



# CHEL TENHAM

## BOROUGH COUNCIL

### Notice of a meeting of Overview & Scrutiny Committee

**Monday, 28 May 2012**  
**6.00 pm**  
**Pittville Room - Municipal Offices**

| <b>Membership</b>   |   |
|---------------------|---|
| <b>Councillors:</b> | Duncan Smith (Chair), Klara Sudbury (Vice-Chair), Nigel Britter, Barbara Driver, Colin Hay, Helena McCloskey, Ian Bickerton, Andrew Wall, Jo Teakle and Diane Hibbert |

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

### Agenda

|           |   |                    |
|-----------|---|--------------------|
| <b>1.</b> | <b>APOLOGIES</b>  |                    |
| <b>2.</b> | <b>DECLARATIONS OF INTEREST</b>   |                    |
| <b>3.</b> | <b>REVIEW OF TERMS OF REFERENCE</b><br>Review of the terms of reference for the O&S committee   | (Pages<br>1 - 4)   |
| <b>4.</b> | <b>MINUTES OF THE LAST MEETING</b><br>To approve the minutes of the following meetings:<br>Social and Community O&S committee 27 February 2012<br>Environment O&S committee 29 February 2012<br>Economy and Business Improvement O&S committee 5 March 2012 | (Pages<br>5 - 28)  |
| <b>5.</b> | <b>PUBLIC QUESTIONS AND PETITIONS</b>   |                    |
| <b>6.</b> | <b>MATTERS REFERRED TO COMMITTEE</b>  |                    |
| <b>7.</b> | <b>END OF YEAR DRAFT PERFORMANCE REPORT</b><br>Report of the Strategy and Engagement Manager  | (Pages<br>29 - 50) |
| <b>8.</b> | <b>REVIEW OF SCRUTINY WORKPLAN</b><br>A review of the scrutiny workplan 2012/13.  | (Pages<br>51 - 56) |
| <b>9.</b> | <b>SCRUTINY TASK GROUPS</b><br>A review of former scrutiny working groups and appointments to new scrutiny task groups including budget scrutiny working group and appointment to Gloucestershire scrutiny group.   | (Pages<br>57 - 58) |

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| <b>10.</b> |  | <b>DATE OF NEXT MEETING</b><br>Date of next meeting: Monday 16 July 6 pm |  |
|            |  |  |  |

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## Articles of the Constitution

### **Article 6 – Overview and Scrutiny Committee**

#### **6.1 GENERAL ROLE**

The Council will appoint the Overview and Scrutiny Committee whose general role is to deliver measurable outcomes which benefit the effectiveness of the Authority and the community.

Within its terms of reference, Overview and Scrutiny committee will:

- (a) review and/or scrutinise decisions made or actions taken in connection with the discharge of any of the Authority's functions;
- (b) make reports and/or recommendations to Council and/or the Cabinet and/or any Committee in connection with the discharge of any functions;
- (c) consider any matter affecting the Borough or its inhabitants including Councillor Calls for Action;
- (d) exercise the right to call-in for reconsideration, Executive decisions, which have been made but not yet implemented.

Cabinet Members may not be Members of the Overview and Scrutiny Committee.

#### **6.2 SPECIFIC FUNCTIONS**

The Terms of Reference of the Overview and Scrutiny Committee are contained in Part 3C Table 2.

#### **6.3 PROCEEDINGS OF OVERVIEW AND SCRUTINY COMMITTEES**

The Overview and Scrutiny Committee will conduct its proceedings in accordance with the Overview and Scrutiny Rules set out in [Part 4D](#) of this Constitution.

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| <b>OVERVIEW &amp; SCRUTINY COMMITTEE – SPECIFIC FUNCTIONS AS SET OUT IN PART 3C OF THE CONSTITUTION</b>  |
| <b>Functions</b>   |
| <b>General</b>   |
| Agree the Overview & Scrutiny (O&S) workplan taking into account corporate priorities, the forward plan, issues of local concern and available resources   |
| Establish standing or ad hoc sub-committees as required and set the size and high level terms of reference   |
| Establish time-limited scrutiny task groups (STGs) to carry out in-depth reviews of a particular issue, set the size and high level terms of reference and agree reporting lines (to the Committee or its sub-committee) for recommendations |
| Establish the Budget STG, set the size and high level terms of reference and agree reporting lines (to the Committee, its sub-committee or Cabinet) for recommendations  |
| Nominate members to Cabinet working groups when representatives of O&S are requested   |
| Receive recommendations from STGs and forward to Cabinet, Council, committee or the appropriate body (including commissioning boards)  |
| Promote good practice for O&S across the Authority   |
| Promote the development of member skills and competencies in O&S   |
| <b>Scrutiny</b>  |
| Consider call-ins <sup>1</sup> and decide appropriate action (including the establishment of STGs) and carry out any other actions covered by the Overview and Scrutiny Rules  |
| Receive any councillor calls for action and petitions referred to O&S and decide appropriate action  |
| Question Cabinet Members, committees, the Chief Executive, Executive Directors, Directors or representatives under joint arrangements regarding decisions taken, service delivery, initiatives or projects                                   |
| Question, call for and gather evidence from any external person or organisation (with their consent)   |
| Make reports and recommendations to Cabinet, Council, a committee or an external body arising from the outcome of the scrutiny process   |
| <b>Policy review and development</b>   |
| Receive and comment on plans, strategies, policies and budget proposals that comprise the Budget and the Policy Framework <sup>2</sup>   |
| Contribute to the monitoring, review and ongoing improvement of services provided either directly by the Authority or on behalf of the Authority (using sub-committees or STGs as appropriate)   |

<sup>1</sup> Rule 14 Overview & Scrutiny Rules (see Part 4D)

<sup>2</sup> In accordance with Rule 2 Budget & Policy Framework Rules (see Part 4G)

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|--|
| Monitor the implementation of any O&S recommendations accepted by Cabinet or other bodies  |
| Build appropriate relationships with other parts of the Authority, external bodies and the public to facilitate effective scrutiny                                 |
| Participate in joint scrutiny with other authorities and work with other authorities in Gloucestershire to strengthen the scrutiny role in respect of partnerships |
| <b>Crime and disorder</b>  |
| Consider any crime and disorder matters <sup>3</sup>   |

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<sup>3</sup> Under s19 Police and Justice Act 2006 the Authority must specify a committee to deal with such matters

### Social and Community Overview and Scrutiny Committee

**Monday, 27th February, 2012**

**6.00 - 8.30 pm**

| <b>Attendees</b>           |  |
|----------------------------|--|
| <b>Councillors:</b>        | Anne Regan (Chair), Chris Coleman, Rowena Hay, Diggory Seacome, Duncan Smith, Jo Teakle, Jon Walklett, Wendy Flynn and Simon Wheeler |
| <b>Co-optees:</b>          | James Harrison and Karl Hemming  |
| <b>Also in attendance:</b> | Jane Griffiths, Cabinet Member Housing and Safety, Councillor Klara Sudbury  |

### Minutes

**1. APOLOGIES**

Apologies were received from Councillors McKinlay and Webster.

**2. DECLARATIONS OF INTEREST**

Karl Hemming declared a personal interest in agenda item 10 as he had links with the Cheltenham Tenants' and Leaseholders' Voice.

**3. MINUTES OF THE LAST MEETING**

The minutes of the last meeting held on 9 January 2012 were approved as a correct record.

**4. PUBLIC QUESTIONS AND PETITIONS**

None received.

**5. MATTERS REFERRED TO COMMITTEE**

No matters were referred to the committee.

**6. CABINET MEMBER BRIEFING**

The Cabinet Member Housing and Safety updated members regarding the committee's recommendations on youth services in the town. Cabinet had supported the recommendations and these were now being progressed in a number of ways. She had raised the committee's concerns about the recording of antisocial behaviour with the Chief Inspector of Police and this had resulted in a meeting being arranged to discuss the issue which Trevor Gladding would also attend. Other issues were being followed through via the Positive Lives Partnership and the Positive Participation Partnership. As Cabinet Member she had asked Tracey Brown to look at safeguarding issues and these were due to be discussed at the Cheltenham Safeguarding Forum taking place on 28 February.

The chair referred to the recent papers for the Positive Participation Partnership where statistics suggested there had been increases in antisocial behaviour in July, August and October 2011. The Cabinet Member advised that these figures

represented peaks in the year rather than comparisons with the previous year and there was always expected to be an increase in the summer months.

She concluded that the county council scrutiny arrangements were due to scrutinise the outcomes from the £50,000 of county funding allocated to youth work in Cheltenham. She suggested that this issue could also be a topic for scrutiny under the new scrutiny arrangements to be adopted by the Council.

The Cabinet Member updated members on the installation of CCTV on the Honeybourne line. The first phase was underway which would result in the positioning of seven cameras between the railway station and Waitrose and this would be completed by the end of March. Further phases could follow once funding had been secured.

Members raised concerns regarding the monitoring of the CCTV and wanted to know where this would be done and how regularly. The Cabinet Member agreed to raise this question with the police and emphasise the importance of regular monitoring if the CCTV was to be a successful deterrent.

Councillor Walklett expressed his disappointment that only Phase 1 was currently affordable. He highlighted a recent spate of burglaries in Swindon Street and he did not understand why the stretch of line between the station and Waitrose had been selected as the priority for the first phase as the crime figures did not support this decision.

The Cabinet Member responded that the police had wanted to prioritise this stretch of line and it had been more deliverable in terms of the financial support being offered by the various partners.

### **7. TOURISM AND MARKETING STRATEGY UPDATE**

Jane Lillystone, the Museum, Arts and Tourism Manager, introduced the information paper which had been circulated with the agenda. She highlighted the progress in setting up a new customer service team encompassing the Tourist Information Centre which would relocate to the new Art Gallery and Museum in Spring. Work was also under way on updating the Cheltenham Tourism Website which was important in attracting additional visitors to the town.

The chair asked what was being done to promote Cheltenham as a tourist destination worldwide. In response, the officer advised that the council was linked into the Destination Management Organisation (DMO) which marketed Cotswold Tourism worldwide and focused on important developing markets such as Asia. This approach was the most effective use of the limited marketing resources available to the council. It was still important to promote Cheltenham as a destination in its own right and hence the decision to carry out customer research and improve the website to meet customer needs. She would continue to work closely with the DMO and the Local Enterprise Partnership to ensure Cheltenham was represented at the strategic level.

In response to a question she advised that tourism was responsible for bringing in £847 million into Gloucestershire and generating 16,000 jobs. She did not have the exact figures available for Cheltenham at this meeting.



In response to a question she confirmed that they worked with Cheltenham Festivals to ensure appropriate links between the two websites.

### **8. PROSCENIUM BUILDING/GARDENS GALLERY**

The chair welcomed Bob Freeman to the committee to give a presentation on the Proscenium Building which now housed the Gardens Gallery. In his presentation he outlined the history of the Proscenium Building and the role of the Gardens Gallery Community Interest Company in managing the facility. The gallery had been successful in attracting 23,000 people per annum to a variety of exhibitions and provided a range of benefits to the town.

Going forward, the company had identified two areas for improvement. The first was to improve local signposting and improve their marketing of the gallery. The MP for Cheltenham had recently described the gallery as one of Cheltenham's 'hidden gems'. The second issue was to reduce energy consumption. The gallery currently had an income of £10,000 per annum which currently matched its expenditure and energy consumption was a major part of that. The gallery would be liaising with the council's planning and conservation officers to see what changes to the building might be acceptable in order to reduce energy costs.

In response to a question relating to any increase in footfall at the gallery as a result of the Cheltenham Festivals being located in the gardens, he advised that there had been a very significant increase. As the gallery was already booked up to 18 -24 months ahead, it had not been possible to coordinate the nature of the exhibitions with the theme of the Festivals. In 2013 he had kept a slot free during the Literature Festival in October and they hoped to be able to curate a suitable exhibition for the first time.

The chair thanked Mr Freeman for a very interesting and informative presentation.

### **9. LONDON 2012 OLYMPICS UPDATE**

Craig Mortiboys, Health Communities Partnership Manager introduced the update on the London 2012 Olympics which had been circulated with papers. He advised members that the London Organising Committee for the Olympic Games (LOCOG) planned to announce the route and timings on the 19 March and until then the route through Cheltenham was not public information. There had been some initial discussions with local community groups who might want to organise their own events. He also highlighted the legacy work outlined in section 3 of the report particularly the welcoming of the Malawi team to Gloucestershire and enabling their use of local facilities for training and forging links with local schools.

Significant work would continue to take place over the coming months with a wide range of partners to prepare for the Torch Relay celebrations. The council would continue to work to make the most of the opportunities presented by the Olympics to encourage a more active and inclusive society in the town.

### **10. CHELTENHAM BOROUGH HOMES- CHELTENHAM TENANTS' AND LEASEHOLDERS' VOICE**

The chair welcomed Tracy Palmer-Jones from Cheltenham Borough Homes (CBH) and Lisa Ledster representing the Cheltenham Tenants' and

Leaseholders' Voice (CTLV) to the meeting to update the committee. TPJ gave apologies on behalf of Caroline Walker from CBH who had been unable to attend.

Ms Ledster explained how the CTLV had been set up. Twelve volunteers had put themselves forward for membership and were now undergoing training and development. This involved meeting with a variety of organisations including the joint core strategy team, the Police, Gloucestershire County Council and the borough council to understand how they could work together to improve the lives of people that they represented. All the sessions had been recorded so that they could be made available to others who could not attend. Members also had access to a range of personal development sessions in skills such as communications. They had scheduled a series of monthly meetings throughout the year. The aim of the group was to tackle issues which were important to local people which may not be picked up by the council or other organisations. Examples included parking, dog fouling and antisocial behaviour and residents may be more willing to raise these types of issues with a community representative rather than on a more official basis. Hence the group enabled tenants to have a 'voice'.

In response to a concern from a member that the group should represent the whole of Cheltenham and not just the deprived areas, Ms Ledster reassured members that they would aim to have representatives from across Cheltenham. Although they were currently linked to CBH they also had a non-CBH resident on their group.

The chair thanked them for an interesting presentation and wished them every success in this new initiative.

### **11. DRAFT HOUSING AND HOMELESSNESS STRATEGY 2012-2017**

Martin Stacy, Housing and Communities Manager introduced the report which had been circulated with the agenda. The proposed Housing and Homelessness Strategy aimed to support both national and local priorities and emerging trends and had been influenced by the work of the member housing review group. The vision was "to enable residents to access and maintain suitable, affordable accommodation within communities that are safer, stronger and healthier." During his presentation, he highlighted that this was an opportunity for the committee to influence the strategy, identify any gaps or highlight any areas which needed more emphasis.

Members made a number of comments on the strategy as follows:

- The strategy referred to the potential savings of 35 tonnes of carbon dioxide per property by reusing empty homes. This figure should also be reflected in the Joint Core Strategy.
- The strategy needed to make a statement on the energy efficiency of new builds and the planning policy should be strengthened to support this to avoid fuel poverty in the future. The council should take a proactive stance on this and not wait for developers or government to lay down guidelines. This objective should also be reflected in the Joint Core Strategy.
- The strategy was a good starting point but needed to be more concise and include clear action plans. The section on vacant properties and the strategy in the appendix needed to be more aggressive. There needed

to be a clear process for empty property management orders so councillors could take the initiative for empty properties in their ward.

- A 'missing' was a strategy regarding children in care becoming adults and a co-ordinated approach was needed to provide them with the support and housing.
- The wording related to gypsies and travellers needs to recognize that there are various distinct groups which may have different needs.
- A member thought more clarity was needed on the figures for annual requirements for new housing and was concerned that the strategy relied on particular options in the Joint Core Strategy to supply those needs. They also suggested that CBH was not spending enough on new builds.
- A member referred to a recent press article which had stated there was 1500 unsafe private sector homes in Cheltenham which were not up to a basic standard. Tackling this issue must be a priority for any housing strategy.

In response to questions and comments from members the Housing and Communities Manager advised the following:

- An empty property in the private sector was identified from council tax data and priority was given to properties which had been empty for at least 12 months as this was the most effective use of the staff time available to investigate these properties.
- Although empty properties were important a bigger issue was working with landlords to encourage them to take on tenants with lower incomes.
- Officers would also explore the options for empty buildings owned by the county council or other public sector organisations as well as garage sites where a change of use could provide additional housing accommodation.

The Cabinet Member Housing and Safety advised the committee that there was some limited funding available to progress the issue of compulsory purchase orders. She thanked members for their comments and as the report was not due to go to Cabinet until June there was plenty of time for members to input to the final document. She concluded that there were very challenging times ahead.

## **12. COMMITTEE WORK PLAN**

The chair explained that this was the last meeting of the committee before the new scrutiny arrangements were put in place. A discussion paper had been circulated which invited members to give their thoughts on the regular items which had come to this committee in the past and how they should be dealt with in the future. The options would be for them to be considered by the new overview and scrutiny committee, to be the subject of a scrutiny task group or a potential item for a member seminar or briefing.

James Harrison, as a co-optee on the committee, suggested that there were two types of issues which had come to this committee. The first had been items for proper scrutiny with options which members could debate. The second was items which had come to this committee in order to update members. These often involved a long presentation but did not pass the 'so what' test in that there were no outcomes or recommendations.

Generally members agreed with this view and it was important that the agenda for the new O&S committee was not overwhelmed with performance and update reports. If Service areas or partners were delivering to their Service Level Agreement there was no need for it to come to scrutiny. Representatives from the service area would be having regular meetings with Cabinet Members and officers to update on performance data and scrutiny would not want to duplicate this process. If there was an issue relating to the performance then the overview and scrutiny committee may decide to set up a scrutiny task group to look at it in more detail. The task group would add value through their detailed scrutiny and the main committee could check progress and help to decide whether the recommendations should go to Cabinet or Council. Presentations and updates, albeit very interesting should not come to scrutiny and could be open to all members possibly before Council meetings.

A member commented that in order for the new arrangements to be successful, Cabinet would need to work in a different way and review how they engage with O&S. O&S would also need to facilitate community calls for action as a vehicle for local people raising issues of concern.

The Director of Commissioning reassured members that it was the aim under the new arrangements to include co-optees on the scrutiny task groups whenever their knowledge or expertise could contribute to the review.

Members agreed that youth issues were an important issue that had been raised by his committee and should continue to be an item on the next overview and scrutiny agenda.

Members who had attended the recent scrutiny workshops encouraged all members to attend as they were an excellent way of finding out more about the new arrangements and contributing their views and ideas.

The chair thanked members for their comments and the support they had given her as chair of the committee.

**13. ANY OTHER BUSINESS THE CHAIRMAN DETERMINES TO BE URGENT AND WHICH REQUIRES A DECISION**

The chair invited Councillor Penny Hall as the council's representative on the County Health, Community and Care Overview and Scrutiny Committee to speak. Councillor Hall advised members that she had raised the points made by this committee at the last meeting. This included their concerns that the setting up of an acute trauma centre at Gloucester Royal Hospital might reduce the Accident and Emergency (A&E) resources available at Cheltenham General Hospital. She had been reassured that the acute trauma centre was a virtual centre designed to bring in the appropriate medical skills when needed so that patients with multiple injuries could be stabilised before being transferred to Bristol. There would be no impact on the staff at Cheltenham and no transfer of resources away from Cheltenham to Gloucester. She had also raised their concerns about the shortage of acute A&E consultants at Cheltenham and she had been advised that they had been successful in recruitment. Improvements were being made to the A&E facilities at Cheltenham and she couldn't envisage that the town could ever do without this facility given its population. The Committee endorsed this view.

**14. DATE OF NEXT MEETING**

As this was the last meeting of the committee a further meeting was not scheduled. However the first meeting of the new committee will take place on Monday 28 May 2012 at 6 p.m.

**15. BRIEFING NOTES-FOR INFORMATION ONLY**

A briefing note on the Cheltenham Art Gallery and Museum Development Scheme had been circulated with the papers.

Anne Regan  
**Chairman**

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## Environment Overview and Scrutiny Committee

Wednesday, 29th February, 2012

6.05 - 8.28 pm

| <b>Attendees</b>           |   |
|----------------------------|---|
| <b>Councillors:</b>        | Penny Hall (Chair), Ian Bickerton, Nigel Britter, Jacky Fletcher, Rob Garnham, Diane Hibbert, Sandra Holliday, Helena McCloskey and Paul Wheeldon   |
| <b>Also in attendance:</b> | Geoff Beer (Principal Engineer), Richard Gibson (Strategy and Engagement Manager), Gill Morris (Climate Change and Sustainability Officer), Martin Quantock (Cheltenham Business Partnership Manager), Councillor John Rawson (Cabinet Member Built Environment), Councillor Diggory Seacome and Councillor Roger Whyborn (Cabinet Member Sustainability) |

### Minutes

**1. APOLOGIES**

Councillor Stewart had given his 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.

Upon a vote it was unanimously

**RESOLVED that the minutes of the meeting held on the 18 January 2012 be agreed and signed as an accurate record.**

**4. PUBLIC QUESTIONS**

No public questions had been received.

**5. MATTERS REFERRED TO COMMITTEE**

Council had referred a motion to the committee;

*This council is fully committed to reduce its output of greenhouse gases and therefore resolves that;*

***Our current target of a 30% reduction by 2015 should be brought in line with other public bodies and changed to a 40% reduction target by 2020 subject to consideration by scrutiny.***

The Chair proposed that this matter should be discussed as part of Agenda Item 10 (Climate Change Working Group). Members agreed.

**6. CABINET MEMBER BRIEFING**

The Cabinet Member Built Environment was not in a position to be able to update Members regarding the financial discussions that were currently ongoing

in relation to the North Place and Portland Street development, but was able to provide information relating to the pre-application process. He assured Members that the feedback received during the public consultation had given rise to further consideration to aspects of the planned development, including the number of parking spaces and the style of buildings. The aim being to improve the plans before a formal plan emerged. The Cabinet Member Built Environment acknowledged the concern raised in regard to parking during the development works at North Place and Portland Street and agreed to meet with Councillor Wheeldon, ward Councillor for St. Paul's and a representative from the University of Gloucestershire to discuss the possibility of using the Prince of Wales Stadium.

An upshot of the Portas report into the future of the High Street was that Government were making monies available through the Local Economic Partnerships for local high streets. Consideration was currently being given to whether there were any schemes within the report that could be pioneered in Cheltenham, though he was not entirely convinced that any funding application for Cheltenham would be unproblematic in comparison to applications by other towns and/or cities.

The Managing Director of Cheltenham Development Task Force would be asked to circulate a detailed summary of information to Members regarding the part time bus routes at Boots Corner. The Cabinet Member was aware of the concerns raised by the Chamber of Commerce in relation to this issue.

The road markings identifying the area opposite RBS as disabled parking had been removed when the road had been resurfaced and were yet to be reinstated and whilst he was confident that they would be, he would need to check this with Highways before providing misinformation. He would email Members following a discussion with Highways.

In relation to the event submissions item which featured later on the agenda, the aim was to improve an existing process. Expo 2012 threw up limited problems compared to the street racing planned until 2013-14, which would require an Act of Parliament. Events such as these involved a number of authorities, all of which had to work together and be clear about Councillor and public views. It was only after these views had been captured through consultation that any problems could be mitigated or a proposal deemed impractical.

He considered the incident in which a pedestrian was injured by a rising bollard to be an isolated one, though admittedly when they were first installed there were cases where vehicles tailgating buses had been damaged. He would monitor the issue and clearly, were there any similar occurrences the bollards would need to be reconsidered.

The Cabinet Member Built Environment was aware that there had been discussions between the Mayor Elect, Councillor C. Hay and the Lord Lieutenant regarding an event for the Jubilee but was not privy to any details. The Strategy and Engagement Manager was able to confirm that there were initial plans to hold a joint Beacon event with the Explorer Scouts and another approach of the Council would be to work with community groups who wanted to hold their own events.



The Cabinet Member Sustainability confirmed that the Imperial Gardens planning application working group had met for the first time and had included a considerable number of people. The meeting had been a positive one, which had set the scene of the evaluation process that would be undertaken after each event and the subsequent report to the Planning Committee after 12 months. The Cabinet Member, in response to a question from a member of the committee, confirmed that the evaluations would happen at two levels, Members of the Working Group would visit the site during events and Officers would undertake more official site visits before, during and after. There were no other significant issues relating to parks and gardens since the Expo organisers had indicated they had no plans to use the gardens in 2012.

A compost bin sale had been arranged for Saturday 21 April, whereby the bins would be available at significantly subsidised prices. The bag service, available to residents for whom it had not been possible to include in the brown bin garden waste scheme because of the logistical issues of the streets in which they resided, had been launched a few days prior and to date 35 people had signed up. A briefing would be circulated to Members outlining the subscription renewals for the brown bin scheme in due course.

The plastic bag recommendations made by the committee at its last meeting had been accepted by Cabinet and whilst it would be premature to provide specific details at this time, he confirmed that there had already been expressions of interest from one School, at least, in being involved in any related initiatives and a local business offering sponsorship of the bag design proposal. Whilst it was early days, he was fairly confident that something could be done and would provide an update to Members once more significant progress had been made.

The Chair, having reviewed minutes of previous meetings, raised some queries with the Cabinet Member Sustainability who gave the following responses;

- Whilst there were no plans at present, he was unable to provide assurances that there would be no future licensing applications for Sandford Park. Lessons had been learnt however, and rather than a blanket approach, any future application would apply to a smaller, more specific area only.
- It appeared that the web pages relating to street cleansing had gone from containing out of date information, to none. He would raise this with the relevant Officers and request that brief guidelines were included.

The Chair thanked both Cabinet Members for their attendance at this and all past meetings.

### **7. DEVELOPMENT OF THE CORPORATE STRATEGY 2012-13**

The Strategy and Engagement Manager introduced the draft Corporate Strategy action plan 2012-13 which was the second annual update of the Corporate Strategy.

He offered some context to how the document had been prepared. The Senior Leadership Team had introduced a change to last year's strategy with the addition of value for money as a core objective running across all outcomes. Given the intensity of work centred on commissioning reviews the strategy

recognised that commissioning should help define outcomes and the strategy reflected the commissioner/provider split. The final piece of context was partnership working. The new partnership structure was now in place and partners had identified 6 areas for collaborative work towards improvement actions. He acknowledged that these actions mostly related to the remit of the Social and Community overview and scrutiny committee.

This had led to proposed improvement actions and whilst there were a number of these improvement actions, this reflected where the Council was as an organisation. Many were longer term commitments and he hoped that Members would be familiar with them. He was acutely aware of the resource implications associated with the delivery of these actions and had identified services where this would pose a particular strain (HR, Built Environment and Commissioning) and this identification had put the relevant Directors at ease.

This was an ambitious agenda and he did not propose to go through it in detail, Social and Community had considered an initial draft in January, EBI would consider it next week and Cabinet the week after, with final sign off by Council in March. Members were assured that there was still an opportunity for them to have influence.

The following responses were given by the Strategy and Engagement Manager to questions from members of the committee;

- The action plan reflected a prioritised list of activities and the resource checks had offered a degree of confidence that it was deliverable.
- He welcomed and accepted the comments regarding older people and confirmed that the partnership acknowledged that this should be an area of focus, especially given the number of old people that live in the borough and the challenges of enabling older people to lead independent lives. There was also some work to do in relation to inclusion and he would feed this back to the partnership.
- The issue of affordable housing provision was something that would need to be looked at in detail and it may be something that the new scrutiny committee would wish to take forward.
- The point about missing references to links with the Police Commissioner was welcomed as it was appreciated that this could offer a commissioning opportunity that Cheltenham should not miss.
- Support and advice for local business had proved very popular and he was keen that something be provided but having a contract in place by 2012 could be overly ambitious and the timescale could change before the draft plan was approved.
- The new partnership structures are looking to align partnership resources to support the new partnership priorities. He said that it was not about new money as the resources were there but it is about making better linkages and that this was slowly starting to happen.
- The baseline for the 'enhancing and protecting our environment' indicators had only recently been established, though identification of the targets was for the Director of Built Environment to do. This was why it had been left blank.

The Chair thanked the Strategy and Engagement Manager for his presentation of what she considered to be an excellent document and voiced how pleased she was that value for money had been given such significance.

## 8. EVENT SUBMISSIONS

The Chair advised the Committee and members of the public, that this item had been added to the agenda at her request and in response to the level of public concern regarding events in the town, specifically, Expo 2012 and proposals for motor racing events in the town centre in 2013 and 2014. These events however, were not open to discussion, the paper aimed to explain the 'Event Submission' Framework so that Members could glean a greater understanding of the process, no specifics would be discussed. She proposed that Members may like to suggest amendments or add to it.

The Cheltenham Business Partnership Manager introduced the paper in the absence of the author of the paper, the Head of Integrated Transport & Sustainability and echoed the comments of the Chair that he was unable to formally comment on any matters relating to specific events. The paper focussed on the process event organisers should follow if an event will impact the environment of the town, wherever that may be.

He had himself, considered the paper and identified some omissions. There were no timescales, which should be an important part of any submission, nor was there any criteria by which a 'major' event was identifiable. He felt that it was equally important that event organisers were aware of what was expected of them. The process that was being proposed, suggested that;

- Organisers of major events collate a detailed proposal which is submitted to an Officer (it was yet to be determined who this would/should be).
- The Officer then circulates the proposal to relevant departments and stakeholders inviting their input. The Officer responsible for circulating the proposal would collate all responses.
- The proposal, including any responses would be passed back to the event organiser, who would be asked to answer any questions and address any concerns before submitting a formal proposal.
- Relevant departments, agencies and stakeholders would then meet to consider the final proposal, having satisfied them selves that all interested parties had been involved in discussions.

The following comments were made by Members of the Committee;

- An issue regarding events had arisen in the last 6 months at Pittville Park and Councillor Hibbert, as Ward Councillor, was not convinced that the outline process being proposed would have resolved the issue. She felt that it was for the Council to undertake consultation in relation to such events, in order that it be thorough, given that event organisers could be selective, whether this was intentional or not. She proposed that the event organiser should pay a fee for the Council to undertake such work and most importantly, the Ward Councillors must be made aware of any such consultations.
- Whilst it was not for scrutiny to micromanage, it must ensure that any process is working effectively and the suggestion was that at present, it

was not. The document must contain criteria and timescales and a question was raised about the broader issue of whether decisions to fund events should be made before permissions were sought.

- Ward Members should be involved in assessing the impact of an event on residents and agreeing an approach.
- Criteria must be developed in order that there was a clear distinction between an event and a major event to avoid unnecessary bureaucracy. A balanced approach was required, Cheltenham was an events town and such events benefited the town economically by attracting visitors to and creating jobs within the town, but this should not be at the expense of residents and/or other people being able to enjoy what Cheltenham has to offer.
- Any process should demonstrate that the Council takes decisions transparently and not behind closed doors.

Councillor Seacome, Ward Councillor for Lansdown, was permitted to speak. He felt that the process could incorporate Licensing and Planning elements.

The Cabinet Member Sustainability suggested that a possible definition of a major event should be where it cut across a number of Council departments or other authorities. Perhaps events at the other end of the spectrum to major events should only require a simple pro-forma application.

Upon a vote it was unanimously

**RESOLVED that;**

- 1. A task & finish group be formed to consider the event submissions process for major events in the town.**
- 2. Because it is not simply an environmental issue Members of the Economy & Business Improvement and Social & Community Overview and Scrutiny Committees be invited to form part of the working group.**

**9. FLOOD PROTECTION UPDATE**

The need for Councillor Wheeldon to depart by 8pm necessitated this item being taken after Agenda Item 10 (Climate Change Working Group).

The Principal Engineer (Land Drainage) introduced the discussion paper which offered Members an update on flood risk activities since the matter was last reviewed by the Committee in September 2011.

He highlighted some of the schemes which had been completed since the last update, detailing the number of properties that had benefited and explaining how. He also talked through some of the schemes which were in progress, how many properties were at risk and what options were being considered to alleviate the risk of flooding.

The Chair thought back to the floods in 2007 and took comfort from the knowledge that such works were being undertaken.

The Principal Engineer provided the following responses to questions from Members of the committee;

- The rainfall in Cheltenham in June 2007 was not a 100 year event, but the July 2007 was, only just and this was not an exact science.
- He imagined the water that pooled around Neptune's fountain and at the rear of the Municipal Offices was due to inefficient road gulleys and he would raise this with Gloucestershire Highways.
- The issue of Hatherley Brook had already been highlighted and though it was suggested that the consequences of any issue in this area would be very small, the matter would be addressed.

Councillor Garnham advised Members of his upcoming visit to Oxford University, where he had been invited to speak on education of Councillors about flooding.

The Chair thanked the Principal Engineer (Land Drainage) for his patience and for all of the work that had been done.

### 10. CLIMATE CHANGE WORKING GROUP

The need for Councillor Wheeldon to depart by 8pm necessitated this item being taken before Agenda Item 9 (Flood Protection Update).

Councillor Wheeldon, Chair of the Climate Change Working Group, introduced the discussion paper, which summarised the work undertaken by the working group. Council had agreed a motion that recommended the purchase of zero carbon electricity from a green energy provider be a major consideration when choosing the new supplier and this contract was due to be awarded tomorrow (1 March). Members of the working group had been invited to attend and based on evidence from Bristol City Council who had undertaken a similar exercise, prices were shown to be more comparable with current costs. The voltage optimisation device that had been fitted at Leisure@ was incompatible with the combined heat and power unit and had therefore been removed and installed at the Town Hall. Two replacement cremators had been installed, these were far more efficient than the last and given that the crematorium used such a large quantity of gas, this would achieve a substantial impact. A late addition to the working group agenda had been the issue of air quality after Cheltenham was declared an Air Quality Management Area, which directly related to Climate Change as it was a result of car emissions. Climate change and the resulting extreme weather events had affected Cheltenham and were likely to again and he was therefore pleased that climate change adaptation would be considered by Officers as part of the commissioning process.

In addition to this he had proposed a motion to Council, who had in turn, referred the matter to scrutiny for consideration;

*This council is fully committed to reduce its output of greenhouse gases and therefore resolves that;*

***Our current target of a 30% reduction by 2015 should be brought in line with other public bodies and changed to a 40% reduction target by 2020 subject to consideration by scrutiny.***

Other authorities had adopted the target that was being proposed and this would allow for comparisons to be more easily drawn. It would also be inextricably linked with long term revenue savings as any reduction in energy consumption would result in lower energy bills. There was a question about what return was sought for initiatives which required capital funding. Other authorities aimed to achieve an 8-10% return but no such figure had been set for this Council and he felt this needed to be done as a priority.

Councillor Wheeldon offered the following responses to questions from Members of the Committee;

- Capacity issues with regard to the Smarter Travel Plan related specifically to the ability of Officers to undertake and complete the work involved in its development.
- Just as the working group had decided to go ahead with solar panels, Government had cut the scheme, but the cost of solar panels had since come down by approximately 30%. It was likely that costs would fall further over the next 12 months and, once an acceptable payback period could be established, the working group could go ahead and make recommendations.
- Initiatives such as the procurement of a green electricity supplier would require capital but linked with a reduction in usage of electricity would reduce this cost.

Councillor Garnham had no problem accepting the revised target but needed to be sure monies that the council did not have, would be required for this target to be achievable.

The Cabinet Member Sustainability had welcomed the motion despite the short notice he was given and it was because of this that he was unable to provide a response to the query raised by Councillor Garnham. He agreed that before the commitment was made, a business case would need to be considered but felt that the revised target was achievable in principal. He had discussed the issue with officers and asked them to compile a list of scenarios (e.g. office move, etc) that would enable a 40% reduction by 2020 and outline the costs and savings associated with each option. The policy on acceptable returns on investments was not highly developed given that there were limited funds available in addition to invest to save. Initiatives would need to be considered on an individual basis. In relation to solar panels, he was awaiting further announcements from Government.

In response to a query raised by the Chair, he explained that the 40% target had been included in the Corporate Strategy on the assumption that the motion would be accepted by Council and since it was not, the text would be amended to read, subject to the business case.

Councillor Bickerton suggested that some of the achievements discussed should be promoted on the website. Members agreed.

The Chair thanked the Members of the working group for their hard work and hoped that it would be permitted to continue under the new scrutiny arrangements.

**11. WORK PLANNING 2012-2013 - GOING FORWARD TO THE NEW SCRUTINY ARRANGEMENTS**

The Chair explained that whilst this was the last meeting of the committee before the new scrutiny arrangements were put in place, the existing committees would remain and have all the functions as set out in the constitution until May, when the new scrutiny committee was appointed. Until that time, should there be a need to call-in any decision or any urgent matter, existing committees would deal with them and the current chairs should be the first point of contact.

A discussion paper had been circulated last week, which invited members to give their thoughts on the regular and outstanding items from the Environment work plan and how they should be dealt with in the future. The options would be for them to be considered by the new overview and scrutiny committee, to be the subject of a scrutiny task group or a potential item for a member seminar or briefing.

Members talked through each of the regular and outstanding items listed on the work plan that had been circulated and the issues raised throughout the meeting and agreed the recommendations to the new scrutiny committee (see attached).

The Chair took the opportunity to say how much she had enjoyed her role as Chair and thanked each and every Member for their commitment and hard work and the Vice-Chair for his valued support. Thanks were also given to the Lead Officer, the Executive Director and the Democracy Officer for their outstanding efforts which had played such an important part in the successes over the last few years. She felt the Committee had undertaken some truly valuable work, but events over the last week had crystallized in her mind, the need for the new scrutiny arrangements.

Councillor Fletcher led Members in thanking the Chair for the way in which she had undertaken her role with such dedication; welcoming issues, encouraging debate and effectively overseeing meetings.

**12. ANY OTHER BUSINESS THE CHAIRMAN DETERMINES TO BE URGENT AND WHICH REQUIRES A DECISION**

There were no urgent items for discussion.

Penny Hall  
Chairman

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**Economy and Business Improvement Overview and Scrutiny  
Committee**

**Monday, 5th March, 2012  
6.00 - 7.00 pm**

| <b>Attendees</b>           |  |
|----------------------------|--|
| <b>Councillors:</b>        | Malcolm Stennett (Chairman), Garth Barnes, Tim Cooper, Lloyd Surgenor, Pat Thornton, Peter Jeffries and Jon Walklett |
| <b>Also in attendance:</b> | Councillor Steve Jordan, Councillor Colin Hay and Pat Pratley  |
| <b>Apologies:</b>          | Councillor Paul Massey, Councillor Paul McLain and Councillor Andrew Wall  |

**Minutes**

**1. APOLOGIES**

Apologies were received from Councillors Barnes, McLain, Massey and Wall.

**2. DECLARATIONS OF INTEREST**

None declared.

**3. MINUTES OF THE LAST MEETING**

The minutes of the last meeting of 23 January 2012 were approved as a correct record subject to the first paragraph on agenda item 9 referring to a report on Absence Management in May 2011 not 2012 as stated in the minutes.

**4. PUBLIC QUESTIONS AND PETITIONS**

None received.

**5. MATTERS REFERRED TO COMMITTEE**

At a meeting of the Environment Overview and Scrutiny Committee on 29 February 2012, the committee had considered a paper on the event submission for major events in the town which had been produced by officers at the request of the chair. After some discussion Environment O&S had resolved to set up a task and finish group to develop the process. They agreed to invite members of both the other overview and scrutiny committees to join the working group. The recommendations from the task and finish group would be reported back to the new Overview and Scrutiny Committee in May.

**Resolved that Councillor Surgenor be appointed to the working group to develop a policy for consideration of major events in the town.**

**6. BRIEFING FROM CABINET MEMBERS**

**Leader**

The Leader updated members on the Promoting Cheltenham Fund. After an initial allocation of £150,000 in phase 1, there was an amount of £30,000 still to

be allocated. He had received an approach from the Chamber of Commerce who had suggested that the tourism website needed refreshing and in particular the hotel booking site. He was mindful to allocate the remaining fund to this and had requested a full business case which could go to the fund panel for a final recommendation. If this was not successful there was an option to carry forward the outstanding amount to next year's allocation as it would not be worthwhile to encourage many organisations to submit bids for a relatively small amount of money. A report was due to go to Cabinet in April 2012 which would include a review of the success of the events which had received funding to date and a recommendation on the remaining allocation.

The chair considered the tourism website worthy of consideration and otherwise supported the rollover of the funding.

**Resolved that the allocation of £30K from the Cheltenham Promoting Fund for improving the tourism website be endorsed subject to a supporting business case being produced and if this was not approved by Cabinet then the £30K should be rolled over to the fund for the next financial year.**

The Leader advised that he had spoken to the Chief Executive, David Owen, from gFirst regarding his attendance at this meeting but he had been unable to attend. The Democratic Services Manager advised that David Owen was due to attend a meeting of the Gloucestershire Scrutiny Group on 1 June where one of the items to be discussed was scrutiny links with the district councils. The committee considered that this was an important issue which should continue to feature on the new overview and scrutiny committee's agenda.

As this was the last meeting of the committee, the Leader wished to put on record his thanks to the committee for their scrutinising of himself and his fellow Cabinet Members on their portfolios.

#### **Cabinet Member Corporate Services**

The Cabinet Member updated members on the new overview and scrutiny arrangements. He explained that the new O&S committee would have a focus on managing and coordinating the process. It was important not to lose the presentation type agenda items which had come to this committee but he suggested that these could be sessions open to all interested members. The constitution working group was currently meeting to agree the changes needed to the Constitution to support the new arrangements. He advised that there had been some press enquiries regarding the new arrangements and some concern that the public may be excluded from scrutiny task groups. He stressed that this was an issue which the new O&S committee must consider and challenge each new scrutiny task group to consider how much of their review could be open to the public.

- 7. DEVELOPMENT OF THE CORPORATE STRATEGY ACTION PLAN 2012-13**  
The Strategy and Engagement Manager introduced the report as circulated with the agenda. The objective and outcomes framework had been retained, though as the council's budget had reduced significantly from last year, the scale of activity had reduced with fourteen less improvement actions. Government had lifted the national indicator set which had been welcomed as it presented an opportunity to reflect on

indicators used to measure corporate performance and choose new indicators which could be more meaningful.

The corporate strategy had been prepared in the context of the commissioning programme and the various commissioning reviews were starting to inform the actions in next year's plan and future reviews were also included as distinct improvement actions in the 2012-13 strategy. The next set of priority projects for commissioning were:

- Housing options
- Supporting the review of asset management being led by Leadership Gloucestershire
- ICT services

He concluded that it was an ambitious and challenging agenda. This year the resources needed to support the action plan had also been estimated and as a result several pinch points had been highlighted in HR, One Legal and the commissioning division. These would continue to be addressed and monitored by the Senior Leadership Team.

Councillor Cooper asked how the commissioning reviews for next year had been selected as he had not seen any details on how they were prioritised and it seemed rather ad hoc rather than strategic. He asked why parks and gardens was not on the list as he considered it would be a good one to 'test' the private sector. In response, the Strategy and Engagement Manager advised that the Strategic Commissioning Programme Board had devised a scoring mechanism covering five criteria which included potential financial savings, timeliness and scope for doing something different. Regarding parks and gardens, the Executive Director advised that this had been scheduled to be looked at in 2013/14 as it was important that the new local authority company had time to bed down. She was not able to detail the criteria but would be happy to supply this detail to all members outside the meeting.

Councillor Cooper questioned why the agendas or minutes of the Strategic Commissioning Board were not made public. The chair requested that a briefing note on how the commissioning strategy was determined should be circulated to all members.

The Leader added that the timing of the Asset Management review was to enable the council to be ready for any recommendations which might come out of the Leadership Gloucestershire review of Asset Management across the county. With the housing review and changes to the housing benefit scheme, the housing options commissioning review was very important. Similarly the commissioning review of ICT tied in with the ICT review currently in progress and the implementation of the shared ICT platform for GO. The Leader agreed to provide information on the commissioning prioritisation process and the criteria used as an appendix to the Corporate Strategy report to Cabinet on the 15 March and then to Council on the 28 March for final approval.

Councillor Jeffries suggested that there should be a link in the action plan to delivering the financial benefits from the new local authority waste company as well as outcomes for improving services to residents. The Strategy and Engagement Manager acknowledged that both were important.

The Chair thanked the Strategy and Engagement Manager for his attendance and commended him on the new improved and concise nature of the report.

**Resolved that a briefing note on how the commissioning strategy was determined should be circulated to all members.**

**8. WORK PLANNING 2012/13 - GOING FORWARD TO THE NEW SCRUTINY ARRANGEMENTS**

The chair explained that this was the last meeting of the committee before the new scrutiny arrangements were put in place. A discussion paper had been circulated which invited members to give their thoughts on the regular items which had come to this committee in the past and how they should be dealt with in the future. The options would be for them to be considered by the new overview and scrutiny committee, to be the subject of a scrutiny task group or a potential item for a member seminar or briefing.

After some discussion, members concluded that the following items should continue to be part of the workplan for the new O&S committee:

- Corporate Strategy
- Commissioning programme
- Economic Strategy (including update from Gfirst)
- Partnerships

They concluded that scrutiny of commissioned services was also important and the Cabinet Member Corporate Services suggested that scrutiny task groups could be set up for this purpose.

There was some discussion about scrutiny task groups and how they could be managed. A member suggested that members should be selected for a task group based on their interest in the subject, their skills and expertise and their availability. It was suggested that when invitations to join a working group were circulated to members, the timescales and commitment needed for the review were made clear. The Democratic Services Manager advised that further work was being done to define the scrutiny task group process and she would be involving members in these discussions.

**Resolved that the items listed should be recommended for inclusion in the new overview and scrutiny workplan and the remaining items currently on the workplan for this committee should be reviewed by the new committee as part of their planning process.**

**9. DATE OF NEXT MEETING**

As this was the last meeting of the committee a further meeting was not scheduled. However the first meeting of the new committee will take place on Monday 28 May 2012 at 6 p.m.

The chair wished to record his thanks to the committee and to officers who had supported the committee and likewise members extended their thanks to the chair.

Malcolm Stennett  
**Chairman**

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# Information/Discussion Paper

## Review of the council's performance at end of 2011-12

28 May 2012

### The 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 review the corporate performance of the organisation at the end of the financial year 2011-12 and to make any comments and observations in order that Cabinet can endorse the report at its meeting on 19<sup>th</sup> June 2012.
- 1.2 The report also includes a summary of how Cheltenham Borough Homes has supported the delivery of our corporate outcomes in appendix B.

#### 2. Background

- 2.1 The council agreed its corporate strategy action plan 2011-12 in March 2011. The strategy set out our 5 objectives and 11 outcomes and a range of milestones and indicators to measure performance in 2011-12.
- 2.2 The performance report takes information and data from our performance management system to provide elected members with an overview of how the council performed last year. This enables elected members to input into discussions about how to resolve areas where there maybe performance concerns and also to recognise where performance was better than expected.

#### 3. 2011-12 Performance Overview

##### 3.1 Corporate Strategy milestones

In the 2011-12 action plan, we identified 45 milestones to track our progress. Out of these:

- 93% (42) of milestones have been completed at the end of the year.
- 7% (3) of milestones are red and have not been completed at the year end..

The 3 red milestones are:

| Milestones   | commentary  |
|--|---|
| Develop traffic modelling subject to GCC capital position. | The bid to the government's sustainable travel pot did not succeed though was re-submitted by GCC on 24 Feb and we are awaiting the outcome which is expected in late-May / early June. The junction efficiency experiment has been postponed for the foreseeable future. |

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|   |   |
|---|---|
| Implement the GO back-office system in the partner organisations. | The system has gone live at Forest of Dean and at Cheltenham Borough Council but testing has meant that GO live for Cotswolds is now August.  |
| Officer group established for climate change adaptation.          | It was recognised that an officer group is not now appropriate so an alternative approach has been agreed. The climate change & sustainability officer will work with directors of corporate services to update their risk assessments and then to produce a report. Commissioned services (built environment and Ubico) will be required to report on how they have been adapting to climate change as part of the review process. |

### 3.2 Performance indicators

In the 2011-12 action plan, we identified 52 key indicators to track our progress. Out of these:



- 32 were indicators which CBC is directly accountable for and targets have been set.
- 5 were environmental indicators
- 15 were community-based indicators which others are accountable for and no targets were set in the action plan.

Out of the 32 CBC indicators, targets were not met for the following 5 (17%) indicators.

| Indicator   | Status  | Target | Actual (31 March 2012) | Commentary   |
|---|---|--------|------------------------|--|
| Percentage of municipal waste land filled (Quarterly)         |  | 54%    | 57%                    | The amount of household residual waste collected has gone up over the 12 months since April 2011, despite an early decrease associated with the introduction of the new recycling collection scheme.   |
| Proportion of planning decisions upheld at appeal (quarterly) |  | 67.1   | 50.0%                  | Whilst the percentage of appeals lost was quite high at 50%, the number of appeals during the year was at a six year low of 35, representing just 2.2% of decisions made.  |
| Number of visitors to the TIC (quarterly)                     |  | 22,503 | 15,162                 | This year visitor figures are continuing to show a decline with only some slight increases showing June to August 2011 in comparison to the previous year. Across the year the TIC are 1,600 visitors down on 2010/2011 figures. This continues to follow the trend that more first time visitors are accessing the website before visiting a destination. |

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|  |   |        |        |  |
|--|---|--------|--------|--|
| Attendances during the annual Summer of Sport initiative |  | 1,554  | 1,426  | Delivered during July/August only. Attendance number is slightly below target but represents an excellent attendance over a five week period. The structure of the programme was changed this year, and was delivered at significantly lower cost to CBC.  |
| number of Under 16 swims (quarterly)                     |  | 12,901 | 11,149 | Free swims continue to be well attended although slightly below target levels - this is against a trend of increasing attendance in other areas. The £1 swim for example achieved 6094, 1294 ahead of its target - this may indicate that less children are accompanied and now attend on their own or with friends. |

## Review of outcomes 2011-12

| Outcomes  | what went well  | what didn't go so well  |
|---|---|---|
| Cheltenham has a clean and well-maintained environment.               | <p>The council agreed to establish a joint local authority company which will deliver savings and has developed a service contract which sets the outcomes to be delivered by the company and has identified a shared client officer resource with Cotswold DC to ensure that the contract is monitored. Ubico was launched on 1<sup>st</sup> April 2012.</p> <p>The amount of waste reused, recycled or composted hit 50% for the first-time at the end of quarter 1 and then fell back to 44% at the end of the year with the overall recycling rate for the year forecast to be on target at 46%. Last year, the figure was only 34.4%</p> <p>A review of the garden waste scheme led to the introduction of a pay-as-you-go bag service which was launched in February to a limited number of streets which are difficult to access or have limited space for waste storage. There has been a steady take up of this facility.</p> <p>The first renewals for the garden waste scheme started in Q4 and there has been a steady take up of renewals with an additional 480 new applications.</p> | <p>The amount of waste sent to landfill was 3% above the 54% target. This is largely because the household residual waste tonnages have gone up over the 12 months since April 2011. Although when the new scheme was introduced, there was a drastic decrease in the amount of household waste being sent to landfill, however it is disappointing that the trend in the amount of residual waste collected over the rest of 2011/12 was upwards.</p> <p>A contributing factor is that, at the moment, the council is not enforcing the 'no side-waste' policy. Residents are able to present as much residual waste as they desire and it is removed.</p> |
| Cheltenham's natural and built environment is enhanced and protected. | The built environment commissioning review concluded and a service specification for 2012-13 against which the built environment division will be asked to measure performance. The commissioning work included working with business and development industry stakeholders to promote the value of heritage and conservation to the economic vitality of the town.   | The milestone to develop traffic modelling to support the regeneration of the town centre was not able to be achieved. A bid was made to the national sustainable travel pot but this was not accepted; the bid was re-submitted by GCC on 24 Feb and we are awaiting the outcome which is expected in late-May / early June. The junction efficiency experiment has been postponed for the foreseeable future due to safety issues.  |

| Outcomes  | what went well  | what didn't go so well   |
|---|---|--|
|   | <p>The parks team have been working with a wide range of communities including Sandford Park rockery, Italian Gardens planting, Pilgrove Way in Springbank and various playgrounds. They have also been supporting Friends of groups to help them to look after their local parks and are doing litter picking and leaf clearing etc. They have also worked with the Friends of the Honeybourne Line to improve security and encourage greater use of it and have worked with graffiti artists and young people from a Prince's Trust group to create 60m of mural on the underpass of Jessops Avenue.</p> <p>Work has been ongoing with systems thinking which has resulted in a more effective service for the customer.</p> <p>The strategic land use team transferred to the built environment division from 1 January so that it enables a more joined up approach to service delivery under a development management approach. Consultation was undertaken on the joint core strategy which set out a number of options for the delivery of housing need.</p> |  |
| <p>Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change.</p> | <p>New, more efficient cremators have been installed and are now operational. A bank of LED lights is currently being trialled in the swimming pool hall. LED lighting was also successfully trialled in Regent Arcade car park; full installation is underway and will be completed in line with the new ticketing system</p> <p>Cheltenham Low Carbon Partnership launched a new online toolkit, The Big Green Bundle, which is designed to help businesses engage with staff about green issues at work.</p>   | <p>In terms of delivering energy saving projects, a voltage optimisation device was installed at Leisure@ but this caused problems with Combined Heat and Power unit which could not be resolved. The device is being taken out and reinstalled at the Town Hall. Subject to a pilot period, the remainder of devices will be rolled out.</p> <p>The milestone to establish an officer group to coordinate efforts on climate change adaptation was not achieved as it was felt this mechanism was no longer appropriate under the commissioning structure; instead the climate change</p> |

|                 |              |                          |
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| Outcomes  | what went well   | what didn't go so well  |
|---|--|---|
|   | <p>The commissioning framework includes a sustainability appraisal which will ensure that climate change issues are picked up through the commissioning process.</p>   | <p>and sustainability officer will work with directors of retained services to update their risk assessments and then produce a report. Commissioned services (built environment, local authority company) will be required to report on how they have been adapting to climate change as part of the review process.</p>   |
| <p>Cheltenham is able to recover quickly and strongly from the recession.</p> | <p>Work has continued this year to support local businesses through tough economic times. The council worked with former Business Link advisors to provide free advice sessions at the Municipal Offices. To date 32 businesses (27 start-ups) have benefited from the advice. The council supported a project to enable 8 local entrepreneurs to establish and grow their businesses – this concluded with a business showcase held at the Beechwood Shopping Centre.</p> <p>The council has continued to communicate regularly with local businesses through its business pride newsletter, three editions have been published and this goes to 696 businesses.</p> <p>Through the work of Cheltenham Development Taskforce, significant work has been undertaken to provide a longer-term stimulus for the local economy; Regent Arcade have started works on the new High Street frontage; contracts have been exchanged with the developer of North Place / Portland Street and a planning application for the new High Street access to the Brewery site has been submitted.</p> <p>The council has also continued to support the Cheltenham Business Partnership and its manger who facilitates close liaison with local businesses, trader associations and the media.</p> | <p>Unemployment in the borough remains relatively high at 3.3% at end of March, though there are pockets of the borough where unemployment is much higher – St. Marks at 6.1%, Oakley at 6.4% and Hesters Way at 7.2% are all in the 10% highest in the county.</p> <p>The proportion of young people not in education, employment or training (NEET) remains the highest in the county; at the end of March there were 153 in this group representing 6.0% of the cohort of 16-18 year olds.</p> |

| Outcomes   | what went well   | what didn't go so well   |
|--|--|--|
| <p>We attract more visitors and investors to Cheltenham.</p> | <p>Cabinet agreed the Tourism and Marketing Strategy at its meeting in April 2011, and work has been undertaken to create a new officer structure to support the tourism service. There were around 1.7m hits on the tourism website.</p> <p>Through the Promoting Cheltenham Fund, £150k was allocated to 13 projects that will stimulate economic and business growth in Cheltenham. A further allocation of £25k was made to support the re-design and implementation of the council's tourism website.</p>   | <p>The number of actual visitors to the Tourist Information Centre has continued to decline with only some slight increases showing June to August 2011 in comparison to the previous year. Across the year the TIC are 1,600 visitors down on 2010/2011 figures. This continues to follow the trend that more first time visitors are accessing the website before visiting a destination.</p>  |
| <p>Communities feel safe and are safe.</p>                   | <p>Due to the high burglary rates in the borough, an event was held in May to gain partner commitment to a range of activities to help reduce domestic burglary. A multi agency task and finish group was set up to coordinate activity. The work carried out by the police, council and other agencies is beginning to have an impact with 300 less incidents in Q4 compared to Q3</p> <p>Funding was raised from various sources to install 7 new CCTV cameras on the Honeybourne Line between the railway station and Jubilee Bridge which are monitored at Lansdown Road Police Station.</p> <p>The Anti-Social Behaviour (ASB) working group was restructured to incorporate the CBH Safer Estates meetings and Hate Crime meetings to improve efficiency.</p> <p>In terms of overall crime figures, the total for the year is 9565, 571 less than in 2010-11. There was a 22% reduction in Q4.</p> | <p>There were 309 incidents of recorded violence in the town centre on Friday and Saturday evenings, 14 more than in the previous year, but the overall trend is positive, in 2007-08 there were 501 incidents.</p> <p>There were 2366 serious acquisitive crimes in the year 2011-12; compared to 2,406 in the previous year. This reflected the high burglary rate that Cheltenham experienced throughout 2011.</p> <p>The number of repeat domestic violence incidents was 33.3% which is 1% higher than last year.</p> |

| Outcomes  | what went well   | what didn't go so well  |
|---|--|---|
|   | <p>The number of ASB incidents in the year was 5548, but this cannot be compared to previous years as the way ASB is recorded has been changed. There was a significant fall between Q3 1,376 incidents and Q4 848 incidents.</p>  |   |
| <p>People have access to decent and affordable housing.</p> | <p>Phase I of the St Pauls redevelopment is progressing well, with transformational improvements also being undertaken to remaining privately-owned dwellings. This involves grant investment through the private sector housing team of £130,000.</p> <p>The cabinet approved a report which set out options for the delivery of a number of key sites and how these may be developed as either CBC or CBH owned properties. Work will continue during 2012/13 to identify a way forward which delivers the outcomes whilst providing value for money.</p> <p>The member housing review group has been meeting to consider the impacts of welfare and housing reform on peoples ability to access affordable housing. The council has approved the HRA business plan which sets out the strategic direction following the implementation of self financing in April 2012. This will provide significant opportunities for the council and CBH to support tenants.</p> <p>Work is ongoing on the development of a housing strategy which will incorporate strategies for homelessness, tenancies, and housing renewal.</p> | <p>We are still waiting for figures that will show how many new homes were built, and what the overall impact was on housing supply.</p> <p>There were 16 households living in temporary accommodation at the end of March, and whilst this is lower than in previous year, there is still concern that numbers will increase, particularly amongst larger families, as private rented accommodation becomes less affordable.</p> |
| <p>People are able to lead healthy lifestyles.</p>          | <p>The sports, play and healthy lifestyles team have continued to deliver and support a wide range of community based sports initiatives, play events and</p>  | <p>Financially the direct debit membership receipt that dipped in August has contributed overall slight shortfall in income for the year.</p>   |

| Outcomes | what went well  | what didn't go so well |
|----------|---|------------------------|
|          | <p>healthy lifestyles initiatives The team delivered an extensive programme of sport and play activities delivered during the 5 week summer holidays, including the Summer of Sport programme resulting in the following - 1,491 attendances at PlayZone playschemes, 4,766 recorded Play Ranger visits and 1,426 attendances at the Summer of Sport programme.</p> <p>National Play Day was also successfully staged in Pittville Park during August with 1,005 children and young people purchasing activity wrist bands.</p> <p>Significant work was also been undertaken to prepare for the Olympic Torch Relay in May 2012, which will include an interactive sports village to showcase a wide range of local sports organisations. The event will also support the build up towards the Summer of Sport 2012, which will feature a broader range of Olympic sports in conjunction with local sports clubs to celebrate the London games and showcase local opportunities to participate.</p> <p>For Leisure@ overall attendances reached 302,184 some 7,684 ahead of target. There were 19,470 attendances on the active life programmes which was 8,470 ahead of target. The £1 swims was ahead of target by 5689 swims, 14,463 medical referral patients attended sessions and 48,347 children swam free (although this was short by 1,353). Leisure@ has been involved in many partnerships this year including the UNiversal scheme with University, the PE Teacher training programme, working with 2gether trust to offer services to mental health groups, and working with local health partners on projects like the Respiratory Failure Group, smoking cessation, falls prevention and osteoporosis classes.</p> |                        |

|                 |              |                          |
|-----------------|--------------|--------------------------|
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| Outcomes   | what went well   | what didn't go so well   |
|--|--|--|
| <p>Our residents enjoy a strong sense of community and involved in resolving local issues.</p>   | <p>Relationships with parishes are healthy and there is a regular meeting with the C5 group; through this group, parishes have been consulted about their future role in the planning system and there is a commitment to work with parishes on a review of parish boundaries.</p> <p>Transition Town Cheltenham going well with over 100 people now engaged and successful events have been held. Nine out of the 13 neighbourhood management areas are now coordinated by local communities. The CHAMPS network is going well; 58 champs have now been trained.</p> <p>Support has been provided to a range of community organisations who wish to put on Diamond Jubilee celebrations; this has ranged to general advice and support to help with licensing issues. There are 12 public events publicised on the council's website and a further 35 street parties happening in Cheltenham.</p> | <p>There are concerns from community organisations and elected members that not enough is being done to support young people in the borough; this is in light of the reductions to the youth service and to other support agencies such as connexions.</p> |
| <p>Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment.</p> | <p>The Art Gallery and Museum was closed from April 2011 to enable work to commence on the new extension; and work has progressed well over the past year; piling and works to the first floor were completed around the end of March 2012.</p> <p>The Off the Wall, on the Move programme has been extremely successful and we have subsequently engaged with 39,635 people through varied events and touring shows in and around Cheltenham. This programme will continue until Autumn 2012 with events linking into the Jubilee celebrations, the Olympics and the centenary of the Scott/Wilson Antarctic expedition. In addition to the engagement programme, the team has also continued its education</p>   |  |



| Outcomes  | what went well   | what didn't go so well  |
|---|--|---|
|   | <p>programme and regular seasonal holiday events. Up to the end of March 29,122 people have taken part.</p> <p>The Town Hall had a successful year; 68,478 tickets were sold and there were 250,000 hits on the new Town Hall website.</p>   |   |
| <p>The council delivers cashable savings, as well as improved customer satisfaction overall and better performance through the effective commissioning of services.</p> | <p>The council has implemented a number of projects to deliver the £2.8m savings that were agreed as part of the 2011-12 budget in February 2011.</p> <p>Significant work was undertaken to launch the GO Shared Service on 1<sup>st</sup> April together with its accompanying business support system.</p> <p>The Leisure and culture commissioning review has reached option appraisal stage and a number of options are now being evaluated against a set of criteria agreed with the member working group. The review has already saved £138k to date.</p> <p>A number of new commissioning reviews have been agreed and included within the corporate strategy action plan for 2012/13</p> | <p>The GO business support system was to have been launched in Cotswolds and West Oxfordshire councils by end of March 2012, but this has been delayed.</p> |

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|                          |   |
|--------------------------|---|
| <b>Background Papers</b> | 2011-12 Corporate Strategy action plan, Report to Council, 28 <sup>th</sup> March 2011.               |
| <b>Contact Officer</b>   | Richard Gibson, Strategy and Engagement Manager.<br>01242 235354.<br>richard.gibson@cheltenham.gov.uk |
| <b>Accountability</b>    | Cllr. Steve Jordan, Leader of the Council<br>Cllr. John Walklett, Cabinet Member Corporate Services   |

# CBH contributions to CBC Corporate Plan, 2011/12

| CBC Objectives  | CBC Outcomes  | CBH contribution for 2011/12  |
|---|---|---|
| <p><b>Enhancing and protecting our environment.</b></p> | <p><b>Cheltenham has a clean and well-maintained environment.</b></p> <p><b>Cheltenham's natural and built environment is enhanced and protected.</b></p> | <ul style="list-style-type: none"> <li>▶ Fly tipping removed from HRA land by CBH Estate Cleaning Team: 3,319 individual fly tipping requests were dealt with in 2011/12. All fly tipped waste from CBH managed land is removed within five working days</li> <li>▶ 100% of emergency requests for fly tipping (where there is a risk to public health) are responded to within two working hours from receipt of instruction , between the hours of 0800 and 1500 hours Monday to Friday</li> <li>▶ Estate cleaners perform 6,630 scheduled cleans per year</li> <li>▶ 100% of emergency cleaning requests (where there is a risk to public health) are responded to within two working hours from receipt of instruction</li> <li>▶ Community House in St Paul's has been given a facelift thanks to the CBH's maintenance contractors PH Jones and Ian Williams. The centre has been transformed and now boasts a new kitchen and bathroom with full disabled access. The interior has also been treated to a fresh coat of paint thanks to decorating contractor Ian Williams who donated paint and carried out the decorating work.</li> <li>▶ Sheltered Housing schemes have been upgraded across the borough. Works includes garden and landscaping works, development of bespoke scooter storage, lift upgrades and internal redecoration; improving both the environment and quality of life for residents.</li> <li>▶ New regeneration project launched for Hobart House: Residents in Hobart House and the surrounding area will soon enjoy a transformation to their communal outdoor space thanks to the launch of the new Hobart House Community Project. Over the next six months CBH will be working closely with residents in Hobart House, 33-55 Shelly Road and 170-192 Shakespeare Road to develop</li> </ul> |

| <b>CBH contribution for 2011/12</b>      |  |   |
|--|--|---|
| <b>CBC Objectives</b>                    | <b>CBC Outcomes</b>  |   |
|  | <p><b>Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change.</b></p> | <p>designs to improve the grassed areas and parking around the properties. In addition to the physical regeneration works social and educational opportunities will be developed for residents</p> <ul style="list-style-type: none"> <li>▶ The 16 new homes built at Brighton Road have all been built to Code for Sustainable Homes Level 4 and boast the installation of cutting edge technologies (including Photo Voltaic (PV) Cells) which will boost the homes' energy performance</li> <li>▶ Energy efficiency linked SAP (Standard Assessment Procedure) rating has increased for existing properties</li> <li>▶ SWEA (South West Energy Agency) have attended neighbourhood picnics for awareness raising around environmental and energy use – helping to address fuel poverty</li> <li>▶ CBH Environmental forum set up with a Board Champion</li> <li>▶ Environmental data produced to understand Carbon Footprint and set future targets. External energy assessments of company offices to produce action plan and an Environmental Management System (EMS) set up in line with ISO14001 guidance</li> <li>▶ CBH are members of CBC Carbon Reduction Group and the Low Carbon Partnership</li> </ul> |
| <p><b>Strengthening our economy.</b></p> | <p><b>Cheltenham is able to recover quickly and strongly from the recession.</b></p>                         | <ul style="list-style-type: none"> <li>▶ Specialist Benefits and Money Advisor employed to help residents sort through their finances and make sure that they are receiving all the benefits they are entitled to</li> <li>▶ CBH-led Financial Inclusion Working Group held three money advice drop-in events at locations across the borough. Visitors to the events were given support and information on a range of money matters including: debt management, energy bills, bank accounts, saving schemes and welfare benefits advice. This partnership event was well attended and included information stands from CBH, CBC, Citizens Advice Bureau, Barclays Bank, Gloucestershire Credit Union, Job Centre Plus, A4e, EbiCo,</li> </ul>  |

| <b>CBH contribution for 2011/12</b>   |  |
|---------------------------------------|--|
| <b>CBC Objectives</b>                 | <b>CBC Outcomes</b>  |
|                                       | <p>Age UK, Illegal Money Lending Team and Money Advice Service. Further money advice events are being planned for next year.</p> <ul style="list-style-type: none"> <li>▶ Employment Initiatives Advisor has been employed to help residents into training and/or employment</li> <li>▶ The 'Hub' opened at Edward Wilson House providing advice and guidance for residents around training and employment opportunities</li> <li>▶ CBH Academy to provides tenants with skills</li> </ul>   |
|                                       | <p><b>We attract more visitors and investors to Cheltenham.</b></p> <p><b>Communities feel safe and are safe.</b></p>  |
| <b>Strengthening our communities.</b> | <ul style="list-style-type: none"> <li>▶ CBH's 'safer estates team' respond to 100% reports of serious ASB within one day</li> <li>▶ CBH's 'safer estates team' works closely with CBC and Police Authority to combat anti-social behaviour. Proactive partnership work has supported vulnerable residents of sheltered accommodation</li> <li>▶ An anti-social behaviour injunction was successfully brought against local man Danny Johnson, banning him from entering Hester's Way and surrounding areas. CBH applied for the ASB injunction after receiving many allegations that he had, over many years, threatened violence and used violence against a number of Cheltenham residents and had engaged in the supply of drugs in Hester's Way. Gloucester County Court have placed a five-year ASB injunction against him. CBH has been working hard to tackle and prevent incidents of ASB and the majority of cases are resolved without the need for legal action through an independent mediation service and via a number of preventative measures CBH has in place to tackle anti-social</li> <li>▶ A new anti-social behaviour (ASB) reporting service, available to customers 24 hours a day seven days a week has been launched. The new ASB support line has been developed to provide emergency support and advice to</li> </ul> |

| <b>CBH contribution for 2011/12</b>                         |   |
|---|---|
| <b>CBC Objectives</b>                                       | <b>CBC Outcomes</b>   |
|   | <p>anyone in the borough who wishes to lodge a complaint of ASB in connection with a CBH managed property. Calls will be answered by experienced telephone handling specialists Sitex Orbis who will gather the relevant information which will be passed onto the CBH Safer Estates team to deal with on the next working day. The new support line also offers an out-of-hours repairs service and if repairs are classed as an emergency, will arrange for someone to attend within two hours.</p>   |
| <b>People have access to decent and affordable housing.</b> | <ul style="list-style-type: none"> <li>▶ CBH maintains CBC's housing stock at 100% decency</li> <li>▶ Introduction of updated property information system will enable proactive identification of potential decency lapses</li> <li>▶ St Paul's - work now well underway on the transformation of 80 homes and the building of 48 new properties. Work started in June and houses in Manser and Hudson Street with many of them now having received new bay windows, repaired rendering, repainting and, improvements to the property fronts and garden areas. The 48 new homes which will range from 1 bed flats to 4 bed houses are expected to be ready in 2012.</li> <li>▶ Construction work on CBH's first new homes was completed. The 16 new homes at Brighton Road have all been built to Code for Sustainable Homes Level 4 and boast the installation of cutting edge technologies which will boost the homes energy performance. The first tenancies were handed over on 4<sup>th</sup> August 2011.</li> <li>▶ Tenants can now sign up to a home swap service for free as CBH is a partner with the mutual exchange service, 'HomeSwapper'. The HomeSwapper service helps council tenants who want to move home by matching them with other tenants who want to swap. Tenants are able to swap homes in their local area or at any location across the UK.</li> <li>▶ CBH have received confirmation that we have attained Registered Provider (RP) status. Gaining RP status will allow CBH to receive government funding for the financing</li> </ul> |

| <b>CBH contribution for 2011/12</b> |   |
|-------------------------------------|---|
| <b>CBC Objectives</b>               | <b>CBC Outcomes</b>   |
|                                     | <p>of any successful future bids to build new affordable homes.</p> <p>▶ Staying warm and well this winter was the theme of CBH's community events in November. Four Winter Warmer events were held at community venues across the borough. Visitors to the events got top advice including; money saving tips, cooking on a budget, how to stay warm and well this winter - all washed down with a free bowl of delicious soup. Along with CBH officers Age UK and Vision 21 were also on hand to offer top class advice on how to stay warm and well this winter.</p> <p>▶ Partnership work with CBC Officers attracted funding to develop bespoke activities for older people – this including sit-fit classes, circle dancing activities and healthy eating advice.</p> <p>▶ Community events such as neighbourhood picnics and fun days have promoted healthy eating and training courses on cooking and eating healthily have been provided</p> <p>▶ Over 300 budding Olympic sporting stars turned out to take part in the Hester's Way Sports Fun Day. The event organised by CBH was held to mark the run-up to the London 2012 Olympics and was held at the Christ College Sports Centre, youngsters enjoyed a number of activities on offer including football, hockey, bowls, curling, jousting, and wrestling. The event was also held to help encourage the community to get active and take an interest in sport</p> <p>▶ Children in the Whaddon area are enjoying a summer of fun after the start of CBH's programme of summer activities. The programme ran throughout the summer holidays and the group got to experience many different activities including: raft building, volunteering, fishing, graffiti artwork and cooking</p> <p>▶ A new community gardening project has been launched for Clevedon Square and Rowanfield residents. Residents in will be able to enjoy a transformation to communal outdoor</p> |
|                                     | <p><b>People are able to lead healthy lifestyles.</b></p>   |

| CBC Objectives | CBC Outcomes  | CBH contribution for 2011/12  |
|----------------|---|---|
|                | <p><b>Our residents enjoy a strong sense of community and are involved in resolving local issues.</b></p> | <p>space thanks to the launch of the 'Get up and Grow' Project in conjunction with Vision 21. Over the next two years CBH will be enabling Vision 21 to work closely with residents in Rowanfield to grow their own food locally through the establishment of shared growing spaces. Training will be provided to emphasise health benefits within a sustainable living framework. The project will provide information, inspiration, and benefit some disadvantaged community groups.</p> <ul style="list-style-type: none"> <li>▶ The local wildlife population in Hester's Way is reaping the benefits of Cheltenham Borough Homes' extensive makeover of Scott House and Edward Wilson House after the launch of a resident project to improve the spaces around the properties. All part of CBH's transformational improvements to the area, the Proud to be Green! project was developed after residents said that in addition to the external makeover and improvements to the buildings they wanted to see wildlife habitats on their doorstep and create a community garden for residents and locals with benches, bird-feeding stations and planted areas.</li> <li>▶ The names of four new streets in St Paul's have been decided by local residents after we launched the '<i>Up Your Street!</i>' competition, inviting suggestions for the new cul-de-sacs being built as part of the 'Transforming St Paul's' regeneration scheme. CBH junior wardens kept up their good work over the summer holidays by taking part in a variety of activities out and about in the community. The youngsters, aged 8 to 10 years old and all from the Hester's Way area enjoyed a competitive game of bowls on the Wii with sheltered scheme residents at Pope's Close and have started a recycling project.</li> <li>▶ At CBH's AGM Three current Board members; Justine Hurst, Dan Clutten and Graham Templeton were signed in as Tenant Board representatives for a further three year term</li> </ul> |



| CBC Objectives   | CBC Outcomes   | CBH contribution for 2011/12   |
|--|--|--|
|  |  | <ul style="list-style-type: none"> <li>▶ A new resident group has been launched offering the community a new and exciting way to give their neighbourhoods a voice. The Cheltenham Tenants and Leaseholders Voice (CTLV) has been created to offer residents the chance to become a neighbourhood ambassador and represent their community. After an excellent response to the call for volunteers there are now 13 neighbourhood ambassadors who undertook training at the CBH Community Academy.</li> <li>▶ We support regular neighbourhood meetings that involved around 200 people and produce regular community newsletters</li> <li>▶ We support ten fully accredited Tenant and Resident Associations (TARAs) and 34 street, scheme and block CBH Community Representatives</li> <li>▶ We held around 122 community development activities</li> <li>▶ Bespoke activities for older people tackled isolation and helped in developing strong communities in schemes.</li> </ul> |
| <p><b>Enhancing the provision of arts and culture.</b></p>   | <p><b>Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment.</b></p>                                  | <ul style="list-style-type: none"> <li>▶ Scott &amp; Edward Wilson House Community Group designed and made a mosaic for display, demonstrating the history behind the blocks of flats. This was completed with the support of Gloucestershire Adult Education through the hub at Edward Wilson House. The mural has been fitted to a wall at Edward Wilson House</li> </ul>  |
| <p><b>Ensuring we provide value for money services that effectively meet the needs of our customers.</b></p> | <p><b>The council delivers cashable savings, as well as improved customer satisfaction overall and better performance through the effective commissioning of services.</b></p> | <ul style="list-style-type: none"> <li>▶ The CBH <i>Junior Warden Scheme</i> was named the best youth involvement project in the South of England at the TPAS Awards 2011 – the scheme now goes forward to the national finals.</li> <li>▶ Our <i>Annual Report to Residents</i> was highlighted in the National Tenant Organisation's (NTO) 2011 annual report review as one of the highest rated reports produced by an ALMO. The NTO also praised CBH for allowing tenants the opportunity to feedback and said that they "particularly liked that it was tenant-led and that there was a good partnership between all the stakeholders involved."</li> </ul>   |

| CBC Objectives | CBC Outcomes | CBH contribution for 2011/12  |
|----------------|--------------|---|
|                |              | <ul style="list-style-type: none"> <li>▶ Our Housing Revenues team has successfully retained its ISOQAR 9001:2008 quality standard following a recent external audit. The audit returned no recommendations, which is seen as an excellent achievement. The standard reflects the high level of policies and processes in place and the adherence to these in the collection of tenants' rent.</li> <li>▶ Cold weather emergency plans were activated in the winter, to support older and vulnerable people. This service is highly valued by residents of sheltered schemes and can prevent expenditure in other statutory areas.</li> <li>▶ Our housing support team was awarded the Code of Practice from the Centre for Housing and Support (CHS). The CHS Code of Practice covers ten standards, which must be met including: independence and empowerment, environment, confidentiality, and having trained and supported staff. There must also be evidence of clear policies and procedures as well as evidence of how these are put into practice on a day to day basis by front line staff. Feedback from the assessment process identified areas of best practice in CBH's housing support service</li> <li>▶ CBH signed a partnership deal with Travis Perkins to supply building materials for the next five years. Travis Perkins will provide a dedicated stores area for CBH at its Gloucester Road site and the use of a further store within the town. The five-year agreement, valued at approximately £500k per annum, also includes a possible 5 year extension subject to performance. The partnership will also give CBH access to materials during emergencies such as floods and extreme cold weather</li> <li>▶ Responsive repairs review: Following a review a trial of a new work process that would support the use of PDAs (personal digital assistants) was launched. The PDA is a mobile working device which acts as a data store and a day planner. They also allow job orders to be sent to the</li> </ul> |

| CBC Objectives | CBC Outcomes | CBH contribution for 2011/12   |
|----------------|--------------|--|
|                |              | <p>handheld device, completed job information to be sent back to the office and re-ordering of supplies direct to Travis Perkins. After a successful start to the trial, the project team is now going out to tender for the PDA software</p> <ul style="list-style-type: none"> <li>▶ CBH provides excellent services that return benchmarkable performance information which consistently places CBH in the top 25% nationally when compared to other ALMOs for key service areas. Customer satisfaction is very high, placing CBH among the highest rated ALMOs in the country.</li> <li>▶ A large scale consultation with our customers was undertaken in order to arrive at agreed 'Local offers' for services</li> </ul> |

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| Item | Purpose | Outcome | What is required? | Proposal under new arrangements (Lead Officer) |
|------|---------|---------|-------------------|--|
|------|---------|---------|-------------------|--|

### OVERVIEW AND SCRUTINY WORPLAN 2012/13

#### PROPOSED ACTION FOR REGULAR ITEMS PREVIOUSLY GOING TO O&S UNDER NEW SCRUTINY ARRANGEMENTS

(brackets indicates which O&S committee this previously went to)

|   |               |   |   |  |
|---|---------------|---|---|--|
| Corporate Risk Register (EBI)                                       | Standard Item | Regular review before going to Cabinet  | Quarterly Report Sep/Nov/Feb and May                            | Review the Cabinet report outside the meeting and identify any exceptions for potential scrutiny.<br>(Bryan Parsons, Governance Officer)   |
| Quarterly budget report (EBI)                                       | Standard item | Quarterly review requested by the EBI committee before Cabinet  | Report prior to Cabinet in October/ Feb/April/June and October  | Refer to Budget scrutiny working group.<br>(Paul Jones, Head of Finance (GO Shared Services))  |
| Commissioning programme – a general update (EBI)                    | Scrutiny      | A six monthly update requested by members for an overview of the programme with a focus on costs and future savings | Report in November and May                                      | Would recommend that this is reported to Council twice a year. On an exception basis, the budget scrutiny working group may want to scrutinise benefit realisation.<br>(Jane Griffiths, Director of Commissioning) |
| Interim Budget consultation Budget working group then O&S committee | Scrutiny      | Review interim budget proposals and comment   | Report in November  | Initially considered by the budget scrutiny working group and a meeting of O&S would be scheduled to review their conclusions.<br>(Mark Sheldon, Director of Resources)  |
| Corporate Performance Report (EBI)                                  | Standard item | Regular review of quarterly performance   | Six monthly report in Nov (Q2), Mar(Q3) and July(annual report) | Review the Cabinet report outside the meeting and identify any exceptions for potential scrutiny.<br>(Richard Gibson, Strategy and Engagement Manager)   |

## O&amp;S Committee 2012/13 work plan

| Item  | Purpose  | Outcome   | What is required?                             | Proposal under new arrangements (Lead Officer)   |
|---|----------|---|---|--|
| Final Budget consultation<br>Budget working group then<br>O&S committee | Scrutiny | Review final budget<br>proposals 2013-14 and<br>comment | Report in<br>January                          | Refer to the budget scrutiny working<br>group and O&S committee.<br>(Mark Sheldon, Director of Resources)  |
| DRAFT Corporate Strategy<br>2012-13<br>(ALL)                            | Scrutiny | Review DRAFT strategy<br>prior to Cabinet (             | Annual Report<br>In February                  | O&S to consider at its February meeting.<br>(Richard Gibson, Strategy and<br>Engagement Manager)   |
| Annual review of the<br>Gloucestershire Airport – Green<br>Policy       | Scrutiny | Review of the Green<br>Policy                           | Report in July                                | Proposed that the Cheltenham members<br>of the joint airport working group could<br>meet to consider the issues for<br>Cheltenham when necessary and a STG<br>could be set up on an exception basis<br>(Gill Morris, Climate Change and<br>Sustainability Officer) |
| Approval of community grants<br>(Soc and Com)                           | Scrutiny | As and when required                                    | Report  | Scrutiny Members should continue to be<br>represented on the panel but doesn't<br>need to come to O&S committee.<br>(Richard Gibson, Strategy and<br>Engagement Manager)   |
| RIPA update report.<br>(EBI)  | Scrutiny | Reports on usage of the<br>powers                       | Ad hoc<br>notification to<br>O&S when<br>used | Continue to receive a report at O&S<br>when the powers are triggered as set out<br>in current policy.<br>( Bryan Parsons, Governance Officer)  |

| Item | Purpose | Outcome | What is required? | Proposal under new arrangements (Lead Officer) |
|------|---------|---------|-------------------|--|
|------|---------|---------|-------------------|--|

**POTENTIAL ITEMS TO BE CONSIDERED FOR THE WORKPLAN IN THE FUTURE**

|   |          |   |                  |   |
|---|----------|---|------------------|---|
| Green Travel Plan                       | Scrutiny | Consider the impact of a draft Green Travel Plan prior to approval                  | Discussion paper | Keep track of this issue via the Cabinet Forward Plan and consider setting up a STG if appropriate.<br><br>(Owen Parry, Head of Integrated Transport and Sustainability)  |
| Gloucestershire Airport Business Plan   | Scrutiny | Review the business plan 12 months after the start of the drawdown of the loan      | Report           | Proposed that the Cheltenham members of the joint airport working group could meet to consider the issues for Cheltenham when necessary and a STG could be set up on an exception basis.<br><br>(Pat Pratley, Executive Director) |
| Glos Integrated Economic Strategy (EBI) | Scrutiny | David Owen from GFirst be invited to explain their vision currently being developed |                  | Review after presentation at the Gloucestershire scrutiny group in June.<br><br>(Mike Redman, Director Built Environment)   |
| Asset Management                        | Scrutiny | Communication to members  | Report           | Review how the work of the asset management group could be more transparent and open to public scrutiny.<br><br>(David Roberts, Property and Asset Mgt)   |

| Item                                | Purpose  | Outcome  | What is required?                | Proposal under new arrangements (Lead Officer)  |
|-------------------------------------|----------|--|----------------------------------|---|
| GO Programme (EBI)                  | Scrutiny | Update on implementation   | Report                           | Possible topic for budget scrutiny working group regarding cost benefits<br>(Amanda Attfield, Director People, Organisational Development and Change)                                       |
| Scrutiny of Cheltenham partnerships | Scrutiny | A review of latest partnership structures and proposed scrutiny arrangements | Presentation supported by report | Must give the new partnerships time to settle down and O&S would recommend a presentation to all members as part of a Council meeting.<br>(Richard Gibson, Strategy and Engagement Manager) |

**PROPOSED SCRUTINY TASK GROUPS (see separate sheet)**



| Item | Purpose | Outcome | What is required? | Proposal under new arrangements (Lead Officer) |
|------|---------|---------|-------------------|--|
|------|---------|---------|-------------------|--|

**PROPOSED MEMBER BRIEFINGS OUTSIDE OF O&S COMMITTEE MEETINGS**

|  |          |  |                  |  |
|--|----------|--|------------------|--|
| Winter Weather procedures                        | Scrutiny | Keeping the town/borough moving  | Presentation     | Officer, Gloucestershire County Council                    |
| Gloucestershire Airport                          | Update   | The Airport have asked if they can come and update the committee on the future direction of travel | Presentation     | Potential member seminar.                                  |
| Absence Management (EBI)                         | Scrutiny | 6 monthly Update requested at the January meeting  | Report           | Julie McCarthy, HR operations Manager                      |
| Art Gallery and Museum (Soc and Com)             | Update   | Quarterly review of development scheme and service provision during closure                        | Discussion paper | Jane Lillystone, Museum, Arts & Tourism Manager            |
| Leisure@ (Soc and Com)                           | Scrutiny | Annual performance review  | Discussion paper | Stephen Petherick, Commercial Manager – Leisure@           |
| Everyman Theatre (Soc & Com)                     | Scrutiny | Annual Report  | Presentation     | Geoffrey Rowe, Chief Executive                             |
| Cheltenham Festivals (Soc & Com)                 | Scrutiny | Annual Review  | Presentation     | Donna Renney, Chief Executive, Cheltenham Festivals        |
| Proscenium Building/Gardens Gallery              | Scrutiny | Tri-annual review (next due 2015)  | Presentation     | Bob Freeman, Chairman-Gardens Gallery                      |
| Town Hall and Pittville Pump Rooms (Soc and Com) | Scrutiny | Annual performance review  | Discussion paper | Gary Nejrup, Entertainment and Business Manager            |
| Flood update                                     | Update   | Biannual update on flood prevention in Cheltenham  | September 2012   | Geoff Beer, Geoff Beer, Principal Engineer (Land Drainage) |

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List of all scrutiny task groups and other appointments related to Overview and Scrutiny

| Overview and Scrutiny                         | Time commitment   | Purpose   | Interests/Skills/expertise   | Nominations/Membership   | Lead Officer                        |
|---|---|---|--|--|-------------------------------------|
| Scrutiny Task Groups (STGs)                   | Ad hoc when required  | A time limited task group set up to scrutinise a particular issue.  | Members can put themselves forward for task groups that they are interested in.  | All non-Executive Councillors will be invited to put themselves forward for STGs they are interested in.   | co-ordinated by Democratic Services |
| Glos Health, Community and Care O&S Committee | 6 meetings per year daytime at Shire Hall and time to participate in smaller task and finish groups       | The committee focuses on health issues from a public perspective and works in partnership with other agencies to improve local health services. It also scrutinises council services relating to adult social care, libraries and information, equalities, customer services and lifelong learning. | Health and social care issues.   | Council appointed Cllr Klara Sudbury on 14/05/2012 as CBC's representative with Councillor Colin Hay as substitute   | County                              |
| Police and Crime Panel                        | Daytime at Shire Hall   | A joint committee with the county and other district councils in Gloucestershire to scrutinise the Police and Crime Commissioner who in turn holds the Chief Constable to account.  | Police, crime and disorder issues.   | Council appointed Cllr Helena McCloskey on 14/05/2012 as CBC's representative with Councillor Klara Sudbury as substitute  | County                              |
| Glos Community Safety O&S committee           | 6 meetings per year 10 am at Shire Hall   | The committee is responsible for overview and scrutiny of crime and disorder related issues and the county council's community safety activities.   | Crime and disorder issues.   | Council appointed Cllr Helena McCloskey on 14/05/2012 as CBC's representative with Councillor Klara Sudbury as substitute  | County                              |
| Gloucestershire Scrutiny Group                | Quarterly 10 am at Shire Hall   | To exchange ideas and share Learning and help develop scrutiny across Gloucestershire   | Scrutiny development   | Usually a chair or vice chair of O&S attends but could be another member of the O&S committee.   | Rosalind Reeves attends as well     |
| Budget scrutiny working group                 | Bi monthly usually on a Tuesday at 6 pm   | The working group's role is to develop the budget process, support the development of Members' scrutiny role and to consider ideas from Members for reducing the budget gap.  | Local government finance and budgetting<br>Ability to interpret financial information and budgets. Ability to interpret financial information and budgets. | Cross party membership (up to 7 members)<br>Nominations to date: Cllrs Harman, Wall, Hibbert, Prince (sub). Awaiting lib dem nominations.<br>Cabinet Member Finance to attend by invitation. | Mark Sheldon                        |
| Environmental Improvements Fund               | Starting September 2012   | To review the applications for the Environmental Improvements Fund  | Environmental Issues   | not a STG but invitation to join the Cabinet Member Built Environment and Sustainability on the panel  | Mike Redman                         |
| Community Governance review                   | First meeting in May and aim to report TOR to Council in July and final recommendations in December 2012. | Council in December 2011 agreed to set up a cross party working group to review the Parish Council boundaries ahead of the PC elections in 2014. Terms of Reference tba by Council in July.   | One member on the group should be a Parish Councillor.   | Cross party membership (up to 5 members one of whom should be a parish councillor)<br>Parish Council members will also be appointed so that all five parishes are represented on the group.  | Helen Down                          |

List of all scrutiny task groups and other appointments related to Overview and Scrutiny

| Overview and Scrutiny  | Time commitment  | Purpose  | Interests/Skills/expertise  | Nominations/Membership  | Lead Officer   |
|--|--|--|---|---|--|
| Joint Planning Liason Group (originally called Joint Core Strategy but brief has now been extended to other aspects) | Monthly and as and when required                                     | To provide a vehicle with which to engage with elected members on strategic development management issues in light of the changes to the planning framework.   | Local strategic planning.   | Cross party 2 members per party (1 planning)<br>Nominations to date: Cllrs Harman, Wall, Prince.<br>Awaiting lib dem nominations.   | Strategic Land Use Team  |
| Air quality management order working group   | Next meeting in July 2012 tbc.<br>Not a significant time commitment. | To raise awareness and work with the county to develop an air quality action plan including seeking funding sources.   | Environmental Issues  | Not a STG but invitation to join the Cabinet Member responsible for Safety and the Leader on the group.<br>Cllrs McCloskey, Hall and Bickerton are currently on it so continuity would be welcomed. | Paul Scott   |
| Event Submissions task group   | March to September 2012  | Review and make recommendations for the process for organisers of events to submit proposals   | Events in the town and assessing their potential impact   | Current membership: Cllrs Regan, Hall, Britter, Hibbert and Seacome to continue   | Trevor Gladding with support from Saira Malin, Democratic Services |
| Climate change working group   | tba  | Consider and support carbon reduction plans and potential effect of climate change on council operations, liaising with and influencing other relevant groups.<br>Looking for a decision from O&S on whether there are any specific issues they would like a STG to look at. | Environmental and sustainability issues. Economy and business. Knowledge of climate changes issues. | 4 members<br>Nominations to date: Cllr. Hall<br>Cllrs Bickerton and McCloskey were on the group previously.   | Gill Morris/Jane Griffiths   |
| Youth provision  | tba  | A potential STG to review CBC investment in CCP to develop resilience in VCS Youth provision and assess the impact of the GCC grant  | Youth issues  | Expressions of interest at this stage   | tba  |
| ICT review   | tba  | A potential to review ICT services and resilience  | ICT and commissioning   | Expressions of interest at this stage   | tba  |
| UBICO  | tba  | To review the service post implementation of UBICO and benefits realisation  | Waste and environmental issues. Commissioning.  | Expressions of interest at this stage   | Jane Griffiths   |
| Airport scrutiny working group   | as and when required   | To scrutinise issues relating to Gloucestershire Airport from a Cheltenham perspective.  | Environmental and sustainability issues. Economy and business.                                      | It is proposed that the CBC members of the joint airport working group could form the basis of this task group when required  | Pat Pratley  |