

Leader/Deputy Leader Briefing Note

Overview & Scrutiny 7 June 2021

Cabinet Portfolios

Background

Following the election, a review of Cabinet Portfolios was undertaken by the Leader in consultation with the Chief Executive and senior offices.

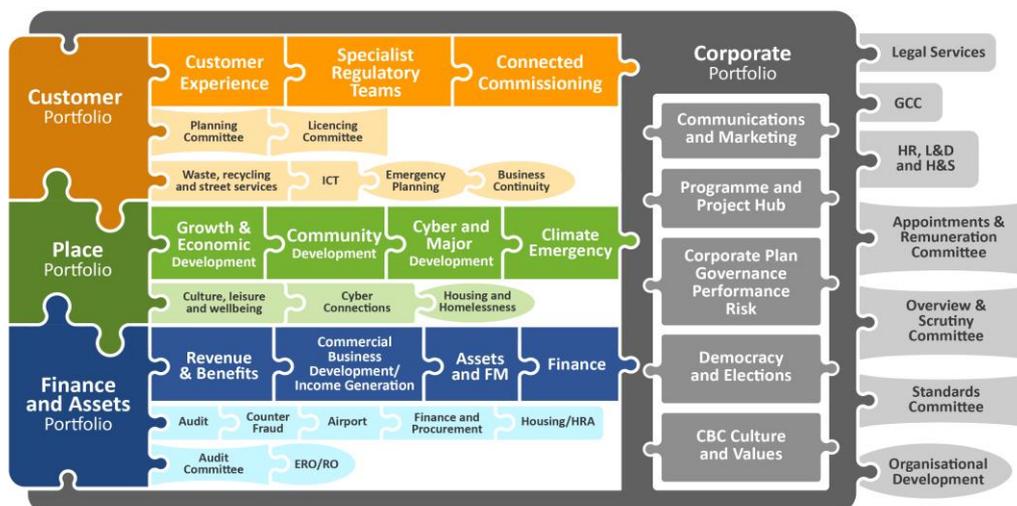
The previous Cabinet Portfolios had remained relatively unchanged for a number of years and, within that time, the Council and Cheltenham has undergone significant change. In addition, further drivers also underlined that reviewing the portfolios would be timely:

- Council agreed to the expansion of the Cabinet to 9 members, this allowed for priorities such as Climate Change to be provided with a greater prominence and focus
- The development, scale and demands of the Golden Valley development (and associated projects) has increased as the programme has gathered momentum
- The Covid-19 pandemic has posed fundamental challenges to Cheltenham and the council. It remain a priority for the short, medium and long term as we gradually move away from response to building a strong recovery. Recovery will have two key strands the economy and growth but also delivering improved outcomes for Cheltenham's communities – particularly those who are most vulnerable

Operating Model

To respond to the same factors set out above, the Chief Executive and the Exec Director for People and Change have been leading a project to develop a new operating model for the council. Like any organisation, the Council has evolved over time and a positive review on how the organisation works, how it serves and engages with customers & residents and where systems and processes can be improved was needed to drive efficiency and continuous improvement.

A high level operating model was finalised in April 2021 and is set out below:



The development of the model was widely consulted on with over 70 participants including both staff, stakeholders and members.

New Portfolios

The Operating Model was used to inform the Leader’s review of the Cabinet Portfolios to ensure that there were synergies and connections between the cabinet portfolios and the structure/connections within the council. In the coming months, as the Council gradually implements the operating model, these connections and synergies will further strengthen.

The new portfolios and the narrative to support the creation of the portfolio is as follows:

Portfolio	Narrative
Leader	<p>Relatively unchanged from previous portfolio retaining responsibility for external relationships such as Western Gateway, LGA, Leadership Gloucestershire, Economic Joint Committee, City Region Board</p> <p>Retains shareholder responsibility for Ubico, Publica, CBH and One Legal</p> <p>Overall lead for communications for coordination and consistency</p> <p>Retained Minster Innovation Exchange – This is for continuity due to the detail and the point in the project, once the project is on site and being delivered this will move out of the portfolio</p> <p>Lead for Joint Core Strategy as this is an outward facing meeting with Leaders of TBC and GCty</p> <p>Overall responsibility for Emergency Planning and Covid Recovery</p>
Finance and Assets	<p>Portfolio remains relatively unchanged with the addition of Revenues and Benefits fully and Gloucestershire Airport because of the key element of the need to develop the Airport as an asset</p>
Housing	<p>Remains unchanged</p>
Culture Wellbeing and Business	<p>This is a new portfolio following the key change in the Operating Model to bring together elements of Cheltenham as a Place, this has led to bringing together of Culture, festivals and the Trust with Parks and Gardens in recognition these are critical elements of defining Cheltenham and will play a vital role in the recovery as a Borough. The link to Business and the Recovery Taskforce also has an key link to Cheltenham as a place.</p>
Safety and Communities	<p>Cheltenham as a Council is fundamentally built on partnerships and engaging with the community. This allows democracy and</p>

	<p>the constitution to be tied to the community and our relationships with key organisations across the town. Safety is represented in Community Safety, child safeguarding and No Child Left Behind with is a vital and critical part of our protecting and supporting more vulnerable groups.</p> <p>Cem and Crem is an addition to this portfolio as this is a key service that should represent the needs and diversity of our communities.</p>
<p>Waste, recycling and Street Services</p>	<p>This is a more focussed portfolio, informed by the Operating Model that largely covers the services provided by Ubico.</p> <p>Customer enquiries about waste and recycling represent a majority of our enquiries and it is a service that touches every single resident.</p> <p>Street cleansing is also a vital part of keep the borough clean and well maintained.</p> <p>The addition of car parks within this portfolio connects streets to our car parks and has strong synergies with a customer facing service that generates enquiries and interaction with customers.</p> <p>More focus on waste and recycling is important due to potential changes in waste and recycling policy at a national level in the future.</p>
<p>Customer and Regulatory Services</p>	<p>As per above this collection of services surrounding Licensing, Building control, planning are all largely customer facing services where it is important to offer a good service that is tailored to business and community need.</p> <p>For this reason there is huge connection to Customer Services and the digital and IT platforms that underpin our services with future modernisation planned in the roll out of new software.</p>
<p>Cyber & Strategic Transport</p>	<p>Such is the scale of Golden Valley Development thought it was important to have this as a singular focus as we are about to move forward with a partner developer and look to start the development in earnest.</p> <p>The connection to schemes like J10 and other transport schemes provide a synergy to strategic transport.</p>
<p>Climate Change</p>	<p>Entirely focussed on driving Cheltenham as a place to Net Zero. This means that it goes beyond achieving net zero as a Council but extends to partnership working and encouraging behaviour change across the whole of the Cheltenham within the business community and the population.</p>