



CHELTENHAM

BOROUGH COUNCIL

Notice of a meeting of Overview & Scrutiny Committee

Monday, 29 June 2015
6.00 pm
Pittville Room - Municipal Offices

Membership	
Councillors:	Tim Harman (Chair), Colin Hay (Vice-Chair), Nigel Britter, Chris Mason, Sandra Holliday, Helena McCloskey, Dan Murch, John Payne, Chris Ryder and Max Wilkinson

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

Agenda

1.	APOLOGIES Councillor Murch	
2.	DECLARATIONS OF INTEREST	
3.	MINUTES OF THE LAST MEETING 27 April 2015	(Pages 3 - 10)
4.	PUBLIC AND MEMBER QUESTIONS, CALLS FOR ACTIONS AND PETITIONS	
5.	MATTERS REFERRED TO COMMITTEE	
6.	FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED Health Community and Care O&S Committee / Economic Development Scrutiny Committee – written update from Councillor Clucas attached Police and Crime Panel - verbal update from Councillor McCloskey	(Pages 11 - 12)
7.	CABINET BRIEFING An update from the Cabinet on key issues for Cabinet Members which may be of interest to Overview and Scrutiny and may inform the O&S workplan	(Pages 13 - 14)
8.	LIDO TRUST, CHIEF EXECUTIVE Julie Sergant (30 minutes maximum)	

9.		POLICE AND CRIME COMMISSIONER FOR GLOUCESTERSHIRE Martin Surl (60 minutes maximum)	
10.		REVIEW OF THE COUNCIL'S PERFORMANCE AT END OF 2014-15 Richard Gibson, Strategy and Engagement Manager – review performance and comment as necessary	(Pages 15 - 42)
11.		PROCUREMENT AND CONTRACT MANAGEMENT STRATEGY Cabinet Member Corporate Services will give a verbal update on the draft strategy	(Pages 43 - 62)
12.		UPDATES FROM SCRUTINY TASK GROUPS To include an update from the scrutiny task group Shopmobility – to follow	(Pages 63 - 64)
13.		REVIEW OF SCRUTINY WORKPLAN	(Pages 65 - 68)
14.		DATE OF NEXT MEETING 21 September 2015	

Contact Officer: Saira Malin, Democracy Officer, 01242 775153
Email: democratic.services@cheltenham.gov.uk

Overview & Scrutiny Committee

**Monday, 27th April, 2015
6.00 - 7.05 pm**

Attendees	
Councillors:	Tim Harman (Chair), Colin Hay (Vice-Chair), Nigel Britter, Chris Mason, Sandra Holliday, Helena McCloskey, John Payne, Max Wilkinson and Rob Reid (Reserve)
Also in attendance:	Councillor Steve Jordan and Councillor Flo Clucas

Minutes

1. APOLOGIES

Councillors Murch and Ryder had given their apologies. Councillor Reid attended as a substitute for Councillor Murch.

2. DECLARATIONS OF INTEREST

No interests were declared.

3. MINUTES OF THE LAST MEETING

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

Upon a vote it was unanimously

RESOLVED that the minutes of the meeting held on the 2 March 2015 be agreed and signed as an accurate record.

4. PUBLIC AND MEMBER QUESTIONS, CALLS FOR ACTIONS AND PETITIONS

None had been received.

5. MATTERS REFERRED TO COMMITTEE

None had been referred.

6. FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED

Councillor Clucas provided a brief update on recent meetings of the Health Community Care O&S Committee and Gloucestershire Economic Growth O&S Committee.

She confirmed that she had fed back comments from the last meeting of this committee at the 3 March meeting of the HCC O&S Committee; relating to alcohol and difficulties getting those responsible for the administration of the Trust to attend a meeting. Cheltenham was a top locality for alcohol and alcohol related crime and members of the HCC were happy to discuss how we could work together to tackle this issue. The committee were advised that senior officials from the Trust already met with senior officials from Cheltenham Borough Council but there was a suggestion that if they were approached at

another time, they would be more open to attending. The HCC had also discussed:

Transient Ischemic Attacks (TIAs): of those patients who present at Doctors with TIAs prior to a stroke, fewer than 60% were being put through the system. The hospitals saw over 1000 cases a year, but there were no specialists between Friday p.m. and Monday a.m. There were plans to employ weekend specialists but she was not sure that this would apply to all hospitals.

GP contracts: the Gloucestershire Primary Care Trust budgets (£17m dental, £18m pharmacy, etc.) were significant sums of money and members were assured that Doctors being able to award themselves contracts was not a problem.

The committee had started planning for 2015-16 scrutiny arrangements and domiciliary care would be a key focus in relation to drug and alcohol services, with the suggestion being that this might be something that this committee wanted to look at. Other areas included respiratory care and mental health, and some workshops had been arranged, a review of the suicide prevention strategy (June/July) and end of life care which would be tied in with the review of respiratory care.

A member pointed out that work was being done locally to address alcohol issues by partnerships and that they must be included if any scrutiny work was to be undertaken in Cheltenham.

In relation to the Gloucestershire Economic Growth O&S Committee which met on the 18 March, she advised that concerns had been raised regarding economic development, what was being done in Gloucestershire and what this meant in terms of governance and devolution. In considering devolution the committee had looked at Manchester. Her personal view was that the future of economic development was dependant on devolution and that everyone should be involved in a discussion about what should and will happen at a local level.

An update from Councillor McCloskey on the 2 April meeting of the Police and Crime Panel had been circulated with the agenda. This included details of an investment to save initiative, which would see police being provided with Samsung Galaxy phones and enabling them to undertake a number of tasks without having to return to their base. This would result in a saving of £4m pa and the loss (through retirement and resignations) of approximately 80 officers. There would also be some changes to the estate. It was still the intention to leave Lansdown Road and find another location in the town centre and have another in Whaddon. Grants for projects relating to the police and crime plan had reached 146 and 88 projects were under consideration for the latest bidding round. Both the chair and vice-chair of the Police and Crime Panel were standing down on the 7 May elections and there were likely to be other changes to the membership for the next meeting on the 16 July.

Members were reminded that Martin Surl, the Police Commissioner for Gloucestershire was scheduled to attend the next meeting of the committee (29 June) and referred members to the pro-forma at the back of the agenda.

7. CABINET BRIEFING

The Leader referred members to the briefing which had been circulated with the agenda. The briefing focussed on the issue of devolution and the need for Gloucestershire to be ready to take part in whatever devolution happens after the General Elections. Cabinet were of the opinion that there first needed to be a broader debate on what the vision was for Gloucestershire and then consider what powers could be devolved down from government, but not exclude changes to improve service provision locally (including highways where many people were concerned that the current arrangements were not working as well as they could).

Some members voiced their support for a unitary solution and the efficiencies that this offered. The Leader felt that there was little value in having the unitary debate again but stated that unlike 18 months ago, everything was on the agenda rather than off. One member felt that with increased money being devolved would come the need for improved democracy to ensure that its use was properly overseen and managed.

All the talk with regard to devolution had centred on cities and this posed the risk that all power would go to Bristol and Cheltenham would miss out on something better for the future and become almost irrelevant. Cabinet wanted to work to make sure that this was not the case.

A member stressed that instead of Government coming up with a blueprint they were instead, inviting suitable plans which made sense for a particular area.

The Leader was concerned that there seemed to be an expectation that there would be decision on this matter in June, which he did not envisage as being achievable with having elections in May.

8. PROJECT INITIATION DOCUMENT: RECYCLING MATERIALS SALES AND BULKING

Scott Williams, from the Joint Waste Team at GCC and Richard Coole, the Performance Officer for Ubico, introduced the Project Initiation Document for the recycling materials bulking and sales project. Scott explained that the purpose of the project was for Ubico and the Joint Waste Team to assume responsibility for bulking and sales of recycling materials (collected from kerbside, bring sites and the Swindon Road household recycling centre). This was currently contracted to Printwaste to whom an operating profit and handling fee were payable. He then talked through the Executive Summary, as circulated with the agenda, which set out the objectives, project management arrangements and progress to date, for the project.

The following responses were given to member questions;

- Printwaste had made it clear that they would be willing to extend the contract to October and beyond if required.
- Negotiations regarding equipment were ongoing with Printwaste. There would be a cost to Printwaste associated with removal of the equipment which was fairly embedded in the fabric of the building. A valuation and condition survey had been undertaken and any recommendation to go

ahead and purchase the equipment from Printwaste would be dependent on another satisfactory condition survey.

- There was a risk associated with any material sales but an expert had been commissioned to work on the project and his advice was that achieving the best price was very much based on relationships with the processors. Ultimately, the material that was being collected was very clean and as such, an attractive option for processors.
- Printwaste did have another site and discussions were ongoing with them and other processors in the area regarding being able to use their sites as an alternative to Swindon Road for the sake of business continuity. Again, Ubico were in a strong position given the clean kerbside source of the recyclables.
- The Eunomia evaluation was done some time ago and had been based on a number of assumptions made by Ubico, resulting in the £71k figure. These assumptions had since been revisited by Ubico and the figures revised accordingly; up to £92k.
- The Cabinet Member was not a member of the Project Board and as such, did not attend its meetings. The Cabinet Member received monthly highlight reports and seemed comfortable with this arrangement.

Members supported the use of recyclables as a commodity and the ability to take advantage of fluctuations in the market to achieve a larger profit and felt that this would result in a greater incentive to increase recycling levels.

The committee asked to see updates following each gate review and a copy of the final report.

9. DOG FOULING SCRUTINY TASK GROUP - PROGRESS ON RECOMMENDATIONS

As the report author was not in attendance at the meeting, the Democracy Officer explained that the paper set out progress against the recommendations of the STG which had been taken to Cabinet in April 2014.

Members acknowledged that progress had been hindered by a lack of resources and voiced concerns that it appeared that one individual had been tasked with taking all of the recommendations forward, though nobody was present that could validate this. A member was able to sympathise with those members of the public who felt antagonised by stencilling and would rather that resources were used to clear the faeces.

Councillor Payne advised that the report had been considered at a meeting of the C5 group on the 1 April and overall, members had been disappointed at the fact that only 7 of the 13 recommendations had actually been progressed. They accepted that this was largely due to a lack of resources and feedback included; the wording of posters was too polite, some parishes were happy to undertake stencilling themselves, the council should be providing dog waste bags, more bins were required and couldn't bag dispensers be fitted to bins.

The committee then talked through paragraph 4 of the paper; next steps, and commented as necessary:

- Members wanted the Director of Environmental and Regulatory Services to explain exactly how recommendations 1, 5, 6, 7, 9, 11, 12 and 13, were being picked up as part of the REST project.
- Rec 2. Members acknowledged that stickers had been deployed which explained that dog faeces could be disposed of in litter bins in any bag but felt that there was a need to install additional bins or relocate existing bins in areas with a dog fouling issue.
- Rec 3. Members accepted that the stencilling had proved effective in reducing dog fouling but felt that the faeces should also be cleared and if it were not, then stencilling should no longer take place.
- Rec 4. Members welcomed the policy change by which dog faeces could be disposed of in litter bins and in any bag.
- Rec 8. Members queried whether the issue of resources would be picked up and addressed as part of the REST project.
- Members accepted the reasons given for why specific dog-fouling multi-agency patrols were unlikely to occur.

The feedback of the committee would be passed to the relevant officers and their responses would, in turn, be reported back to the committee.

10. DEPRIVATION SCRUTINY TASK GROUP - PROGRESS ON RECOMMENDATIONS

The Chairman introduced the update as circulated with the agenda. He explained that the Deprivation STG had been established some time ago but the review had not been concluded. The decision was taken to table the report with Cabinet so as not to lose sight of the good work that had been done up to that point. The Democracy Officer explained that the update had been presented in the form of questions and answers as the recommendations of the STG had been quite far reaching and there was no one responsible officer and/or Cabinet Member.

Members were happy with the way in which the update had been presented and suggested that this approach should be adopted for 6 monthly updates on all future STGs.

In relation to the update which was being considered, members made the following comments;

- There were no timescales set out in the response to question 4. A request for this information would be made.
- The next update on progress would be scheduled for April 2016 to allow for the conclusion of the REST project.
- The next update should highlight how each recommendation fits into the budget so as to highlight where resources need to be allocated.

11. ECONOMIC STRATEGY

The Democracy Officer introduced the briefing as circulated with the agenda, which the Chairman had expected would be presented by the Leader.

Councillor Hay had raised this for consideration by the committee as he felt that economic development was a function which was key to the wellbeing of the town and its residents. He felt that the Athey report acknowledged that

Cheltenham was doing well but had raised issues that it felt should be addressed. He was aware that up to this point economic development had been taken forward as part of the Local Plan by the Planning Liaison Group, but suggested that the issue would benefit from an injection of fresh ideas by a different group of members. A member felt that as a town, we did not always demonstrate that we were open to change, and that developing the economy would rely upon developing the town and would, as such, require a change of mind-set. Another member wanted to see an increase in the monitoring of economic performance at the council. The committee agreed that a cross-party group should be established but that this should not necessarily take the form of a scrutiny task group and the group should include businesses but be extended beyond simply the Chamber of Commerce. Members agreed that work on the Local Plan would need to be concluded in the first instance, so that any linkages could be identified and hoped that Cabinet would be open to working with a cross-party group. The Leader would be contacted and his thoughts on the suggestion sought.

12. UPDATES FROM SCRUTINY TASK GROUPS

Members were referred to the scrutiny task group (STG) update which had been circulated with the agenda.

The Democracy Officer provided a brief update on the three active STGs;

The Members ICT Policy and Review of Public Art Governance STG recommendations had been to Cabinet and a progress review had been scheduled for 12 months. In view of earlier discussions by the committee, a 6 month update would be scheduled in addition to this.

The Cheltenham Spa Railway Station STG were working to conclude their review, first meeting with the Managing Director of Stagecoach West, before meeting with the Leader, Cabinet Member Development and Safety and Legal, to discuss the draft report and recommendations.

Councillor Wilkinson, as Chair of the Cycling and Walking STG advised that the group had received evidence from a number of different people and groups, and were scheduled to meet with a disability group the next evening (28/04). They were also researching examples of excellence elsewhere in the country, with a trip to Bristol in the pipeline and were starting to discuss any conclusions.

Pub Closures STG would be removed from the plan at the next meeting if no further action had been taken by Councillor Hay in the meantime.

The Chairman queried whether the committee would like to establish a task group to look at the issue of broadband, which was raised at the Council meeting. GCC's Fastshire broadband initiative was primarily focussed on providing improved broadband services in rural areas, but given that neither, Gloucester City or Cheltenham had benefitted from faster broadband courtesy of BT or Virgin (which suggested that these areas were not considered to be commercial areas) GCC were investigating whether it was possible to use the Fastshire subsidy to make improvements in these areas. The suggestion was that this group, which would extend an invitation to Gloucester City, could look at what and where the issues were and raise the profile of the issue to improve

the council's position in lobbying BT and Virgin and/or GCC. An invitation to Gloucester City would be extended in the first instance.

13. REVIEW OF SCRUTINY WORKPLAN

The work plan had been circulated with the agenda.

The 2015-16 meeting dates had been added and the work plan was in the process of being updated. Members were reminded that they could raise items for consideration as part of the work plan and were asked to contact Saira Malin in the first instance.

14. DATE OF NEXT MEETING

The next meeting was scheduled for the 29 June 2015. Members were reminded that the Police and Crime Commissioner for Gloucestershire (Martin Surl) and Chief Executive of the Lido Trust (Julie Sergeant) were scheduled to attend the next meeting. A commitment in the Council's Scrutiny Witness Charter was to inform witnesses of the matters about which the scrutiny committee wished to speak to them and advise them of any documents which they wished to have produced, as well as providing reasonable notice of such requirements. The deadline for members of the committee to submit this information was **12 noon on Friday 5 June 2015**.

Tim Harman
Chairman

This page is intentionally left blank
Page 10

Update from Councillor Clucas

Health and care Overview and Scrutiny Committee

Since the last meeting of O&S there has been only one planning meeting of HSOSC. The items below are updates on the work of the committee and of the district representative.

Following the election a new Chair of the Committee has been appointed. Cllr Ian Dobie, chaired his first planning meeting earlier this month. A number of councillors from other authorities have stepped down and been replaced, or are in the process of being confirmed by the districts.

(Updates)

TIA

Following concerns that I raised in relation to TIA treatment statistics presented to a previous committee meeting, there is to be a 'walk through' with the TIA clinicians of the stroke/TIA pathway at GRH. I will be submitting questions beforehand and if committee members would like me to ask a question on their behalf, I am happy to do so. The date for the walk through is 31st July. Questions will be sent through a couple of weeks in advance of that date.

Social Care

I have raised the issue of home based short term care for those who already have a carer - for example if the carer is taken ill. Information was patchy, inconsistent and difficult to obtain. This has now been taken forward and will be the focus of attention by the Commissioning Director DASS as it is likely to affect many in Cheltenham and in the county more widely.

Mental Health

There is to be a focus on mental health issues and young people in our early autumn meeting. The suicide rate for the county - which is high - will also be looked at, with a view to improving the preventative help available.

CQC

The CQC has asked for those who use the Gloucestershire Care Services NHS Trust hospital services to contact them with their views of service provision. An inspection is to begin on 22nd June and Sir Mike Richards, Chief Inspector of Hospitals, is keen to hear from members of the public.

Monitor

An investigation into waiting times at the Acute Hospitals is to be conducted by Monitor. No date for this has been announced.

Economic Development Scrutiny Committee

There has been no meeting as district members had not been appointed in time for the scheduled meeting, which was therefore cancelled.

This page is intentionally left blank

Briefing for Overview and Scrutiny Committee – 29th June 2015

The Forward Plan lists the reports expected to come to Cabinet in the next 3 or 4 months. This note supplements that with other issues that may be of interest to O&S.

Devolution

As mentioned in the briefing note to the previous O&S Committee meeting Leadership Gloucestershire held a special meeting on 16th June to discuss devolution.

There was broad agreement that a letter should be drafted in the next few weeks to express interest in discussing with government further devolution for our area. This would include considering changing governance structures. However, while there may be support for creating a combined authority if required there is no support for having a directly elected mayor.

There was also discussion about how to improve services by devolving within Gloucestershire as well as to Gloucestershire. It remains the view of the Cheltenham cabinet that this will be an essential part of any on-going process.

The county council are aiming to reach agreement on the detail of any proposed devolution by October. It is clear that there will need to be consensus among all councils if any proposal is going to be agreed by government. O&S members may have views on how to progress the broad debate needed on this issue.

This page is intentionally left blank

Information/Discussion Paper

Review of the council's performance at end of 2014-15

Overview and Scrutiny Committee

29 June 2015

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 financial year 2014-15 ahead of the report going to Cabinet on 14th July 2015.
- 1.2 To make any comments and observations on the presentation of the performance information.
- 1.3 To make requests for further information where this might clarify understanding of corporate performance.

2. Background

- 2.1 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.
- 2.2 The report summarises how the council performed in regard to the published milestones, performance indicators and outcomes set out in the 2014-15 action plan that was agreed by Council on 31st March 2014.
- 2.3 The full performance report is attached as appendix A.

3. 2014-15 Performance Overview





Corporate Strategy milestones

In the 2014-15 action plan, we identified 84 milestones to track our progress. Out of these:







- 67 (80%) are complete
- 6 (7%) are amber, the milestone was not achieved within the financial year but there are robust plans to achieve the milestone in the first quarter of 2015-16
- 4 (5%) are red, the milestones were not achieved in the financial year.
- 6 (7%) were closed as the project was no longer needed.
- 1 (1%) was not updated, this being milestone VFM 16A "*Following sale of North Place car park, develop a car parking strategy to determine the where council investment in car parking should be directed.*" A verbal update on this will be provided at the meeting by the Director Environment and Regulatory Services.

The four red milestones are:

Scrutiny Committee 29 June 2015	Page 1 of 4	Q4 2014-15 Performance Last updated 17 June 2015
---------------------------------	-------------	---

Milestones	Status	Owner	Commentary
ENV 02B - Procurement of bulky waste service - contract award		Scott Williams	This action has been parked pending other partners joining Ubico at which point we will undertake a full review and try to align services in order to improve the service and reduce cost.
ENV 10B - Develop Green travel plan using assistance from the LSTF funded programme		Wilf Tomaney	Project stalled due to staff resource constraints. Work to recommence May 2015.
VFM 12B - Finalise development and testing of ICT business continuity arrangements		Bryan Parsons	A significant amount of work has been undertaken to the core IT infrastructure including installing more robust networking, improved back up, revised data storage routines and the installation of a generator in the Forest of Dean server room. A testing schedule has yet to be agreed though. Audit committee will be reviewing progress with the ICT Business Continuity Plan.
VFM 14B - Agree a vision and roadmap for the rationalisation of information / data storage to support an office relocation based on reduced physical storage space and implement plan.		Bryan Parsons	This action is linked to the accommodation strategy; an audit of the council's physical storage areas has been undertaken by Property Services and staff are now being encouraged to reduce the amount space needed for storage. In terms of e-storage, ICT shared services are developing a new shared drive in conjunction with CBC info management group and when resources allow data will be migrated to the new storage drive.

The six amber milestones are:

Milestones	Status	Owner	Commentary
ENV 09B - Prepare tender for energy contract		David Roberts	Work underway to extend CBC contract to March 2016 to align with the end dates for GO partners (31/3/16) to increase potential for savings through a joint tender process. This will be carried forward into 2015/16.
ECON 01C - Refurbish the ten listed red telephone boxes in the Promenade		Wilf Tomaney	Contractor identified; boxes transferred to CBC by BT; start agreed by end of June, to be hopefully completed in time for Rugby World Cup.
COM 02C - Develop a more collaborative approach to tackling drug dealing through joining up enforcement and support agencies working on identified hot-spots		Pat Pratley	On drug dealing CBC has supported the work of the Town Centre coordination group who have agreed to encourage the reporting of drug dealing incident so that they can map activity. They have only just started doing this, not as yet with too much success, and they intend to extend the reporting beyond members and ask businesses to participate.
COM 04A - Support CBH to deliver 52 affordable units from the regeneration of vacant sites and underused garages		Martin Stacy	Cabinet gave approval in March 2015 for CBC / CBH to go out to tender on the delivery of new affordable housing on a number of our garage sites. A further report is due to come to Cabinet, and Council, in July 2015 to seek approval to start on site.
VFM 13A - Rollout upgrade of Agresso to all clients (GO councils, Ubico, CBH, and L&C trust)		Mark Sheldon	Agresso upgrade planning is progress for revised implementation date of July 2015.
VFM 15B - Procure a partner to work with the council to identify sponsorship and advertising opportunities		Mark Sheldon	Following the approval of a revised policy in March 2015, expressions of interest have been received for the revised contract for advertising on roundabouts, lamp posts and car parks which will be assessed in April 2015 resulting in the award of a new contract.

Performance indicators










Scrutiny Committee 29 June 2015	Page 2 of 4	Q4 2014-15 Performance Last updated 17 June 2015
---------------------------------	-------------	---



In the 2014-15 action plan, we identified 49 key indicators to track our progress. Out of these:

- 42 were indicators which CBC is directly accountable for and targets have been set.
- 7 were community-based indicators for economic development and community safety where no targets have been set.

Out of the 42 CBC indicators with targets:
 27 (64%) were green and met or exceeded the target
 4 (10%) were amber, narrowly missing the target
 11 (26%) were red and missed the target

The following 11 indicators are currently red, meaning that they did not meet targets:

Name	Status	Target	Actual	Comments
Percentage of planning appeals allowed		30%	33%	These are all very low numbers for each quarter so an average is misleading.
Number of planning applications refused (cumulative)		65	74	No comments supplied
Reduction in CO2 emissions from energy use, fuel use		1,473	303	Whilst some reduction has been achieved from the baseline, it has not been possible to make significant savings and the actual savings fluctuate when comparing a single year against this baseline (ie in 2013/14 a 13% reduction was achieved against the baseline compared with 6% in 2014/15). In 2014/15, both gas and electricity consumption increased on the previous year and much of this consumption is now outside the direct control of the council. For example, the majority of the increases occurred in buildings which are now operated by The Cheltenham Trust, so it will be crucial to work closely with them in the future to manage their energy consumption.
Percentage of food premises which are broadly compliant with Food Safety Legislation		98%	91.9%	The programmed nature of food safety inspections means there can be troughs in broadly complaint performance pending revisits. This is because officers must comply with the national food hygiene rating scheme brand standard and not re-rate premises within 3 months of the non-compliant visit. Those premises that were found to be non-compliant have revisits scheduled where the focus will be to bring them to compliance.
Net affordable housing completions		65	24	There has been a delay on the delivery of CBH homes in St Pauls. These were expected to be delivered in Q4 but will now be delivered in Q1 2015/16. We also anticipated delivery of YMCA homes in Q1 2014/15 but these were in fact delivered a few weeks earlier than expected in Q4 2013/14The same is true for the Delancey Extra Care scheme too as there was a large spike in delivery overall in Q4 2013/14 (78 in Q4 out of a total net gain of 152 for 2013/14 as a whole)
Number of Free Under 16 swims (quarterly & cumulative)		53,000	38,938	Under 16 swim total for year was 38,938, the shortfalls in attendances in Q1 & Q3 were not offset by the attendance in Q2 or Q4
Number of GP referrals (quarterly & cumulative)		420	408	Although performance was ahead of target by 17 in Q4, this was insufficient to offset the shortfall seen in the Q2
Leisure@ transactional sales count (quarterly & cumulative)		300,000	270,899	The decline in transactions reflects the increasing use of alternative payments through direct debit and invoicing in combination with declining general swim attendances
Universal card holders (pay and play)		950	849	Universal Cardholders membership has been more attractive as an option to students and we have seen a migration to the subscription scheme as opposed to pay and play

Number of Freedom of Information internal reviews		1	5	<p>Out of 5 internal reviews, 2 were not upheld, 2 upheld and 1 partially upheld. All but one were complicated and not routine requests:</p> <ul style="list-style-type: none"> • Licensing/Environmental Protection - NOT UPHELD - Original information release decision upheld - information not requested in the first place and exemptions appropriate. • Planning/Legal - UPHELD - Information not originally found under search criteria available at the time, mainly due to age of issue (from 2000). Further information enabled different search for additional information which was released. • Council Tax - PARTIALLY UPHELD – careful consideration of possible breach of Data Protection Act required. • Planning - NOT UPHELD – further explanation provided to be helpful. • Art Collection Valuation - UPHELD – further information was released.
Percentage of staff appraisals completed		100	95	Although the completion of the paperwork is outstanding for 19 appraisals because of the manager's absence, the L&OD team have spoken to the individual employees about their development and training requirements.

Background Papers	2014-15 Corporate Strategy action plan, Report to Council, 31st March 2014.
Contact Officer	Richard Gibson, Strategy and Engagement Manager. 01242 235354. richard.gibson@cheltenham.gov.uk
Accountability	Cllr. Steve Jordan, Leader of the Council Cllr. Jon Walklett, Cabinet Member Corporate Services

Corporate Performance April 2014 to March 2015

Cheltenham is a place with a clean and well-maintained environment where waste is minimised and recycling, reusing and composting is promoted.....	2
Cheltenham is able to balance new development with enhancing and protecting the natural and built environment.....	3
Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change	6
Cheltenham has a strong and sustainable economy.....	8
Communities feel safe and are safe.	10
People have access to decent and affordable housing	12
People are able to lead healthy lifestyles.	14
Residents enjoy a strong sense of community and involved in resolving local issues	15
Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment ...	18
We will meet our 'Bridging the Gap' targets for cashable savings and increased income.....	18

Cheltenham is a place with a clean and well-maintained environment where waste is minimised and recycling, reusing and composting is promoted

Action	Milestones	Date	Lead	Progress
ENV 01 We will engage with customers on litter, waste and recycling issues	ENV 01A - Engage in a range of campaigns and activities to support waste minimisation, recycling and waste diversion	Tue-31-Mar-15	Scott Williams	The Joint Waste Team have completed a campaign entitled 'summer of sport' to encourage waste reduction and recycling. In addition, bespoke waste reduction promotions for Halloween and Christmas were also completed. Bag splitting trial run at Swindon Road HRC to target people who do not segregate recyclable from general waste before visiting the site. Targeted communications ran throughout February to publicise this and other initiatives on recycling.
	ENV 01B - Assess the impact of the Food Points scheme in Up Hatherley as a way of engaging with residents	(not specified)	Scott Williams	A report on the results of the food waste points scheme was received by JWC in October and in short showed that the scheme didn't achieve an increase in participation by those applicable households in the Up-Hatherley area, so the scheme will not be rolled out permanently in the Cheltenham area
	ENV 01C - Active enforcement campaign including street cleaning	Tue-31-Mar-15	Mike Redman	The public protection team undertook a successful enforcement campaign in envirocrime which is being continued in this current year
	ENV 01D - Implement the findings from the dog fouling review (subject to cabinet approval)	Tue-31-Mar-15	Rob Bell	This was reported to O+S on 27 April 2015; progress has been made with 10 out of the 13 recommendations. In terms of future work, the REST project will pick up 8 of the recommendations - a further report will be brought back to O+S in 6 months time.
ENV 02 We will make improvements to our waste and recycling services	ENV 02A - Implement the findings from the review of bring sites	Mon-30-Jun-14	Scott Williams	Following the trial on mixed plastics earlier in the year, Cabinet took the decision to make this a permanent service enhancement. The second stage of the bring site review has been completed and the improvement actions including - increasing the number of textile banks, looking at the affordability of increasing the number of carton (tetrapa banks available and looking at the opportunities to introduce waste electrical bring site recycling are now being progressed
	ENV 02B - Procurement of bulky waste service - contract award	Sun-30-Nov-14	Scott Williams	This action has been parked pending other partners joining Ubico at which point we will undertake a full review and try to align services in order to improve the service and reduce cost.
	ENV 02C - Secure opportunities and promotion of the re-use agenda	Tue-31-Mar-15	Scott Williams	A bicycle reuse scheme has been introduced at the Swindon Road recycling centre and promoted accordingly
	ENV 02D - Implement the findings from the trade waste review	Tue-30-Sep-14	Rob Bell	Changes have been made to the waste management licence at Swindon Road to facilitate trade waste recycling. Further market research has been carried out to inform service design and Ubico are delivering incremental improvements
ENV 03 We will drive out efficiency savings and maximise income from our waste and recycling services	ENV 03A - Procurement of sale of recyclable materials - contract award	Wed-31-Dec-14	Scott Williams	Report submitted to Cabinet and approved in December, and project now underway, due to be implemented in October 2015
	ENV 03B - Develop business case for introduction in-cab technology for Ubico	Wed-31-Dec-14	Rob Bell	A business case has been prepared and circulated for consultation. No decision yet on this.

Cheltenham is a place with a clean and well-maintained environment where waste is minimised and recycling, reusing and composting is promoted

Overall Summary

Serious concerns
Below Target but recoverable
On Target



G = On Target







A = Below target but recoverable

R = Serious concerns


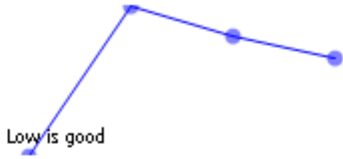

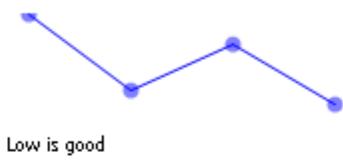

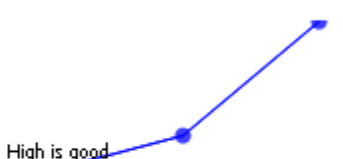

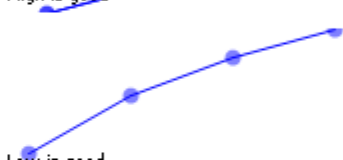

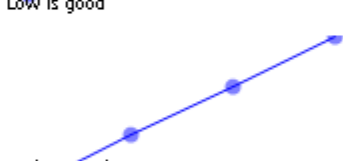

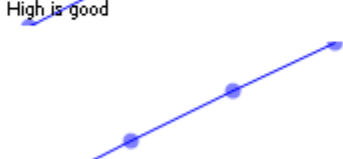

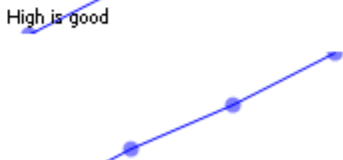

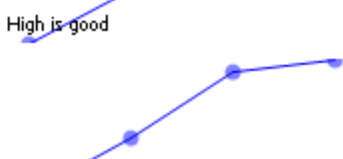
Service Indicators

Indicator	Baseline	Target	Current	Comments	Status
Percentage of collections completed on schedule (of total collections)	99%	99.0%	99.9%	99.86%	G High is good
Residual household waste per head of population (kg/head) - (quarterly)	590 kg	464.0	476.0	Target of 464kg just missed	A Low is good
Percentage of service complaints received (of total collections)	1%	49.0%	0.0%	0.001%	G Low is good
Percentage of household waste reused, recycled and composted (quarterly)	34.4%	46.1%	45.6%	Target of 46% just missed	A High is good
Percentage of assisted collections completed on schedule (of total collections)	99.5%	99.6%	99.9%		G






Cheltenham is able to balance new development with enhancing and protecting the natural and built environment

Improvement Action	Milestones	End Date	Lead	Progress
ENV 04 We will implement findings from the Green environment commissioning review	ENV 04A - Report to cabinet on the findings from the green environment commissioning review	Thu-31-Jul-14	Adam Reynolds	 The Green Environment commissioning review is complete; a set of outcomes were generated for the service, together with a savings target. In addition a number of options were brought forward for future management of the nursery.
	ENV 04B - Implement findings from the Green environment commissioning review	Tue-31-Mar-15	Adam Reynolds	 as above
ENV 05 We will develop options for the delivery of our building control service	ENV 05A - Business case to be brought to Cabinet	Thu-31-Jul-14	Iain Houston	 This action has been closed down. The REST project has focused efforts towards the review of the larger group and actions focused towards a single element of the Environment and Regulatory Services Group are not appropriate at the moment. Work coming out of the REST project could identify the potential for further action to be taken regarding the Building Control shared service, there is still potential in the development of a larger Building Control shared service.
	ENV 05B - Review shared arrangement with TBC and explore the potential to expand this to include Gloucester City	Sun-30-Nov-14	Iain Houston	 This action has been completed. On October 20th 2014 the Building Control Joint Monitoring Liaison Group confirmed their support for the officer decision to continue with the shared Building Control service between Cheltenham and Tewkesbury for a further five years, to 2019. The expansion of the shared service to include Gloucester City has not progressed because Gloucester has withdrawn from the process. It is now considered that this project is also closed.
ENV 06 We will move towards the adoption of the Joint Core Strategy	ENV 06A - Pre-submission JCS approved by Council for consultation	Wed-30-Apr-14	Tracey Crews	 Pre Submission version of the JCS was approved by Council 9 April 2014. This version of the JCS was made available for publication July/August 2014, forming a statutory stage of plan making. All representations on JCS reviewed and reported to Cross Boundary Programme Board and Member Steering Group. Minor changes agreed by Chief Executives and Leaders and programme was formally submitted to the Secretary of State 20 November 2014.
ENV 08 We will work to identify and bring forward new allotments to meet demand	ENV 08A - Identify appropriate sites in order to provide approximately 80 new allotment plots	Thu-31-Jul-14	Adam Reynolds	 Land for 80 new plots identified on land owned by CBC East of Priors Farm Playing Field, results of local consultation largely positive. Discussions with developers have taken place which has led to the inclusion of allotments in development proposals on land to the South and North West of Cheltenham.

Service Indicators

Indicator	Baseline	Target	Current	Comments	Status
Percentage of planning appeals allowed	42%	30.0%	33.0%	These are all very low numbers for each quarter so an average is misleading.	 
Average number of days to process an application from receipt to issuing of decision	65 Days	60	54		 
Number of projects implemented as a result of working with local interest groups on street redesign projects	1	3	4	- Suffolk Street cycle parking and planter - implementation now complete. SPJARA, BARTA, ChC - Refurbishment of surfacing & new planting areas at Norwood Triangle - implementation now complete- ;	 
Number of planning applications appealed (cumulative)	20	25	23		 
Number of planning applications approved (cumulative)	1486	1,500	1,642		 
Number of planning applications determined (cumulative)	1554	1,550	1,716		 
Number of planning applications received (cumulative)	2020	2,000	2,132		 
Number of planning applications refused (cumulative)	68	65	74		 


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


Improvement Action	Milestones	End Date	Lead	Progress
ENV 09 We will implement the recommendations of the November 2012 cabinet report, setting out how we will meet the 30% carbon reduction target by 2015 and our aspiration to reduce carbon emissions by 40% by 2020	ENV 09A -Install energy efficient lights at Leisure@(swimming pool), Regents Arcade car park and Town Centre East car park	Tue-31-Mar-15	David Roberts	 All works complete now
	ENV 09B - Prepare tender for energy contract	Sun-31-May-15	David Roberts	 Work underway to extend CBC contact to May 2016 to align with the end dates for GOSS partners (31/3/16) to increase potential for savings through a joint tender process. This will be carried forward into 2015/16.
	ENV 09C - Explore opportunity for solar power installations on council owned land and buildings	Tue-31-Mar-15	David Roberts	 Report to be presented to AMWG in Dec and then to Cabinet Lead about options for solar / PV installations. This has found that the business cases are not sufficiently attractive at this point. Project just about complete in conjunction with GCC which will deliver charging points at two locations; Regent Arcade & Town Centre East car parks.
ENV 10 We will promote awareness raising and behaviour change	ENV 10A - Explore introduction of electric charging points in and around the town	Tue-31-Mar-15	Wilf Tomaney	 Signage about to be installed and service publicised. Hopefully looking to install further points in Montpellier Street and Arle Court P+R.
	ENV 10B - Develop Green travel plan using assistance from the LSTF funded programme	Tue-31-Mar-15	Wilf Tomaney	 Project stalled due to staff resource constraints. Work to recommence May 2015.


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


Overall Summary

Serious concerns
Below Target but recoverable
On Target









 = On Target

 = Below target but recoverable

 = Serious concerns

Indicator	Baseline	Target	Current	Comments	Status
Reduction in CO2 emissions from energy use, fuel use	4,911 tonnes CO2e (2005/6)	1,473	303	Whilst some reduction has been achieved from the baseline, in 2014/15, both gas and electricity consumption increased on the previous year though much of this consumption is now outside the direct control of the council eg the majority of the increases occurred in buildings which are now operated by The Cheltenham Trust	

Cheltenham has a strong and sustainable economy

Improvement Action	Milestones	End Date	Lead	Progress
ECON 1 We will continue to support Cheltenham Development Task Force	ECON 01A - Provide support for Brewery development Phase 2	Thu-31-Dec-15	Mike Redman	 The Council did not need to use its CPO powers to enable the Brewery to proceed as the parties involved reached agreement. The scheme is now progressing well and there will be a seamless transition from phase 2a to phase 2b. Single High Street closure to facilitate works by Severn Trent, Kier and GCC in one phase.
	ECON 01B - Implement Phase 1 of the pedestrian way-finding project, replacing all the existing finger posts with improved map-based signage	Mon-30-Mar-15	Wilf Tomaney	 Phase 1 completed. Other public realm schemes now being progressed eg refurbishment of Promenade phone boxes. Phase 2 of pedestrian way-finding being planned.
	ECON 01C - Refurbish the ten listed red telephone boxes in the Promenade	Fri-31-Jul-15	Wilf Tomaney	 Contractor identified; boxes transferred to CBC by BT; start agreed by end of June, to be hopefully completed in time for Rugby World Cup.
ECON 2 We will support the Local Enterprise Partnership deliver the Strategic Economic growth plan for Gloucestershire	ECON 02A - Support delivery of the Strategic Economic Plan seeking alignment with the housing and economic objectives in the emerging Joint Core Strategy	Tue-31-Mar-15	Tracey Crews	 Ongoing engagement between JCS authorities and Local Enterprise Partnership. CBC has commissioned an economic development strategy for Cheltenham, which has been reported to members, representatives of both the Local Enterprise Partnership and Gloucestershire County Council are supporting CBC. A working group for Junction 10 being established which will including a representative of CBC.
	ECON 02B - Support delivery of priorities within the SEP, including exploring feasibility of junction 10 improvements	Tue-31-Mar-15	Tracey Crews	 JCS authorities have agreed a preparing a letter of co-operation agreed with LEP and this has been submitted to support the JCS examination
	ECON 02C - Support implementation of the joint economic committee for Gloucestershire to co-ordinate local authority input into the SEP	Tue-31-Mar-15	Andrew North	 Joint committee has now been set up.
ECON 3 We will provide oversight over Gloucestershire airport	ECON 03A - Working with Gloucester City Council to progress the recommendations of the York Aviation Report	Tue-31-Mar-15	Pat Pratley	 Q4 CBC Cabinet approved the GAL 3 year business plan on 17 March 2015. Gloucester City approved the plan at the shareholder forum on 20 March. Shareholder agreement discussed between the shareholders and amendments proposed which have now been forwarded to the airport board for consideration. Airport board requested to consider revised job descriptions for executive team.
ECON 4 We will commission a Business Advisory Service to support local businesses	ECON 04A - Extend Business Advisory Service for 12 months and review best way of delivering service after that.	Mon-30-Jun-14	Wilf Tomaney	 Business Start Up advice on-going from residual funding. GFirst Growth Hub now established as a point of business advice; likely to enable reduction in direct CBC commitment in this field.

Overall Summary

Serious concerns
Below Target but recoverable
On Target

G = On Target








A = Below target but recoverable

R = Serious concerns

Community Indicators

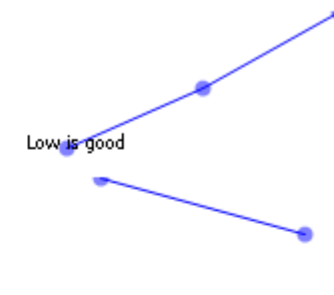
Indicator	Baseline	Target	Current	Comments	Status
Unemployment claimant rate	3.3% (January 2012)		1.2%		Low is good
Footfall rate in the town centre	baseline to be measured with new footfall counters	0		There are problems with the configuration on some of the detectors, which has meant they are unable to produce accurate information for the end of last year and start of this.	High is good
Proportion of young people not in education, employment or training	5.7% (January 2012)		3.7%		Low is good

Communities feel safe and are safe.

Improvement Action	Milestones	Date	Lead	Progress
COM 01 We will undertake a commissioning review of our Public Protection and Private sector housing services	COM 01A - Report to cabinet with findings from the Public Protection and Private sector housing commissioning review	Wed-30-Apr-14	Richard Gibson	 The report went to Cabinet on 15 April that set out the agreed outcomes for the 2 services and that they be integrated within a broader commissioning review looking at all our environmental and regulatory services.
	COM 01B - Implementation of the commissioning review	Tue-31-Mar-15	Mike Redman	 Now superseded by the REST commissioning review
COM 02 We will coordinate activity to reduce harms from alcohol and drug misuse	COM 02A - Agree outcomes, advisory body and process for the allocation of the Late night Levy	Mon-30-Jun-14	Pat Pratley	 Outcomes, process and documentation all agreed between CBC and PCC office. Went live in December, with bids agreed April 2015. Through Cheltenham Partnerships we have commissioned two projects; Through the NCG and CBC positive Activities funding Cheltenham West End Partnership employs youth workers to engage with the underage drinkers in the town centre and causing problems particularly around McDonalds and Winston Churchill Gardens. Plus we have commissioned a targeted place-based programme in Oakley where we know there are issues with alcohol consumption. This is community-based and is exploring different ways of enabling community groups to support each other and signpost people onto support services
	COM 02B - Commission two projects to reduce alcohol related harm in Cheltenham	Mon-30-Jun-14	Pat Pratley	 On drug dealing CBC has supported the work of the Town Centre NCG who have agreed to encourage the reporting of drug dealing incident so that they can map activity. They have only just started doing this, not as yet with too much success, and they intend to extend the reporting beyond NCG meetings and ask businesses to participate.
	COM 02C - Develop a more collaborative approach to tackling drug dealing through joining up enforcement and support agencies working on identified hot-spots	Tue-31-Mar-15	Pat Pratley	 Our formal response to the new ASB legislation was agreed at Cabinet on 17 March. Q2 Much work undertaken to support the police with the implementation of the new legislation including a joint awareness raising session with frontline practitioners held on 9 June and joint working on the community trigger pilot.
	COM 03A - Understand and respond to the provisions of the new Anti-Social behaviour legislation.	Wed-30-Sep-15	Sarah Clark	 This has been achieved through officers from CBC and Police attending community meetings including the Positive Participation Partnership and the NCG chairs meeting. In addition, the cabinet report on 17 March states that community representatives will be consulted before any PSPO is established to ensure the varying needs of those in the community are balanced. This will promote community cohesion through opportunities to improve localities because of shared wants or ambitions. Whatever the 'thorn in the side' of the community is, the new tools should provide a more effective way to work together to tackle it.
COM 03 We will continue to work in partnership to reduce incidents of anti-social behaviour and alcohol-related violence and the harm these cause to communities.	COM 03B - Work with community fora to increase residents' knowledge and confidence of the new Anti-Social behaviour legislation	Wed-30-Sep-15	Sarah Clark	

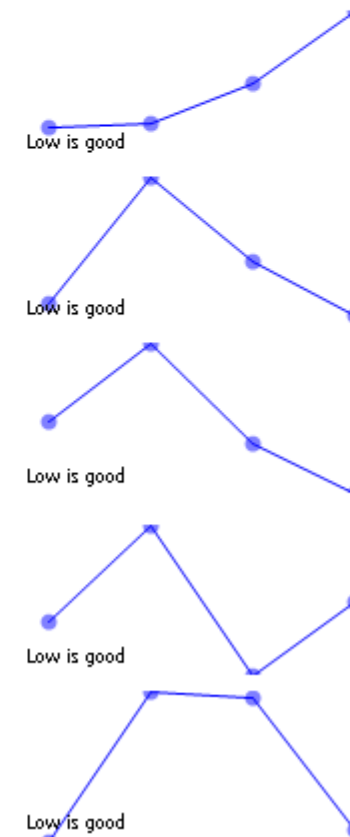
Service Indicators

Indicator	Baseline	Target	Current	Comments	Status
Percentage of licensed premise inspections undertaken	20%	100.0%	100.0%		G
Percentage of food premises which are broadly compliant with Food Safety Legislation	96.7%	98.0%	91.9%		R







Community Indicators

Indicator	Baseline	Target	Current	Comments	Status
Incidents of recorded violence in the Town Centre (Friday & Sat eve.)	262		78		
Domestic burglary incidents	1453		148		
Number of anti-social behaviour incidents	5548		1,251		
Total volume of recorded crime per annum	9565	9,187	1,791		G
Serious acquisitive crime incidents	2366		325		



People have access to decent and affordable housing

Improvement Action	Milestones	End Date	Lead	Progress	
COM 04 We will enable the delivery of more affordable housing	COM 04A - Support CBH to deliver 52 affordable units from the regeneration of vacant sites and underused garages	Thu-31-Mar-16	Martin Stacy		Cabinet gave approval in March 2015 for CBC / CBH to go out to tender on the delivery of new affordable housing on a number of our garage sites. A further report is due to come to Cabinet, and Council, in July 2015 to seek approval to start on site.
	COM 04B - Support CBH on the longer term aspirations for the delivery of affordable homes in the context of the JCS and the role CBH may play	Sat-31-Oct-15	Martin Stacy		Consultation is now underway with developers and Registered Providers on the proposed Affordable Housing Partnership, the draft Evaluation Criteria for the Preferred Registered Partners and the proposed Memorandum of Understanding between Local Authorities and Preferred Partners. Consultation is due to end on 8th May, after which the district authorities will consider what changes are necessary to our approach in light of the feedback received
COM 05 We will bring forward plans for implementing the second phase of the St Paul's regeneration programme	COM 05A - Affordable units completed on St. Pauls phase 2 and HCA grant secured	Tue-31-Mar-15	Pat Pratley		Project progressing and is on track. Project continues to be monitored via Joint Programme Board. CBC units for sale being monitored with first unit completed and CBC financial contribution paid to the Council.
COM 06 We will explore how to improve conditions for tenants living in private rented sector housing	COM 06A - Explore the feasibility of increasing enforcement and licensing arrangements over private rented sector housing	Mon-30-Nov-15	Mike Redman		Cabinet on 17 March 2015 agreed to a house condition and management survey of the private rented stock is carried out by consultant surveyors as a first stage to identify areas which could potentially benefit from the introduction of a discretionary licensing scheme under housing act legislation and/or an Article 4 Direction under planning legislation.

People have access to decent and affordable housing.

Overall Summary

Serious concerns
Below Target but recoverable
On Target

G = On target

A = Below target but recoverable

R = Serious concerns

Service Indicators

Indicator	Baseline	Target	Current	Comments	Status
Number of disabled persons able to stay in their own homes	100	100	107		G High is good
Net affordable housing completions	2010-11: Affordable completion - 23	65	24	There has been a delay on the delivery of 1000 homes in St Pauls. These were expected to be delivered in Q4 but will now be delivered in Q1 2015/16. We also anticipated delivery of YMCA homes in Q1 2014/15 but these were in fact delivered a few weeks earlier than expected in Q4 2013/14 as were homes at the De Laoy Extra Care scheme	R High is good
Number of empty dwellings brought back into use as a direct result of council action	85	90	146		G High is good
Number of households living in temporary accommodation	13 as at Dec 2012	15	8		G Low is good
Number of private sector dwellings made safe by the council	220	220	264		G High is good
Number of homelessness acceptances	45 (estimate 2011/12)	0	2		A Low is good











People are able to lead healthy lifestyles

Improvement Action	Milestones	End Date	Lead	Progress
COM 07 We will complete the set up of the Cheltenham Leisure and Culture Trust (LCT)	COM 07A - Complete company registration of Cheltenham LCT	Wed-30-Apr-14	Pat Pratley	<input checked="" type="checkbox"/> Registration of The Cheltenham Trust as a company limited by guarantee was achieved in May 2014.
	COM 07B - CBC Cabinet approves transfer of services to Cheltenham LCT	Thu-31-Jul-14	Pat Pratley	<input checked="" type="checkbox"/> Cabinet approved the transfer of services to The Cheltenham Trust at its meeting on 26 September 2014
	COM 07C - Cheltenham LCT takes on operation of the council's leisure, culture and tourism services	Fri-31-Oct-14	Pat Pratley	<input checked="" type="checkbox"/> The Cheltenham Trust was launched on 1 October 2014.
COM 08 We will move to implement the Sports Facility Strategy and Prince of Wales Feasibility Study as agreed by Cabinet in July 2013	COM 08A - Progress business cases for capital development following the establishment of Cheltenham LCT	Sat-31-Jan-15	Stephen Petherick	<input checked="" type="checkbox"/> The business cases for investment in both POW and the leisure centre itself were considered at full council on 14 April, and they agreed that both projects be supported in principle pending the submission of a business case that would explore potential for income generation.
	COM 08B - Conclude discussions with tenants and key users to negotiate future use arrangements at the Prince of Wales Stadium	Tue-30-Sep-14	Stephen Petherick	<input checked="" type="checkbox"/> Lease negotiations completed.
COM 09 We will work in partnership to enable people to lead healthy lives	COM 09A - Implement social prescribing project in partnership with the Cheltenham locality of the Clinical Commissioning Group	Tue-30-Sep-14	Richard Gibson	<input checked="" type="checkbox"/> Roll-out to 17 surgeries complete, evaluation underway, pointing to hub model as best way forward. Government funding awarded to implement new model and procurement for this will be led by the Clinical Commissioning Group

Service Indicators

Indicator	Baseline	Target	Current	Comments	Status	Figure
Number of Free Under 16 swims (quarterly & cumulative)	48,400	53,000	38,938	U16 swim total for year 38938 shortfalls in attendances in Q1 & Q3 were not offset by the attendance in Q2 or Q4	R	
Number of GP referrals (quarterly & cumulative)	400	420	408	GP Referrals 408 initial consultations were ahead of target by 17 in Q4, however this was insufficient to offset the shortfall seen in the Q2	R	
Leisure@ transactional sales count (quarterly & cumulative)	new performanc measure	300,000	270,899	Transactional sales count 270899 the decline in transactions reflects the increasing use of alternative payments through direct debit and invoicing in combination with declining general swim attendances	R	
Universal membership	50	250	313	Universal Membership 313 Significantly outperformed the targets set with students taking up membership as opposed to the universal card in isolation	G	
Total Attendances at sport and play holiday programmes	10,000	10,000	11,562	Operated a pilot February half term Playscheme at the Prince of Wales stadium following its refurbishment. Numbers below target, but successfully tested the venue suitability in readiness for Easter/Summer schemes	G	
Universal card holders	750	950	849	Universal Cardholders 849 membership has been more attractive as an option to students and we have seen a migration to the subscription scheme as opposed to pay and play	R	
Attendance at Active Life sessions (quarterly & cumulative)	63,400	60,000	68,701	Active life attendances 68701 significantly exceeded targets for the year once again proving the popularity & good value of the products on offer	G	

Residents enjoy a strong sense of community and involved in resolving local issues

Improvement Action	Milestones	Date	Lead	Progress
COM 10 We will ensure that our communities are able to adapt to changes in the welfare system	COM 10A - Positive Participation Partnership to keep impacts of welfare reform under review	Tue-31-Mar-15	Richard Gibson	 The Positive Participation Partnership has continued to keep the impacts of welfare reform under review; and held a second workshop with Geoffrey Head, DWP Partnerships Manager, Cheltenham Job Centre
COM 11 We will work with others to devise an ongoing programme to commemorate the Centenary of World War 1	COM 11A - Commemorate Centenary of WW1; ongoing programme of activity including paving slabs, war memorial project with Annecy and Gottingen, commemorative flowering in parks and gardens, programme of activity through AG&M.	Sat-31-Mar-18	Pat Pratley	 The conservator appointed and has now delivered his draft report which is being considered by Cabinet on 16 June. Good progress being made with HLF to secure funding for both restoration and for associated community activities. Alongside this, there have been 2x stakeholder events held in September 2014 and in February 2015 to ensure that key stakeholders are kept informed of the works. The phase 1 works were completed in September 2014 in readiness for Battle of Britain Sunday.
COM 12 We will implement changes to our neighbourhood management arrangements to ensure that local residents are actively involved in their communities	COM 12A - Gain cabinet agreement to revised neighbourhood management plans	Thu-31-Jul-14	Richard Gibson	 Joint review held with Police and CBC to create a more sustainable solution; this has now been agreed with 14 NCGs in operation, though these are now convened by local community organisations (Parish councils, residents associations, neighbourhood projects etc). This approach agreed informally by Cabinet Member.
	COM 12B - Agree Big Local Plan to secure £1m investment into St. Peters and the Moors	Thu-31-Jul-14	Richard Gibson	 Big Local Plan for the first tranche of £191k agreed with local residents and submitted to the Local Trust for consideration. Assessment visit planned for 17 November. This was agreed by the Local Trust on 8 December. Confirmation of funding has allowed the Big Local project to progress the appointment of a project coordinator.
COM 13 We will implement Individual Electoral Registration	COM 13A - Data matching to DWP	Mon-30-Jun-14	Kim Smith	 Data matching complete
	COM 13B - Send out registration letters to residents	Thu-31-Jul-14	Kim Smith	 Registration letters sent to residents, 2x canvasses undertaken to maximise number of voters on electoral register
	COM 13C - Publication of register	Wed-31-Dec-14	Kim Smith	 The register was published on target in December
	COM 14A - Manage the 2014 district and European elections	Thu-22-May-14	Kim Smith	 Elections held successfully on 22 May, plus by-election on 3 July
COM 14 We will manage the 2014 district and European elections	COM 14B - Counts completed	Sun-25-May-14	Kim Smith	 Complete
	COM 14C - Member training completed	Thu-31-Jul-14	Kim Smith	 All member induction training complete; including an open day on 28 May, and 16 separate sessions covering a wide range of the council's business

Residents enjoy a strong sense of community and involved in resolving local issues

Overall Summary

Serious concerns
Below Target but recoverable
On Target



G = On target


A = Below target but recoverable

R = Serious concerns

Community Indicators

Indicator	Baseline	Target	Current	Comments	Status
Number of VCS organisations supported by GAVCA	18 (Sept 2011)	30	47		G High is good
Number of residents directly engaged with the Springbank community project	20	100	256		G High is good
Number of residents directly engaged with the The Elsm / Big Local community project	10	100	106	Partnership - 10 cafe - 40 Moors tidy-up - 12 Gas Green - 12 Newsletter - 5 Consultation activities - 27	G High is good

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

Improvement Action	Milestones	End Date	Lead	Progress
A&C 1 We will progress plans to invest in the Town Hall	A&C 01A - Progress the Town Hall Feasibility Study to RIBA Stage B	Tue-31-Mar-15	Gary Nejrup	 Q4 Council has now agreed up to £400k to support the Town Hall feasibility study

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

Overall Summary

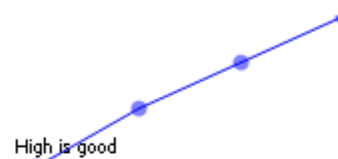
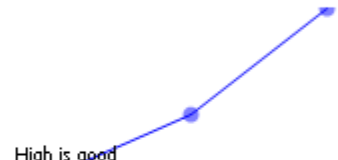
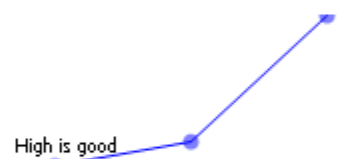
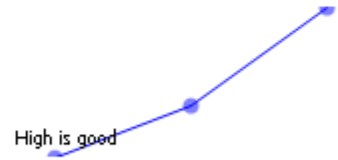

Serious concerns
Below Target but recoverable
On Target

G = On Target

A = Below target but recoverable










R = Serious concerns











Service Indicators

Indicator	Baseline	Target	Current	Comments	Status
Art Gallery and Museum footfall figures	39,067	115,000	143,375		G 
Town Hall/PPR hire income generated (quarterly & cumulative)	£350,000	368,000	364,013		A 
Town Hall/PPR website visits (quarterly & cumulative)	£120,0...	140,001	271,094		G 
Town Hall/PPR catering commission (quarterly & cumulative)	£106,700	112,100	153,541		G 
Town Hall/PPR ticket sales (quarterly & cumulative)	£68,000	76,799	186,419		G 

Page 37

We will meet our 'Bridging the Gap' targets for cashable savings and increased income

Improvement Action	Milestones	Date	Lead	Progress	
VFM 01 We will undertake a commissioning review for our Revenues and benefits service	VFM 01A - Develop an options appraisal and business case to determine the future delivery vehicle for the revenues and benefits services	Thu-31- Jul-14	Mark Sheldon		Interim sharing of management has been explored and discounted since it has staffing implications further down the structure which would involve restructuring the teams. The focus of activity has shifted towards shaping the shared service across the partnership in preparation for a decision of progressing the 2020 vision model and determining the best employment model.
	VFM 01B - Implement an action plan to deliver the approved option for revenues and benefits services	Tue-31- Mar-15	Jayne Gilpin		Given the conclusion that collaborative working is unlikely to deliver short term savings or service benefits and create unnecessary complexity at this stage, discussions are now focused on working towards the delivery of a shared service in the 2020 vision programme.
VFM 02 We will develop a plan for how we provide customer services	VFM 02A - Develop and approve a roadmap outlining the future direction of customer services for retained and commissioned services	Mon-30- Jun-14	Mark Sheldon		CBC officers are now looking to develop a 'default to digital strategy' which set out the councils aspirations for digital access for customers including improved on line forms and potential for mobile apps to support a customer service strategy for consideration by our 2020 vision partner councils.
	VFM 02B - Implement first phase of customer services roadmap	Tue-31- Mar-15	Judy Hibbert		New garden waste system now fully implemented and working successfully. Now looking to develop a 'default to digital' strategy to inform the 2020 vision shared working arrangements.
VFM 03 We will review the way we currently provide legal services via the shared service with Tewkesbury.	VFM 03A - Review S101 agreement for provision of services from one legal	Tue-31- Mar-15	Mark Sheldon		At the November 2014 meeting, CBC Cabinet have agreed to continue with t one legal service to the end of the current Section 101 agreement to 2019. Gloucester City Council have now also agreed to join the shared service reducing costs to CBC by £10k annually.
VFM 04 We will look at options for the delivery of our property services function	VFM 04A - Explore the potential and develop the business case for a shared service for our property services function	Tue-30- Sep-14	Mark Sheldon		Discussions to explore shared arrangement with FOD ahead of 2020 vision have continued including the potential a surveyor post at FOD shared with CBH and provision of management support to FOD. A partnership wide shared service will be picked up as a workstream in the 2020 vision programme.
VFM 05 We will explore options for the two cremators at the Cemetery and Crematorium	VFM 05A - Explore cost effective options for resolving the cremator problems	Tue-31- Mar-15	Mike Redman		Bereavement Services transferred to the new Environmental and Regulatory Services division by 31st Oct 2014. A programme of works is on-going to maintain the cremators in a stable and operational condition, pending the completion of the appraisal of future options. Project team established with reporting through OPB to look at options for future crematorium provision. Consultation via Cabinet Member Working Group and O+S in June 2015
VFM 06 We will ensure our revenues and benefits service is able to respond to national and local policies	VFM 06A - Agree the local council tax support scheme for 2015/16 for consultation in the summer of 2014 and approval by council in December 2014.	Sun-30- Nov-14	Mark Sheldon		A report proposing 'no change' to the existing scheme for 2015/16 and 2016/17 was agreed by Cabinet on 16/9/14 and Council on 13/10/15.
	VFM 06B - Support the transition to the 'universal credit' benefits system for new claimants to be administered by DWP and to determine the impact on the residual benefit service.	Tue-31- Mar-15	Paul Aldridge		Cheltenham Jobcentre is due to go live on Universal credit for single people looking for work in June 2015. Anticipated numbers are around 100 per month with only 20 a month having housing costs. The council has supported this process. No dates for further expansion or the transfer of existing L.A. caseloads are expected until 2016.





VFM 07 We will implement the 'Bridging the Gap' programme and budget strategy for meeting the MTFS funding gap	VFM 07A - Develop the budget strategy, including an updated MTFS, for 2015/16 for approval by Cabinet	Fri-31- Oct-14	Mark Sheldon		A budget strategy was agreed by Cabinet on 15/10/14. It included an updated MTFS which identified a budget gap of £903k in 2015/16 and £3.388m for the period of the MTFS.
	VFM 07B - Identify further savings / income to close gap for 2015/16 and residual MTFS budget gap.	Sat-28- Feb-15	Mark Sheldon		A final budget for 2015/16 has been agreed by Council on 14/2/15 which included proposals for closing a £1.036m funding gap following public consultation, including a freeze of council tax and parking charges. Work continues to progress the 2020 vision project which would help to close the residual funding gap.
	VFM 07C - Support the management of the Gloucestershire business rates pool for 2014/15, determine whether to pool in 2015/16 and evaluate the impact on the MTFS of business rates retention.	Tue-30- Sep-14	Paul Jones		The pooling arrangement for 2013/14 delivered financial benefits to the county wide pooling partners in excess of targets, returning £114k to the council. In view of the success of the pooling arrangement to date, the Gloucestershire Chief Finance Officers have taken the decision to continue to pool in 2015/16.
	VFM 07D - Update the fees and charges policy with GO partners	Sun-30- Nov-14	Paul Jones		The GOSS client officer group considered the potential for a partnership wide review of fees and charges but concluded that this should be deferred until after the decision on 2020 vision.
VFM 08 We will agree an Asset Management Plan and Capital strategy	VFM 08A - Develop and approve an Asset Management Plan and funding strategy, including use of the North Place receipt, which captures the investment aspirations for the council's property portfolio.	Thu-31- Jul-14	Mark Sheldon		The council, at a meeting on 14/4/15, approved an asset management policy and the allocation of funding toward key capital projects using the receipt from the sale of North Place and Portland Street car parks.
VFM 09 We will continue to progress the Cheltenham Futures Programme	VFM 09A - Develop the cultural strand of the Cheltenham Futures Programme and seek advice on pay and reward models	Tue-30- Sep-14	Andrew North		Cheltenham Futures programme now complete: Activity on this strand included commissioning LGA to review Pay and Rewards. The findings from this were presented to employees at Employee Sessions 2014
	VFM 09B - Review of support to residual SLT	Fri-31- Oct-14	Mark Sheldon		An interim solution has been implemented and is working well. Benefits include improved support to SLT, savings in admin support for meetings, more resilience and reduction in printed papers for committees as a result of the use of ipads.
VFM 10 We will agree an Accommodation Strategy	VFM 10A - Review options for alternative office accommodation based on the revised brief agreed by Cabinet in March 2014 and develop and approve the business case for the preferred option.	Tue-31- Mar-15	Mark Sheldon		The Council, at a meeting on 14/4/15, considered 5 options for the council's accommodation including new build and agreed to progress with the acquisition of a town centre building, initially for investment purposes and to seek to find a joint development partner to progress the redevelopment of the Municipal Offices.
VFM 11 We will explore new ways of working with our partner councils via the transformation project	VFM 11A - Receive a report on whether there are further savings which might be delivered through the expansion of shared services and delivery models.	Tue-31- Mar-15	Jane Griffiths		Cabinet received and approved 2020 Vision report and recommendations at its December meeting. Strategic outline case endorsed. Partnership received notification of award of a further £2.9M from the Transformation Challenge Fund on 27 November. Programme Board 9 Jan allocated roles of interim lead commissioner and interim managing director.
VFM 12 We will continue to invest in our ICT infrastructure	VFM 12A - Implement the next phase of the ICT infrastructure upgrade strategy and identify any opportunities for further	Tue-31- Mar-15	Mark Sheldon		Developments include: • Upgrades to links connecting CBC sites, which will increase speed and capacity, have largely been completed with MO outstanding due to issues with asbestos in external providers ducting. •

	rationalisation and alignment of CBC/FoD infrastructure.				Further rollout of new desktops and migration from windows XP is almost complete with residual machines dependent upon upgrade of business systems.
	VFM 12B - Finalise development and testing of ICT business continuity arrangements	Tue-30- Sep-14	Bryan Parsons		A significant amount of work has been undertaken to the core ICT infrastructure including installing more robust networking, improved back up arrangements for GOSS, revised data storage routines and the installation of a generator in the FOD server room. A testing schedule has yet to be agreed. The CBC SWG, JMLG and the Audit committee will be reviewing progress with ICTSS an ICT Business Continuity Plan.
	VFM 12C - Achieve Public Services Network (PSN) accreditation including BPSS checks	Thu-31- Jul-14	Bryan Parsons		PSN accreditation for CBC was achieved in July 2014 which lasts for 12 months.
VFM 13	We will upgrade Agresso	Wed-30- Sep-15	Mark Sheldon		Agresso upgrade planning is progress for revised implementation date of July 2015.
VFM 14	We will invest time and effort in ensuring that our information and communication systems are secure and well managed	Mon-30- Jun-14	Bryan Parsons		This action is now complete and ICT shared services are responsible for the delivery of all future PSN applications
	VFM 14B - Agree a vision and roadmap for the rationalisation of information / data storage to support an office relocation based on reduced physical storage space and implement plan.	Tue-31- Mar-15	Bryan Parsons		This action is linked to the accommodation strategy; an audit of the council's physical storage areas has been undertaken by Property Services and staff are now being encouraged to reduce the amount space needed for storage. In terms of e-storage, ICT shared services are developing a new shared drive in conjunction with CBC info management group and when resources allow data will be migrated to the new storage drive.
VFM 15	We will explore more opportunities to raise income via sponsorship and advertising	Tue-30- Sep-14	Mark Sheldon		The policy was further reviewed and a revised policy has been approved by Cabinet in March 2015.
	VFM 15B - Procure a partner to work with the council to identify sponsorship and advertising opportunities	Tue-31- Mar-15	Mark Sheldon		Following the approval of a revised policy in March 2015, expressions of interest have been received for the revised contract for advertising on roundabouts, lamp posts and car parks which will be assessed in April 2015 resulting in the award of a new contract.
VFM 16	We will agree a car parking strategy	Tue-30- Sep-14	Mike Redman		No update
	VFM 16A - Following sale of North Place car park, develop a car parking strategy to determine the where council investment in car parking should be directed.				

We will meet our 'Bridging the Gap' targets for cashable savings and increased income

Overall Summary Serious concerns   = On target  = Below target but recoverable  = Serious concerns

Service Indicators

Indicator	Baseline	Target	Current	Comments	Status
Number of Freedom of Information internal reviews	1	1	5	Out of 5 internal reviews, 2 were not upheld, 2 upheld and 1 partially upheld. All but one were complicated and not routine requests.	 Low is good
Percentage of staff appraisals completed	100%	100.00%	95.00%	Although the completion of the paperwork is outstanding for 19 appraisals because of the manager's absence, the L&OD team have spoken to the individual employees about their development and training requirements.	 High is good
Number of stage 3 complaints	8	8	8		 Low is good
No. days lost due to sickness absence per FTE	8 days	7.50	7.46		 Low is good

This page is intentionally left blank



Procurement and contract management strategy

Approved *.* 2015

by



Contents

- 1 Introduction3
 - 1.1 Purpose of procurement and contract management strategy
 - 1.2 What is procurement?
 - 1.3 What is contract management?
 - 1.4 GO Shared Services Procurement cycle
 - 1.5 What is sustainable procurement?
- 2 Procurement operating environment and legislation.....6
 - 2.1 Role of the European Union
 - 2.2 Central Government Legislation
 - 2.2.1 The Public Service (Social Value) Act 2012
 - 2.2.2 Community Right to Challenge (Localism) Act 2012
 - 2.2.3 Freedom of Information Act 2000
 - 2.2.4 Data Protection Act 1998
 - 2.2.5 Local Government Act 2000, Part 1
 - 2.3 Contract Procedure Rules and Financial Regulations
- 3 Aims of the procurement and contract management strategy.....7
- 4 Governance, structure and responsibilities.....8
 - 4.1 Structure
 - 4.2 Competition
 - 4.3 Controls and standards
 - 4.4 Countering fraud
 - 4.5 Management of risk
 - 4.6 Business continuity
 - 4.7 Transparency and probity
- 5 Collaboration, shared services and partnerships.....11
 - 5.1 Partnering
 - 5.2 Partnering in construction contracts
 - 5.3 Partnering in service delivery
 - 5.4 Collaboration
- 6 Corporate social responsibility12
 - 6.1 Considering social value
 - 6.2 Supporting local businesses and communities
 - 6.3 Safeguarding
 - 6.4 Equal opportunities
 - 6.5 Health and safety
 - 6.6 Sustainability and environmental responsibility
- 7 Managing procurement.....14
 - 7.1 Category management
 - 7.2 Electronic procurement and making use of technology
 - 7.3 Electronic promotion of contract opportunities and electronic tendering
 - 7.4 Electronic reverse auctions
 - 7.5 Electronic marketplace
 - 7.6 Purchase cards
- 8 Managing contracts.....16
- 9 Capacity, training, development and skills framework.....17
- 10 Monitoring, performance and measuring our achievements.....17
- 11 More information and contact details.....18
- Appendix 1 – GO Shared Services Partner Development Plan.....19

1. Introduction

GO Shared Services formally hosted by Cotswold District Council on behalf of the partners is a collaboration to centralise Finance, Procurement, Human Resources and Payroll involving –



GO Shared Services also provides services to –



Cheltenham Borough Homes Limited (an Arm's Length Management Organisation), with responsibility for the management and maintenance of Cheltenham Borough Council's housing stock



Ubico Ltd a local authority owned company specialising in environmental and waste management services to the public sector. (The founder shareholders of the company are Cheltenham Borough Council and Cotswold District

GO Shared Services partners recognise that public procurement needs to concentrate much more of its attention on market and supplier management, and ensuring the contract itself is properly managed, and that the approach to the procurement process needs to be simplified.

We are therefore developing a common approach to achieve effective procurement across all partners by focusing on activities which lead to financial savings and improved practices. These include a common Procurement Strategy; standardised processes, documentation, intranet and internet publications and shared supplier master file with the aim of making it easier to engage with, and improve the experience for all our suppliers especially Small and Medium Enterprises (SME's).

We understand that best value and efficiency targets will not be achieved unless all the partners approach competition and procurement positively to deliver good quality, value for money services to our communities. The partners have a have a duty to make sure this spending represents value for money.

The partners seek opportunities for innovation and partnerships which are available from working with others in the public, private and voluntary sectors to balance two clear priorities:

- Delivering efficiencies and quality
- Developing and embracing socially responsible and sustainable procurement, by engaging with local and regional suppliers to promote the local economy and taking account of the social, economic and environmental impact of spending decisions

1.1 Purpose of procurement and contract management strategy

The overarching purpose of this strategy is to ensure our procurement activities are undertaken consistently to a high standard, efficiently and economically whilst helping achieve economic, social and environmental benefits for all our communities.

The strategy is accordingly aligned with the strategic aims and objectives of the partner organisations.

The status and importance of procurement in the public sector continues to grow and there is increasing pressure to improve procurement performance for a number of reasons.

Most importantly:

- procurement has a critical role to play in delivering strategic objectives and improving the quality of services delivered to the public
- savings realised through improved procurement can be channelled into priority services or reducing each partners net capital and/or revenue expenditure
- local authorities are open to legal challenge under public procurement regulations (based on EU directives) and are accountable for achieving value for money.
- local government is under increasing pressure to deliver services in the face of reduced funding from central government. Effective procurement is one of the key ways to achieve “more with less”

This strategy will help make sure:

- procurement choices reflect each partners corporate objectives
- there is continuous improvement in quality and cost-effectiveness of service provision
- our approach to procurement is consistent and transparent
- resources are used effectively and there is increased efficiency through shared and joint working
- procurement skills are developed, shared and used effectively
- procurement rules are complied with

This strategy is aimed at promoting effective procurement across the whole GO Shared Services partnership and should be read in conjunction with our common Contract Rules Procurement Code and individual partner financial procedure rules and corporate priorities.

1.2 What is procurement?

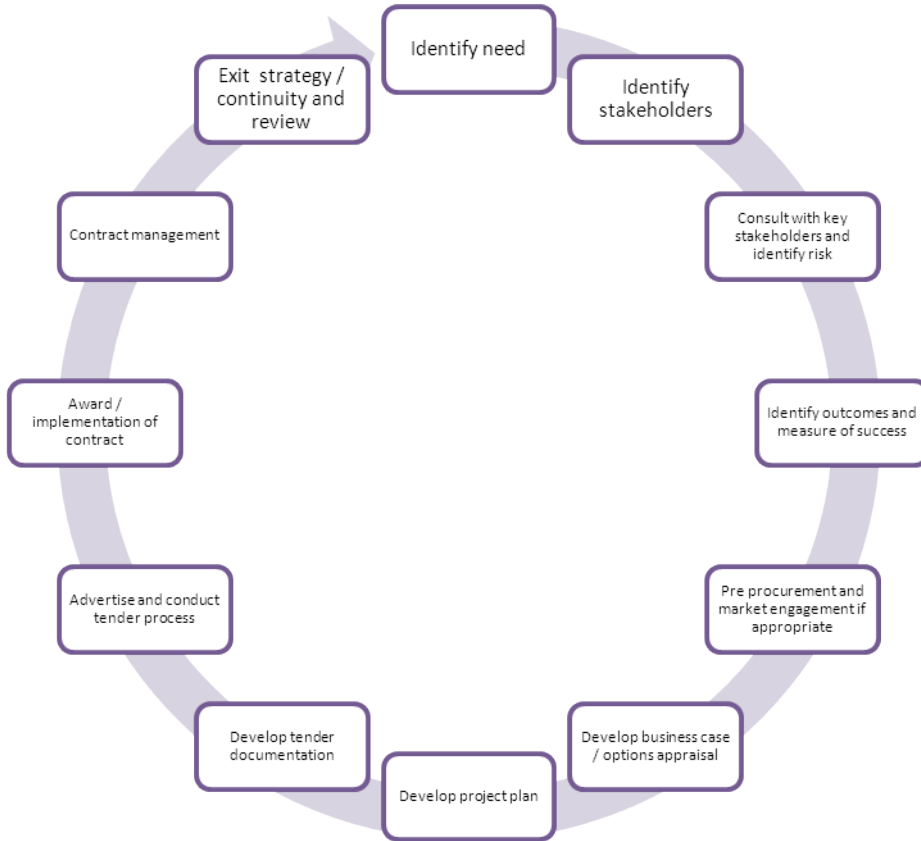
Procurement is concerned with securing goods, services and works. The process spans the whole cycle, from identification of needs through to the end of a service or the end of the useful life of an asset and its disposal. It is concerned with securing goods and services that best meet the needs of users and the local community in order to help achieve our key priorities. It supports the commissioning of services and supports work on developing markets where appropriate.

1.3 What is contract management?

Contract management is concerned with the continuous review and management of the contractual terms and / or service level agreement secured through the procurement process to ensure the outcomes agreed are actually delivered by suppliers or partners. Managing the contracts and relationships with our delivery partners is imperative to ensure that:

- the strategic priorities agreed at the outset are delivered in a cost effective and timely manner
- non-compliance or variation is identified early for escalation and resolution
- risks and costs are managed
- reviews are undertaken and lessons learnt inform the commissioning and procurement process to ensure continuous improvement

1.4 GO Shared Services procurement cycle



The Contract Rules Procurement Code and guidance toolkit template documentation available on each partner Intranet should be used for all of the stages of the procurement cycle. Procurement activity will all be assessed on a whole life costing, benefits and outcomes basis with due consideration of risk.

1.5 What is sustainable procurement?

Sustainable Procurement means using procurement to support wider social, economic and environmental objectives, in ways that offer real long-term benefits to all parties.

EU procurement regulations require that local authorities secure positive outcomes for the wider society, economy and environment that offer long-term benefits, whilst using its resources effectively and efficiently in order to achieve value for money. All of our partners and suppliers will be expected to comply with all environmental legislation and directives.

2. Procurement operating environment and legislation

Public procurement operates in a highly regulated environment that is governed by legislation and policies set by the European Union (EU), nationally through statute and case law and locally by each partners Constitution and Contract Procedure Rules.

2.1 Role of the European Union

The EU procurement regime is based on the Treaty principles of transparency, non-discrimination, equal treatment and proportionality. The EU Consolidated Public Procurement Directive was adopted into UK law on 31 January 2006. The Directive gives detailed instructions on how public procurement over a certain threshold should be carried out. The detail behind the legislation and regulations is complex, and since their inception has been supplemented by a raft of case law.

In December 2009, the Remedies Directive provided additional regulations which provide suppliers with additional powers to challenge and arrange for a contract award to be set aside under certain conditions.

The Public Contracts Regulations 2015 (Statutory Instrument 2015 No. 102) were laid in Parliament on 5 February 2015 and came into force on 26 February 2015. The new public procurement rules will apply to new procurement exercises commenced on or after 26 February. These changes will simplify rules and procedures and make them more flexible. The partners will be required to revise documentation and embrace these reforms and ensure compliance including the requirement to advertise all contracts with a value estimated to be greater than £25,000 on Crown Commercial Service website 'Contracts Finder' (effective 01 April 2015). The changes in the new directives represent a significant improvement in the EU procurement rules for both procurers and suppliers by allowing contracting authorities to use commercial best practice.

Failure to adhere to the provision of the EU Directive and The Public Contracts Regulations 2015 can result in the authorities becoming subject to Court action or enforcement action by the European Union.

2.2 Central Government Legislation

2.2.1 The Public Services (Social Value) Act 2012

This act introduced in March 2012 places a duty on local authorities, at the 'pre-procurement' phase of procuring services to consider how and what is being procured might improve the economic, social and environmental well-being in their community; and how they might secure that improvement in the procurement process itself as long as such action is relevant to what is being procured, and is considered to be proportionate.

This applies to all public services contracts with only an element of goods or works. It does not apply to public works contracts or public supply (goods) contracts. Processes are being developed by the partnership to ensure these requirements are being considered.

2.2.2 Community Right to Challenge (Localism) Act 2012

This act came into effect in June 2012 to enable "relevant bodies", for example voluntary and community groups, employees or Parish Councils, to challenge to take over local services that they think they can run differently or better.

The right enables a relevant body to submit an expression of interest (EoI) to a relevant authority to provide or assist in providing a relevant service. Relevant authorities include Cheltenham Borough Council, Cotswold District Council, Forest of Dean District Council and West Oxfordshire District Council.

2.2.3 Freedom of Information Act 2000

This act came into effect in January 2000 to provide people the right to access to information held by public bodies. This with the government's transparency agenda has consequences for those contracting with the partners where the financial details of contracts awarded may be made public.

2.2.4 Data Protection Act 1998

This act governs the way personal data is handled. Any contract must require the contractor to comply with Data Protection Act 1998 and indemnify a partner Council against any claim.

2.2.5 Local Government Act 2000, Part 1

This is the source of the partner Council's 'powers of general well-being.' This is a wide ranging power enabling councils to undertake activity which will improve the economic, social or environmental 'well-being' of their area.

2.3 Contract Procedure Rules and Financial Regulations

As part of its corporate governance arrangements the partners must ensure that there are adequate controls, procedures and standard documentation in place to satisfy the need to meet probity, propriety and transparency tests. The Contract Rules and Financial Regulations fulfil this requirement and they are part of approved Constitutions. They must be observed by both Members and Officers within the procurement process.

This means that public procurement is carried out in a dynamic environment that requires public sector procurement practitioners to keep abreast of new case law and ensure that all partner documentation and all procurement is carried out in accordance with the above regulations.

We also consider best procurement practice guidance issued by the Local Government Association's – National Procurement Strategy for Local Government in England 2014; the Chartered Institute of Procurement and Supply (CIPS), Crown Commercial Service (CCS) and the Society of Procurement Officers in Local Government (SOPO) in development of procurement policies and procedures.

3. Aims of the procurement and contract management strategy

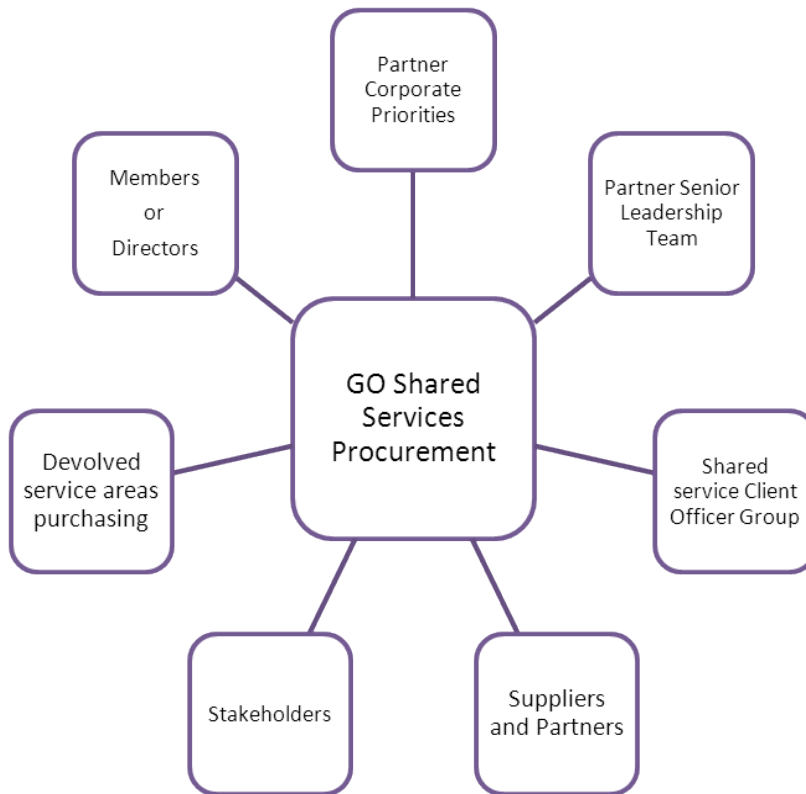
- to establish a clear strategic direction and ensure the importance of efficient procurement is recognised throughout the partners including the political level
- to be clear about what each partner wants to achieve with robust business cases and clearly drafted tender specifications based on outcomes
- to ensure that current legislation and good practice is applied to all our procurement and contract management activity
- to explore creative and innovative solutions to improve our contribution to sustainable development through procurement
- explore opportunities for partnering and collaborative procurement to aggregate purchasing power and share/reduce risk
- to reduce budget expenditure by providing 'more for less' through continuous review and improvement
- encourage / require all of our partners to continuously improve their procurement practice
- purchase environmentally and socially preferable goods and services where this is consistent with best and social value, defined as an optimum combination of whole life costs and community benefits
- maximise the value of e-procurement to increase value for money of goods, services and works procured
- stimulate the local economy and support local businesses and communities

- continue to reduce the number of suppliers by increasing the proportion of our total spend against contracted and approved key suppliers
- consolidate invoices, deliveries and payments to reduce transactional processing costs and ensure suppliers are paid promptly
- develop the performance management system for procurement and deliver contract management training to key personnel
- take account of our duty to promote equalities, diversity and safeguarding at each stage of the procurement process

4. Governance, structure and responsibilities

4.1 Structure

The procurement service is provided by GO Shared Services hosted by Cotswold District Council; and the Oxfordshire Procurement Hub for the benefit of all partners.



Overall responsibilities for procurement are summarised in the table below:

	Partner Lead Officer	Political Lead / Director
Cheltenham	Director of Resources	Cabinet member for Finance
Cotswold	Strategic Director (Resources)	Cabinet member for Support Services
Forest of Dean	Head of Paid Service	Cabinet member for Efficient Council
West Oxfordshire	Strategic Director	Cabinet member for Finance
Cheltenham Borough Homes	Finance Director	Board of Directors
Ubico Limited	Managing Director	Board of Directors

Scrutiny committees may provide constructive challenge to procurement projects reviewing their impact and ensuring value for money is achieved. **Audit committees** will oversee the governance arrangements associated with procurement.

The Senior / Corporate Leadership Team of each partner will oversee the strategic role of procurement outlined in this strategy.

The Client Officer Group (CoG) is responsible for coordination and development of partner finance and procurement service delivery.

Heads of Service are responsible for procurement in their services and compliance with this strategy and the procurement code and guidance toolkit. Ensuring that the relevant staff in their areas has the right level of skills to deliver effective procurement. Monitoring of all procurement activity in their services and project management to make sure an appropriate project plan is in place, resourced and risks identified and managed.

Budget Holders and staff involved directly with the purchase of goods, services and works to ensure they comply with this strategy, and the Contract Rules Procurement Code and guidance toolkit template documentation. To conduct relationships with suppliers and partners in an ethical and appropriate manner to ensure they promote their employer in a positive manner.

The duties of GO Shared Services are to coordinate, develop and monitor procurement activity across the partnership including:

- supplier analysis to identify: supplier base, spend per supplier, spend per category, spend per transaction, cost per transaction and local suppliers at risk
- coordinating this corporate procurement and contract management strategy on behalf of partners with the aim of achieving cashable efficiency gains and agreed performance targets
- coordinating procurement for high value, high risk or high profile partner projects including advertisements for OJEU, to achieve the completion of due diligence, service delivery on time, within budget and in accordance with specification and regulations
- providing assistance to contract owners in the control and management of corporate contracts (including monitoring market intelligence, advice, facilitation, tendering and performance management)
- development and maintenance of procurement and contract management documentation toolkits and web pages to publicise procurement plans, information and advice to potential suppliers and staff
- development and implementation of e-procurement to deliver savings in transactional processes
- providing assistance to contract owners in the planning and co-ordination of improvement of current contracts, business continuity, exit strategies and post contract appraisals and reviews
- coordination of the actions of employees carrying out procurement activities across partners in compliance with this strategy, the Contract Rules Procurement Code and guidance toolkit template documentation.
- to ensuring potential suppliers are provided with clear specifications of our requirements and ensure these are understood
- ensuring with partners that tender evaluation is based on the 'Most Economically Advantageous Tender' (MEAT) both on price and quality, including consideration of whole life costing. The weighting of evaluation criteria is adjusted to individual contracts as appropriate

- for high value purchases over the EU procurement thresholds we will publish the price / quality tender evaluation criteria split to make clear to prospective suppliers the basis on which we intend to award a contract
- offering a debrief to all parties following a tender process to enable unsuccessful bidders to develop their knowledge and skills in bidding for future tender opportunities
- ensuring partner contracts will only be placed on the partners standard terms and conditions or appropriate industry standard forms of contract for example Joint Contracts Tribunal Minor Works (JCT) or NEC3 – New Engineering and Construction Short Contracts for works contracts
- ensuring the procurement process eliminates the potential for fraud and favouritism towards any supplier
- coordinating and monitor each partners Contracts Register to allow improved advanced planning for procurement and contract management activity
- ensuring partner flexibility within contracts so that every contract is able to provide for continuous improvement throughout the contract period and achieve efficiencies
- providing documentation and training for the partners on Contract Rules and Procurement Code, and guidance toolkit template documentation including contract management policies and procedures

4.2 Competition

Local government has responsibilities to local communities to promote economic well-being. The partners work with their public, private and voluntary sector partners to support a thriving, prosperous and sustainable economy. The partners will balance the priorities of business decisions and supporting the local economy whilst conforming to legislation and regulation governing public procurement. The supplier analysis will identify those local businesses who may be heavily reliant on the partners and thus at risk from changes to procurement practices. Local businesses will be supported by the partner council by way of explaining requirements and opportunities to enable them to compete with contractors from other areas, in this regard the partner council will comply with the Competition Act 1999 and no supplier will be given an unfair advantage.

Where there is a restricted supply market that may prevent the partners achieving best value, options may be generated, as part of the contract strategy, to propose how to encourage more activity within the supply market. Likewise where the market is weak new entrants, particularly small to medium enterprises (SMEs) and social entrepreneurs may be encouraged.

4.3 Controls and standards

The partners are developing a Contract Rules Procurement Code and guidance toolkit template documentation; and are continually revising the tender and contract documentation to ensure a common approach to procurement, contract management and compliance with the strategy.

The highest standards of conduct must be observed by members and officers engaged in procurement and contract management of any type on behalf of any of the partners.

In all their dealings they must observe the Nolan principles and preserve the highest standards of honesty, integrity, impartiality, and objectivity, complying with each partner's standing orders, financial regulations and applicable codes of conduct

4.4 Countering fraud

The partners are committed to countering fraud and corruption and officers who procure goods, services and works must be fully aware of the rules and procedures that support this aim.

Counter fraud and corruption arrangements should be the consequence of effective business systems, practices and control arrangements, specifically the:

- Contract Procedure rules

- Financial Rules
- Whistle blowers' policy
- Employees' code of conduct, and
- Anti-fraud and anti-corruption policy and process

4.5 Management of risk

Risk management is an integral part of procurement. The risk when procuring, including that of fraud and corruption will be a key consideration and an integral part of the procurement process. The partners will identify the risks associated with major procurements and the contingencies for service disruption in each project and corporate risk register and how these are to be mitigated and managed.

For any high value, high risk or high profile procurement and which also involves significant risk including staff transfer; or significant potential for reputational or financial risks the GO Shared Services partners in addition to project management methodology will utilise a Gateway Review Process throughout a projects life to ensure the project delivers the project objectives and outcomes. Risks and issues registers relating to the procurement will be set up and regularly monitored by the project team.

4.6 Business continuity

Business continuity is the process of preparing for and responding to a disaster, event or situation that could have a serious impact on the delivery of services. For high risk procurements the suppliers will be required to submit a business continuity plan as part of the tender submission.

To ensure business continuity all key suppliers will be required as part of contract management to provide an annual update of their business continuity plans in the required format.

4.7 Transparency and probity

All procurement processes must be carried out with integrity, to the highest ethical standards, and well documented to provide an auditable trail. The procurement process undertaken must be based on a clear evaluation of the options, and the agreed process followed throughout unless there are genuine grounds for revising the process, and in which case interested parties must be informed of any changes and the reasons why. In some instances the change in the process may necessitate the procurement process being abandoned and re-started.

5. Collaboration, Shared services and Partnering

5.1 Partnering

As referred to here, *partnering* means the creation of sustainable, collaborative relationships with suppliers in the public, private, social enterprise and voluntary sectors to deliver services, carry out major projects or acquire supplies and equipment.

Partnerships can be beneficial and integrated in service delivery, but it needs to be recognised that this is not an easier contract style. Partnering agreements are likely to be more challenging than traditional contracts. Partnering is a form of formal agreement between organisations and will require careful preparation of contract documentation. In addition to the normal contractual considerations, some attention should be given to cultural issues, which if addressed correctly will make the co-ordination of activities easier.

Partnering should be considered when engaging in any best value reviews of services as a potential alternative to established methods of service delivery.

5.2 Partnering in construction projects

Partnership can be particularly beneficial in construction projects. However such projects are rare and the potential for partnership will be considered on a case-by-case basis.

5.3 Partnering in service delivery

In transforming services the partners are keen to look for new and innovative ways of delivery in partnership (or outsourcing if appropriate) with willing partners provided there is a robust business case and options appraisal in consultation with all stakeholders. The partners are actively engaging with other authorities in seeking to develop shared arrangements. The partners are keen to engage with any organisation to this end where there are clear benefits to both the partner and its customers.

5.4 Collaboration

The partners are keen to collaborate with other public bodies to come together to combine their buying power, to procure or commission goods, works or services jointly or to create shared services. Collaboration is a form of public-public partnership. Its major benefits are economies of scale.

The partners support the concept of procurement efficiency through collaboration and will actively participate with other authorities and organisations where appropriate and feasible, to seek economies through joint procurement, joint commissioning, framework agreements and shared services (see Appendix 1 – Development Plan). The percentage of spend through collaborative contracts will be a key indicator for GO Shared Services.

The partners, through membership of consortia groups and shared services shall seek to develop opportunities for collaborative procurement with others including but not restricted to the following:

- GO Shared Services is a collaboration involving Cheltenham Borough Council, Cotswold District Council, Forest of Dean District Council, West Oxfordshire District Council and involving Cheltenham Borough Homes Limited and Ubico Limited.
- Gloucestershire Procurement Partnership
- Oxfordshire Procurement Hub
- Local Enterprise Partnerships (LEP)
- Federation of Small Businesses (FSB)

6. Corporate social responsibility

Through the procurement strategy and Contract Rules Procurement Code and guidance toolkit template documentation the partners should try to satisfy the aspirations of all stakeholders; including customers, suppliers, employees, the local community, government, partners, public interest and environment groups.

6.1 Considering Social Value

In line with our commitment to delivering the Social Value Act 2012 we will make consideration of social value in all procurement processes, which will be defined by the corporate priorities of each partner.

The partners will use this definition to promote the positive social, economic and environmental benefits from the goods, services we purchase whilst also minimising any adverse impacts.

The partners will address social and environmental issues in its procurement processes by:

- **pre-procurement:** before commencing a procurement the partners will consider the subject matter of the contract and identify any non-commercial considerations which are relevant and appropriate to be taken into account, for example, when scoping the project, deciding on packaging, drafting specifications, sustainability and life-cycle requirements and selecting the

contract structure. Technical specifications must however be linked to the subject matter of the contract.

- **contract terms:** by the incorporation of social and environmental requirements into the contract terms including any “special” conditions. However, consider any cost associated with including such terms and whether essential and affordable.
- **selection stage:** consider rights to reject applicants, for example relevant convictions. Does the delivery of the contract require particular technical expertise? Will the contractor be required to comply with particular policies, e.g. environmental management? Selection criteria must be non-discriminatory, proportionate and linked to the subject matter of the contract and in accordance with the criteria listed in the Regulations.
- **award stage:** social and environmental issues may be included within the award criteria of most economically advantageous tender provided linked to the subject matter of the contract and expressly referred to in the OJEU contract notice and/or the tender documents. Consider how such issues will be evaluated and any applicable weighting.
- **post award:** what is expected from suppliers in delivering the contract? How will we monitor any non-contractual obligations and derive any benefits, for example training, secondment and apprenticeship opportunities?

6.2 Supporting Local Businesses and Communities

The partner organisations will maximise opportunities for local Small, Medium Enterprises (SME's), voluntary and community sector organisations and social enterprises to become our suppliers. We are working with Local Enterprise Partnerships and the Federation of Small Businesses and regularly host or take part in events to promote opportunities and obtain market intelligence to inform and improve our policies and procedures.

In March 2012 the government introduced the Public Services (Social Value) Act which amended Section 4 of the Local Government Act 2000 and local authorities are now required to include proposals for promoting engagement with social enterprise in their area. We will work with small and third sector suppliers to help them comply with our procurement requirements to improve their chances of being awarded contracts, thus maximising the benefit that the local authority offers the local economy. For larger contracts over the EU Threshold we may divide contract tenders into lots where appropriate and take account of the provision of local jobs and apprenticeships.

6.3 Safeguarding

We will encourage safeguarding standards in our suppliers to ensure the protection of vulnerable adults and children.

All procurement projects will be assessed for safeguarding risks. Basic safeguarding contract clauses will be included in contracts where appropriate.

6.4 Equal opportunities

The partners are committed to ensuring that our suppliers and contractors share our equality and diversity vision and values, and work to implement these. Therefore, in-line with the provisions set out in the Equality Act 2010, the partners will require that contractors' service delivery does not discriminate against any person and that their employment practices are also non-discriminatory. It will remain the responsibility of staff involved in procurement activities to ensure that equality is embedded in contracts and service provision.

The Equalities and Human Rights Commission recognises that promoting equality is more relevant to some functions than others, most notably those where there is interaction between the contractor and council employees or members of the public.

6.5 Health and Safety

The partners are committed to ensuring the health, safety and welfare of its staff, visitors, contractors, residents and any other users of its buildings, facilities or services. Where these services or facilities are provided by suppliers (including contractors, sub-contractors and any other partner organisations), those providers will be subject to an appropriate and proportionate assessment of their health and safety policy and arrangements during tender evaluation and selection process. There will, be occasions when it is deemed that, due to the nature of the services to be provided, a specific health and safety assessment will not be required.

6.6 Sustainability and environmental responsibility

Wherever possible, subject to economic constraints the partners will procure from sustainable sources and where environmental damage can be minimised.

The partners will award contracts to those suppliers who can demonstrate that they have the ability to supply goods, works or services that have a clear environmental advantage, unless there are significant reasons for not doing so.

The partners will require their suppliers and their subcontractors to comply with Environmental Protection Act legislation including duty of care in all contract award criteria.

All the elements of corporate social responsibility that are outlined above will be considered and included as appropriate in Pre-Qualification Questionnaires (PQQ) and Invitation to Tender (ITT) specifications.

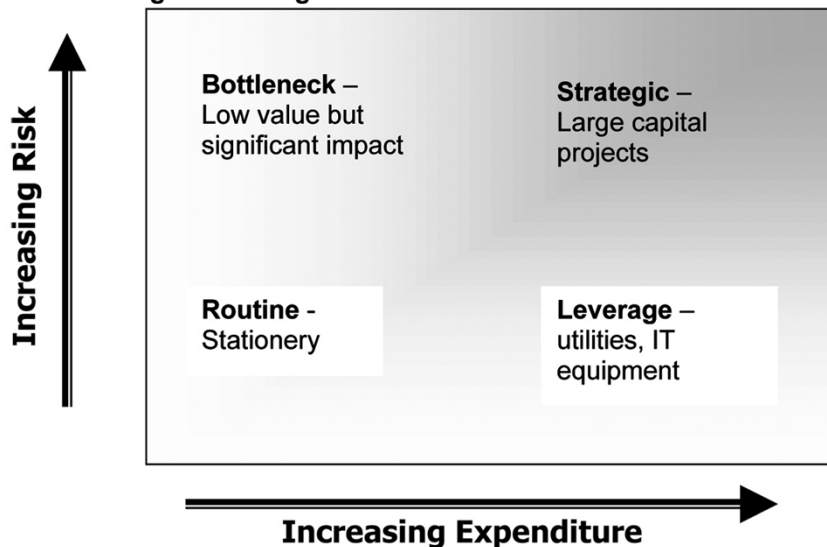
7 Managing our procurement

7.1 Category Management

In order to continue to deliver savings and other benefits we will develop the way partner spending will be managed by looking at the categories of what we purchase (see Appendix 1 – Development Plan). The overarching principle used in procurement procedures is that goods, services and works will be categorised according to risk and a specific approach for each category will be adopted. This is called the portfolio approach.

Figure 1 shows how the GO Shared Services partnership proposes to categorise goods, services and works

Figure 1: Range of Risks



Strategic where goods, services or works are of high cost and high risk if something goes wrong for example commissioning / outsourcing / sharing of a service, large capital projects, and large contracts. These spend areas are the highest priority for procurement and contract management resources. The partners need to establish longer term, partnership type arrangements with contract management focused on service delivery, continuous improvement, innovation, strategic planning and cost efficiency. Reducing the number of suppliers in these categories will allow a

greater focus on creating value in the relationships; although this must be set at a level that allows for sufficient end–user choice, retains competitive pressure and avoids overdependence on individual suppliers.

Bottleneck where goods or services are of a low value, for example chemicals for the swimming pool; but these could have significant implications if they were not available. These spend areas have high risk where the consequence of supplier failure or poor performance may have a significant negative impact on the partners ability to deliver services. In these areas there are often few capable suppliers and finding alternative providers is difficult. The potential impact of supplier failure is significantly greater than the contract cost might indicate. The focus of procurement activity in this area is to select suppliers carefully, with focus on quality and continuity of supplies and services.

Routine where goods and services are purchased regularly in smaller quantities for example stationery; and these are readily available from a range of sources. The main focus in these spend areas is to use volume of business to attract low prices. This can be best achieved through aggregation of demand across the GO Shared Services partnership, collaboration with other public sector purchasers, use of framework agreements and driving value for money through standardising specification and requirements.

Leverage where goods and services have a low value and low risk but through economies of scale they can be purchased in large quantities at discounted prices for example IT equipment and electricity supplies. The focus of procurement activity with this group of suppliers is to ensure that the process of engaging and paying for goods and services is as efficient as possible. Reducing the total number of different suppliers and ensuring that where possible the cost of processing are the main source of efficiency savings.

The majority of goods services or works the partners purchase and the services delivered fit into one of the four categories in the risk / expenditure matrix. The risk log will inform the procurement method to be used, addressing the strategic importance, the value and the potential risk associated with each procurement option.

7.2 Electronic procurement and making use of technology

The GO Shared Services partners are continuously seeking to embrace and invest in new technologies that can make the procurement process more efficient and user friendly.

The partners are investing in the Public Services Network (PSN) which is a key programme for the delivery of a more cost effective and efficient standardised ICT infrastructure as well as enabling new, joined-up and shared public services. Savings are being generated by reducing procurement costs and complexity, eliminating network duplication and standardising network services.

Procure to Pay (P2P) modules have been implemented as part of an Enterprise Resource Planning system (ERP) to procure and pay for goods, services and works electronically to reduce transactional processing costs. This has resulted in a centralised GO Shared Services Accounts Payable service to process all partner supplier invoice payments based at Forest of Dean District Council.

Further development of the P2P modules are planned, and encourage more utilisation; including improvement of the contracts module, management information, electronic invoicing and also to provide greater visibility and analysis of spend to inform collaborative procurement opportunities and compliance with the transparency agenda.

7.3 Electronic promotion of contract opportunities and electronic tendering

Publishing opportunities

The partners will subscribe to a common standard online e-Sourcing / e-Tendering service which will enable the secure publication of contract notices. This will be a subscription website automatically issues notices to the Official Journal of the European Union (OJEU) for contract values over the EU Thresholds. The partners have established common Contract Rules and tender opportunities and contracts over £5,000 will be advertised on the relevant partner council websites to ensure all organisations have access to our tendering opportunities. The partners will standardise how procurement information and tender opportunities are presented on their individual websites for easier access and engagement with suppliers and stakeholders.

Electronic tendering

We are streamlining our e-Tendering processes to improve efficiency and effectiveness to reduce costs during the tendering process. E-Tendering can be beneficial in unlocking public sector tendering opportunities for SMEs and provides a more secure environment than the traditional hard copy process. The awarded contracts function allows SMEs to identify potential business leads and deal directly with larger businesses as sub-contractors.

A review of e-Sourcing / e-Tendering is planned by GO Shared Services to identify options including the use of portals for improving the process and publication of tender opportunities to a wider audience and meet the EU requirement for all tenders to be transacted electronically. This will also include the potential provision for service areas to request quotations electronically.

7.4 Electronic reverse auctions

An electronic reverse auction is an online event in which suppliers compete in real time by bidding lower as the auction unfolds until all bidders have reached their final offer.

The auction does not replace the traditional evaluation of tenders in terms of suppliers' ability to meet the specification and provide a consistent and quality service. These aspects are evaluated first. Suppliers that pass this qualitative evaluation stage are invited to take part in the reverse auction, where the focus is on price. The award decision is thus made on the basis of value for money (the combination of quality and price).

Where appropriate the partners will look to include electronic auctions in the procurement process. All appropriate future contracts will be assessed for their suitability and the auction element will be evaluated at the start of each tender exercise.

7.5 Electronic marketplace

The shared Procure to Pay (P2P) module now implemented also provides an infrastructure platform to utilise an electronic marketplace in the future. GO Shared Services will review the business need and the benefits of connecting to an electronic marketplace and a business case will be developed if a return on the investment can be anticipated.

7.6 Purchase cards

The partners will evaluate the benefits of purchase cards in relation to low value procurement and will, in circumstances where it perceives that benefit will accrue, deploy purchase cards having first established the necessary control mechanisms. The implementation of the Procure to Pay (P2P) module may reduce the need for purchase cards with the further development of electronic invoicing by suppliers.

8 Managing Contracts

The partners will use a pro-active approach to reinforce that this is a key element of the procurement cycle, and in turn manage contracts more actively to drive continuous improvement in performance and efficiency and relationships with customers, suppliers, partners or employees, directly proportionate to the value and risk associated to the contract.

The partners need to actively monitor and manage supplier performance throughout the contract

life using the measures agreed in the contract supporting documentation and project plan including service levels and partnering agreements.

The partners will develop a standardised approach to ensure all those involved in contract management are aware of their responsibilities including:

- every contract over £10,000 must be properly managed by an identified contract manager where appropriate
- improved supplier delivery through regular communication thus reducing the requirement to implement contract penalties from non-compliance
- regular meetings with suppliers
- formal reporting of contract progress and budget to project board
- continuously monitor and manage supplier performance to provide evidence of compliance with the contract at each stage prior to payments being made
- non compliance is reported immediately by the contract manager to the service manager and business partner – procurement or project board
- business continuity plans are regularly updated during the life of the contract
- improved supplier relationships
- reduction of risk
- plans made well in advance of the expiry of a contract for re-letting based on a review of performance, and for key service delivery contracts to ensure that the current provider cooperates with the transition to the new provider for continuity of service. This requirement would have been documented in tender documentation and the formal contract.
- post-project appraisal / assessment of the contract forwarded to business partner - procurement

Success will be measured by the monitoring of contract performance being more visible and accessible to all partners, and by the identification of improvements in performance levels and additional efficiencies during the life of the contract.

9 Capacity, training, development and skills framework

GO Shared Services recognises that in order to achieve its procurement and contract management objectives it will need to continually build capacity and skills across partners. It will seek to develop the skills of its entire staff engaged in procurement processes to a level consistent with the objectives of this strategy.

The partners will develop a procurement code and a toolkit of self service guidance documents consistent with the aims of this procurement strategy, as a guide to best practice and processes for achieving best value.

The partners will also develop a contract management guide for all staff involved in contract management to provide clarity of roles and responsibilities.

10 Monitoring, performance and measuring our achievements

The GO Shared Services Client Officer Group and each partner Senior Leadership / Corporate Team will undertake an annual review of this strategy and a progress assessment of the GO Shared Service Partner Delivery Plan detailed in Appendix 1 to ensure it reflects the progress we are making and takes account of emerging best practice and EU and UK regulations as well as the challenges we face.

GO Shared Services and partners will actively monitor and manage supplier performance and compliance throughout the contract(s) life, using those measures agreed in the contract documentation, specification or service level agreements.

Additional assurance will be provided through internal audit to ensure that services are being provided to the level and quality expected.

Measurement of performance and achievement	
1	Specifications for high value and all other procurement decisions are made based on whole life costs, socially responsible, sustainable and ethical procurement
2	% of spend via collaborative contracts for all partners
3	Maintains an up to date Contracts Register and database with timely publication of all tenders over £5,000 and all expenditure over £500 in value to meet the requirements of the Government's Transparency Agenda for all partners
4	To maintain central supplier database to include: <ul style="list-style-type: none"> • SME by number of employees by micro, small and medium • suppliers linked to ProClass classifications and Category Management • suppliers and products linked to Common Procurement Vocabulary (CPV) codes
5	Management of supplier base and spend analysis for each partner to include <ul style="list-style-type: none"> • revenue and capital spend per supplier and by product group / code • by post code location
6	% of purchase orders raised for each partner: <ul style="list-style-type: none"> • as a percentage of total invoices • as a percentage of total invoice value
7	% continuous annual reduction in number of supplier invoices
8	The total number of payments by BACS for each partner: <ul style="list-style-type: none"> • as a percentage of total payments • as a percentage of total invoice value
9	Identifiable improvement in contract management efficiencies in the delivery of contracts and in service delivery for the benefit of stakeholders and customers through post project appraisals / assessments
10	Specific and measurable cashable savings are achieved for all partners from improved contracting

11 More information and contact details

If you require any clarification about the procurement and contract management strategy please contact the GO Shared Services, Business Partners – Procurement:

procurement@gosharedservices.org.uk

Appendix 1 – GO Shared Services Partner Development Plan

Procurement and contract management strategy

The development plan is divided into four priorities and will be updated annually to reflect progress and emerging priorities and new objectives:

high –these tasks, some of which require immediate action, should all be achieved within six to nine months of the launch of the strategy.

medium – to be achieved within two years

low –to be completed within the five year period of the plan, and

annual / ongoing – reviewed annually or ongoing continuous process

Action	Outcome	Responsibility	Priority
Update all partners' procurement policies, processes and procedural guidance in accordance with new EU Procurement Directives 2014 when adopted.	To ensure all tenders, procurement procedures and documentation are updated and compliant with EU and UK Law. Provide an updated toolkit / code of best practice for all employees involved in procurement and contract management activities to ensure compliance	GOSS Business Partners –Procurement Legal Teams All Partners through Client Officer Group	High
Review Contract Rules with GO Shared Services Partners	To ensure Contract Rules are updated and compliant	GOSS Business Partners – Procurement and Financial Services Legal teams All Partners through Client Officer Group	Ongoing
Review e-Sourcing and e-Tendering options	Improve efficiency and standardisation in publishing and reporting tender opportunities and compliance with revised Government Transparency Agenda and EU requirements for all tenders to be processed electronically.	GOSS Business Partners – Procurement and All Partners through Client Officer Group	High
Transparency Agenda	Improve transparency and standardisation of procurement information including the requirement to publish all tenders and contracts over £5,000	GOSS Business Partners – Procurement All Partners through Client Officer Group	High
Incorporate consideration of Social Values, Safeguarding, Sustainability and Localism in procurement processes	To ensure where appropriate that social value and all aspects of corporate social responsibility are considered and /or specified in procurements	GOSS Business Partners – Procurement All Partner service areas through Client Officer Group	Ongoing
Develop collaborative procurement with partners through analysis of spend and contracts registers	Common reporting formats and identification of collaborative joint procurements or frameworks	GOSS Business Partners – Procurement All Partner service areas through Client Officer Group	Ongoing
Carry out procurement skills audit and training needs analysis	Foundation for a targeted training and development programme for procurement, contract management and contract rules Develop training programme including potential for e-learning	GOSS Business Partners - Procurement, Legal and Human Resources teams All partner service areas	Ongoing
Electronic Marketplaces review of business need	Options appraisal to ascertain benefits if any to the partners and suppliers	GOSS Business Partners – Procurement All Partners through Client Officer Group	Medium

<p>Monitor the spend of works, goods and services which are awarded to local businesses and SME's</p>	<p>Spend analysis to identify opportunities for supporting local economies through improving the potential for local firms to do business with all partners where practical / appropriate</p>	<p>GOSS Business Partners –Procurement and Financial Services All Partner service areas</p>	<p>Ongoing</p>
<p>Implement portfolio and category management with GO Shared Services partners</p>	<p>To achieve standardisation of portfolio and categories leading to improved management of and increased opportunities for collaborative procurement.</p>	<p>GOSS Business Partners – Procurement All Partners through Client Officer Group</p>	<p>Medium</p>
<p>A reduction in transactional processing costs</p>	<ul style="list-style-type: none"> • Increase number of electronic invoices • Review invoice patterns with suppliers • Improve the percentage of partner spend raised by purchase orders, and work towards a policy of No PO > No Pay for the majority of partner spend 	<p>GOSS Business Partners – Procurement and Finance All Partners through Client Officer Group Heads of Service Budget Holders Suppliers</p>	<p>Ongoing</p>

O&S Task group	Purpose	Status summary	Nominations/Membership (chairman in bold)	Facilitating Officer	Sponsoring Officer	Cabinet Member	Proposed by	Terms of Ref agreed by O&S	Recs to O&S	Report to Council	Report to Cabinet	Cabinet follow up	O&S Follow up schedule
KEY TO COLOURS		Active STGs											
		On hold											
		Standing group											
		Not prioritised by O&S											
Cheltenham Railway Station	To review the issues arising from the renewal of the Great Western Franchise in 2016. This would include understanding how this links with the proposals to refurbish the station.	The Leader suggested that O&S may want an STG to look at the franchise renewal and station improvements. The task group drafted a response to the Western Route Study which was tabled as a motion and agreed at Council before being submitted as the council's formal response. The group have met with representatives from Travelwatch South West, the Chamber of Commerce, Network Rail and Frist Great Western to date. They are scheduled to meet with a representative of Stagecoach West in May and will then finalise their report and recommendations in consultation with the Leader and/or Cabinet Member Development and Safety in June/July. The final report has been scheduled on the O&S work plan for September 2015.	Cllr Clucas, Murch, Whyborn , and Wilkinson, Payne and Mason	Saira Malin	Exec Board	Leader (Cllr Jordan) and Development and Safety (Cllr McKinlay)	Leader, Cllr Jordan	Sep-14					
Cycling and Walking	To review the facilities for cycling and walking in the town.	O&S at its July meeting agreed to set up a STG to look at this issue. The timing was appropriate as any new road networks in Cheltenham currently being planned should be designed to facilitate cycling and walking. First meeting held on the 15/10 and task group agreed approach. The group continue to meet with various groups and representatives. The final report has been scheduled on the O&S work plan for September 2015.	Cllrs Harman, Murch, Willimans, Wilkinson and Lillywhite	Tess Beck	Exec Board	Development and Safety (Cllr McKinlay)	Cllr Max Wilkinson	Sep-14					
Shopmobility	Cabinet asked O&S to look at this issue.	The scrutiny task group was initiated by the Chief Executive in consultation with the chair and vice-chair of O&S as a task group needed to be set up urgently. The group met on 14 June and were fully briefed on the current situation and options going forward. They formulated their method of approach and plan to visit the Shopmobility site in the week beginning 22 June. They expect to be in a position to report back their initial conclusions to O&S in June and may want to do further work after that.	Cllrs Fletcher, Payne and Savage	Rosalind Reeves	Andrew North	Healthy Lifestyles (Cllr Rowena Hay)	Cllr Tim Harman	Jun-14					
Broadband	Members at the O&S meeting in April asked if a task group might want to look at what and where the issues in relation to slow broadband are in Cheltenham (and possibly Gloucester City if they want to undertake joint scrutiny) and use this information to help lobby GCC and/or BT and Virgin to make improvements.	3 members have expressed an interest in sitting on this group (Whyborn, Babbage and Britter). Gloucester City have been contacted to see if their members would be interested in undertaking joint scrutiny (but no response has yet been received).	tbc	tbc									
Budget scrutiny working group	The working group's role is to develop the budget process, support the development of Members' scrutiny role and to consider ideas from Members for reducing the budget gap.	The working group has a schedule of meetings arranged throughout the year. The new members held their first meeting on 10/07/2014 when the Chief Executive attended to outline his vision and the group considered the financial implications of Vision 20/20.	Cllrs Babbage, Nelson, Payne, Thomson, Whyborn, Wilkinson Cabinet Member Finance to attend by invitation.	Rosalind Reeves	Mark Sheldon	Finance (Cllr Rawson)	Council	May-12	Jan-15	Feb-15	Jan-15		
Pub Closures	Council on 26/3/2012 debated a motion proposed by Councillor Colin Hay regarding his concern about the number of pub closures across Gloucestershire and in Cheltenham in particular. Council passed a resolution to "investigate the adoption of the Public House viability test and develop policies to protect public houses and community assets" and referred it to O&S.	O&S at its July meeting agreed to set up a STG to look at this issue which would then potentially produce recommendations which could be fed into the work on the Cheltenham Local Plan to be carried out by the JCS and Planning and Liaison Group. Other recommendations may arise. Membership complete. First meeting of group (to agree the draft ambitions and outcomes for the review) has yet to be arranged as awaiting confirmation of availability. The question of whether this is a priority topic was raised at the recent O&S briefing and this should be discussed at the next meeting of the committee (03/11). Colin Hay (25/11) said that he would contact members and arrange the first meeting. IF THIS HAS NOT BEEN PROGRESSED BY THE TIME OF THE JUNE MEETING IT WILL BE REMOVED FROM THE LIST	Cllr Hay, Baker, Regan and Payne			Development and Safety (Cllr McKinlay)	Cllr Colin Hay						

This page is intentionally left blank

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

Meeting date: 29 June (report deadline: 17 June)			
End of year performance review	Consider the end of year performance and comment as necessary	Discussion	Richard Gibson, Strategy and Engagement Manager
Police Commissioner visit	Answer questions on Police and Crime Plan related issues	Q&A	Martin Surl, Police and Crime Commissioner for Gloucestershire
Lido Trust visit	An opportunity for members to better understand the arrangements at the Lido and performance	Q&A	Julie Sergant, Chief Executive (Lido)
DRAFT Procurement and contract management strategy	Consider the draft strategy before it is taken to Cabinet on the 14/07 and comment as necessary	Discussion	Cabinet Member Corporate Services
Meeting date: 21 September (report deadline: 9 September)			
Cheltenham Spa Railway Station STG	Consider the draft report and recommendations prior to Cabinet	Decision	STG
Cycling & Walking STG	Consider the draft report and recommendations prior to Cabinet	Decision	STG
LGA Peer Review	Review progress against the action plan and decide if there is any value in the Review Team returning to carry out a follow up	Tbc	Pat Pratley, Deputy Chief Executive
2020 vision	Consider the business case ahead of a decision to progress or not?	Discussion	Tbc
Recycling bulking and sales?	Consider draft report before it is taken to Cabinet?	Discussion	Tbc
Meeting date: 26 October (report deadline: 14 October)			
Recycling and bulking sales?	Consider report after it has been to Cabinet?	Discussion	Tbc

O&S Committee 2014/15 work plan

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

Meeting date: 30 November (report deadline: 18 November)			
Joint Waste Committee Business Plan 2016-18?	Consider what is included prior to the budget setting process	Do members want to look at it?	Steve Read (see email)
ICT	review progress on the implementation of the ICT strategy		Tbc
Meeting date: 25 January (report deadline: 13 January)			
Budget recommendations	STG recommendations to the Cabinet on the budget proposals for 2016/17		Mark Sheldon
Meeting date: 22 February (report deadline: 10 February)			
Public Art Panel STG	Review progress on the STG recommendations which went to Cabinet (Feb 2015) and agreed in March 2015	Discussion	Rowena Hay/Wilf Tomaney
Members' ICT STG	Review progress on the STG recommendations which went to Cabinet (Feb 2015) and agreed in April 2015	Discussion	Jon Walklett/tbc
Meeting date: 11 April (report deadline: 30 March)			
Deprivation STG	Progress against recommendations (18 months since Cabinet and 12 since last at O&S)		Various
Meeting date: 27 June (report deadline: 15 June)			

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

Items for future meetings (a date to be established)			
Severn Trent	Consider lessons learnt once works in Cheltenham is complete	After May 2015 - tbc	Paul Evans, Severn Trent
2020 update	Presentation from Andrew North, David Neudegg and Ralph Young	After May 2015	Andrew North
North Place	Watching brief and further in-depth scrutiny as necessary	Tbc	Tbc
Economic Development	Consider draft cabinet proposals on options for future support of economic development	Tbc	Mike Redman
Cheltenham integrated transport issues?	Look at issues (if any) that are identified by various scrutiny task groups once they have completed their work and consider how to take them forward??	Tbc	Tbc
Tourism Strategy	Preparations are being made to undertake some work to develop our strategic approach to tourism and we would like to explore how O+S could be involved. <ul style="list-style-type: none"> • Are O+S interested in being involved in this work? • If so, how would they like to be involved? 	Tbc	Tbc
NHS Trust?	Discuss the future of the hospital in Cheltenham	Tbc	Dependent on their acceptance of our invitation

Annual Items

O&S Committee 2014/15 work plan

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

Budget recommendations	January	Chair, Budget Scrutiny Working Group
Draft Corporate Strategy	March	Richard Gibson, Strategy and Engagement Manager
Quarter 3 performance review	March	Richard Gibson, Strategy and Engagement Manager
End of year performance review	June/July	Richard Gibson, Strategy and Engagement Manager
Non scrutiny member working groups update	September	Democratic Services Manager
Quarter 2 performance review	November	Richard Gibson, Strategy and Engagement Manager