



CHEL TENHAM

BOROUGH COUNCIL

Draft Corporate Strategy 2015-16

Draft for Cabinet

March 2015

Introduction

Every year the council publishes its annual corporate strategy. The document sets out the following:

- A proposed vision statement;
- The four priority outcomes that we will be working towards;
- The context for the year ahead in terms of needs, challenges and opportunities and proposed commissioning intentions;
- The council's priority actions to deliver the outcomes;
- The milestones, indicators and risks by which progress will be measured.

Our proposed vision statement

As part of the development of this year's corporate strategy, we have developed a proposed vision statement setting out our aspirational goals for the long-term future of Cheltenham.

Our vision is of a Cheltenham that delivers the very best quality of life for its people. We believe that the key elements in achieving this vision are to protect and enhance the built heritage and green spaces that have shaped the unique character of the town; to create the conditions in which businesses can thrive, innovate and provide good quality jobs; to make the town a world-class cultural and learning centre which is outward-looking and welcoming to visitors; to build strong, safe and healthy communities for residents and their families; and to accept our responsibility to present and future generations to live within environmentally sustainable limits.

Our proposed outcomes

Our corporate strategy 2015-16 focuses our efforts on three high level outcomes covering the issues that matter most to our residents, businesses and visitors. We also have an internal "transformation" outcome covering commissioning, asset management, business improvement and financial management. The outcomes are:

- Cheltenham's environmental quality and heritage is protected, maintained and enhanced
- Sustain and grow Cheltenham's economic and cultural vitality
- People live in strong, safe and healthy communities
- Transform our council so it can continue to deliver our outcomes for Cheltenham and its residents

Background to the draft strategy

Each outcome has an introductory section which sets out the context and an analysis of needs, together with a summary of challenges and opportunities. There is then a statement of the council's commissioning intentions in regard to that outcome.

To reflect the change in the way the council delivers its services, each outcome has a section that identifies which organisations have been commissioned to deliver that outcome, the organisations we will work in partnership with and the CBC that will directly contribute.

Alongside the priority actions and milestones, thought has also been given to measuring progress through outcome measures (how we will measure these positive change to the outcome) and service measures (how we will measure the direct contribution of our activity). Finally, the relevant corporate risks to the delivery of that outcome have been listed.

Input from partnerships

Cheltenham Partnerships has agreed an action plan for 2014 and 2015 that identifies the most-pressing issues for partnership activity where there is both corroborating evidence and a willingness from partners to work collectively on solutions but also where there is alignment with priorities set at a county level. We have cross-referenced actions in the corporate strategy where they will support the achievement of partnership outcomes:

- We will work to reduce the negative effects of poverty on vulnerable children, families, adults and older people– **see actions COM 5 and COM 6**
- We will work to promote healthy lifestyles across all communities in Cheltenham – **see actions COM 1 and COM 7**
- We will work to encourage more people to get actively involved in their communities so that people live in strong and safe communities – **see action COM 4**
- We will work to ensure that everyone has an opportunity to contribute to Cheltenham’s economy - **see actions ECON 1, ECON 2, ECON 4 and ECON 6.**

Meeting needs in our communities

The corporate strategy constitutes the council’s Crime Reduction Strategy to comply with Section 17 of the Crime and Disorder Act 1998. The Act places a statutory duty on each US to work together in partnership to formulate and implement local crime reduction strategies. Along with the current partnership action plan and many of the services and functions listed out in the outcome “People live in strong, safe and healthy communities”, we have a well-rounded approach to reducing crime and the fear of crime in Cheltenham.

Under the Equality Act 2010, the council now has to comply with the Public Sector Equality Duty which came into force in April 2011. The Equality Duty ensures that all public bodies play their part in making society fairer by tackling discrimination and providing equality of opportunity for all. As part of this we have a duty to set and publish equality objectives. We have developed three objectives that we feel are most important in promoting equality and diversity:

- Listening and responding to a wide-range of communities
- Promoting fair access to our services
- Ensuring fair employment practices

The actions we will take forward in the coming year are as follows:

Listening and responding to a wide-range of communities.

Our commitment

We will continue to consult and engage communities in the commissioning of our services so that we are better able to provide services that are responsive to the needs of our customers.

Actions

- Ensure that our engagement activities pay regard to people who share the protected characteristics covered by the equality duty.
- Continue to work in partnership with the police, housing providers and the voluntary sector to respond to incidents of hate crime through the Cheltenham Anti-Social Behaviour Working Group and the Gloucestershire Hate Crime Group.

- Develop an action plan to reduce the risk of people being drawn into terrorism in order that we can meet our statutory obligations under the Counter-Terrorism and Security Act 2015

Promoting fair access to our services

Our commitment

We will ensure that customers, service users and the wider community of Cheltenham have fair access to our services and are not discriminated against in any aspect of our service delivery.

Actions

- Continue to use an equality impact assessment process to assess the impacts of key decisions and policies on different groups of people.
- Embed equality considerations into commissioning and our procurement approaches to ensure that relevant equality issues are taken into account when designing and procuring services.

Ensuring fair employment practices

Our commitment

We will ensure fair and equal opportunity in all areas of employment, including recruitment and selection, appraisals, learning and development and the career development of our employees.

Actions

- Commit to the regular publication of workforce intelligence reports that will help monitor trends in our workforce in terms of recruitment, retention, turn-over and sickness absence.
- Provide equality and diversity training for our employees so that they are able to help implement our equality objectives.

Our environmental outcome

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

Strategic Direction:

Context and needs analysis

Cheltenham has the most complete 19th Century town plan in England and with its historic parks, squares and tree lined avenues makes the Borough unique and has given the title of “a town within a park”. The borough is home to 2,600 listed buildings, of which five are grade 1 listed and seven conservation areas.

There are 461 green space sites covering an area of 620 Ha, comprising 13% of the total borough area that includes two ancient woodlands and 60,000 trees. These parks, gardens and tree lined avenues have been nationally recognised as some of the best in the country. The provision ranges from small formal gardens and churchyards, to allotments, playing fields, equipped play areas, local nature reserves, and large areas of accessible countryside on the urban fringes. Spaces are also linked by recreational and wildlife corridors such as the Chelt Walk. The council also has responsibility for managing a Site of Special Scientific Interest (SSSI) on Leckhampton Hill.

Challenges looking forward

- Moving forward with the adoption of the Joint Core Strategy (JCS) and bringing forward the Cheltenham Plan.
- Continuing to increase recycling rates for Cheltenham, currently at just under 45%, in the context of a national trend of increasing residual waste and flat-lining recycling rates.
- Sustaining investment in our parks and gardens.

Commissioning intentions

The strategic direction for our environmental outcome will be set out in the Joint Core Strategy and Cheltenham Plan. We will also bring forward an allotments strategy in 2015.

We have commissioned Ubico to deliver a range of environmental management services and have endorsed the expansion of the number of shareholders of Ubico from April 2015.

We are working to deliver the commitments set out in the Gloucestershire Joint Waste Committee's 2015-18 business plan and in particular reducing county-wide rates of residual waste per household from 573kg to a target of 479kg per household by 2020. We will also seek to achieve a target of 60% for recycling and composting by 2020.

We are currently undertaking a commissioning review of our environmental and regulatory services (detailed within the Transformation outcome) that will shape how we directly deliver the services in the future so that they are:

- More customer focused – delivering services in a more convenient manner for the customer;
- More supportive of economic growth;
- More efficient - with joined up services provided at optimal cost.

We will also continue to invest in our physical assets; in 2015 we will progress two high profile projects the restoration of Cheltenham's War Memorial and the improvement of the Pittville Park Play area.

Our environmental outcome

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

What are we doing already to deliver this outcome:

We have commissioned the following:	To deliver the following:	We work in partnership with:	On the following activities:	We will deliver directly through these teams:	Delivering the following activities:
Ubico	Waste and recycling collections, household and commercial Household recycling centre and bring sites Street cleaning Public toilet cleaning Grounds & cemetery maintenance Nursery operations Fleet management and maintenance	Joint Waste Committee Gloucester City and Tewkesbury Borough Councils Cheltenham Development Task Force	Strategic approach to Waste and recycling activity across Gloucestershire including client management of Ubico Joint Core Strategy Town Centre sites Sustainable Transport	Public Protection Green Team Development Management Building Control Townscape Built Environment Enforcement Bereavement Services	Pollution Control, Contaminated Land, Air Quality Management Green Space management Development control, Strategic planning Building Control Urban Design, Landscape Architecture, Heritage, Arboriculture Planning enforcement Cemetery and Crematorium

What are our plans to deliver this outcome in 2015-16?

Priority actions	Key milestones	Dates	Lead Commissioner	Cabinet Lead
ENV 1 - We will put in place the statutory development plan for Cheltenham, including adoption of the Joint Core Strategy (JCS) and preparation of the Cheltenham Plan	<ul style="list-style-type: none"> Examination of the JCS Adoption of the JCS Consultation – Cheltenham Plan issues and options including Green Space designations Consideration of Community Infrastructure Levy Cheltenham Plan – consideration given to the role of neighbourhood groups and parishes in bringing forward neighbourhood plans. 	July 2015 Dec 2015 May 2015 November 2015 January 2016	Head of Planning	Leader of the Council
ENV 2 - We will review and revise the ten year Cheltenham Allotment Strategy.	<ul style="list-style-type: none"> Allotment tenants and stakeholders consulted Revised strategy written and approved by cabinet. 	June 2015 December 2015	Green Space & Allotment Officer	Cabinet Member Clean and Green Environment

<p>ENV 3 - We will deliver CBC's commitments contained within the Joint Waste Committee plan</p>	<ul style="list-style-type: none"> • Investigate the potential to retrieve non approved residual bins • Implement the decision regarding the second phase review of the Cheltenham bring site provision with the outcome of increased recycling at the sites • Review garden waste charging systems • Swindon Road recycling centre review • Implement the decision taken with regard to recycling materials bulking review and support the mobilisation of the Ubico bulking facilities • Proactively increase public awareness by implementing a range of different education and publicity initiatives to reduce landfill and increase recycling and reuse. • Assist Ubico to assess business case for new recycling vehicles • Actively explore options for adding new materials such as cardboard, plastics and cartons within kerbside collections. 	<p>June 2015</p> <p>June 2015</p> <p>Sept 2015</p> <p>Sept 2015</p> <p>October 2015</p> <p>March 2016</p> <p>March 2016</p> <p>March 2016</p>	<p>Strategic Client Officer - Joint Waste Team</p> <p>Strategic Client Officer - Joint Waste Team</p> <p>Strategic Client Officer - Joint Waste Team</p> <p>Strategic Client Officer - Joint Waste Team</p> <p>Strategic Client Officer - Joint Waste Team</p> <p>Strategic Client Officer - Joint Waste Team and Customer Relations and Research Manager</p> <p>Strategic Client Officer - Joint Waste Team</p> <p>Strategic Client Officer - Joint Waste Team</p>	<p>Cabinet Member Clean and Green Environment</p>
<p>ENV 4 - We will develop a project to replace the children's play area in Pittville Park.</p>	<ul style="list-style-type: none"> • Request for internal project management and capital bid to deliver project. • Subject to the above, develop a PID • Project procurement and implementation • Completion 	<p>April 2015</p> <p>May 2015</p> <p>April 2016</p> <p>June 2016</p>	<p>Green Space Development Manager</p>	<p>Cabinet Member Clean and Green Environment</p>
<p>ENV 5 - We will restore Cheltenham's War Memorial</p>	<ul style="list-style-type: none"> • Conservator work commences • Cabinet decision to proceed • Fundraising commences • Award of contract for restoration • Completion of restoration 	<p>April 2015</p> <p>June 2015</p> <p>June 2015</p> <p>March 2016</p> <p>November 2018</p>	<p>Deputy Chief Executive</p>	<p>Cabinet Member Finance</p>

How will we measure our progress to achieving this outcome?

Type of Indicator	Measured by this indicator	Baseline (date)		Lead
Outcome measures	<ul style="list-style-type: none"> An increase in the number of buildings and spaces given an award or commendation in the Cheltenham Civic Awards (bi-annual). Increase the number of applications for green flag status for our parks and gardens Increase in number of volunteer hours given to support community and environmental projects 	At the 2014 ceremony, there were 4 Awards and 5 Commendations		TBA
		Currently there are 4 parks with Green Flag status, Naunton Park, Hatherley Park Montpellier Gardens and Springfield Park		
		Current baseline in the process of being calculated		
Type of Indicator	Measured by this indicator	Baseline (date)	March 2016 target	Lead
Key service measures	<ul style="list-style-type: none"> Percentage of household waste recycled and composted Residual household waste per household (Kg/year) Average number of days to process a major planning application from receipt to issuing of decision Average number of days to process other planning applications Number of improvement schemes to parks, streets and spaces Number properties improved in terms of built environment heritage as a result of council action. 	44.4% (2013-14)	46%	Strategic Client Officer - Joint Waste Team
		467kg (2013-14)	464kg	
		58 days combined for both major and other	91 days	
			49 days	
		3 (2014-15)	3	
		138	110	

What are the corporate risks associated with this outcome?

- CR33 - If the council does not keep the momentum going with regards to the JCS. The policy vacuum left by the abolition of the RSS and the resultant delay in projections and framework could result in inappropriate development.
- CR81 - If the Council does not progress as quickly as possible to preparing the Cheltenham Plan, then the Borough will be exposed to the risk of inappropriate development.
- CR91 - If the Council does not take effective remedial action to control any identified infestations of Japanese knotweed in areas on CBC land it could have a detrimental impact on any future plans to sell the private properties and therefore on the timing of any capital receipts.

Our economic outcome:

Sustain and grow Cheltenham's economic and cultural vitality

Strategic direction

Context and needs analysis

Cheltenham has a relatively affluent economy; it supports 72,000 jobs in a range of industries including defence, aerospace, electronics and tourism businesses. It generated between £2.4bn and £2.7bn in economic output, but it is recognised that economic growth has been below national growth rates. The public administration, education and health sector is the largest contributor by GVA to the economy (21.8%), closely followed by production (20.4%), though in terms of job numbers, business administration (8,800), health (8,200) and retail (8,100) are the most significant sectors.

Cheltenham has gained an international reputation as a thriving centre for culture and is home to a number of festivals that take place throughout the year. The four festivals put on by Cheltenham Festivals bring in nearly a quarter of a million people per annum. Cheltenham Racecourse is home to the National Hunt festival season and hosts sixteen events every year including the March Festival with over 500,000 visitors per annum. The borough also plays host to the Everyman Theatre and the Playhouse Theatre, both of which put on a rich and varied programme of professional and amateur performing arts. The Wilson has national recognition as a museum with an outstanding collection.

Cheltenham also has a vibrant night-time economy, the largest such economy between Bristol and Birmingham with an estimated 285 licensed premises in the town centre area out of 460 in whole borough. Our night-time economy is bolstered by the presence of around 10,000 students at the University of Gloucestershire and from the many sporting events, particularly the Festival, mentioned above.

Challenges / opportunities looking forward

- Meeting demand for office and business accommodation
- Junction 10 upgrade to unlock the economic potential of land at north west Cheltenham
- Consistent and joined-up approach across economic development, tourism and regeneration activities

Commissioning intentions

The strategic direction for our economic outcome will be set out in the emerging Council's economic development strategy which will be developed as part of the Cheltenham Plan. Alongside a strategy to bring forward employment sites, the strategy will set out how we use direct delivery, influence and leadership to sustain and grow Cheltenham's economic and cultural vitality. Programmes that we will seek to influence will include:

- Gloucestershire LEP
- Cheltenham Development Task Force which is leading the regeneration of town centre sites
- Cheltenham Transport Plan which proposes improvements to traffic flow and public transport linkages with the town centre
- Cheltenham Trust – delivery of arts, culture and tourism services
- Cheltenham Partnerships – linkages with Job Centre Plus, schools and advice providers
- Late Night Levy to fund night-time economy initiatives

Now that tourism services are now provided by the Cheltenham Trust, we feel that there is need for the council to develop its strategic approach to tourism so

Our economic outcome:

Sustain and grow Cheltenham's economic and cultural vitality

that we are clearer about the how we grow this critical part of the economy. We also want to explore with Cheltenham Business Partnership the opportunity of establishing a Business Improvement District that will create a pot of funding to sustain our quality approach to the town centre.

What are we doing already to deliver this outcome?

We have commissioned the following:	To deliver the following:	We work in partnership with:	On the following activities:	We will deliver directly through these teams:	Delivering the following activities:
The Cheltenham Trust	The Wilson Town Hall Pittville Pump Room Leisureat Cheltenham Sports Play and Healthy Lifestyles	Local Enterprise Partnership Gloucestershire districts and GCC	Strategic Economic Plan for Gloucestershire Business rate pooling	Environmental and Regulatory Services Division	Economic development function
Gloucestershire Enterprise	Business advice clinics	Cheltenham Business Partnership Cheltenham Chamber of Commerce	Potential Business Improvement District Developing our strategic approach		

What are our plans to deliver this outcome in 2015-16?

Priority actions	Key milestones	Dates	Lead Commissioner	Cabinet Lead
ECON 1 - We will support Gloucestershire Local Enterprise Partnership (LEP) in the delivery of the Strategic Economic Plan for Gloucestershire	<ul style="list-style-type: none"> We will take forward the statement of co-operation agreed between the LEP and JCS authorities in the consideration of land safeguarded for development at junction 10 M5 and work with the Highways Agency to investigate the delivery of a four-way junction We will support the implementation of the Gloucestershire Economic Growth Joint Committee We will identify employment land through the JCS and work with the LEP to bring this to the market. 	March 2016	Chief Executive	Leader of the Council
ECON 2 - We will work in partnership with key stakeholders to agree a strategic approach to deliver our economic outcome; including how best we use the Joint Core Strategy and Cheltenham Development Task Force activities.	<ul style="list-style-type: none"> Publish consultancy advice on economic development Consult with key stakeholders Report to Cabinet with recommended actions 	April 2015 May 2015 July 2015	Director Environmental and Regulatory Services	Leader of the Council
ECON 3 - We will implement the revised and updated governance arrangements for	<ul style="list-style-type: none"> Implementation of shareholder forum 	July 2015	Deputy Chief Executive	Leader of the Council

Our economic outcome:

Sustain and grow Cheltenham's economic and cultural vitality

Gloucestershire Airport Ltd	<ul style="list-style-type: none"> Implementation of updated articles of association and shareholder agreement 	July 2015		
ECON 4 - We will support delivery of the Cheltenham Development Taskforce business plan	<ul style="list-style-type: none"> Support the delivery of the Cheltenham Transport Plan Continue implementation of public realm works. Commence implementation of projects arising from High Street Analysis Report (subject to available funding) Work with Gloucestershire Local Transport Board, Network Rail and First Great Western on the delivery of upgrades at Cheltenham Spa Railway station Support delivery of key sites such as Brewery II, and Regency Place and seek outcomes where challenges exist eg North Place Support property services in securing interim upgrade to Royal Well bus provision 	June 2015	Chief Executive	Cabinet Member Development & Safety
		June 2015		
		Mar 2016		
		Mar 2016		
ECON 5 - We will work in partnership with The Cheltenham Trust as they develop their capital investment strategy to support their business plan	<ul style="list-style-type: none"> Discussions through strategic partnership board 	March 2016	Deputy Chief Executive	Cabinet Members for Healthy Lifestyles / Finance
ECON 6 - We will develop our strategic approach to tourism	<ul style="list-style-type: none"> Implement the tourism forum Work with the tourism forum to develop a strategic approach to tourism 	April 2015 Oct 2015	Deputy Chief Executive	Cabinet Member Healthy Lifestyles

How will we measure our progress to achieving this outcome?

Type of Indicator	Measured by this indicator	Baseline (date)	Lead
Outcome measures	<ul style="list-style-type: none"> Growth in number of new jobs created and their value to the economy Increase in Cheltenham's Economic output 	<p>In 2012, there were 72,000 jobs in the local economy. Between 2000 and 2012, 6,000 net new jobs were created in Cheltenham</p> <p>It is estimated that Cheltenham's economy generated between £2.4 billion and £2.7 billion in economic output in 2011. GVA per head in Gloucestershire is £21,066, on a par with the UK (£21,674)</p>	Head of Planning

Our economic outcome:

Sustain and grow Cheltenham’s economic and cultural vitality

	<ul style="list-style-type: none"> • Growth in births of new enterprises • Reduction in claimant rate 	<p>but above the South West average (£19,023).</p> <p>There were 600 “births” in 2012 and 725 in 2013 (ONS)</p> <p>As at Jan 2015, there were 961 claimants representing a rate of 1.3%. Cheltenham rate of young people not in education, employment or training was 3.9%</p>		
Type of Indicator	Measured by this indicator	Baseline (date)	March 2016 target	Lead
Key service measures	• Number of High Street enhancement schemes implemented by Spring 2016	1	2	Urban Design Manager
	• Number of business advice clinics delivered	To be advised	To be advised	Urban Design Manager

What are the corporate risks associated with this outcome?

CR68 - If there is a failure to align and manage the Cheltenham Task Force developments with the emerging Car Parking Strategy then there is a risk of customer dissatisfaction and the loss of reputation and revenue. There are several strands to mitigating this Corporate Risk each will be managed through Divisional Risks registers.

Our community outcome:

People live in strong, safe and healthy communities

Strategic Direction

Context and needs analysis

Strong communities

We know that Cheltenham is a borough with a great diversity of communities. We have well established neighbourhood-based communities which have a range of structures to represent them including 14 neighbourhood coordination groups, 11 friends of groups, 40 resident associations, 3 neighbourhood partnerships and 5 parish councils. We also have many communities of interest; including those that have representation through established groups such as Cheltenham Inter-Faith forum, Cheltenham Pensioners Forum and Cheltenham Carer's Forum.

We also know that despite Cheltenham being a relatively affluent borough, there are still pockets of deprivation. The Indices of Multiple Deprivation 2010 shows that there are three super output areas in the 10% most deprived areas nationally – parts of St. Pauls, St. Marks and Hesters Way. We also know that child poverty is an issue in Cheltenham; once housing costs are factored in; there are four wards where over 30% of children growing up in poverty.

In terms of housing choice, Cheltenham has a well documented lack of affordable housing and increasing supply is a huge challenge for the borough; a housing needs study carried out in 2010 concluded that to meet the demand for affordable housing 670 affordable dwellings would have to be built every year for the next five years. Mainly due to the constrained environment established by the Cotswolds Area of Outstanding Natural Beauty and green belt surrounding Cheltenham the demand for affordable housing has not been met. A key factor in delivering affordable housing is negotiation on sites delivering market housing as part of the planning process. As set out in the draft Joint Core Strategy, over the next 16 years Cheltenham will need to identify sites to accommodate 9,100 new homes to meet the needs of existing communities and new residents.

Safe Communities

Although crime rates in Cheltenham have fallen steadily over the past 20 years from 1993/94 when there were 18,811 recorded crimes to 2013/14 when there were 7,624 recorded crimes, there are still a large number of crimes that cause distress for local people. Domestic burglary, anti-social behaviour, criminal damage and less serious assaults have all increased recently and are subject to intensive work by the Police to address them. Domestic abuse continues to be a significant issue; there were an average of 400 reported incidents of domestic abuse per annum between 2010 and 2013. In addition, in the past year, Cheltenham has had two domestic homicides as the result of domestic abuse.

Healthy communities

Cheltenham is perceived as being a healthy place to live, and many of the statistics related to health outcomes support this perception. Results from the 2011 Census show a higher proportion of people in Cheltenham being in 'good or very good health' compared to the rest of Gloucestershire and the proportion feeling they were in bad or very bad health was lower than the County average. Other measures of healthy behaviour such as the number of people who smoke or who are physically active are better than the Gloucestershire average. But good health is not universally shared by everyone living in Cheltenham. In 2011, 17,500 residents in Cheltenham had a limiting long-term illness/disability equating to 15.1% of the population.

We know that excess alcohol consumption causes significant social and health problems in the town, our local alcohol profile and data from Public Health show higher rates of adults having alcohol specific hospital admissions, and suffering from alcohol-related mortality. There is a particular challenge with young people; many more under-18s are being admitted to hospital due to alcohol when compared to UK and County averages.

In addition, we know that Cheltenham has an ageing population with 17.3% of people are aged 65 or over compared to just 16.9% nationally and this figure is likely to

Our community outcome:

People live in strong, safe and healthy communities

increase as more older people live longer and as young people continue to move out of Cheltenham. Cheltenham has higher rates of excess winter deaths, hospital admissions from falls, and admissions to permanent care than the Gloucestershire average.

Challenges and opportunities looking forward

Many elements of the public and voluntary sectors charged with leading the stronger, safer, healthier agendas will continue to see budgets shrink over the next few years. With less resource, it has become ever more important for all agencies to collectively identify community needs and then agree shared outcomes and then either jointly commission activity or co-ordinate existing local activity. Part of the equation must be to reduce the demand on service providers by empowering and growing the capacity of communities through resourcing, capacity building, training and volunteer support.

Cheltenham has a very well regarded ALMO, Cheltenham Borough Homes, which is now self-funded and so able to bring its resources and assets to the table in the delivery of this outcome.

Commissioning intentions

Our commissioning intentions are to work in partnership with others in the public and voluntary sectors to deliver this outcome and to explore joint commissioning wherever possible. Recent work by Cheltenham Partnerships has identified the following areas for joint work:

- Working together to support vulnerable children and families via Inspiring Families, Our Place and Early Help programmes
- Taking forward our commitment to reduce the harm that alcohol causes individuals and communities in Cheltenham
- Working with the Clinical Commissioning Group to deliver a “social prescribing” project to reduce the numbers of patients going to their GPs with non-medical issues.
- Support the delivery of county’s Domestic Abuse and Sexual Violence strategy and its vision to develop a zero-tolerance approach
- Provide better support for older people so that they can lead independent lives in their own homes.

We will also work to ensure that Cheltenham Borough Homes and other commissioned housing-related service providers support the priorities and outcomes within our Housing and Homelessness Strategy.

What are we doing already to deliver this outcome?

We have commissioned the following:	To deliver the following:	We work in partnership with:	On the following activities:	We will deliver directly through these teams:	Delivering the following activities:
The Cheltenham Trust	The Wilson Art Gallery and Museum Leisureat Cheltenham Sports, Play and Healthy Lifestyles	Gloucestershire County Council	Supporting People Health inequalities grants Early help for vulnerable children and families Safeguarding Domestic abuse	Strategy and Engagement	Neighbourhood Coordination Groups, Inclusion work, Parish Council Liaison, Safeguarding vulnerable children and families, Big Local
Cheltenham Borough Homes	Safer Estates - ASB Rent collection Housing Management Housing improvements and repairs Neighbourhood Warden Service Property repairs	Gloucestershire Police / Police and Crime Commissioner Clinical Commissioning Group	Anti-Social Behaviour Late Night Levy Alcohol Coordination Group Social Prescribing	Housing Strategy Public Protection	Housing enabling Client side for CBH Food safety, Licensing, Public health inspections, Air quality, Anti-Social

Our community outcome:

People live in strong, safe and healthy communities

	Welfare benefits & advice Community regeneration	Voluntary sector		Built Environment Enforcement	Behaviour Licensing of HMOs
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What are priority actions to deliver this outcome in 2015-16?

Priority actions	Key milestones	Dates	Lead Commissioner	Cabinet Lead
Decent and affordable housing				
COM 1 - We will work with CBH to ensure the development of older persons community 'hubs' and flexible housing related support arrangements in line with CBC's contractual requirements with Supporting People.	Cabinet agreement to approach.	July 2015	Lead Commissioner - Housing Services	Cabinet Member Housing
	New contract with Supporting People	October 2015		
COM 2 - We will explore potential models for maximising the delivery of affordable housing and supporting community cohesion	JCS strategic allocations - preferred partners agreed (Registered Providers), subject to prior cabinet approval on approach and mechanisms for selection.	June 2015	Director Environmental and Regulatory Services	Cabinet Member Housing
	To maximise the delivery of affordable housing across HRA sites through identification of suitable sites for development through CBH	Summer 2016	Deputy Chief Executive	Cabinet Member Housing
COM 3 - We will develop proposals to introduce a more rigorous approach to the licensing and enforcement of private rented sector housing in the borough within the scope of the commissioning review looking at Environmental and Regulatory Services	Survey undertaken of private rented sector housing	April 2015	Enforcement Manager	Cabinet Member Housing
	Report to council setting out strategic direction	Oct 2015		
	Implementation	Mar 2016		
Safeguarding the welfare of others				
COM 4 - We will work in partnership to ensure that our local response in Cheltenham supports a coordinated approach to supporting victims of domestic abuse and sexual violence	Evaluate the outcomes of the community-led domestic abuse project in Oakley	June 2015	Strategy and Engagement Manager	Cabinet Member Housing
	Assess the recommendations from two domestic homicide reviews and their impact on our own organisational practice and how we work in partnership.	July 2015	Strategy and Engagement Manager	
COM 5 - We will ensure our revenues and benefits service responds to national and local policies	Support the transition to the 'universal credit' benefits system for new claimants to be administered by DWP and to determine the	March 2016	Benefits Manager	Cabinet Member Finance

Our community outcome:

People live in strong, safe and healthy communities

	impact on the residual benefit service.			
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Working with others to reduce demand on public services

COM 6 - Early Help - To provide an effective, reliable multi- agency approach for early help provision for children and families across Cheltenham.	Work with Gloucestershire County Council to develop a hub-model for the delivery of early help based on our Inspiring Family model	June 2015	Deputy Chief Executive	Cabinet Member Healthy Lifestyles
COM 7 - Social prescribing - to link patients who have non-medical health needs with a range of voluntary and community support.	Carry out county-wide evaluation of the pilots to assess impacts on come forward with a preferred option for future delivery in Cheltenham	June 2015	Strategy and Engagement Manager	Cabinet Member Healthy Lifestyles

How will we measure our progress to achieving this outcome?

Type of Indicator	Measured by this indicator	Current Baseline (date)	Lead
Outcome measures	Increase the provision of new affordable housing	11 affordable housing completions to date in 2014-15.	
	Reduce the numbers of households who are homeless	Currently there have been no households accepted as homeless in 2014-15	
	Reduction in recorded crime	As at January 2015, there had been 7,829 recorded crime incidents in the previous 12 months.	
	Reduction in domestic burglary	As at January 2015, there had been 723 domestic burglary incidents in the previous 12 months.	
	Reduction in anti-social behaviour incidents	As at January 2015, there had been 5,483 anti-social behaviour incidents in the previous 12 months.	
	Reduction in the number of residential properties with significant health hazards	In 2011, there were 3,352 properties with one or more category 1 hazards (7.5% of housing stock.)	
	Growth in numbers of food businesses rated 3 stars	There are currently 777 food premises rated 3 stars and above out of 836 food	

Our community outcome:

People live in strong, safe and healthy communities

	and above	premises		
Type of Indicator	Measured by this indicator	Baseline (date)	March 2016 target	Lead
Key service measures	Number of vacant homes for more than 12 months brought back into use as a direct result of Council action	112 (2013-14)	110	
	Number of disabled and older persons able to stay in their own homes as a result of Council action.	126	115	
	Number of private sector dwellings made safe by the Council (As measured by the HHSRS)	237	225	
	Percentage of high-risk food premises, which are inspected	TBA	TBA	

What are the corporate risks associated with this outcome?

CR89 - If the St Pauls Phase 2 project risks are not effectively mitigated then there is a corporate risk that the Council's reputation in terms of working with contractors, managing projects and supporting residents will be damaged

Corporate outcome

Transform our council so it can continue to deliver our outcomes for Cheltenham and its residents

Strategic direction

Context and needs analysis

Since 2009/10 the Council's core funding from the Government has been cut by some £5 million, from £8.8 million to £3.8 million, with a further 15.3% cut proposed for 2015/16. The scale of the cuts has forced the council to transform itself in order to protect frontline services – central to this has been the commitment to become a commissioning council as a means of:

- Delivering better outcomes for our customers and communities;
- Collaborating more with others; and
- Delivering financial savings.

Since then we have commissioned 12 service areas including:

- Human Resources, Procurement and Finance now delivered by a shared arrangement with three other councils;
- Waste collection and recycling services now delivered by a shared arrangement with Cotswolds District Council;
- ICT now delivered by a shared arrangement with Forest of Dean District Council; and
- Leisure and Culture services now delivered by a new charitable trust.

Our overall budget management programme, the Bridging the Gap (BtG) programme has successfully managed the on-going funding gap, with over £7.5m of savings or income generated from commissioning, plus initiatives to increase commercial activity and manage our property assets.

Challenges and opportunities looking forward

- The LGA are projecting that future cuts in our core funding will continue beyond 2015.
- New mechanisms have been introduced to redirect central government funding, principally New Homes Bonus and the Retained Business Rates scheme have enabled local authorities to engage much more with what is happening on the ground in their areas.

Commissioning intentions

The council has committed itself to 2020 Vision which sets out an ambition for further collaboration with Cotswold, West Oxfordshire and Forest of Dean District Councils who, together with CBC make up the GO partner councils. The vision for the partnership is "A number of Councils, retaining their independence and identities, but working together and sharing resources to maximise mutual benefit leading to more efficient, effective delivery of local services." The programme is expected to save CBC £1.32m per annum by year 10. Priority service areas for consideration include revenues and benefits, customer services, ICT services and property services. There will also be work done to understand how a shared commissioning function could work across the four councils.

The council is also currently carrying out a commissioning review of its Environment and Regulatory Services Division (ERSD) which remains the largest block of directly-provided services. Services include; building control, built environment enforcement and private sector housing, development management (development control and planning policy), green space management, strategic housing, public protection, licensing, community safety and parking, heritage and conservation and urban design.

The council is also committed to the effective use of its assets, infrastructure and the way it procures goods and services to support this outcome.

Corporate outcome

Transform our council so it can continue to deliver our outcomes for Cheltenham and its residents

What are we doing already to deliver this outcome?

We have commissioned the following:	To deliver the following:	We work in partnership with:	On the following activities:	We will deliver directly through these teams:	Delivering the following activities:
GO Shared Services	Financial Management Human resources, Health & Safety, Learning & Development Procurement	Forest of Dean, West Oxfordshire and Cotswold District Councils Forest of Dean DC	GO Shared services and 2020 Vision ICT shared services	Property Services Customer and Support Services Revenues and Benefits Business Development Business Transformation Democratic Services Elections	Asset Management, Property Management Reception, Telephony, Custodian services, Post-room, Income processing and Car Park Income collection Council Tax, Housing benefits Project and Programme Management Customer Complaints, Fols, systems thinking, Client-side Committee Management Member Liaison Electoral Register, Elections
ICT shared services	IT infrastructure, application and business support IT training				
Audit Cotswolds	Audit and Assurance				

What are our priority actions to deliver this outcome in 2015-16?

Priority actions	Key milestones	Dates	Lead Commissioner	Cabinet Lead
REST project				
VFM 1 - We will implement the findings of the commissioning review looking at Environmental and Regulatory Services and deliver improved outcomes	<ul style="list-style-type: none"> Consultation starts on draft restructure Complete systems thinking cycle Restructure implemented Complete project 	April 2015 July 2015 Aug 2015 Sep 2015	Chief Executive	Cabinet Member Development and Safety
2020 Vision				
VFM 2 - We will have developed and agreed with our 2020 Vision partner councils interim proposals to deliver services in the future together with the necessary management arrangements to implement and with member involvement.	Implementation of new interim partnership proposals Consideration of full business case Initial implementation of agreed arrangements	April 2015 Autumn 2015 Mar 2016	Chief Executive	Leader of the Council
VFM 3 - We will develop collaborative working with partner councils and prepare for the creation of the following shared services: <ul style="list-style-type: none"> Revenues and benefits service Customer services Property services ICT services 	Develop a shared service model ready for implementation Develop and agree a roadmap with partner councils / organisations to determine the future direction of customer services linked to the accommodation strategy Explore a shared service model with 2020 vision partner councils. We will develop collaborative working with partner councils and prepare for the creation of a 4 way shared ICT service to support the 2020 Vision programme	December 2015 December 2015 March 2016 March 2016	Director Resources	Leader of the Council
Assets and Infrastructure				
VFM 4 - We will agree an Accommodation Strategy which delivers more modern, flexible and cheaper office accommodation linked to the 2020 Vision programme.	Review options for alternative office and develop and approve the business case for the preferred option.	March 2016	Director Resources	Cabinet Member Finance

Asset Management Plan	Implement the action plan arising from the Asset Management Plan approved by council in March 2015.	March 2016	Head of Property Services	Cabinet Member Finance
VFM 5 - We will consult on options and agree a car parking strategy, to determine where council investment should best be directed in support of the local economy.	Develop and consult on options Report to Cabinet	Sept 2015 March 2016	Director Environmental and Regulatory Services	Cabinet Member Development and Safety
VFM 6 - We will explore options for the two cremators at the Cemetery and Crematorium	Explore cost effective options for resolving the cremator problems, including the potential delivery of a new crematorium Report to Cabinet on options Implementation of crematorium solution	June 2015 Autumn 2015 Spring 2016	Director Environmental and Regulatory Services	Cabinet Member Clean and Green Environment
VFM 7 - We will further invest in the ICT infrastructure to support effective service delivery	Implement the next phase of the ICT infrastructure upgrade strategy and identify any opportunities for further rationalisation and alignment of CBC/FOD infrastructure. Accept and test the ICT business continuity arrangements developed by ICT shared service	March 2016 March 2016	Director Resources Corporate Governance, Risk and Compliance officer	Cabinet Member Corporate Services
Business Improvement				
VFM 8 - Implement recommendations from the LGA Peer Review	Implement the action plan arising from the peer review	Sept 2015	Director Resources	Leader of the Council
VFM 9 - Findings and recommendations from Audit report into Wilson over-spend	Implement the recommendation arising from the Grant Thornton review of the project overspend. Implement the recommendations arising from the Audit Partnership review of the project overspend	Sept 2015 Sept 2015	Director Resources Director Resources	Leader of the Council
Financial Management				
VFM 10 - We will implement the 'Bridging the Gap' programme and budget strategy for meeting the MTFS funding gap	Identify further savings / income to close gap for 2016/17 and residual MTFS budget gap.	Feb 2016	Director Resources	Cabinet Member Finance

How will we measure our progress to achieving this outcome?				
Type of Indicator	Measured by this indicator	Baseline (date)		Lead
Outcome measures	Bridging the Gap savings / increased income	The 2015-16 budget gap was £1,044,000. The predicted gap for 2016-17 is £1,363,000		Director Resources
Type of Indicator	Measured by this indicator	Baseline (date)	March 2016 target	Lead
Key service measures	Turnover – number of leavers as a percentage of average headcount (excluding those going to the Trust under TUPE arrangements)	18% (1.4.14 to 28.2.15)	TBA	GO Shared Services Head of HR
	No. days lost due to sickness absence	7.5 days per FTE	6.5 days per FTE	GO Shared Services Head of HR
	% staff appraisals completed	100%	100%	GO Shared Services Head of HR
	Number of stage 3 complaints upheld/partially upheld in favour of the customer	7	6	Customer Relations Manager
What are the corporate risks associated with this outcome?				
CR3 - If the council is unable to come up with long term solutions which bridge the gap in the medium term financial strategy then it will find it increasingly difficult to prepare budgets year on year without making unplanned cuts in service provision				
CR12 - If members, senior managers, managers, supervisors, and employees are not aware of their obligations and responsibilities for health and safety (in relation to the public, customers, employees) and ensure that the necessary H&S arrangements are in place and adhered to, then the council could face prosecution (and/or personal injury claims) which would carry associated capacity, financial, and reputation risks.				
CR75 - If capacity to deliver key projects is achieved by diverting necessary resources away from either core services or other provider commitments, then there is a risk of not being able to deliver all of the business as usual expectations including a failure to comply with internal controls that could in turn impact on our reputation and finances.				
CR92 - If the recommendations within the car parking action plan are not addressed in the timescales documented then there is a risk of a decreased income stream.				
CR93 - If the recommendations within the car parking action plan are not addressed in the timescales documented then there is a risk of damage to the reputation of the Council.				
NEW - If the council is not able to progress delivery of the 2020 Vision project, then the Council will have to look for alternative ways to deliver the £1.32m savings predicted to be realised over the 10 years of the programme – proposed corporate risk				
NEW - If the council does not progress the REST project, then the council will have to consider alternative ways of transforming its environmental and regulatory services so that they become more customer focused and able to provide services at optimal cost– proposed corporate risk				