CHELTENHAM
BOROUGH COUNCIL

Notice of a meeting of
Overview & Scrutiny Committee

Monday, 25 January 2016
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**	
2.		**DECLARATIONS OF INTEREST**	
3.		**MINUTES OF THE LAST MEETING** 30 November 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** Police and Crime Panel (update on Independent Member appointment) - Councillor McCloskey	
7.		**CABINET BRIEFING** A verbal 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 work plan	
8.		**BUDGET PROPOSALS 2015/16** Verbal update from the Cabinet Member Finance, Councillor Rawson	
9.		**AN UPDATE ON PROGRESS BEING MADE TO SHARE SERVICES AS PART OF THE 2020 PARTNERSHIP** Pat Pratley, Deputy Chief Executive (CBC) and David	(Pages 11 - 18)

		Neudegg, 2020 Partnership Managing Director	
10.		**A REVIEW OF THE COMMUNITY INVESTMENT GRANT GIVEN TO GLOUCESTERSHIRE ASSOCIATION FOR VOLUNTARY AND COMMUNITY ACTION (GAVCA)** Richard Gibson, Strategy and Engagement Manager (no decision required)	(Pages 19 - 28)
11.		**CHELTENHAM CREMATORIUM DEVELOPMENT PROGRAMME** Ken Dale, Business Development Manager (consider the Programme Definition document and decide what form future scrutiny should take)	(Pages 29 - 48)
12.		**UPDATES FROM SCRUTINY TASK GROUPS** Verbal update on Devolution and Broadband scrutiny task groups	
13.		**REVIEW OF SCRUTINY WORKPLAN**	(Pages 49 - 52)
14.		**DATE OF NEXT MEETING** 22 February 2016	

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Overview & Scrutiny Committee

Monday, 30th November, 2015
6.00 - 7.45 pm

Attendees	
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
Also in attendance:	Richard Gibson (Strategy and Engagement Manager), Councillor Jordan (Leader), Rachael McKinnon (Business Relationship Manager), Pat Pratley (Deputy Chief Executive), Steve Read (Head of Service – Joint Waste Committee), Mark Sheldon (Director Resources), Councillor Walklett (Cabinet Member Corporate Services) and Shirin Wotherspoon (OneLegal)

Minutes

1.   **APOLOGIES**
All members of the committee were present as expected. The Cabinet Member Healthy Lifestyles had given her apologies.

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.

Councillor Payne had been omitted from the list of attendees. This would be amended.

Upon a vote it was unanimously

RESOLVED that the minutes of the meeting held on the 26 October 2015, as amended, 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**
No matters had been referred to the committee.

6.   **FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED**
Councillor Clucas was unable to attend the meeting and had therefore produced a written update on the work of the Health & Care, and the Gloucestershire Economic Growth scrutiny committees (Appendix 1).

Councillor McCloskey advised that the Police and Crime Panel had met on the 5 November and requested a number of improvements and additions to reports from the Police and Crime Commissioners office. This included; background information in relation to any decisions, an annual report on complaints and Freedom of Information requests so that the panel could identify any trends in subjects and those making FOI requests and complaints. There had been a recent decline in performance of the 101 service which had been attributed to an ICT issue, but given that this had been a recurring problem, the panel had asked for regular performance data. At the last meeting Councillor McCloskey had advised the committee that the panel would be advertising for the position of Independent Member and she could now confirm that two candidates would be interviewed on the 11 December.

In response to a question from a member of the committee, Councillor McCloskey explained that the last three years had been a learning curve for all involved with the panel and it was only now possible to assess exactly what data the panel should be considering, rather than this information having not been forthcoming during that time.

7.   **CABINET BRIEFING**
The Leader thanked the committee for the two Scrutiny Task Group reports which had been submitted for consideration by Cabinet (Railway and Cycling & Walking). Cabinet welcomed the input of scrutiny on both issues, which were important for the town and he looked forward to being able to consider the follow-up reports at Cabinet in January.

8.   **ICT STRATEGY AND UPDATE ON THE STG RECOMMENDATIONS**
The Director Resources introduced the discussion paper as circulated with the agenda and thanked members for allowing ICT the opportunity to update the committee on the progress that had been made in relation to the developments in the service. He was pleased to be able to report that all but one of the recommendations had been fully implemented, with work still ongoing in relation to Disaster Recovery. As well as the investment made in the infrastructure upgrade strategy, which had been agreed by Council, much of the achievements to date were in no small part due to the partnership working with the vision 2020 councils which had proved invaluable up to this point. He noted that the PSN accreditation had been completed this year, both successfully and without the need to spend a lot of money; which he considered an achievement in itself. Work had started with 2020 partners to look at how we might invest in and rationalise Applications and ICT were developing an Applications Strategy including a strategy for providing ongoing support to Ubico whose needs had evolved since conception.

The Director of Resources, along with the Business Relationship Manager and Cabinet Member Corporate Services, gave the following responses to member questions;

    • It had always been the case that there were data lines between locations (Cheltenham House, Depot, Town Hall and even included Coleford), meaning that were a line to fail it would be possible to re-route via another location, but investment had resulted in the speeds of these lines having been improved and the configuration changed to reduce to allow re-routing in the event of failure of one of the lines. This would soon include

Cirencester and West Oxfordshire and it was highlighted that much of this would be automatic, without impacting users. The council has an Uninterruptible Power Supply in the basement of the Municipal Offices and, at Coleford, a generator had been installed to support the infrastructure and systems should the electricity supply fail. It was noted that this would not allow systems to run indefinitely but would allow for clean closedowns.

Members commended the progress and improvements that had been achieved in this area and welcomed the enhanced reliability of ICT. The committee agreed that any outstanding issues would be picked up as business as usual and that there was no need for further progress reports on this issue.

9.   **REVIEW OF THE COUNCIL'S PERFORMANCE AT END OF QUARTER 2 (APRIL TO SEPTEMBER 2015)**
The Strategy and Engagement Manager introduced the corporate performance report for the first six months of the municipal year (April - September 2015). He reminded members that the Corporate Strategy, which set out commitments for the year, was agreed in March and included milestones, performance indicators and outcomes within an action plan. This report provided members with an opportunity to review performance at this halfway point; make any comments or observations relating to performance concerns or areas where performance has been better than expected and possibly identify areas for further scrutiny. The 2015-16 action plan identified 78 milestones and of these, 8 (10%) had been completed, 50 (64%) were on track to be delivered on time, 20 (26%) were amber, meaning that there were concerns about the deliverability of the project and 0 were red. Of the 15 performance indicators (outcome measures) identified in the action plan, 10 (67%) were green, 2 (13%) were red and 2 (20%) had not been updated by the relevant Service Manager. The action plan identified 15 service measures, which tracked how well an individual service was performing and of these, 4 (47%) were green, 5 (33%) were red and 3 (20%) were not updated.

The Strategy and Engagement Manager gave the following responses to member questions, with help from the Cabinet Member Corporate Services;

- As Chairman of the Joint Consultative Committee, the Cabinet Member Corporate Services, was able to confirm that this group received quarterly reports on sickness which analysed absences by type. He stressed that instances of longterm sickness had a greater impact on the average number of days lost due to sickness absence, because of the reduced number of staff overall at the council (currently only 231 FTE).
- In the past, the Government had imposed national targets in relation to the processing of planning applications and though these had recently been lifted to allow local authorities some discretion, Cheltenham Borough Council had continued to measure against the 91 days set by the Government.
- The Planning process itself had been reviewed as part of the systems thinking work and the process was illustrated on the first floor where it had been set out in full, step by step. Systems thinking aimed to break down each step to make the process more efficient and co-ordinate more effectively between different departments (Planning, Licensing, etc).

- Clearly any amendments to a planning application would increase the number of days it took the council to process an application, and this was why the council encouraged people to undertake the pre-application process, which ensured the quality of an application and therefore made for a swifter planning process, however, this was voluntary.
- The service measure relating to the number of disabled and older persons able to stay in their own homes as a result of Council action and the target of 126 had been set by this council. The change in policy at County level impacted the service that this council could deliver at a local level A briefing note would be produced by the relevant Service Manager outlining the impact of the change in policy and this would be circulated to members outside of the meeting. It was suggested that this could then be the focus of further scrutiny if the committee so decided.
- The issue of food safety was discussed. The Leader confirmed that a food safety policy report had been considered by Cabinet which set out the need for a risk based approach during a period of under-resource and it was this that had impacted the ability to reach the target. The Service Manager would be asked to produce a short briefing note outlining the current situation for members and this would be circulated outside of the meeting.
- Jane Stovell was the Project Manager for the Pittville Park play area.

Whilst some members were comfortable that the report, as it was currently presented, was easily readable on the iPad, others preferred that it be printed on A3 paper.

No decision was required.

10. **JOINT WASTE COMMITTEE DRAFT BUSINESS PLAN 2016-19**
Steve Read, Head of Service for the Joint Waste Committee introduced the draft Business Plan 2016-18. He wanted to give members an opportunity to consider the emerging business plan before the budget setting process and allow the Joint Waste Committee to take any comments into consideration. The Joint Waste Team (JWT) had three main priorities; Broadening the partnership - encouraging Gloucester City and Stroud to join; Integration – seeking synergies and avoiding duplication of effort and resources; and, most importantly, Diversion – minimising the amount sent for disposal through waste avoidance, reduction or material recovery. He assured members that these objectives were in no way going to be undermined by the mobilisation of Javelin Park by the County Council.

The JWT were driven by performance, cost, customer demand to recycle more and compliance within the regulatory environment, which was intended to improve material quality. The JWT had started using stickers to remind people not to put food waste in their general waste bin and as direct result there had been a 20% increase in food waste collected across the county. The JWT had recently taken over responsibility for the marketing of Cheltenham's recyclables and whilst there was no shortage of people willing to take the material, because of the quality, at present, prices nationally had fallen. The European Union would soon be releasing a report on the Circular Economy and it was rumoured that they would be setting a recycling target of 65% by 2030.

There were a number of projects involving the review and re-specification of collect contracts on the horizon (e.g. Javelin Park would be mobilised in 2018-19, the anaerobic digestion contract was up for renewal in 2019, the Household Recycling Centre contract was due to end in 2018 and the vehicles in Cheltenham were already reaching the end of their life). The JWT single client team would work to develop solutions which reduced costs, improved customer service and increased recycling.

The Head of Service gave the following responses to member questions;

- 50% of waste that was sent to landfill could in fact be recycled and this alone proved that recycling levels could be increased. He was of the opinion that some people would recycle everything that they could, the majority of people would recycle but needed to be constantly reminded to do so and that there were some people who would not do anything regardless.
- HMOs often required bespoke solutions, as standard kerbside collections were not always appropriate or even possible. This was not to say that it wasn't being encouraged, but there needs to be an assessment of the cost versus benefit if more officer time was to be dedicated to it.
- Gloucester City had been undertaking some interesting engagement with individual households and there were plans to do similar in Forest of Dean and Cotswolds too.
- There were many campaigns, Love Food/Hate Waste included, managed by the JWT. WRAP was a charity that worked with major retailers and producers to reduce packaging and food waste and had recently contacted a number of local authorities regarding a major initiative in 2016. This offered the opportunity to join up messages to consumers.
- The JWT were regularly reviewing targets and income and he did not consider that there was any conflict between the two: the more recycling that was collected the greater the recycling credit income that could be achieved.
- In his view, Local authorities subsidised producers and suppliers by covering the cost of collection of materials for recycling. This was a wider issue that needed to be addressed at a national level.
- He was not privy to the estimated cost per tonne of taking of waste at Javelin Park, but the cost of taking waste to landfill has exceeded £100 per tonne for some years.
- GCC offered recycling credits of around £50 for every tonne of material that was diverted from landfill. There could well be an increase in cost if the council was to recycle more, but it recycling credits would also increase.
- A proportion of residual waste was being exported from this country because there is currently no cheaper means of disposing of it. There is unlikely to be a shortage of waste to be incinerated at new facilities coming on line such as Javelin Park. Members could therefore be assured that would no need to divert accessible recyclable materials to Javelin Park in order for the site to be at capacity.

- The reuse shop located at Foss Cross site was well used and the JWT were now looking to include such a shop at Hempsted as part of a planned reorganisation of the site.
- The JWT were in dialogue with Ubico regarding vehicle renewal and an element of these considerations would be the additional cost of moving waste from Cheltenham direct to Javelin Park. From experience he felt the likely outcome would be that direct delivery to Javelin Park would be cheaper than building a transfer station for Cheltenham and Tewkesbury but this was still to be proved. Any reasonable additional cost would be bore by GCC rather than Cheltenham.

The Chairman thanked the Head of Service for his attendance and urged members to do all that they could to maximise recycling in their wards. He commended the partnership working across different councils and asked that Steve Read pass on specific comments on this committee to the JWC.

11. CHELTENHAM TOURISM PROJECT UPDATE
The Chairman explained that it was originally envisaged that the committee would, at this meeting, consider the draft consultant report, but this item had been deferred until the February meeting, when the consultants were available to present their draft final report. However, Councillors Hay, Payne, Ryder and Wilkinson, of this committee, were also members of the Cabinet Member Working Group and the Chairman invited these members to discuss their view of the progress to date.

The working group had to date, only reviewed Report A, the first report of three, to be produced by the consultants. This report was a situational analysis and summarised the opinions of the Cheltenham 'offer' from various organisations within the tourist industry, which had been anonymised to facilitate for honest feedback.

Opinion amongst the representatives of the working group was evenly split. Two members felt that Report A contained too much corporate language, and statements which were not substantiated by any data. These members were also of the opinion that the Trust should be doing more.

The other two members were comfortable that the report, which was not a public report, used terminology and language which the tourist industry were familiar with. They felt strongly that any criticism of the Trust was completely unjustified given that the only responsibility in relation to tourism that had been delegated to the Trust by the Council; was the day-to-day running of the Tourist Information Centre, though they were keen to take on more.

The Leader attempted to dispel any confusion surrounding this issue. The Cheltenham Tourism Partnership was set-up by the council and whilst the Trust was represented, membership was much broader (Festivals, Racecourse, etc). The Partnership met once and decided to commission consultants to develop a strategy, something the council had not had for some years since the collapse of the Regional Tourist Boards. Report A from the consultants simply aimed to outline the status quo rather than provide the solution. In some aspects, Cheltenham had an international reputation, but CBC wanted to be clear about what the Cheltenham offer was and therefore wanted to develop a strategy, which would help us determine who was best placed to deliver this. It was

suggested that a briefing note, a position statement on Tourism, would be beneficial to members. This would be circulated outside of the meeting.

In response to a member question, Councillor Payne confirmed that Report A included a 'destination tourist wheel' which identified a number of issues relating to how tourists accessed the town and the welcome that they received, much of, which , he said, was outside of the councils control. He highlighted that The Promenade in Cheltenham was again voted the 5th best street for shopping in the UK and he was eager to see Report B of the consultants.

The Chairman welcomed the offer of a briefing note, recognising the value of tourism to the town and acknowledging that there seemed to be some confusion on the issue.

12. **UPDATES FROM SCRUTINY TASK GROUPS**
The Democracy officer gave the following update on each of the active scrutiny task groups;

Cycling & Walking and Railway – both STG reports were noted by Cabinet on 10 November and detailed reports would be taken to another meeting in due course. The committee would be updated on the outcome at the appropriate time and reviews scheduled accordingly.

Broadband – the task group had only received details of cabinets in Cheltenham and Gloucester which were known to require upgrades last week. The Chairman had contacted Fastershire directly to ask for further information in order that these cabinets could be marked on a map, along with details of which premises they served. Arrangements for the next meeting would be made in due course and once the group had agreed upon some aims and objectives for the review, the draft One Page Strategy would be tabled with the committee for approval.

Devolution – the committee agreed the One Page Strategy at the last meeting but the special Council meeting was subsequently cancelled as discussions with Government were not yet finalised. The Leader advised members that there were currently two options for how to progress; the first was that an initial package would be developed by February/March and consultation on the combined authority be run in parallel, which officers felt was a sensible approach. The second option, which he favoured, was slightly slower, allowing for an initial view to be formed of the package on offer, before undertaking consultation in July, thus enabling the council to sign-of the final version.

Councillor Mason, Chairman of the task group, advised that members of the group had unanimously agreed that they would not meet again until there was more information and the next document was not expected until January. The Leader confirmed that a copy of the formal response by the county was expected this week.

13. **REVIEW OF SCRUTINY WORKPLAN**
The Democracy Officer referred members to the committee work plan, as circulated with the agenda. She explained that the Tourism item had been confirmed for the February 2016 meeting, to allow the consultants, who were not available to attend the January meeting, to give a presentation.

The Railway and Cycling & Walking STG reviews would be scheduled once Cabinet had considered their follow-up reports, which was likely to be in January.

Councillor McCloskey, as the elected representative on GAVCA was keen that the committee consider the survey results at the next meeting, as suggested on the work plan.

Councillor Hay advised members that the Gloucestershire Economic Growth Scrutiny Committee had established a task group to consider the issue of pub closures. The task group had received an interesting presentation from an organisation called 'The Pub is the Hub' who were funding a survey of rural areas and it looked as though the county would be funding a survey of urban areas. He stressed that this was not simply about giving local communities the opportunity to buy local pubs and therefore, this might be an area for scrutiny that the committee could consider in the future.

14.   DATE OF NEXT MEETING
The next meeting was scheduled for 25 January 2016.

Tim Harman
Chairman

Information/Discussion Paper

An update on progress being made to share services as part of the 2020 Partnership

25 January 2016

Overview and Scrutiny Committee

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

1. Why has this come to scrutiny?

1.1 To update members on the work being undertaken to prepare business case briefings for the sharing of customer and support services, revenues and benefits and property services.

1.2 To update members on service design and delivery considerations.

1.3 To seek member's views on the proposed client-side and performance management arrangements with a focus on how both O+S and back-bench members will be involved in understanding the performance of services shared with the 2020 partnership.

2. Background

2.1 At Cabinet on Tuesday 13 October, as part of the agreement to the 2020 shared services partnership structure, it was agreed that further business case briefings and proposed service level agreements be received and approved by Cabinet. The documents would provide reassurance on the benefits, costs and savings to the Council and demonstrate that other sharing options had been considered, prior to delegation of those services to the Joint Committee. At Council on 19 October, the Leader made a commitment that back-bench members would be given the opportunity to be involved in this process.

2.2 Customer and support services, revenues and benefits and property services were identified within the programme as the next new CBC services to be considered for sharing and would therefore be subject to further business case briefings. In addition, Building Control is also now being considered for sharing and more information is set out in para 3.12.

2.3 Work on the various legal documentation to support the creation of the Joint Committee has not yet been finalised and is subject to further officer and member discussions. Any residual issues arising from the legal documentation will be considered as part of a report to Cabinet on 9 February. The matters are the proposed contracting authority for ICT shared services, delegation to the 2020 Vision Joint Committee of internal audit including counter fraud service (not new shared services) and the proposed performance standards for ICT.

3. Preparation of business case briefings

3.1 Following consultation with the relevant Cabinet lead for the three services; Cllr. John Rawson, it was agreed that three Cabinet Member Working Groups should be established to ensure that as many members as possible were involved in the development of the business case briefings. The groups met for the first time in week

commencing 30th November, for the second time on week commencing 14th December and for the final time on week commencing 4th January. The same format for the meetings was followed for each of the three services.

- What - Scoping the service, what's in scope and what's not, what's important for members about what the service does, understanding budgets and defining outcomes
- How – what's most important about how the service is delivered to our customers and what members expect to be included in the specification.
- Why - Review and sign-off the business case ahead of Scrutiny and Cabinet meetings.

3.2 Membership of the Cabinet Member Working Groups were as follows:

Revs and Bens	Customer Services	Property Services
Cllr John Rawson	Cllr John Rawson	Cllr John Rawson
Cllr Roger Whyborn	Cllr Suzanne Williams	Cllr Andrew Chard
Cllr Tim Harman	Cllr Helena McCloskey	Cllr Paul Baker
Cllr Flo Clucas	Cllr Colin Hay	Cllr Chris Mason
	Cllr Max Wilkinson	
Mark Sheldon (Director)	Cllr Matt Babbage	Mark Sheldon (Director)
Richard Gibson (Commissioning)		Richard Gibson (Commissioning)
Paul Aldridge (Service Manager)	Mark Sheldon (Director)	David Roberts (Service Manager)
Jayne Gilpin (Service Manager)	Judy Hibbert (Service Manager)	Ann Wolstencroft (2020 Programme)
Ann Wolstencroft (2020 Programme)	Richard Gibson (Commissioning)	David Neudegg (2020 Programme)
David Neudegg (2020 Programme)	Ann Wolstencroft (2020 Programme)	
	David Neudegg (2020 Programme)	
	Paula Burrows (2020 Programme)	
	Phil Martin (Cotswolds DC)	

3.3 The meetings were well attended and members welcomed the opportunity to comment on and review the draft business case briefings. As part of the process, members were asked to identify any issues that they felt Scrutiny should be aware of. These are as follows:

3.4 <u>Revenues and Benefits:</u>

3.5 Members welcomed the draft business case briefing and given the current financial situation, felt strongly that the 2020 option was the only credible option on the table. They did want to draw the following issues to the attention of Scrutiny:

- They want reassurances that elected members will have oversight over the governance and performance of the shared services and would want to contribute to a debate about how this will work.
- They were reassured that service specific policy will remain with the council, but recognised that how the service is designed and delivered was up to the 2020 partnership.
- They wanted to be involved in the development of the business case for the Teckal company as there are still some reservations about how this will work and possible dilution of control if the company expands.

- They would like to have further sight of future staffing arrangements once the shared service is live and suggested that members were briefed about implementation plans. They also suggested that the council looks to avoid making any compulsory redundancies wherever possible. They also suggested that the council looks to avoid making any compulsory redundancies wherever possible.

3.6 Customer Services

3.7 Again, members welcomed the draft business case briefing and were happy to support this option going forward. The only request they had was that CBC members be involved in developing the shared customer access strategy. The nature of this involvement was not determined but this is an issue that members on the Overview and Scrutiny Committee could give some thought to.

3.8 Property Services

3.9 The Property Services Cabinet Member Working Group met twice; the first time to scope out the service and determine the most important outcomes for the service and second time to consider service standards and performance indicators.

3.10 Over the Christmas period, an additional option for delivering our property services emerged. Cabinet have provided a steer that we should explore this option in more detail alongside the 2020 option. The final Cabinet Member Working Group meeting, due to take place on 6 January 2016, was therefore deferred to allow more time to evaluate both existing and emerging options.

3.11 Building Control

3.12 The business case and options appraisal for Building Control services has been subject to a slightly different process as this service is already part of an existing shared service with Tewkesbury Borough Council. A report has been prepared and circulated to both Councils in the partnership. The report is currently being reviewed.

3.13 For this reason, we are only bringing forward business case briefings to the 9 February Cabinet meeting for the sharing of our revenues and benefits and customer services with the 2020 partnership. The summary of these are shown below.

Criteria	Revs and Bens	Customer Services
Savings/value for money	An initial savings target for the creation of the shared Revs and Bens services of **£105k p.a.** has been identified, which is considered to be prudent by CIPFA and builds on the track record of savings delivered from these existing partnerships.	An initial savings target for the creation of the shared Customer Services of **£54k** has been identified, which is considered to be prudent by CIPFA and builds on the track record of savings delivered from these existing partnerships.
	Sharing with four councils maximises the opportunity to benefit from economies of scale and benefits from an existing track record of working together and sharing and delivering savings from sharing e.g. GOSS and ICT. Existing back office is shared e.g. GOSS and the proposal to share ICT will ensure that further economies in back office will be delivered though further alignment of back office including shared ICT infrastructure. The overall business case includes further savings of £43k p.a. by 2019/20 from back office which is facilitated by further sharing. Maximises opportunity to share and reduce operating costs e.g. Licences for systems/technology supporting the service e.g. telephony, switchboard. Maximises opportunity to make savings though shared purchasing e.g. system licences.	
Pension fund viability	Offers the potential to move to a Teckal company with stakeholder pensions which are more affordable.	
Quality	2020 Vision offers a significant opportunity to access £1.5m of TCA money to fund investment in the service. Any investment above the TCA funding is shared amongst 4 partner councils.	The partners are developing a Customer Access Strategy to capture a programme of activity, including a digital strategy, 'push' out messaging to customers and potential CRM systems to improve customer services. 2020 Vision offers a significant opportunity to access

Criteria	Revs and Bens	Customer Services
		£1.5m of TCA money to fund the implementation of the strategy. Any investment above the TCA funding is shared amongst 4 partner councils.
	There is an aspiration to ensure that the existing scope and service standards are, at least, maintained despite reduced funding. Co-working will enable best practice to be identified and shared. An analysis of service functions in scope indicates a high degree of similarity between the four councils in terms of the scope of their services which should give members some reassurance that the services can be effectively shared.	
Resilience	Sharing technology and staff resources across four partner councils will maximise the potential to increase resilience particularly during the transition to Universal Credit resulting in potential loss of staff.	Sharing technology and staff resources across four partners will maximise the potential to increase resilience.
Creativity	There are some well-developed relationships across the partnership which has resulted in some significant achievements e.g. shared bailiff contract for the service and the stabilization of ICT infrastructure, which can be built on.	Investment in new technology will provide opportunities for customer service to be delivered in different ways to meet customers' varying requirements. There are some well-developed relationships across the partnership which has resulted in some significant achievements e.g. stabilization of ICT infrastructure, which can be built on.
	Co-working will encourage and foster creativity across the partners Maximises scope for staff progression/ development and improving remuneration as demonstrated by existing models e.g. GOSS and ICT model where staff work across multiple sites.	
Influence	Aspiration to ensure that separate identify, local decision making, community leadership and local knowledge is not impacted. More likely to be able to influence others e.g. government on policy, ICT providers for development or other public bodies on regional objectives.	
Ability to deliver change	The structure of 2020 Vision is to group revenues and benefits under a group manager in order to deliver step change in services.	The structure of 2020 Vision is to group ICT and customer services under a group manager in order to deliver step change in services. This will ensure that any service development will receive focused ICT support which is fully resourced and funded.
	The 2020 Vision programme has a £10m programme of activity including funding to support key work streams including the strategy for aligning business applications which will ensure that step change is delivered within a planned timescale by 2020. Key ICT support is available through the programme to support individual service development for service areas where all four partner councils are sharing.	
Business complexity	Already sharing key back office services and are aligning policies e.g. contracts rules, procurement, cash collection and banking. More sharing of staff using common ICT infrastructure (telephony, personal ICT kit), shared applications and approach e.g. payment card industry (pci) requirements, Public Service Network etc.; further sharing with existing partners will simplify the operating model.	
Overall risk to delivery of outcomes.	GREEN	GREEN

4. Service design and delivery considerations

4.1 As part of the Cabinet Member Working Groups, members had a chance to consider the proposed service design and delivery arrangements. The following principles of service design have been agreed by the 2020 Member Governance Board which included:

- Residents and businesses will have access to knowledgeable support from staff that understand their localities and can support members with their decision-making.
- Back office services will be centralised where possible and in a balanced way across the partnership, taking into account economies of scale achieved, any additional costs (e.g. initial staff travelling cost and time) and opportunities to reorganise or release office accommodation which delivers a capital sum or a rent.

4.2 In designing services to meet the outcomes specified by each Council it is proposed that the following checklist is taken into account and in the design of services.

How the services will be delivered

Customer Focus	• Ensuring that the customer continues to have a **positive experience** of the service. • How customers understand **who is accountable** for the service provided to them.
Service Standards	• Implications for the **nature of the service** and the **service standards** offered to the customer (internal and external) • How the **service offer** is presented to the customer, including the location.
Customer, members & staff communication	• The general implications for **customer** communication and engagement. • The organisation of **member and staff communication** and engagement.

Options

Sourcing Options	• The **sourcing options** that are most likely to meet the outcomes. • How the partners will approach **collaboration** with other organisations.

Accountability

Decision-making processes	• **Governance**: how democratic decisions and delegated decision-making are organised.
Performance Management	• How **performance management** data will be managed for the new arrangements.

Implementation

People	• Interim **management arrangements**, i.e. how employees will be organised during the transition to any new arrangements. • Implications for the future **culture** of the organisation. • Implications for the **terms and conditions** of staff.
Finance	• How costs and savings will be distributed between the partners. • The potential for **income generation**.
Infrastructure	• The **technology** that will enable the new arrangements to function smoothly and efficiently.

4.3 It is acknowledged that the partnership has long experience of working together through the establishment of GO Shared services and Ubico Ltd., and it is envisaged that lessons learnt from this process will be incorporated into the design of shared services. Initially the services would be shared through a section 101 agreement which is well-recognised in the sector and an immediately recognisable model for potential new partners. This would need to be changed if the services were moved to a different model e.g. Teckal Company but such changes would be subject to a further report.

5. Proposed client-side and performance management arrangements

5.1 CBC Members have consistently raised their concerns about how they will be involved in the performance and governance of shared services. This section sets out how this will happen and invites comment from overview and scrutiny members.

5.2 To support the good governance and accountability of the 2020 partnership, from April 2016 we will have the following structures in place:

5.3 A Joint Committee: A formal group made up of elected members, two from each council, this has responsibility for oversight of the Partnership Venture's performance and for approving annual service plans and performance reports for each of the Partnership Venture services. Individual Joint Committee members will provide a performance overview to relevant Cabinet leads for the constituent services and to their council's Overview and Scrutiny Committees as required.

5.4 A Partnership Venture Commissioning Group (PVCG): It is proposed that this group, made up of the heads of paid services of each of the four councils, plus the Partnership Managing Director, takes the lead on performance reporting and links to Councils' Cabinets, Scrutiny and Executive Teams. The group will act as the commissioners of the Partnership Venture and this work will be undertaken collectively. The Commissioners will:

- Lead partner contributions to the Partnership Venture's preparation of its service plan and advises the Joint Committee on its approval
- Lead strategic thinking on behalf of the partners, advising the Joint Committee re-commissioning and de-commissioning; changes to needs and desired outcomes; changes to strategic risks and opportunities.
- Lead on major stakeholder engagement with communities, elected members and strategic partners

5.5 It is also proposed that the PVCG will be supported by a Client Officers Group which collectively represents the specific interests of their individual authorities in managing performance for the given service. The extent of these roles will be influenced by the level of variations in the Partnership Venture service from partner to partner and might well reduce over time as confidence in shared arrangements increases.

5.6 We will also have the following documents in place:

5.7 The Inter-Authority Agreement will outline the rights and obligations of the partner councils within the partnership and covering such matters as the formation of the Joint Committee, accounting and reporting arrangements, termination provisions and dispute resolution. The agreement will include the Joint Committee constitution, its terms of reference, delegated functions and arrangements for performance monitoring.

5.8 Annual Service Plans will set out the key tasks and actions, outcomes, performance measures and service standards for each Council delivered by the Partnership Venture. For 2016/17 these plans will be taken from each council's existing proposed

plans. As the two services do not currently have a service plan in place, these will need to be developed by the end of June 2016, ready for the first quarter performance reports. These will form the basis for the future relationship between the partners and each service delivered by the partnership venture.

6. So how will this work for CBC?

6.1 Officers at CBC are currently working with our partner councils to put together detailed working arrangements of how the client officer group will operate. We expect to have two part-time client officers covering the range of CBC services shared with the 2020 partnership. Alongside 2020 services, they will also have other clienting responsibilities including the Cheltenham Trust and Ubico.

6.2 They will be responsible for maintaining an overview of how well the partnership venture is meeting the service standards, performance indicators and needs of CBC. They will act as a conduit for information from CBC as client (both in terms of staff and elected members) to the partnership venture. They will act as a first point of contact for elected members if there are any major concerns with service delivery.

6.3 In addition, they will need to retain links with our commissioned service providers (such as CBH, The Trust and Ubico) who are also "customers" of the shared services to make sure that they continue to receive the appropriate level of service.

6.4 On a more formal basis, the two client officers will represent the council at a quarterly Client Officers Group meeting that will bring together client officers from the four councils. This will be chaired by one of the Lead Commissioners (heads of paid service from the partnership venture commissioning group). The meeting will enable the client officers to share information about how well the services are being delivered and to support the Lead Commissioner to resolve any service delivery issues.

6.5 The outcome from the Client Officers meeting will be that the Lead Commissioner will be in a position to effectively feedback at the PVCG performance meeting and challenge any performance issues.

6.6 Performance reports for the partnership venture itself and its constituent services will be brought to Partnership Venture Commissioning Group and the Joint Committee.

6.7 The council's Head of Paid Service will be then in a position to summarise performance of the 2020 partnership for this council's Executive Board and Scrutiny Committee as appropriate.

6.8 In addition, each council's lead member on the Joint Committee will then be available for providing a performance overview to relevant Cabinet leads for the constituent services and to their council's Overview and Scrutiny Committees as required.

6.9 The 2020 Partnership Managing Director has also given an undertaking to attend Executive Board and Scrutiny Committee meetings as requested to provide updates on the programme and to respond to any concerns about the implementation of the Service Plan.

6.10 Given that members on the Overview and Scrutiny Committee have had previous experience of reviewing both corporate performance and the performance of our commissioned providers, their thoughts on the above will be valued.

7. What happens next

7.1 The two new shared service business case briefings and the residual issues report will be considered by Cabinet on 9 February 2016.

Background Papers	2020 Vision Cabinet and Council Report – 13 October 2015 and 19 October 2015
Contact Officer	Pat Pratley, Deputy Chief Executive pat.pratley@cheltenham.gov.uk 01242 775 175 Mark Sheldon, Director Resources mark.sheldon@cheltenham.gov.uk 01242 264 123 Richard Gibson, Strategy and Engagement Manager richard.gibson@cheltenham.gov.uk 01242 235 354
Accountability	Cllr. John Rawson, Cabinet Member Finance

Information/Discussion Paper

A review of the Community Investment Grant given to Gloucestershire Association for Voluntary and Community Action (GAVCA)

25 January 2016

Overview and Scrutiny Committee

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

1.   Why has this come to scrutiny?

1.1   The council's current grant agreement with GAVCA runs to March 2016. This report is brought to Scrutiny to seek members' views about the potential renewal of the grant.

2.   Background

2.1   Cheltenham Borough Council has a long standing relationship with GAVCA; over the past five years, the council has invested £34,000 per annum in GAVCA through a Community Investment Grant (CIG) so that it is able to provide support for voluntary and community sector organisations in Cheltenham. The details of the CIG agreement is set out in section 3.

2.2   This investment has enabled GAVCA to employ a dedicated worker for Cheltenham who has delivered advice, support, training and networking opportunities for local VCS organisations. As a council, we know that this investment pays a significant dividend in terms of the strength and vibrancy of the local VCS sector that is collectively contributing to our vision that Cheltenham delivers the best quality of life for all of its people. Some of the outcomes from GAVCA's work are set out in section 4.

2.3   The council's current grant agreement runs until March 2016, and as part of the review process, the council has carried out a survey of local VCS organisations about the value they place on the work of GAVCA and what they see as some of the priorities for any future agreement. These findings are presented in section 5.

2.4   Members of Scrutiny are invited to review the findings from the survey and comment on the value that the council achieves from its funding relationship with GAVCA.

3.   Details of the Community Investment Grant

3.1   The current Community Investment Grant agreement was signed off in April 2011. Before then, the council had a three year agreement (2008-2011) with GAVCA, who were operating in Cheltenham as Cheltenham Voluntary and Community Action.

3.2 The agreement set out an initial three year funding commitment that would then be reviewed and, subject to the satisfactory performance by GAVCA, the continued availability of funding, and the grant continuing to meet our corporate priorities, would then be extended by a further two years to March 2016.

3.3 The agreement sets out the high-level service scope. This being:
- To support the development of the Voluntary and Community Sector.
- To coordinate the representation of and to advocate on behalf of the voluntary and community sector, including the promotion of the Compact.
- To facilitate a Voluntary and Community Sector Forum in Cheltenham.
- To continue to focus on its internal organisational development.

3.4 More detail is shown in the table below.

Key Service Requirement	Service Delivery Element	Outcome
To support the development of the VCS.	To assist the local VCS to function more effectively through, for example:- • Information dissemination • Signposting to providers of funding advice, core skill development, training opportunities	• The VCS have an awareness of current local and national developments, and of support available to build their capacity • The VCS are able to develop their capacity to deliver effective services for their users
To coordinate the representation of, and to advocate on behalf of the VCS, including the promotion of the Compact	To promote liaison between the VCS and the public sector and other potential commissioners/funders. To support VCS in development and operation of working agreements and compact To represent the sector, in order to ensure that the VCS has an effective role at a strategic level. In particular to represent the VCS on the Cheltenham Strategic Partnership	• The views of the VCS are adequately represented to the public sector • Feeds back to the VCS on key local strategic initiatives
To facilitate a VCS Forum in Cheltenham	To facilitate effective communication amongst the VCS through the co-ordination of a VCS Forum	• The VCS have a shared understanding of local issues and developments • The VCS are able to work collaboratively on key issues and opportunities, such has joint funding bids
To continue its focus on internal organisational development	To ensure that the organisation and its business is developing, has robust governance and is working towards financial independence To regularly assess the views, issues and the needs of the VCS, to ensure that the services provided remain relevant to the sector, ensuring in particular that there is fair representation from 'seldom-heard' groups. Ensure internal governance complies with the 'Good Governance' Code.	• Service is tailored to meet the needs of the VCS • The VCA provides a strong role model for the VCS

3.5 In terms of ongoing review of GAVCA's performance, there are quarterly round table meetings between council representatives and representatives of Cheltenham's VCS. Once a year, the Strategy and Engagement Manager meets with the GAVCA Service Manager to review overall service performance and identify any pressing issues for the next 12 months.

4. Outcomes from the current Community Investment Grant agreement

4.1 GAVCA's activities fall into four broad areas, the outcome of which has been recognised with the national externally accredited NAVCA Quality Award.
   - **Development:** GAVCA supports the identification of needs in the local community and facilitates innovation and improvements in service provision to meet those needs**.**
   - **Support:** GAVCA supports local voluntary organisations and community groups to fulfil their missions more effectively
   - **Networking:** GAVCA facilitates effective communication and collaboration amongst local voluntary organisations and community groups and between different sectors.
   - **Voice**: GAVCA supports local voluntary organisations and community groups to influence policies, plans and practices that have an impact on their organisations and beneficiaries

4.2 During 2014-15 GAVCA supported 35 organisations with specific issues around organisational development, and in this financial year by September 2015, 23 organisations have received support. The most prevalent presenting issues being around information services, governance support and funding. When organisations contact GAVCA for help, a development worker meets with them to discuss what the issues are, which are invariably complex and numerous rather than the one issue which they initially identified.

4.3 A number of new and emerging groups have used GAVCA to help them develop their governing structure. For example EduFun and Cheltenham Science Group have both established themselves as Community Interest Companies (a type of social enterprise established for community benefit) and more recently Green Space Volunteers for Winston Churchill Memorial Garden/Honeybourne Line North and a residents group in the new Circa Cheltenham development are both community groups that have received support to ensure that the group adopts the right type of governance structure to enable them to carry out their activities.

4.4 GAVCA has a well-established voluntary and community sector forum (VCS Forum), which GAVCA co-ordinates, and meets bi-monthly. They enable the VCS to play an active part on the Cheltenham Partnership through this accountable system of representation and the forum elects VCS Reps that sit on various partnerships and groups.

4.5 GAVCA ran a successful Funding Fair with 87 people attending from groups across the county, 27 organisations from Cheltenham participated in funding workshops and a funder's marketplace where they were able to meet and talk directly with funders including the Big Lottery, Children in Need and the Summerfield Charitable Trust.

4.6 GAVCA also ran the annual Cheltenham Volunteer of the Year Awards which recognises outstanding voluntary contribution to the sector in Cheltenham. It supported Cheltenham Civic Society to run the Civic Day in June 2015 with the theme of volunteering.

4.7 Information is sent out on a regular basis to 275 organisations and a regular email to

299 contacts within the sector, which includes invitations to the VCS Forum, events, training and other information relevant to the VCS e.g. funding opportunities.

4.8 GAVCA also undertakes an annual survey of the sector to identify its needs and to receive feedback on its work. The results are then used to determine GAVCA's plan for the following year. The results of the latest survey are attached as an **appendix 1** to this report.

4.9 Other achievements for GAVCA in 2014-15 include
- Increased use of social media – GAVCA now has over 1500 followers on Twitter
- 310 volunteer and job vacancies were advertised on the GAVCA website
- E-bulletin is sent to over 2000 individuals
- Annual state of the sector survey
- Training programme provided bursaries for 'Community Champions' to attend training (14 were from Cheltenham community groups).
- Runs a successful network for Volunteer Managers to share good practice and new developments in volunteering (13 Cheltenham groups attended) and runs an accredited Volunteer Management Qualification.

5. Survey of local VCS organisations

5.1 On 15 October 2015, the council launched a survey of local VCS organisations and invited them to complete an online survey which had 11 primary questions. The closing date for the survey was 13 November 2015. The primary questions were:
- Are you aware of GAVCA?
- Value of contact with GAVCA
- Value of support and advice from GAVCA
- Value of training from GAVCA?
- Value of GAVCA representing your organisation's interests?

- What do you see as GAVCA's current strengths?
- What do you see as GAVCA's current limitations?
- What do you see are your organisation's main challenges for the future?
- What external support do you feel you need to address these challenges?
- What external support would you look to CBC to commission via a grant?
- Do you feel GAVCA could be best placed to deliver this support?

5.2 In total, there were 25 completed responses – the link to the survey was sent to 299 groups. A summary of the responses to the last six questions is set out in the attached **appendix 2**. In summary the results for all questions are as follows.

Question	How many answered	Summary
Are you aware of GAVCA?	25	100% of respondents were aware of GAVCA
Value of contact with GAVCA	25	On average, respondents rated the value of contact 8.76 (out of 10)
Value of support and advice from GAVCA	24	On average, respondents rated the value of support and advice 8.88 (out of 10)
Value of training from GAVCA?	17	On average, respondents rated the value of training 8.94 (out of 10)
Value of GAVCA representing your organisation's interests?	21	On average, respondents rated the value of representation 9.24 (out of 10)
What do you see as GAVCA's current strengths?	24	Most common references were: • Knowledge of the sector (30%) • Quality of service (22%)

		• Connections (17%) • Information, advice and support (17%)
What do you see as GAVCA's current limitations?	22	Most common references were: • Lack of sustainable funding (36%) • Under-resourced (27%) • Communications and marketing (9%)
What do you see are your organisation's main challenges for the future?	25	Most common references were: • Access to fundraising (52%) • Access to volunteers (16%) • Coping with service demand / growth (12%) • Harnessing the benefits of collaborative working (8%)
What external support do you feel you need to address these challenges?	25	Most common references were: • Access to fundraising skills and resources (52%) • Access to communications and marketing skills (16%) • Harnessing the benefits of collaborative working (12%) • Harnessing the benefits of innovation (8%) • Access to volunteers (8%)
What external support would you look to CBC to commission via a grant?	20	Most common references were: • Harnessing the benefits of collaborative working (19%) • Continue with GAVCA funding (19%) • Access to fundraising skills and resources (50%)
Do you feel GAVCA could be best placed to deliver this support?	23	• 78% (18) of respondents said yes • 4% (1) respondent said no • 17% (4) were unsure.

5.3 Overall, the council should be pleased with the results of the survey. Respondents to the survey place a high value on the support, training and representation that GAVCA provides to local VCS organisations and almost 80% of the respondents to the final question felt the GAVCA are best placed to deliver support on the future.

5.4 The survey does throw up some challenges; local VCS organisations want to see more support on areas where they may lack specific skills. There is a particular focus on access to fund-raising skills but also mentioned are some of the "softer" skills of communications, marketing and developing more collaborative working opportunities. If we decide to renew the grant with GAVCA then we will need to reflect on these areas and consider including them in any future grant agreement.

5.5 Scrutiny members' views on the survey results and any other thoughts about the potential renewal of the grant will be welcome.

6. What happens next

6.1 The Cabinet Member Healthy Lifestyles will consider the results of the survey and thoughts of Scrutiny members before making a final decision about whether or not to renew the grant with GAVCA.

Background Papers	None
Contact Officer	Richard Gibson Strategy and Engagement Manager 01242 235 354 Richard.gibson@cheltenham.gov.uk
Accountability	Cabinet Member Healthy Lifestyles

Gloucestershire Association for Voluntary and Community Action (GAVCA) response to survey results – January 2016

Introduction

Cheltenham Borough Council conducted a survey to review the service provided by GAVCA in late 2015.

GAVCA was first established in 1996 and supports the local voluntary and community sector across Gloucestershire. GAVCA is a registered charity and receives funding from Cheltenham Borough Council, Gloucester City Council and from the Police and Crime Commissioner's Office. When available, GAVCA receives funds from Charitable Trusts; we also raise funds from membership and our training and development programme.

GAVCA's services

GAVCA provides all aspects of organisational development support to help community groups, charities and social enterprises - from the initial advice to set up and establish a governing structure, to support to develop policies, find funding and recruit and manage volunteers. GAVCA facilitates networking opportunities to share good practice and to develop collaborative working relationships. GAVCA is known for its expertise in providing training for the voluntary sector and also offers an accreditation hub service which enables organisations to accredit their own training courses. GAVCA holds a county-wide database of over 2500 voluntary and community organisations which it uses to share information relevant to the sector and the communities they serve. GAVCA has recently developed 'Our Community is your Business' – a project to connect and develop the relationship between local business and charitable and community organisations.

Surveys

We conduct our own satisfaction surveys which complement those done by our funding partners. During 2015, we undertook 2 major surveys:

- During June the survey concerned the voluntary and community sector forums, meetings and networks and had 49 respondents.
- Between 7th January and 12th February the GAVCA Annual Needs and Satisfaction Survey had 107 respondents, the majority (28) operated in Cheltenham.

Surveys are one of the tools GAVCA use to inform future strategy and plans.

The recent Cheltenham survey carried out by CBC corroborates with most of the findings from our earlier surveys:

- Satisfaction rates were consistently high across all surveys with scores of 75% and more
- The top 3 priorities for support are fundraising, collaborative working and marketing in the Cheltenham CBC survey
- The top area of support in GAVCA's February survey is funding information and advice

- GAVCA's June survey showed the benefit to groups of opportunities to learn from peers, share good practice, work collaboratively through networks and forums

The key challenges and needs identified by respondents are listed below along with our response:

Sector Challenge	GAVCA response
Funding Support *"Bring more funding into local charities"* *"funding from external bodies to cover core costs"* *"Identifying suitable funds to apply to"* *"advice on potential bidding opportunities and new ways of seeking funding"* *"lack of guaranteed income"* *"generating revenue"*	Improve the quality of applications Opportunities to meet funders e.g Funding Fair Inform the sector about new forms of social investment Build up relationships with private businesses Ensuring that organisations are "funding ready" Help to develop marketing and communications skills
Volunteer recruitment *'…volunteering expertise'* *'more responsive support finding volunteers'* *'replacing volunteers that decide to stand down'* *'recruitment of volunteers'*	Volunteer managers' networks Volunteer training Policies and Procedures development Advertise vacancies and work collaboratively with Volunteering Gloucestershire
Impact of external environment *"Doing more with less"* *"Adapting to whatever new challenges arise"* *'ensuring that small, local voluntary sectors has a vital role to play in the provision of services in Cheltenham'* *'promotion and support for partnerships, knowledge of development opportunities, good governance'*	Pro-actively facilitate collaborative arrangements Offer models for joint working and shared resources Brief the sector on possible impacts of changes e.g. Devolution, Charity Commission charges Keep the sector up to date on current good practice and new initiatives Playing the role of facilitator to enable discussion of new and emerging trends and responses for the benefit of the wider community

GAVCA also receives:

£15,000 funding from Gloucester City Council

£63,000 funding from the Police and Crime Commissioner's office

£22,500 income from other charitable activities (training, consultancy and memberships)

Although we have not yet received confirmation of the 2016-2017 budgets, we are confident that we will retain the same funding levels for next year. To mitigate against any potential shortfall in funding we are reviewing our costs base and have several funding applications to Trusts in the pipeline.

Catherine Kevis (CEO) and Angela Gilbert (Support Services Manager)

January 2016

Encl: GAVCA Annual review 2014-15

Q11 What do you see as GAVCA's current strengths?
Answered: 24 Skipped: 4

	Knowledge of the sector	quality of service	connections	information, advice and support	sign-posting	training	cost-saving advice	Total
No	7	5	4	4	1	1	1	23
%	30.4	21.7	17.4	17.4	4.3	4.3	4.3	100

Q12 What do you see as GAVCA's current limitations?
Answered: 22 Skipped: 6

	Sustainable funding	under resourced	support for new charities	comms and marketing	duplication	Lack of knowledge	none	total
No	8	6	1	2	1	1	3	22
%	36.4	27.3	4.5	9.1	4.5	4.5	13.6	100

Q13 What do you see as your organisation's main challenges for the future?
Answered: 25 Skipped: 3

	fundraising	service demand / growth	access to volunteers	collaborative working	comms and marketing	adapting	Meeting ambitions to expand	total
No	13	3	4	2	1	1	1	25
%	52	12	16	8	4	4	4	100

Q14 What external support do you feel you need to address these challenges?
Answered: 25 Skipped: 3

	fundraising	comms and marketing	collaborative working	innovation	volunteers	support for new charities	total
No	13	4	3	2	2	1	25
%	52	16	12	8	8	4	100

Q15 What external support would you look to CBC to commission via a grant?
Answered: 20 Skipped: 8

	collaborative working	continue GAVCA	fundraising	recommission	volunteering	Total
No	3.0	3.0	8	1	1	16.0
%	18.75	18.75	50	6.25	6.25	100

Q16 Do you feel GAVCA could be best placed to deliver this support?

	Yes	No	Unsure	Total
No	18	1	4	23
%	78.3	4.3	17.4	100

Q17 And finally, any other comments?

Very impressed with Angela Gilbert. A god send for our new Group. Invaluable civic resource
In an age of needing to cut costs it would be easy for CBC to view the GAVCA grant as a potential saving. However, both sectors are very often trying to work with the same people to achieve similar outcomes. CBC could view the grant as an investment - helping to make the VCS stronger and more resilient in the face of increasing demand - and able to achieve those outcomes in a different way.
I have always been happy with the service I have received from GAVCA. Their events are always well organised and relevant. Their staff are very professional. Volunteer Manager Network meetings are always very well attended, demonstrating the need for such a mechanism for volunteer managers to meet and be supported. Very often, volunteering can seem like an 'add on' in organisations and unless a board member or manager is really interested in this topic, those people can feel a bit under supported. It is good to know that there is someone outside who will give a sympathetic ear and good advice. Also, being in a network is supportive in itself as other volunteer managers have different experience and expertise. Angela has managed to foster a great atmosphere of mutual support and I feel if this service was 'contracted out' to a freelancer or the responsibility was given to a member of staff in another organisation that this strength which Cheltenham as a whole benefits from would be lost and there would be a risk of demoralisation amongst volunteer managers. The value of volunteering is oft quoted in economic terms (money saved through voluntary action etc) Please look at hose figures before you decide and then I think you will see that £34,000 is a good investment and probably a bargain!
Thank you for all the support.
Thank you so much for commissioning Gavca to do the great work that they do - they have helped us enormously to do what we do and increased our level of activity in Cheltenham hugely as a result.
In the voluntary sector we need all the help we can get, we are all struggling to survive. The work that Angela and the GAVCA team does helps to keep the rest of us going. Cheltenham Scouts may not use the services too often but we are very glad they are there when we do need them.
If GAVCA didn't exist we would have to invent it!
GAVCA have a straight forward business-like manner & are very professional in their approach. There can be an awful lot of waffle in the voluntary sector.
GAVCA already punches above its weight, it would be a tragedy if it were allowed to wither away rather than continue to grow and support the local community
GAVCA is an invaluable organisation which could be enhanced to give strength and sustainability to the VCS on whose shoulders much of the burden of government funding cuts will no doubt be borne in the coming years.
Thank you CBC for supporting GAVCA, may it long continue
I find the forums invaluable.
brilliant work and many thanks for the welcome
We are very fortunate to be able to run our organisation so successfully and would wish for other organisations to be supported and   promoted throughout the town
if we didn't have GAVCA we would have to invent it. They are very valuable to the sector.
I have worked with GAVCA for a number of years in Cheltenham and I know them to be a professional, relevant and meaningful organisation. They know their stuff! and provide and invaluable service - keep up the Excellent work.
Gavca always willing to try and help with an issue or to find someone who can.
Support from GAVCA has always been supportive and realistic. We have certainly valued their support now and hopefully into the future.
A great service and needs to continue to support local group and organisations.

Cheltenham Crematorium Development

PROGRAMME DEFINITION DOCUMENT

Author	Business Development Manager
Owner	Director of Environment and Regulatory Services

DOCUMENT HISTORY

Internal Document Location:	S:\Special Projects\Cheltenham Crematorium Development\Programme Documents\Programme Definition\Crematorium Development Programme Definition.docx

Version Number	Version Date	Summary of Changes
1.0a	13/01/2016	For Overview and Scrutiny agenda

This document has been approved by:

Names / Groups
Cheltenham Crematorium Development Programme Board
Cheltenham Borough Council (CBC) Executive Board

1   Executive Summary

This programme will create a new crematorium for Cheltenham, the preferred option identified by a feasibility study and overwhelmingly supported by the public and by Cheltenham's Cabinet and members. Its budget was approved by full Council in October 2015.

The programme will be led by a programme board, chaired by the Director of Environment and Regulatory Services. Board members include the Cabinet Member, Clean and Green Environment, the Bereavement Services Manager and lead specialist officers.

The programme's budget is £7.4 million and it will require substantial commitment from the council and its partners.

Whilst it is not possible to plan the programme in detail at this stage it is important that all involved understand the framework within which the programme must operate. This document sets out our aspirations, the roles of key participants, how we will engage with external stakeholders and our approach to managing decision making, issues, risks and change.

A glossary of terms in included on page 12.

2   Programme background

Following serious operational problems experienced after the installation of new cremators in 2012 Cheltenham Borough Council's Bereavement Services commissioned a feasibility study into options for the future of the cemetery and crematorium.

The feasibility study, led by architects Robert Potter and Partners, recommended that a new crematorium and chapel should be built on land adjacent to the current site. This recommendation was approved by CBC Cabinet and Council in September and October 2015 respectively.

CBC's Senior Leadership Team has created a programme to deliver the new buildings and the benefits associated with them. The programme will be run in accordance with the Managing Successful Programmes (MSP) methodology.

3   Vision, Outcomes, Blueprints and Scope

3.1   Vision

We will build a sustainable new crematorium facility on time and within the agreed budget, meeting all of the reasonable expectations of our customers, particularly those saying goodbye to their loved ones, and of our staff. Its design will be of good quality, achieving high environmental standards and creating an appropriate sense of place.

3.2   Outcomes and Objectives

The programme will contribute to the council's corporate outcomes:

Transform our council so it can continue to enable delivery of our outcomes for Cheltenham and its residents

Cheltenham's environmental quality and heritage is protected, maintained and enhanced

by putting in place:

improved facilities for mourners

improved facilities for those officiating and working at the crematorium

reduced environmental impact of cremating including full mercury abatement

a financial plan for the facilities which guarantees their long-term viability and ensures they continue to contribute to the delivery of the council's financial strategy

whilst sustaining the current atmosphere of the cemetery and crematorium and its registered buildings and parks.

3.3   Blueprints

Blueprints depict models of the service that will be needed to deliver the programme's vision.

The 'as-is' position is depicted in the
- current site layout plan
- current elevations and floor plans

The currently intended blueprint is depicted in the:
- conceptual site layout plan
- conceptual elevations and floor plans

created and approved during the feasibility study.

All the above blueprints are available in background documents linked to the Cabinet / Council reports of 15th September 2015 and 19 October 2015 respectively.

During the programme the conceptual physical plans will be further refined by the 'design' and 'construction' projects.

Additional blueprints, describing, for example, the service's new business processes and working practices, will be created during the project (further details may be found in Projects on page 6)

3.4   Scope

The scope of the programme will be as set out in the Cabinet and Council reports.

At this stage activity linked to the appropriation and potential sale of land (Nursery, Lodge, Offices and part of the access road) from the Cemetery and consideration of the options for re-purposing space within the current crematorium are outside the programme.

4 Initial business case and benefits

4.1 Options considered

Options considered are set out in detail in the report to Cabinet (15th September 2015) and Council (19th October 2015).

The feasibility study identified and examined various options (including 'do nothing') for the future of the crematorium service and assessed them against the following non-financial criteria:

- Service Quality
- Environmental
- Planning
- Land Use
- Resilience
- Operational
- Implementation
- Equalities
- Future Proofing

The option of building a new crematorium and chapel on land adjacent to the current site was assessed as clearly the best and was heavily supported in the consultation with the public and professional users of the current crematorium.

The primary financial criterion was that the option chosen must not lead to deterioration in Bereavement Services net operational finances, the costs of the programme being met by additional income or savings.

The financial model for the recommended option, set out in Appendix 4 of the Cabinet / Council report, demonstrates that this criterion can be met.

4.2 Benefits

See Benefits map in Appendix B

A more detailed profile of the listed benefits and disbenefits will be created as the programme progresses.

4.3 Costs

The estimated development cost is £7.4 million including design, construction, procurement, fit-out and staff costs.

The council will borrow almost £6 million for periods of between 15 and 35 years from the Public Works Loan Board to augment the £1 million capital receipt already approved. The Programme Maintenance reserve will be used to fund the remaining £0.5 million refitting and refurbishment costs.

Running costs and Interest costs on the loans will be met by increasing cemetery and crematorium fees.

Full details are set out in Appendix 4 of the Council / Cabinet report.

Estimates of internal and partners resources created in August 2015 suggested an average requirement of around 4 fte throughout the first year of the programme. This estimate will be refined as the programme moves forward and CBC's Senior Leadership Team will be asked to commit the necessary resources. Where this requirement cannot be met from existing resources, the programme's resourcing and backfill financial budgets will be used.

4.4 Risks

The risks and their associated mitigations are set out in the programme's risk register, available from the Programme Manager.

The programme's approach to risk management is set out in section 13 on page 10.

4.5 Benefits Management and Realisation

Instructions to the design and construction teams will emphasise the anticipated benefits. Project managers leading design and construction work will be asked to record the status of anticipated benefits in their status reports and these will be summarised in the programme status reports.

A formal check of the emerging blueprints against the anticipated benefits will take place before finalisation of the developed and technical designs, the finalisation of the specification for the new cremators and before the building is handed over to Bereavement Services – potentially in the form of a gate review.

The transition and post-construction projects will focus on ensuring that benefits are fully realised and the achievement of benefits will be reported at programme closure.

5 Related Programmes and Activities

Three major change activities impacting this programme are described below.

In respect of those impacting Bereavement Services, the Senior Responsible Officer and Business Services Managers will be able to advise programme board on implications.

The impact on other contributing services will be set out by the appropriate leads as the programme develops.

5.1 2020 Vision

Four district councils including Cheltenham BC are working more closely together and sharing resources through a Joint Committee which will be formed in 2016. Whilst there is no direct impact upon Bereavement Services at this stage, there are direct and indirect impacts on many of the teams providing support to the programme.

5.2 Environment and Regulatory Services Division management restructuring

Phase 2 of the restructuring of the division will take place by 1st April 2017 led by the incoming Managing Director for Place and Economic Development. This could have an impact on the structure of and roles within Bereavement Services

5.3 Bereavement Services Systems Thinking

Gathering of baseline data and consideration of demand capture and measures will take place between November 2015 and March 2016 alongside working with the team to help their understanding of systems thinking principles. A systems thinking intervention will then be scoped and agreed from April 2016 onwards.

5.4 Appropriation of Cemetery land

A proposal to remove certain areas of land (Nursery, Lodge, Offices and part of the access road) from the cemetery has been approved. This may lead to the sale of some of these assets and have impacts on the use of the remaining site. The Property Lead is responsible for keeping programme board aware of progress.

6 Projects Portfolio

Projects will be defined with the support of the programme manager and by the agreement of programme board. A Project Initiation Document will be created for each project based on the standard CBC template:

- Identifying those undertaking project board roles (individuals may undertake both a programme role and project roles)
- with some default content ensuring full integration with the programme

Programme Board will agree project initiation and closure (by approval of PIDs and end project reports). Gate reviews may take place to review the initiation and completion of projects.

The projects identified so far are:

Project	Objective	Blueprints to be produced / modified
Procurement Route	Identification of the most desirable procurement route for design and construction including the scope and order of individual procurements and specific frameworks to be used, if appropriate – in accordance with the Public Contract Regulations (2015).	
Fund-raising	Identification of and, if possible, realisation of any opportunities to raise funds to support the development, e.g. energy efficiency grant opportunities.	
Design and Planning Permissions	Agreement of a design which meets the needs of public, staff and professional users and the requirements of planning (including RIBA stage 3 – Developed Design)	Developed Design
New Cremator	Selection and installation of a new cremator	Cremator Design and Maintenance and Operating Procedures

Project	Objective	Blueprints to be produced / modified
Construction (and fit-out)	Construction and testing of the new and modified facilities and handover to Bereavement Services (including RIBA stages 4 and 5 – Technical Design and Construction)	Technical Design
Transition	Agreement of changes to fees linked to the development. Design, testing and implementation of Bereavement Services operating procedures including relevant training.	Business processes Building management procedures Cremator Maintenance and Operating Procedures
Post construction	Benefits realisation Rectification period; conclusion of construction contract (including RIBA stage 6 – Handover and Close)	

It is likely that this list will change during the lifetime of the programme.

7 Tranches

A tranche is a grouping of projects which collectively deliver a 'step change in capability' to the organisation (in this case Bereavement Services). Ends of tranches often form key review points during the programme.

In the case of this programme it is proposed that tranches are not formally defined with formal reviews being used as set out in Quality Management on page 9 to assess readiness to proceed to the next step of the programme.

8 Stakeholders and communication

The programme's current understanding of its stakeholders' needs and the approach being taken to address them may be found in the stakeholder engagement plan, available from the Programme Manager.

This document will be maintained throughout the programme and reviewed at programme board meetings.

9 Governance, roles and responsibilities

Governance roles and responsibilities are set out in Programme organisation in Appendix A.

10 Programme Planning

The programme manager will co-ordinate a Gannt chart showing project and activities up to the end of the programme and a resource plan with an estimate of resource requirements for the next 12 months.

At present the programme timeline is very heavily dependent upon the procurement route which is not yet finalised. More detail will be provided when the procurement route is agreed.

The programme Gannt chart will be agreed and reviewed at programme board meetings.

As individual projects are initiated, the relevant sub-section of the Gannt chart will be delegated to the project manager for maintenance. Programme and project manager will agree how to maintain integrity between the project Gannt within the overall programme Gannt and these arrangements will be set out in each Project Initiation Document.

The initial request for internal and partner resource (August 2015) was for an average of about 4 FTE during the first 12 months of the programme broken down as follows:

Bereavement Services	1 FTE
Property	0.8 FTE
Business Change	0.4 FTE
GOSS Procurement	0.3 FTE
One Legal	0.3 FTE
ERS Director	0.2 FTE
Secretariat / PAs	0.1 FTE
Communications	0.1 FTE
Development Control	0.1 FTE
Townscape	0.1 FTE
Governance, Risk and Compliance	0.1 FTE
GOSS Finance	0.1 FTE
GOSS Health & Safety	0.1 FTE
GOSS HR	0.05 FTE

There will also be a need to involve ICT and Audit Cotswolds during the programme.

Internal and partner resources will be re-estimated at quarterly intervals.

The programme resource plan will be submitted to SLT quarterly and SLT will be asked to commit to the provision of the indicated resources.

11 Decision Management

The programme needs to be able to take well informed decisions in a timely manner and to communicate its decisions effectively.

Important decisions will be recorded in a decisions log within the programme's workbook and will be reviewed at every programme board.

The decisions log will include all important decisions irrespective of whether they are programme decisions or decisions made on specific projects though it will be possible to differentiate by filtering the log.

Important project decisions will be reviewed at the appropriate project board.

Important decisions are defined as decisions which:

- Recommend the initiation or closure of the programme
- Initiate or close projects
- Set or change the scope of programmes or projects
- Set or change the budgets or timescales associated with programmes or projects
- Allocate contingency budgets
- Make substantial changes to the internal resources requested by the programme
- Escalate programme level decisions outside the programme
- Change membership of programme or project boards
- Agree conclusions or recommendations from the programme or recommend agreement by others
- Accept tenders, agree contracts and/or delegate responsibility for the finalisation of contracts
- Approve or make substantial changes to the design of the facilities
- Substantially vary the programme management arrangements set out in this document

irrespective of who has made the decision.

The Senior Responsible Owner may use his / her discretion to record additional decisions.

The Senior Responsible Owner (SRO) is the ultimate decision maker within the programme. In periods of SRO absence procedures for 'emergency' decision making will be agreed.

Delegated authorities for taking decisions at project-level will be set out in the appropriate Project Initiation Document.

Decision makers outside the programme are set out in Change Management on page 11.

12 Quality Management

The purpose of quality management within the programme is to provide assurance to the Council that all aspects of the programme are working to achieve outcomes and objectives of sufficient quality to the satisfaction of the stakeholders.

Key roles, as set out in Appendix A - Programme organisation, are performed by the SRO, Programme Manager, Business Change Manager and Programme Assurance.

Key tools to be used include status reporting, development of blueprints, scrutiny and challenge from outside the programme (e.g. from Overview and Scrutiny, the Cabinet Member Working Group and SLT), learning from previous programme and projects, requests for independent reviews and specific quality reviews.

Audit Cotswolds are beginning a review of the control arrangements for the management and reporting of programme and project performance which will focus on this programme as well as other programmes and projects.

Formal quality reviews (either desktop reviews or gate reviews) will be undertaken on:
- This programme definition
- Blueprints as they become available including building design documents
- Cremator specification
- Major contracts before award
- Project initiations and closures where appropriate

- Handover of the building to Bereavement Services
- Programme closure
- Other major decision points based on the advice of Programme Assurance

All formal quality reviews will be recorded in the programme workbook.

13 Risks and Issue Management

Programme management of risk will be based on Cheltenham Borough Council's risk management policy which sets the expectation that:

All project and programme managers will assess the strategic and operational risks associated with the programme and project objectives.

13.1 Corporate risks

Risks will be included in the corporate risk register if the risk is likely to impact the authority as a whole. If a risk has a score of 16 or over, the Senior Responsible Owner will bring it to the attention of the Senior Leadership Team for consideration for inclusion on the corporate register. The SRO has discretion to combine and summarise programme risks for inclusion on the corporate register.

13.2 Programme and Project Risks

Separate risk registers based upon the standard corporate format will be maintained for programme-level risks and for risks linked to each individual projects. They will be collected in separate tabs on the programme workbook in order to facilitate the shared understanding of risk across the programme.

Programme and project level risks must be reviewed at programme board or the appropriate project board (or alternative arrangements need to be agreed and documented by the boards concerned).

In general:
- Programme-level risks are those which impact the achievement of programme objectives
- Project-level risks are those which impact the achievement of only project objectives

Risks may be promoted from project to programme level if appropriate or may be allocated by programme board for management by specific project teams.

Programme status reports to Senior Leadership Team must set out changes to programme-level risks since the last report and must include an overall measure of programme risk – the mean score of the 10 highest scoring risks (whether programme or project risks).

Initially the programme risk register will be made up of the risks associated with option E presented to Cabinet in October 2015.

13.3 Risk Responsibilities

The Programme Manager has overall responsibility for implementing the above processes. Project Managers are responsibility for risk management arrangements in their projects.

The Programme Assurance Lead has responsibility for ensuring that the above arrangements are being complied with.

The responsibilities of risk owners are set out in the corporate risk management policy.

13.4 Programme and Project Issues

Issues will be managed in a similar way to risks.

Separate issues lists based on the standard corporate format will be maintained at programme-level and by each project and will be held as separate tabs on the programme workbook.

They will be reviewed at programme or project boards as appropriate. The programme's status report to SLT will set out changes to programme-level issues since the last report.

Programme and Project Managers should consider whether separate meetings need to be convened in order to focus on individual issues.

In general, once an impact of an issue has been incorporated in the relevant plan, the issue will be closed.

13.5 Issue Handling Responsibilities

The Programme Manager has overall responsibility for implementing the above issue handling processes. Project Managers are responsibility for issue handling arrangements in their projects.

14 Change Management

The approach to change management is based upon the concept of authority being delegated within specified tolerances.

Tolerance	Change process if programme is forecast to exceed tolerance
The programme objectives set out in Outcomes and Objectives on page 2	Change driven by substantial failure to meet programme objectives may need either SLT, Cabinet or Council approval depending upon its nature
The scope of the new facilities as set out in the report on the 'Recommended Option for the future provision of the Cheltenham Crematorium service' (approved by Cabinet on 15th September 2015)	Substantial reductions to the scope of the new facilities will need Cabinet approval.
The programme budget of £7,443,100 (agreed by Council on 19th October 2015)	A forecast increase in the budget of up to £100,000 must have Cabinet approval. A greater increase will need Council approval.
The programme having no negative impact on the Council's Medium Term Financial Strategy (MTFS) (as approved by Cabinet and Council).	A forecast negative impact on the MTFS up to £100,000 must have Cabinet approval. A greater impact will need Council approval.

In any of the above circumstances, the programme will initially request approval to the proposed change from the Senior Leadership Team. SLT will then escalate as appropriate. Any request will be documented in the status report to SLT or in an equivalent document which sets out:

- The issue
- The proposed change
- Its impact on timescales, costs, quality. scope, benefits and risks
- Alternatives considered and reasons for rejection

Each project initiated by the programme will have defined tolerances, typically for scope, quality, cost and timescale, set out with a scheme of delegation in the appropriate Project Initiation Document. Any changes requested by the project to its tolerances will be documented in a change management request (with the content set out above) to be approved by programme board or, in an emergency, the Senior Responsible Owner.

Key documents will be subject to formal change management processes once agreed. These will include:

- This programme definition document – substantive changes must be approved by Programme Board
- Contracts including payments arrangements – substantive changes must be approved by Programme Board
- Blueprints (including design documents) – level of change authority to be agreed when documents are produced
- Others as identified by individual projects

15 Glossary

Blueprint

An MSP (see below) term for models of the service that will be needed to deliver the programme's vision. There may be several blueprints describing different facets of the vision, e.g. buildings, organisation structure, processes, IT.

GOSS

GO Shared Services provide HR, Financial and Procurement support to Cheltenham Borough Council

Managing Successful Programmes (MSP)

A structured approach to running programmes which is flexible and designed to be adapted to local circumstances. It is used in organisations throughout the world. It complements PRINCE2 which is a structured approach to managing individual projects. See also 'Programmes' below.

Medium Term Financial Strategy (MTFS)

Cheltenham Borough Council's financial plan for the next 4 years.

Programme Definition Document

The document which defines the 'what will be done', 'why is it to be done' 'when will it be done' 'how much resource is needed' and 'how will it be done' of a programme.

Programme

A framework for managing large change initiatives in which the change is broken down into manageable inter-related projects.

Project Initiation Document (PID)

The document which defines the 'what will be done', 'why is it to be done' 'when will it be done' 'how much resource is needed' and 'how will it be done' of a project

Senior Leadership Team (SLT)

The team of directors and their advisers that leads Cheltenham Borough Council. See their role definition on this programme in Appendix A – Programme Organisation below.

Senior Responsible Officer (SRO)

See role definition in Appendix A – Programme Organisation below.

Status report

The report sent to SLT each time it meets which summarises the programme's status in the format specified by SLT. Includes a summary financial report.

Systems Thinking

A way of looking at the activities of all or part of an organisation as a system in which component parts influence each other. Used to build the continuous improvement of business processes into day-to-day operations.

Tranche

An MSP term for a group of projects within a programme which collectively deliver a 'step change in capability' to the organisation. The end point of one tranche or beginning of a new tranche may well be a point at which programme reviews are undertaken.

Appendix A – Programme Organisation

Introduction

This document sets out the arrangements for the governance of Cheltenham Borough Council's Crematorium Development programme.

It is based on the Managing Successful Programmes (MSP) model for programme organisation and forms part of the programme definition.

Programmes and Projects

Each project will have the autonomy to deliver the objectives agreed by the Programme Board. To achieve this, each project will create its own project structure linking into the programme structure.

Recognising the autonomy of each project, the programme board's role will be to ensure that **programme level** outcomes and benefits are delivered and to add value **at programme level** to activities such as stakeholder engagement and communication, alignment to CBC's strategic direction, benefits realisation, risk management, resource management, issue resolution and so on. Accordingly formal meetings will be limited to around one per month and / or major decision points within the programme's life.

Appendix A – Programme Organisation

Council

Sponsoring Groups

Senior Leadership Team

Escalation from SLT

Cabinet

Scrutiny Groups

Overview and Scrutiny Committee

Cabinet Member Working Group

Senior Responsible Owner

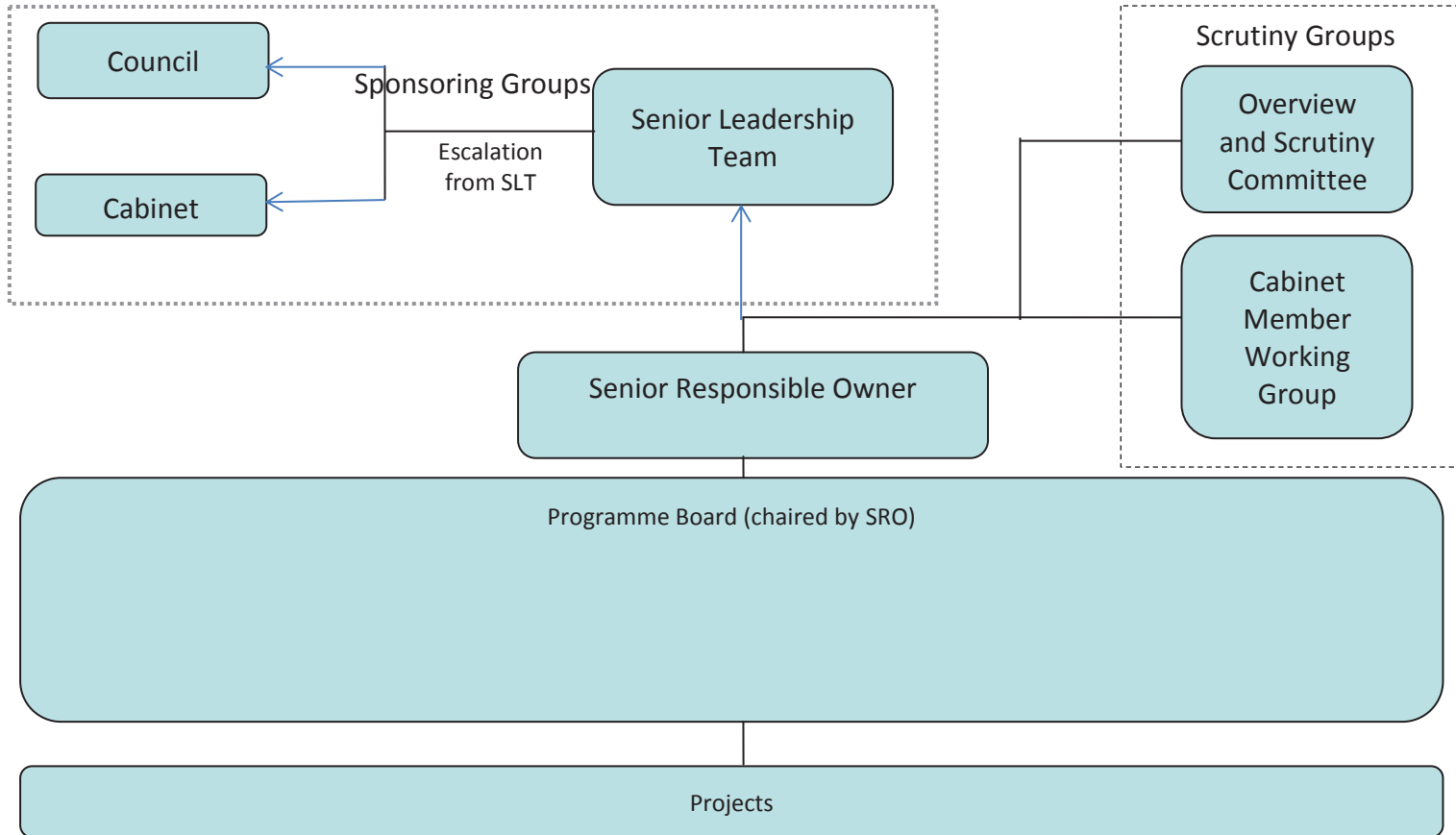Programme Board (chaired by SRO)

Projects

Figure 1 - Programme Organisation - Asterisks indicate optional attendees at Programme Board

Appendix A – Programme Organisation

Roles and Organisation

Here are the major roles within the programme with role holders and their responsibilities. These must be read together with financial monitoring responsibilities (see below)

Role	Role holder(s)	Responsibilities
		PROGRAMME BOARD
Programme Board	As per diagram above	Drives the programme forwards and ensures the outcomes and benefits are delivered. Resolves strategic and directional issues across the programme where these need the agreement of senior stakeholders. See notes on arrangements for programme board meetings below.
Senior Responsible Owner (SRO)	Director of Environment and Regulatory Services	Ultimately accountable for the success of the programme at CBC. Ensures the programme is aligned with Cabinet & SLT's strategic direction. Owns the programmes objectives and vision. Provides clear leadership and direction. Has overall responsibility for upward communication from programme board Chairs the Programme Board
Lead Member	Cabinet Member, Clean and Green Environment	Represents the interests of cabinet and members Chairs the Cabinet Member Working Group
Programme Manager	Business Development Manager	Day-to-Day management of the programme Planning and designing the programme and proactively monitoring its overall progress Liaison with Project Managers on areas of joint responsibility – planning, risks and issues management, stakeholder engagement etc – and agrees communication procedures between the programme and its projects. Advises programme board on the delegation of contingency budgets to specific projects or activities.
Business Change Management	Bereavement Services Manager Cemetery Operations Team Leader	Ensure that the crematorium and other new facilities meet the needs of customers, other professional users and staff and that the programme engages successful with those groups. Ensure the facilities deliver the benefits expected (including after the programme has completed); Ensure that 'business as usual' is maintained throughout the development

Appendix A – Programme Organisation

Property Lead	Senior Property Surveyor	Ensures specialist property advice and expertise is available to the programme Recommends (with the procurement lead) the programme's procurement strategy and route Leads the procurement for the design and construction of the new crematorium, cremators and associated works Leads contract management ensuring that the provisions in section 8 of the [Procurement and Contract Management Strategy](#) are adhered to.
Procurement Lead	Business Partner – GOSS Procurement	Ensures specialist procurement advice and expertise is available to the programme Recommends (with the property lead) the programme's procurement strategy and route Ensures that all procurements undertaken meet legislative and corporate requirements whilst being effective and efficient.
Planning Lead	Leader – Development Management, Environment & Regulatory Services	Ensures specialist planning, heritage and conservation, and trees advice and expertise is available to the programme.
Legal Lead	Senior Legal Assistant, One Legal	Ensures specialist legal advice and expertise regarding contractual matters and legislation is available to the programme
Finance Lead	Business Partner Accountant, GOSS	Ensures specialist financial advice and expertise is available to the programme Specifies and creates the financial framework and reporting formats for the programme. Scrutinises the programme's financial performance and exposure to financial risks advising programme board and the sponsoring group accordingly.
HR Lead	HR Manager, GOSS	Ensures specialist human resources advice and expertise is available to the programme
Communications Lead	Communications and Web Team Leader	Ensures specialist communications advice and expertise is available to the programme Co-ordinates programme communications. Develops communications content where appropriate.
IT Lead	Business Partner, IT Shared Service	Advise on and, where appropriate, deliver the ICT requirements of the programme.
Architect	Will be identified as the programme proceeds	As defined in the relevant project initiation documents
Construction Project Manager	Will be identified as the programme proceeds	As defined in the relevant project initiation documents

Appendix A – Programme Organisation

Other Project Sponsors and/or Managers	Will be identified as the programme proceeds	As defined in the relevant project initiation documents
Programme Assurance	Governance, Risk and Compliance Officer	To provide confidence to programme board that the programme remains focussed on delivering its vision, defined benefits and outcomes, and is being managed effectively and in accordance with its agreed governance arrangements. Ensures that arrangements for reporting performance and risks within projects and the programme are being complied with.
Audit	Audit Partnership Manager, Audit Cotswolds	Supports Programme Assurance as required to provide advice and carry out programme reviews.
Programme Office	Personal Assistant to Executive Director	Supports the programme manager in co-ordinating the sharing of programme information.
OTHER ROLES		
Council	Councillors	Agrees the financial framework for the programme and any changes exceeding £100,000
Cabinet	Cabinet members	Agrees the facilities to be provided by the service and the broad outcomes sought. Agrees any changes escalated by SLT (including any changes to the financial framework up to £100,000)
Senior Leadership Team (SLT)	Chief Executive and Directors of CBC supported by specialist advisers	Actively supports the SRO and programme board Ensure programme aligns with corporate strategy Appoints SRO and agrees programme definition and mandate Reviews and challenges status report Approves requests to change the mandate and tolerances given to the SRO (or escalates to Cabinet or Council) Resolves conflict between programmes Commits to the provision of internal resources Approves programme closure Reviews lessons learnt and mandates any follow-up actions
Cabinet Member Working Group	Councillors Chris Ryder, Helena McCloskey, John Payne and Rob Reid	To support the Cabinet Member in delivering the Crematorium Development programme, ensuring it benefits Cheltenham, other local communities and faith groups.
Overview and Scrutiny Committee	Overview and Scrutiny Committee members	Scrutinises the programme. Will define its role in more detail when it reviews the programme definition.

Figure 2 - Programme Roles

Appendix A – Programme Organisation

Financial Management Responsibilities

- Finance Lead specifies and creates the financial framework and reporting formats for the programme.
- Each non-contingency row of the financial plan to have a CBC owner identified before ordering and spend begins
- If additional areas of spend are identified owner to be identified before ordering and spend begins
- In period before owner identified, ownership responsibilities default to programme manager
- Amounts may be allocated to projects as they are initiated.
- Contingency rows to be owned by programme manager or may be delegated to projects on the basis of an agreed management approach. No direct spend against these rows
- **Ownership responsibilities** as follows (complying with financial standing orders):
    - Monitor actual, commitment and projection to complete
    - Report position, issues and risks to project and programme manager on four-weekly cycle
- Programme Manager to collate financial position for four weekly reporting to programme board and SLT
- Finance Lead scrutinises the programme's financial performance and exposure to financial risks advising programme board and the sponsoring group accordingly.
- In the event of financial management processes identifying a potential exception
    - At project level (i.e. project likely to exceed its budget or likely to lead to another project exceeding its budget) – escalate to programme board. Programme Board response may be to allocated contingency funding to the project and/or flag a programme level exception
    - At programme level (i.e. programme likely to exceed its overall budget) – escalate to SLT. If additional budget or the negative impact on the Medium Term Financial Strategy is less then £100,000, Cabinet approval is required, if greater than £100,000, Council approval is required
- Agreement of staging of construction and professional contractual payments by programme board at time of contract agreement based on legal / property / procurement advice

Programme Board meetings

Programme Board will meet, initially, every 4 weeks, synchronised with Senior Leadership Team meetings and reporting timelines. Members of Programme Board, if unable to attend, should send a suitable delegate by arrangement with the SRO.

Programme Board meetings will include:
- Consideration of status report (report produced in SLT format) and identification of changes required before SLT review
- Programme Decision Log
- Project updates if required additionally to status report
- Programme Risks and Issues
- Review of Stakeholder Engagement
- Other items as agreed by Senior Responsible Owner

Appendix B – Benefits Map

Facilities → **Maximise Benefits / Minimise Disbenefits** → **Programme Objectives** → **Corporate Outcomes**

Facilities	Maximise Benefits / Minimise Disbenefits	Programme Objectives	Corporate Outcomes
New chapel, crematorium and floral tribute area with space to extend	Adequate space Adequate quality of facilities Adequate traffic capacity and flow Adequate parking capacity and location Reduced conflict between the needs of different groups (incl mourners, professionals & staff) Adequate access to floral tributes Potential for further improvements which benefit the community Level of disruption to day-to-day activity during construction must be acceptable to mourners and staff Any reductions in capacity during implementation must be manageable Specific needs of all members of the community must be met Reliable facility capable of covering periods of planned maintenance Mitigation for a level of unplanned breakdown .	Improved facilities for mourners	Transform our council so it can continue to enable delivery of our outcomes for Cheltenham and its residents
Improved parking		Improved facilities for those officiating and working at the crematorium	
	Adequate space and low risk environment for staff and professionals	Viable and sustainable service which maintains its contribution to the council's financial strategy	
Improved access roads	Net operational financial position must not deteriorate Meets expected demands over the next 20 years and allows growth to meet greater than anticipated demands or changes in technology Copes with climate change Deals with a future pandemic	Reduced environmental impact of cremating	Cheltenham's environmental quality and heritage is protected, maintained and enhanced
	100% mercury abatement must be put in place Energy required per cremation must not increase Reduction in water use, fossil fuel use and CO2 emissions desirable Meets regulatory requirements	Current atmosphere of the cemetery and crematorium sustained	
Demolished central rear extension to existing chapels	Following impacts must be acceptable following mitigation: Heritage and conservation Local Ecology Trees Registered buildings, parks and gardens Area of Outstanding Natural Beauty Compatible with projected needs for housing and flood alleviation		

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Item	Outcome	What is required?	Lead Officer
Meeting date: 25 January 2016 (report deadline: 13 January)			
Budget	Verbal update on the budget proposals for 2016/17	Discussion	Cabinet Member Finance
2020 partnership update	Update on the work of the Cabinet Member Working Groups and any issues arising. Will also cover client monitoring and customer care	Discussion	Pat Pratley (David Neudegg to attend)
A review of the Community Investment Grant given to Gloucestershire Association for Voluntary and Community Action (GAVCA)	Consider the findings of the Voluntary and Community Sector organisation (VCS) survey about how they value GAVCA	Discussion	Richard Gibson
Crematorium development programme	Consider the programme definition document. Comment as necessary and decide what form future scrutiny should take	Discussion	Ken Dale
Meeting date: 22 February 2016 (report deadline: 10 February)			
Public Art Panel STG	Review progress on the STG recommendations which were agreed by Cabinet in March 2015 and decide if any further scrutiny of follow-up is required	Decision	Rowena Hay/Wilf Tomaney
Members' ICT STG	Review progress on the STG recommendations which were agreed by Cabinet in April 2015 and decide if any further scrutiny or follow-up is required	Decision	Jon Walklett/Mark Sheldon
DRAFT Corporate strategy	Consider final draft of corporate strategy and comment as necessary	Discussion	Richard Gibson
Tourism Project	Presentation from the consultants and opportunity to feed into the final report before it is considered by cabinet	Presentation	Gill Morris, Cabinet Member Healthy Lifestyles and the consultants

Item	Outcome	What is required?	Lead Officer
Car Parking strategy	Look at the draft car parking strategy before it is considered by Cabinet *(if it goes to Cabinet in March)*	Discussion	Mike Redman
Meeting date: 11 April 2016 (report deadline: 30 March)			
Deprivation STG	Progress against recommendations (18 months since Cabinet and 12 since last at O&S)	Discussion	Various
NHS Trust	Overview of plans for Gloucestershire Hospitals	Presentation	Clair Chilvers and Dr Sally Pearson
Meeting date: 27 June 2016 (report deadline: 15 June)			
Procurement and Contract management strategy	12 month review of whether 'culture' has changed since adoption of the revised strategy	Discussion	Cabinet Member Corporate Services
Scrutiny annual report 2015-16 (might go to a later meeting)	Consider the draft annual report before it is noted at council	Discussion	Chairman of O&S

Items for future meetings (a date to be established)			
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
Review of milestone relating to developing a more collaborative approach to tackle drug dealing	This was 'amber' in July 2015 when the committee considered the end of year performance and asked to review progress	Tbc	Tbc

Item	Outcome	What is required?	Lead Officer
Cheltenham Festivals	Consider future plans for the Festivals in Cheltenham	Tbc	Tbc
Cheltenham Spa Railway Station STG	Review progress against recommendations 12 months on	12 months on from Cabinet response (not before Feb 2017)	Jeremy Williamson
Cycling & Walking STG	Review progress against recommendations 12 months on	Jan 2017	Wilf Tomaney
Cheltenham Trust	Successes and lessons learned following the first 12-18 months in operation. Set parameters for future scrutiny	Discussion	Julie Finch, CEO

Annual Items		
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
Scrutiny annual report	July/Sept	Saira Malin, Democracy Officer
Quarter 2 performance review	November	Richard Gibson, Strategy and Engagement Manager

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