

# ***Information/Discussion Paper***

## **Environment Overview and Scrutiny Committee 29 February 2012**

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

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

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

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

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

- 2.1 The Senior Leadership Team and cabinet members have agreed the following changes from last year:

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

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

- 3.1 Preparation of the 2012-13 action plan has taken place within the context of a number of commissioning reviews that provide greater detail about how the council is taking forward six of its corporate outcomes.
- 3.2 We have agreed a set of outcomes for our built environment services that will be delivered by the Director of Built Environment and we are working on a service level agreement which will include a set of performance indicators.
- 3.3 We have agreed a set of outcomes for our leisure and culture services and we will be asking our in-house Town Hall/Pittville Pump Room and Leisure@ and Sports, Play and Healthy Lifestyles service providers to deliver against them. We will also be considering the most appropriate organisational option that can deliver the proposed outcomes and measures of success for the Art Gallery and Museum whilst also meeting the requirements of the Heritage Lottery Fund special conditions and those of any other funders.

- 3.4** The housing review will lead to the creation of a new set of outcomes that will guide the housing policy framework for the joint core strategy and preparations for self-financing. The review will also provide more detail for how the council delivers its housing outcome.
- 3.5** We have agreed to establish the local authority company which will mean the council has an arms length relationship with Ubico which will deliver the cleanliness and maintenance outcome.
- 3.6** The Strategic Commissioning Programme Board has also considered the order of future commissioning reviews and has agreed that the following proposed exercises should be listed as the next set of priority projects:
- Housing options;
  - Supporting the review of asset management being led by Leadership Gloucestershire;
  - ICT services.
- 3.7** These three commissioning reviews are built into the 2012-13 corporate strategy as distinct improvement actions.

#### **4. Input from partnerships**

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

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

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

## 5. Proposed improvement actions 2012-13

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

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

## 6. Next Steps

- 6.1 The revised draft strategy action plan will go to Economy and Business Improvement on 5 March for consultation and then to cabinet on 13 March for endorsement before going to Council on 26 March for final approval.

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<b>Background Papers</b>	2010-2015 Corporate Strategy, Report to Council, 29 <sup>th</sup> March 2010.
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<b>Accountability</b>	Leader of the Council
<b>Scrutiny Function</b>	All
<b>Attachments</b>	Appendix A –Draft Corporate Strategy Action plan