Reactive Concession referrals	250	350
	Concession card scheme membership sales	227	2500



<b>Strengthening our communities.</b>			
<b>Our residents enjoy a strong sense of community and involved in resolving local issues.</b>			
Who is accountable for this outcome			
Cabinet lead:	Cabinet Member Finance and Community Development		
Commissioner lead:	Jane Griffiths		
Provider lead	Strategy and Engagement Team		
<b>How will the council provide this work in the future to secure longer-term delivery of this outcome, deliver improved value for money and to address risks</b>			
<ul style="list-style-type: none"> <li>We will use the opportunities presented in the Localism Act to empower local people and to ensure that we use community engagement to support commissioning exercises.</li> <li>We will fully engage in neighbourhood management in order to address issues of local concern and to strengthen communities.</li> </ul>			
<b>What are our planned improvement actions in 2012-13 to deliver this outcome and to address risks?</b>			
<b>Improvement Action</b>	<b>Key milestones</b>	<b>Dates</b>	<b>Lead</b>
We will work in partnership to enable more voluntary and community sector organisations to provide positive activities for young people.	For the Positive Lives Partnership to take a report from County Community Projects, Aston Project, Targeted Youth Support Service and others to build up a detailed picture of current provision (gaps, risks and opportunities), an assessment of the impacts on communities of the lack of youth activities and build a business case for a community-based approach for the future.	31.7.2012	Richard Gibson, Strategy and Engagement Manager
We will deliver the 2012 elections in May and November elections for the Police and Crime Commissioner	To review the building resilience contract with County Community Projects and put arrangements in place to deliver the second year of the funding. We will organise the 2012 Borough council elections We will support new councillors through an induction programme and provide ongoing support for all councillors We will organise the Police and Crime Commissioner elections We will prepare for the county council elections being held in May 2013	31.7.2012	
We will undertake a community governance review of parish boundaries ahead of parish elections in 2014.	Agree terms of reference Undertake consultation Report to council recommending future parish council boundaries	3.5.2012 31.7.2012 15.11.2012 31.3.2013	Kim Smith, Elections & electoral registration manager Rosalind Reeves Democratic Services Manager
		30.6.2012 30.11.2012 31.3.2013	Richard Gibson, Strategy and Engagement Manager
<b>How will we know what difference we have made in 2012-13</b>			
<b>Proposed indicators</b>	<b>Measured by this indicator</b>	<b>Baseline (year)</b>	<b>March 2013 Target</b>
<b>What will we do directly and be accountable for - Service indicators</b>	number of VCS organisations supported by GAVCA	18 (Sept 2011)	Richard Gibson, Strategy and Engagement Manager

<b>Enhancing the provision of arts and culture.</b>			
<b>Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment.</b>			
<b>Who is accountable for this outcome</b>			
<b>Cabinet lead:</b>	Cabinet Member Sport and Culture		
<b>Commissioner lead:</b>	Pat Pratley		
<b>Provider lead</b>	Sonia Phillips		
<b>How will the council commission this work in the future to secure longer-term delivery of this outcome, deliver improved value for money and to address risks</b>			
The council is part-way through a commissioning review of its leisure and culture services which include the Art Gallery and Museum, Town Hall and Pittville Pump Room			
<b>What are our planned improvement actions in 2012-13 to deliver this outcome and to address risks?</b>			
<b>Improvement Action</b>	<b>Key milestones</b>	<b>Dates</b>	<b>Lead</b>
We will progress the Art Gallery and Museum redevelopment in order that it is able to open on time on 1 <sup>st</sup> April 2013 and within budget.			Jane Lillystone, Museum, Arts and Tourism Manager
We will review organisational options for Art Gallery and Museum service balancing value for money with the need to deliver a range of agreed outcomes	Report to Cabinet on the options for the delivery of the outcomes for the Art Gallery and Museum	31.7.2012	Pat Pratley, Executive Director
We will test outcomes for the Town Hall and Pittville Pump Room with councils who provide other similar venues.	Outcomes reviewed as part of options appraisal	31.7.2012	Pat Pratley, Executive Director
We will investigate the possibility of major capital Investment into the Town Hall to help promote the building as a first class entertainment venue		31.3.2013	Gary Nejrup, Entertainment & business manager
<b>How will we know what difference we have made in 2012-13</b>			
<b>Proposed indicators</b>	<b>Measured by this indicator</b>	<b>Baseline (year)</b>	<b>March 2013 Target</b>
<b>What will we do directly and be accountable for - Service indicators</b>	AGM - Number of people accessing engagement programme AGM - Visitor numbers TH/PPR – ticket sales TH/PPR - number of Hires TH/PPR – income generated TH/PPR - Web Site Visits TH/PPR - Catering Commission		
			Jane Lillystone, Museum, Arts and Tourism Manager  Gary Nejrup, Entertainment & business manager

<b>Delivering value for money services</b>			
<b>We will meet our 'Bridging the Gap' targets for cashable savings and increased income</b>			
<b>Who is accountable for this outcome</b>			
<b>Cabinet lead:</b>	Cabinet Member Corporate Services, Cabinet Member Finance and Community Development, Cabinet member Built Environment		
<b>Commissioner lead:</b>	Mark Sheldon		
<b>Provider lead</b>	GO		
<b>How will the council commission this work in the future to secure longer-term delivery of this outcome, deliver improved value for money and to address risks</b>			
<b>What are our planned improvement actions in 2012-13 to deliver this outcome and to address risks?</b>			
<b>Improvement Action</b>	<b>Key milestones</b>	<b>Dates</b>	<b>Lead</b>
We will continue to develop the 'Bridging the Gap' programme for delivering future year's savings including for the commissioning reviews.	We will have redeveloped a budget strategy for 2013/14 for approval by Cabinet  We will have identified savings and additional income (including those from commissioning) to meet the budget gap identified for 2013/14.  We will have agreed a local policy in response to the localisation of council tax benefit which deals with the implication of a 10% cut in government support  We will have determined the impact on the MTFs of the government proposals for retention of business rates.	16.10.2012  18.12.2012  31.12.2012  31.12.2012	Mark Sheldon, Director of Resources
We will review the current structure and service provision for ICT and undertake a sourcing project with a particular focus on a shared service model.	We will have considered the potential for a shared service with other councils.  We will have reviewed the ICT service and identified the service outcomes, including member's requirements and sought member's approval to any immediate investment requirements.  We will develop an updated ICT strategy which determines the way forward for the service and gained Cabinet / Council approval.	30.5.2012  30.6.2012  30.10.2012	Mark Sheldon, Director of Resources
We will develop and publish a fully costed asset management strategy and contribute to the wider review of asset management being led by Leadership Gloucestershire.	Develop the AMP to capture corporate aspirations for the council's property portfolio.  We will develop and publish a fully costed Asset Management Plan for approval by Cabinet / Council.  We will continue to explore opportunities to work collaboratively with other Authorities and public sector bodies.  We will agree an accommodation strategy based on analysis of the options agreed by Cabinet in July 2011	31.5.2012  30.6.2012  31.3.2013  31.12.2012	David Roberts, Head of Property Services
We will move to the GO shared service arrangements for Finance, HR, payroll and procurement support.	Implementation of Agresso ERP system at Cheltenham Borough Council, Cheltenham Borough Homes Ltd, Ubico Ltd and West Oxfordshire District Council  Implementation of Agresso ERP system at Cotswold District Council  Implementation of GO Shared Services.	30.4.2012  30.8.2012  1.4.2012	Pat Pratley, Executive Director



We will move to the full partnership arrangements for audit.	We will have TUPE'd staff to Cotswold D. C.	1.4.2012	Mark Sheldon, Director of Resources
We will implement the actions agreed from the Investors in People strategic review	We will have competed an annual audit cycle supported by the partnership. Develop and agree the action plan by end June 2012. Review progress against the action plan by end October 2012	31.3.2013 30.06.2012 31. 10.2012	Amanda Attfield, Head of HR (GO Shared Services)
We will implement new scrutiny arrangements that enable us to provide a better overview of our commissioning projects	Work with members and officers to refine new arrangements and develop new procedures Implement new arrangements after elections and complete induction Ongoing support for new arrangements during first 6 months and complete review of first year by July 2013	31.5.2012 31.7.2012	Sara Freckleton, Borough Solicitor and Monitoring Officer (constitution)  Rosalind Reeves, Democratic Services Manager
<b>How will we know what difference we have made in 2012-13</b>			
<b>Proposed indicators</b>	<b>Measured by this indicator</b>	<b>Baseline (year)</b>	<b>March 2013 Target</b>
<b>Financial health indicators</b>			<b>Lead</b>
	Deliver BtG programme savings / income target for 2012/13	2012/13 budget	£1.12m
	Identify BtG programme savings / income target for 2013/14	MTFS estimate @ Feb 2012 (2013/14) - £734k	£0 – ie close 2013/14 budget gap
	Medium Term Financial Strategy (MTFS) funding gap	MTFS estimate @ Feb 2012 2013/14 -2017/18) - £2.1m	Reduce the residual MTFS gap.
<b>What will we do directly and be accountable for - Service indicators</b>	No. days lost due to sickness absence % staff appraisals completed Customer relations: <ul style="list-style-type: none"> <li>number of stage 3 complaints</li> <li>number of complaints forwarded to the Local Government Ombudsman for investigation</li> <li>number of Freedom of Information internal reviews</li> </ul>	TBA for 2011-12 2011-12 100%	7dys per fte 100%
			Julie McCarthy HR Operations Manager (GO Shared Services) Jan Bridges HR Learning and Organisational Development Manager (GO Shared Services)

This page is intentionally left blank  
Page 24

# ***Information/Discussion Paper***

## **Economy and Business Improvement Overview and Scrutiny Committee**

**5 March 2012**

### **Work Planning 2012-2013 - going forward to the new Scrutiny Arrangements**

#### **Background**

- 1.1** In December 2011, Council agreed a set of principles for the new scrutiny arrangements. The new structure supports a move away from the current three committee structure to a new structure based on one overarching committee and task and finish groups. It is not intended that all the work of the existing three committees would be passed over to the new committee but rather that the new committee would set up task and finish groups to do some of the more detailed work.
- 1.2** The next step is to develop the procedures, protocols and constitutional changes required to support those principles agreed at Council. This is being progressed through a series of scrutiny workshops and the constitution working group. A number of members and officers participated in the latest workshop on 20 February. One of the topics discussed was the workplan under the new scrutiny arrangements which would cover both the O&S main committee and all its task groups. The attendees felt that it was very important that all the current scrutiny committees had the opportunity to input to the new combined workplan.
- 1.3** As this is the last meeting of each of the existing O&S committees, members are asked to review their workplan and make suggestions for the following:
- Which outstanding items on their workplan should be considered for inclusion in the workplan for the new O&S committee? e.g. corporate strategy
  - Which items could be dealt with more effectively by a scrutiny task group i.e. a time limited working group to consider a particular topic and make recommendations at the end? e.g. review of Imperial Gardens at the end of the season  
*(a list of current working groups and those who have reported in the last 12 months is contained in Appendix 2)*
  - Are there any items which have periodically come to this committee which they think should continue to be scrutinised under the new arrangements? e.g. Economic Development Strategy.
  - Are there any regular items which could be dealt with as member briefings in

the future? e.g. a presentation from an outside organisation where members have a particular interest.

- Are there are areas which scrutiny members need to regularly keep a check on and determine whether they need to come to O&S at any point.

**1.4** Once all three O&S committees have met, it is planned for the chair and vice chairs to meet with Democratic Services in March to finalise their input to the new workplan. The new O&S committee and the chair and vice-chair will be appointed at Selection Council in May and they will then take responsibility for the workplan and its delivery. They may well want to make changes but the input from the existing committees will provide an excellent starting point.

### **Effectiveness of O&S**

**1.5** As this is the last meeting of this committee, it would also be helpful to have feedback from members of the committee on how they view the effectiveness of their scrutiny work overall and are there any learning points which they would want to be taken forward into the new arrangements.

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?

---

#### **Appendices**

1. Draft work plan 2012-2013
2. List of existing Committee and Cabinet Member working groups

---

#### **Background Papers**

#### **Contact Officer**

Rosalind Reeves, Democratic Services Manager

Item	Purpose	Outcome	What is required?	Lead Officer
------	---------	---------	-------------------	--------------

<b>REGULAR ITEMS TO ECONOMY AND BUSINESS IMPROVEMENT OVERVIEW &amp; SCRUTINY COMMITTEE</b>				
Interim Budget consultation	Scrutiny	Review interim budget proposals and comment	Report in November	Mark Sheldon, Director of Resources
Final Budget consultation	Scrutiny	Review final budget proposals and comment	Report in February	Mark Sheldon, Director of Resources
DRAFT Corporate Strategy 2012-13	Scrutiny	Review DRAFT strategy prior to Cabinet	Report in March	Richard Gibson, Strategy and Engagement Manager
Corporate Risk Register (suggested this goes to Audit Committee in future)	Standard Item	Quarterly review before going to Cabinet	Report Sep/Dec/Feb/June	Bryan Parsons, Governance Officer
Quarterly budget report (should go to Budget Scrutiny working group in future)	Standard item	Quarterly review before going to Cabinet	Report in Feb/Apr/Jun/ Oct	Paul Jones, Head of Financial Services
Commissioning programme update	Scrutiny	Six monthly overview of the programme focussing on costs and future savings	Report in November and May	Jane Griffiths, Director of Commissioning
Corporate Performance Report	Standard item	Regular review of quarterly performance	Six monthly report in Nov (Q2), March(Q3) and July(annual report)	Richard Gibson, Policy and Performance Manager
RIPA update report	Scrutiny	Reports on usage of the powers	Report	Bryan Parsons, Governance Officer

<b>ITEMS TO BE CONSIDERED FOR THE WORKPLAN OF THE O&amp;S COMMITTEE, SCRUTINY TASK GROUP OR MEMBER BRIEFINGS</b>				
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

O&S Committee 2012/13 work plan

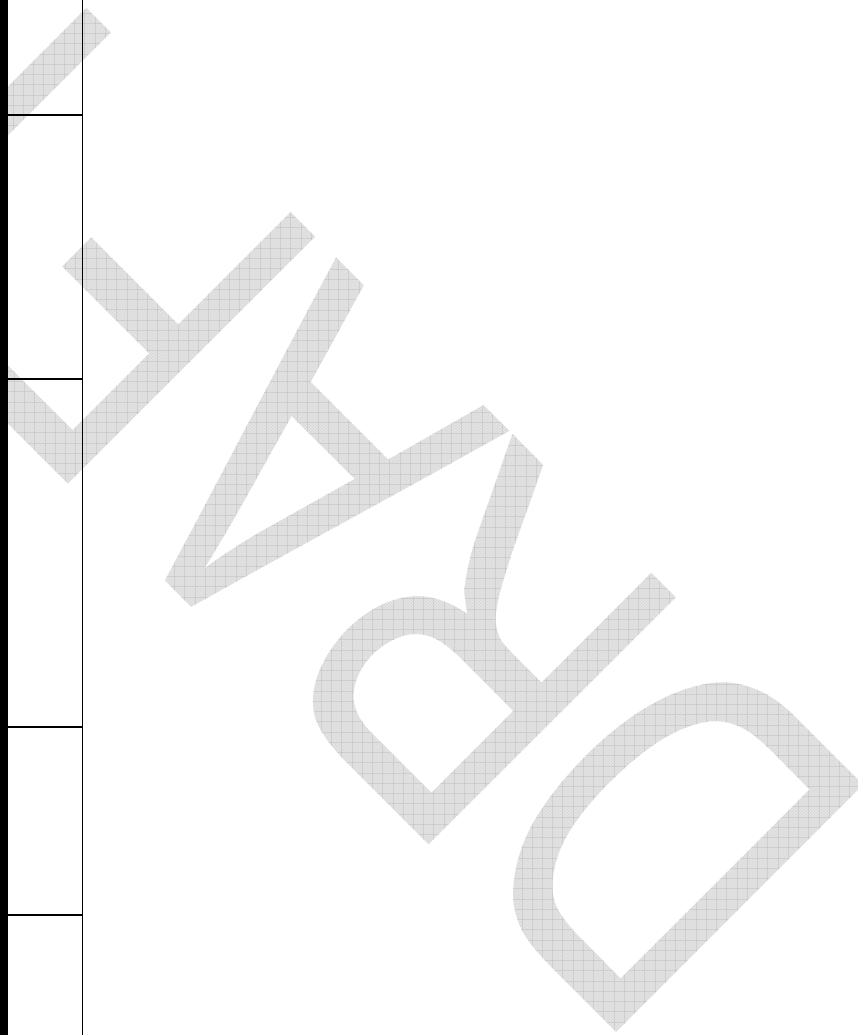
Item	Purpose	Outcome	What is required?	Lead Officer
Glos Integrated Economic Strategy	Scrutiny	David Owen from GFirst be invited to explain their restructure, update on LEP and progress in the implementation of the action plan	Awaiting discussion by Glos Leadership on district scrutiny	Wilf Tomaney, Acting Economic Development Manager
Scrutiny of Cheltenham partnerships	Scrutiny	A review of latest partnership structures and proposed scrutiny arrangements	Presentation supported by report	Richard Gibson, Policy and Performance Manager
<b>MEETING DATE: Monday 28 May 2012</b>				
Feedback on Pittville Park Bridge post implementation review taking place on 21 March 2012	Scrutiny	Agreed at the November meeting following a request from Cllr Cooper	Report	Adam Reynolds, Green Space Development Manager
Mobile Communications	Scrutiny	An update requested at the EBI November meeting to include consideration being given to staff using their own personal phones, figures on turnover of phones, multi-phone contracts and updates on all the issues that had been raised during this meeting.	Report	Bryan Parsons, Governance Officer
Strategic Commissioning	Scrutiny	An update requested at the EBI November 2011 meeting	Report	Jane Griffiths, Director Commissioning

## O&amp;S Committee 2012/13 work plan

Item	Purpose	Outcome	What is required?	Lead Officer
Corporate Risk Register (20 mins) (EBI)	Standard Item	Regular review before going to Cabinet	Report	Bryan Parsons, Governance Officer
Performance Report (EBI)	Standard item	End of year review	Report	Richard Gibson, Strategy and Engagement Manager
<b>MEETING DATE: Monday 16 July 2012</b>				
Annual Performance Report (EBI)	Standard 6 monthly item	Six monthly review	Report	Richard Gibson, Policy and Performance Manager
Absence Management (EBI)	Scrutiny	6 monthly Update requested at the January meeting	Report	Julie McCarthy, HR operations Manager
GO Programme (EBI)	Scrutiny	Update on implementation	Report	Amanda Attfield, Director People, Organisational Development and Change
Gloucestershire Airport Business Plan	Scrutiny	Review the business plan 12 months after the start of the drawdown of the loan	Report	Pat Pratley, Executive Director
<b>MEETING DATE: Monday 13 September 2012</b>				
<b>MEETING DATE: Monday 26 November 2012</b>				
Interim Budget consultation 2013-14	Scrutiny	Review interim budget proposals 2013-14 and comment	Discussion paper	Mark Sheldon, Director of Resources
<b>MEETING DATE: Monday 21 January 2013</b>				
Final Budget consultation 2013-14	Scrutiny	Review final budget proposals 2013-14 and comment	Discussion paper	Mark Sheldon, Director of Resources
<b>MEETING DATE: Monday 25 February 2013</b>				

O&S Committee 2012/13 work plan

Item	Purpose	Outcome	What is required?	Lead Officer
<b>MEETING DATE: Monday 8 April 2013</b>				
<b>MEETING DATE: Monday 3 June 2013</b>				
<b>MEETING DATE: Monday 29 July 2013</b>				





O&S COMMITTEE AND RELEVANT MEMBER WORKING GROUPS 2011-2012  
CURRENTLY IN OPERATION AND THOSE REPORTING IN LAST MONTHS

WORKING GROUP MWG indicates a Cabinet Working Group with scrutiny membership	Type	SCOPE / OUTCOME	TIMESCALE	MEMBERSHIP	LEAD OFFICER	ADMIN BY
Cheltenham Festivals (initiated by Soc and Com)	O&S led Soc & Com EBI	Review CF business plan and make recs regarding sustainability and strategic alliance with council	Recs noted by Cabinet 7 Dec 2010 but would consider them again at appropriate time	Duncan Smith Garth Barnes Rowena Hay Lloyd Surgenor	Grahame Lewis	Dem Services
Marketing and Tourism (initiated by EBI)	O&S led EBI	Recommended new strategy and action plan agreed by Cabinet though some to be pursued as part of commissioning reviews	Strategy approved by Cabinet in April 2011	Chaired by John Rawson	Sonia Phillips	Service Area
Community Investment working group (request from Cabinet)	O&S Soc & com	Considered applications and recommended bids to Cabinet which were accepted	Agreed by Cabinet in January 2011	Diggory Seacome John Rawson Rowena Hay Cabinet Member Finance and Com Development	Richard Gibson	Service Area
Sustainable management of green space (initiated by Env)	O&S led ENV	Consider potential changes to design and maintenance and recommend sustainable management practices. Consider potential for	Awaiting confirmation from Lead Officer	Nigel Britter Diane Hibbert Paul Wheeldon Penny Hall Vacancy?	Adam Reynolds	Service area

O&S COMMITTEE AND RELEVANT MEMBER WORKING GROUPS 2011-2012  
CURRENTLY IN OPERATION AND THOSE REPORTING IN LAST MONTHS

		changes to all types of green space to encourage biodiversity.					
Climate Change (formerly Internal Carbon Reduction) (initiated by Env)	O&S led Env	Scope to be formally agreed following change of remit, but likely to include the following: Consider and support carbon reduction plans Including, options for renewable energy. Consider potential effects of climate change on Council operations. Work with established groups, e.g. Low Carbon Partnership, to influence other organisations and learn from their experience.	Ongoing	Ian Bickerton Helena McCloskey Paul Wheeldon Penny Hall	Jane Griffiths Gill Morris	Service area	
Public Art Review (initiated by Soc and Com)	O&S led Soc and Com	Examine the processes, policies and procedures associated with delivering public art	Set up in July 2011	Rowena Hay Diggory Seacome	Wilf Tomaney	Service area	

**O&S COMMITTEE AND RELEVANT MEMBER WORKING GROUPS 2011-2012  
CURRENTLY IN OPERATION AND THOSE REPORTING IN LAST MONTHS**

Joint Airport scrutiny working group (request from Cabinet)	O&S led EBI Env (green issues)	Joint scrutiny working group with Gloucester City to scrutinise issues relating to Glos Airport  Env reviewed green policy in July 2010 and recommended to Cabinet Cabinet received recs from EBI in September 2010 which gave the go ahead for the Airport safety project	Ongoing  Sep 2010	Les Godwin (Chair)	Pat Pratley, Executive Director	Jennie Lewis
Environmental Improvements Fund Panel (initiated by Cabinet)	O&S Env	to scrutinise prioritised bids from Member panel comprising Leader and Cabinet members	Agreed by Cabinet in July 2011	tba	Mike Redman	Service area
Promoting Cheltenham Fund Panel (initiated by Cabinet)	O&S and cross party membership	Allocate Grants	EBI appointed members July 2011	Malcolm Stennett Tim Cooper Cabinet Members ED, Culture, Finance	Mike Redman Richard Gibson	Richard Gibson
Budget Scrutiny (initiated by Council)	O&S led All ctees with Cabinet Member Finance in attendance	Support and improve the budget scrutiny process	Meets every 2 months	Nigel Britter (E) Diane Hibbert (E) Peter Jeffries (EBI) Paul Massey (EBI) John Walklett (S) Duncan Smith (S) John Webster	Mark Sheldon	Dem Services
Waste &	O&S	Monitor implementation of	Ongoing	Nigel Britter	Rob Bell	Service

**O&S COMMITTEE AND RELEVANT MEMBER WORKING GROUPS 2011-2012  
CURRENTLY IN OPERATION AND THOSE REPORTING IN LAST MONTHS**

Recycling <b>MWG</b>	membership	the new waste & recycling scheme		Jacky Fletcher Diggory Secome Roger Whyborn	Area
Built Environment Commissioning Review <b>MWG</b>	O&S membership	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	Tim Cooper Barbara Driver Bernie Fisher Jacky Fletcher Pete Jeffries Helena McCloskey John Rawson Lloyd Surgenor	Grahame Lewis  Jane G
Leisure & Culture Commissioning Review <b>MWG</b>	O&S membership	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 Secome Duncan Smith Lloyd Surgenor	Pat Pratley  Alison
Housing Review <b>MWG</b>	O&S membership	Support the development of a report to Cabinet by October 2011, that will set out the strategic direction for housing in Cheltenham, given the national change to the affordable rent regime, self financing of the HRA, future changes to the planning policy framework and welfare reforms	October 2011	Cllr W Flynn Cllr C Coleman Cllr R Hay Cllr J Walklett Cllr K Sudbury Cllr D Smith Cllr B Driver Cllr J Webster Jane Griffiths Paul Aldridge Paul Stephenson Karl Hemming Martin Stacy	Jane Griffiths or Mike Redman  Jane G

**O&S COMMITTEE AND RELEVANT MEMBER WORKING GROUPS 2011-2012  
CURRENTLY IN OPERATION AND THOSE REPORTING IN LAST MONTHS**

Cross party member working group (initiated by Commissioning programme)	Cabinet and O&S membership	To champion the role of members in the commissioning process	Ongoing	Colin Hay Steve Jordan Tim Cooper Duncan Smith Klara Sudbury	Andrew North	Project Mgmt team
Constitution working group (initiated by Council)	Appointed by Council	Member engagement in any review of the constitution	Ongoing	Colin Hay Les Godwin Duncan Smith	Sara Freckleton	One Legal
Asset Management Working Group	Appointed by Council	To review asset management issues and make recommendations to Cabinet	Ongoing	Chaired by Cabinet Member Built Environment	David Roberts	Democratic Services

This page is intentionally left blank  
Page 36