



CHEL TENHAM

BOROUGH COUNCIL

Notice of a meeting of Overview & Scrutiny Committee

Thursday, 3 April 2014
6.00 pm
Pittville Room - Municipal Offices

Membership	
Councillors:	Barbara Driver (Chair), Klara Sudbury (Vice-Chair), Andrew Chard, Nigel Britter, Colin Hay, Helena McCloskey, Diane Hibbert, Chris Ryder, Charles Stewart and Sandra Holliday

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

Agenda

1.		APOLOGIES	
2.		DECLARATIONS OF INTEREST	
3.		MINUTES OF THE LAST MEETING To approve the minutes of the last meeting held on 3 March 2014.	(Pages 1 - 10)
4.		PUBLIC AND MEMBER QUESTIONS, CALLS FOR ACTIONS AND PETITIONS	
5.		MATTERS REFERRED TO COMMITTEE	
6.		FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED Next Police and Crime Panel will take place on 7 April 2014 so there has been no meeting since the last O&S meeting. (up to 5 minutes for this item)	
7.		CABINET BRIEFING An update from the Cabinet on key issues for Cabinet Member which may be of interest to Overview and Scrutiny and may inform the O&S workplan. (5 – 10 mins)	(Pages 11 - 12)
8.		UPDATE FROM UBICO ON ANNUAL PERFORMANCE Rob Bell, Managing Director, UBICO, will be in attendance.	
9.		PUBLIC PROTECTION AND PRIVATE SECTOR	

		HOUSING COMMISSIONING REVIEW A verbal update from the Director of Commissioning, Jane Griffiths and the Cabinet Member Housing and Safety, Councillor Peter Jeffries to give the committee an opportunity to understand the aims of the working group and its timescales prior to it reporting to Cabinet. (15 mins)	
10.		UPDATES FROM SCRUTINY TASK GROUPS Review the summary of scrutiny task groups	(Pages 13 - 14)
		a) JCS Planning and Liaison An update from the chair of the task group, Councillor Tim Harman (10 mins)	(Pages 15 - 16)
		b) Cemetery and Crematorium Review the final report of the scrutiny task group – cemetery and crematorium and endorse the recommendations before forwarding them to Cabinet (30 mins)	(Pages 17 - 36)
		c) Events An update from the chair of the former scrutiny task group – Events, Councillor Penny Hall on their view of progress made on implementation of their recommendations agreed by Cabinet in July 2013 (10 mins).	
		d) Section 106 A verbal update from the chair of the task group, Councillor Nigel Britter (5 mins)	
		e) Hidden Deprivation in the town centre Final report of the scrutiny task group – Hidden deprivation in the town centre Councillor Chris Coleman, chair of the task group will present the report and ask O&S to endorse the recommendations and forward them to Cabinet.	(Pages 37 - 52)
11.		REVIEW OF SCRUTINY WORKPLAN Review of latest overview and scrutiny workplan (5 mins)	(Pages 53 - 54)
12.		DATE OF NEXT MEETING Date of next meeting: Thursday 3 July 2014	

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Overview & Scrutiny Committee

Monday, 3rd March, 2014

6.00 - 8.30 pm

Attendees	
Councillors:	Barbara Driver (Chair), Klara Sudbury (Vice-Chair), Andrew Chard, Nigel Britter, Helena McCloskey, Chris Ryder, Charles Stewart, Garth Barnes (Reserve) and Rob Reid (Reserve)
Also in attendance:	Councillor Ian Bickerton, Councillor Penny Hall, Councillor Jon Walklett, Councillor Roger Whyborn and Councillor Chris Coleman

Minutes

1. APOLOGIES

Apologies were received from Councillors Colin Hay and Sandra Holliday. Councillors Garth Barnes and Rob Reid attended the meeting as substitutes.

2. DECLARATIONS OF INTEREST

Councillor Chris Ryder declared an interest in Agenda Item 11 b) as President of the Cheltenham and District Allotment Holders Association.

3. MINUTES OF THE LAST MEETING

The minutes of the meeting held on 9th January 2014 were agreed subject to the following amendments.

Re Agenda Item 13 (page 5): the second and fourth paragraphs are removed and the second paragraph of the amended minutes should read "Councillor Rob Garnham, chair of the Budget Scrutiny Working Group, explained that the group had considered the budget proposals in depth with a view to determine whether the council was doing as it said it would do..".

4. PUBLIC AND MEMBER QUESTIONS, CALLS FOR ACTIONS AND PETITIONS

None received.

5. MATTERS REFERRED TO COMMITTEE

None received.

6. FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED

Councillor Penny Hall provided feedback from the Health, Community and Care Overview and Scrutiny Committee of 14 January 2014. The following points were noted:

Gloucestershire data confirms that suicide rates have fluctuated in line with the national average. The Gloucestershire Suicide Partnership Prevention Forum

had set up a group to identify local areas which could be monitored for potential suicide risk. Data released by Public Health England showed that hospital stays for self-harm in Gloucestershire in 2011/12 were significantly worse than the England average

The task group had considered a report monitoring the service changes at Cheltenham General Hospital and how they affect the emergency & urgent care. The number of complaints was in line with the number before the service change and there was a positive improvement on waiting times at A & E. Recruitment was still an issue but consultation was continuing between consultant and junior doctors. Concerns re diverts and inter-hospital transfers have been addressed and more information on this and on discharge figures from both Emergency Departments would be included in future reports.

Consideration of the independent review ambulance red category is ongoing and more information should be available by mid-February. The group has concerns about the South West Ambulance Service Trust response times. More first responders are being recruited and more defibrillators have been purchased.

There are still breaches in mixed sex accommodation and the task group will receive a briefing note on this.

Councillor Helena McClosky reported on the meeting of the Police and Crime Panel held on 6 February 2014.

The Panel approved the Police Commissioner's draft budget of £106.489 million which proposed a 1.99% increase in the Police related element of council tax. For a Band D Council Tax property this will equate to £4.05 for the year. Members were told that funding from the precept for the following two years would be frozen subject to any unforeseen emergency expenditure.

An additional priority was added to the Police and Crime Plan relating to Cyber Crime. This is about improving the capability of the Constabulary to protect people from internet crime and anti-social behaviour on social network sites whether at their place of work or in their own homes. A large part of the activity will be around educating the public and educating officers in terms of how to handle incidents of this nature.

The Commissioner also has an agreement with the Chief Constable to maintain the current numbers of Police Officers and PCSOs. Some of the additional money from the precept would help to ensure that this was possible.

At the last Overview & Scrutiny Committee meeting Councillor Barbara Driver queried the number of PCSOs manning the Police Information Point on the Promenade. The answer was that it was a temporary measure to engage passers-by in the consultation on the draft budget.

7. CABINET BRIEFING

Councillor Steve Jordan presented an update as outlined in the Briefing Paper, circulated with the agenda.

In response to comments from members he undertook to circulate information regarding the council's response to the Government consultation on local authority car parking policies and enforcement.

The chair asked whether more information could be provided to the committee and to the public on two items in the Cabinet forward plan regarding the triennial review of the Sexual Entertainment Venue Policy and the Housing and Homelessness Strategy Action Plan Update 2014-15. The Leader indicated that reports on both these issues would be made public as part of the agenda papers for Cabinet on 18 March. If the committee needed any more information he would be happy to provide it.

8. UPDATE FROM THE CHELTENHAM DEVELOPMENT TASK FORCE

The chair welcomed Jeremy Williamson, Managing Director of the Cheltenham Development Task Force, to give an update to the committee on the work of the task force. In his presentation he provided a progress report on key sites, the public realm, transport issues and future targets. The presentation is attached to the minutes.

Prior to the meeting, the chair had received some questions from a local residents' group which she had forwarded to Mr Williamson and requested that he address these during his presentation.

In response to a question regarding the governance arrangements for the task group, Mr Williamson informed the meeting that the initiation of the task group was approved by Council in December 2009 and established in January 2010 as an advisory body. The membership was drawn from Councillors, business and community representatives with support from key Borough Council and County Council officers. The business plan was approved by Cabinet and financial implications by Council. The lead Cabinet Member is Councillor Andy McKinlay.

The officer undertook to follow up queries raised from members in respect of feedback on the Bath Road shopping area traffic arrangements and the report on air quality if Boots Corner were to be closed to cars.

In considering the public realm, members voiced concerns about the appearance of the pedestrianised areas, the maintenance of paving slabs and the use of concrete in their place where slabs had been removed. The officer explained that slabs would be lifted in areas used by vehicles, including delivery vehicles, as they are not designed to bear such weights. The High Street will trial the same system that exists in the Promenade between the bollards and if this proves successful, this will be the template used at Boots Corner.

A Member asked why the Promenade couldn't become totally pedestrianised throughout its whole length as it had the potential to be developed into a town square. The officer responded that the traffic system here had been modelled by the County Council to allow buses entering Cheltenham from the south to gain easy passage through town and therefore it was not feasible to pedestrianise the whole promenade.

A member suggested that stakeholders were not adequately represented on the task force and in particular residents groups were not included. Mr Williamson

refuted any suggestion that the task group did not provide proper representation and added that he was always happy to respond to requests for information from Members or any local groups. He advised that in setting up the task group one of the aims had been to try and get an element of commercial experience onto the task group which could help move forward some of the projects which up to that point had stalled. He invited members to put forward any suggestions if they felt that there was a need to revisit its make-up.

Members were reassured that Third Sector transport and Star Centre minibuses were within the definition of buses and were therefore allowed the same access to the town centre as commercial buses.

The Chair thanked Mr Williamson for his presentation.

9. DRAFT CORPORATE STRATEGY 2013-14

The Strategy and Engagement Manager, Richard Gibson, introduced the report on the development of the corporate strategy action plan 2014-15 which was circulated to all members with the agenda. He explained that the corporate strategy action plan for 2014-15 was being prepared and was due to go to Council for approval on 31 March 2014. The Overview and Scrutiny Committee were invited to consider the draft strategy and the officer undertook to report any comments or concerns raised at the meeting to Cabinet.

The following matters were raised in respect of the outcomes:

Cheltenham has a clean and well-maintained environment- funds for the “Don’t Rubbish Cheltenham” campaign are still included in the budget even though the campaign is no longer running. A Member requested clarification.

A member questioned whether the Town Hall capital review would support better delivery of arts and culture and thought it would be better suited to supporting the economy.

Communities feel safe and are safe – a member requested that drug issues are included along with alcohol.

People have access to decent and affordable housing – a Member asked what mechanisms are being used to ensure the outcome is achieved as they were not spelt out in the report. The officer informed the meeting that the draft strategy only includes proposed projects that are in addition to “business as usual”.

Our residents enjoy a strong sense of community and involved in resolving local issues – a Member thought it important that all stakeholders are fully engaged. In addition councillors want disabled groups to be included in the formulation of transport plans.

The chair thanked Members for their comments and asked the officer to take these back to Cabinet for their consideration.

10. QUARTER 3 PERFORMANCE REPORT

The Strategy and Engagement Manager, Richard Gibson, introduced the report – Review of the council's performance to the end of quarter 3 (Oct-Dec 2013). The report summarised how the council performed in regard to the published milestones, performance indicators and outcomes set out in the 2013-2014 action plan.

He invited Members to make any comments or observations which he would feed back to Cabinet.

It was highlighted that the figures are as at the end of quarter 3 so that the report compares a 12 month target with a 9 month actual performance. In response to a point raised, the officer agreed that it would be useful to include figures from the comparable quarter 2013 to see the trends in the council's performance. For example last year there were 7.6% milestone graded red as opposed to 9% this year.

The meeting focused on the performance indicators which are unlikely to meet the target by year end and are listed on page 3 and 4 of the report.

Percentage of household waste, reused, recycled and composted – the council is considering what other authorities do in respect of kerbside recycling and it will also consider how best to promote the schemes that are currently in place. Overall footfall at leisure@ - targets have been met in the past but the usage of the facilities is very much dependant on the weather.

A member suggested there could be more promotion of free swims available to under 16s

Number of GP referrals – the council is working with the Clinical Commissioning Group which is interested in the programme and will try to promote more usage.

The chair thanked Members for their comments and asked the officer to take these back to Cabinet for their consideration.

11. UPDATES FROM SCRUTINY TASK GROUPS

A summary of progress on all the scrutiny task groups had been circulated with the agenda papers.

12. DEPRIVATION

Councillor Chris Coleman, as chair of the scrutiny task group, had been asked to attend the meeting to provide an update to the committee on work done to date and future plans. He tabled a report on the Hidden Deprivation in the Town Centre which identified four areas that the task group had looked at. These covered crime and disorder, housing, environmental quality and community integration and contained suggestions and feedback. The group had not yet considered education and health issues but those may be included in any future work. The task group had met six times and will present its recommendations shortly.

Councillor Coleman took the opportunity to give some feedback on his experience as chair of the scrutiny task group. He suggested that when a councillor puts forward an idea for a scrutiny topic, then the O&S committee should take more time to define the terms of reference carefully before passing them on to the task group. He would also have found it useful if member roles had been more clearly defined at the start as this particular task group had

proved to be a lot more work than originally envisaged. In his view officer support was essential, particularly support from Democratic Services and this was something that needed to be considered by the committee before setting up a task group. The task group also needed to put time into preparing potential areas of questioning before inviting people to give evidence to a task group. He suggested that some training for members on how to get the best out of a scrutiny task group would be beneficial.

The Democratic Services Manager thanked him for his feedback. She highlighted that when the new scrutiny arrangements were put into place it was never envisaged that Democratic Services would be in a position to support every scrutiny task group. She was pleased to hear that the facilitation support offered by Democratic Services was valued by task groups and this was an issue that could be discussed further with the chair and vice-chair of this committee.

The chair thanked the task group for its work and assured the meeting that its work will be carried forward.

13. ALLOTMENTS

Councillor Roger Whyborn, Cabinet Member Sustainability, presented the progress report on recommendations from the Allotments Scrutiny Task Group. The review of allotments was initiated by the Overview and Scrutiny Committee in July 2012 and a task group was set up. The report and recommendations of the scrutiny task group were considered by the Overview & Scrutiny committee in January 2013 and the report considered by Council on 22nd February 2013 at which time it was resolved that £600,000 of the Midwinter receipt would be set aside to fund the provision of additional allotments in Cheltenham. The report was considered by Cabinet in March 2013 and resolved that the recommendation would be approved subject to feasibility and resources, that the council would enter into new tenancy agreements with allotment holders and the Overview & Scrutiny committee would undertake a review of the recommendations.

It was noted by the meeting that the Garden Share project, funded and supported by the Echo was mooted 2 years ago but had not been a success.

There was a high demand for allotments in the South of Cheltenham which was being considered by the council. It is likely that new allotments would be linked to future housing developments.

As a member of the scrutiny task group, Councillor McCloskey was heartened to see the real progress that had been made on implementing the recommendations and was encouraged to see how the voluntary wardens had taken their new responsibilities on board.

The chair thanked the Cabinet Member and the Allotments Officer for attending the meeting.

14. CEMETERY AND CREMATORIUM

Councillor Chris Ryder, chair of the scrutiny task group – Crematorium and Cemetery, provided details of meetings held since the last Overview & Scrutiny Committee meeting in February. On the 15th January the task group attended a

meeting between officers, councillors, the manager of the Crematorium and Cemetery and Funeral Directors to give them an opportunity to air their concerns regarding the cremators and any other issues they wished to raise. There was a technical update on the Cremators and Abatement system. £50,000 had been spent on remedial work. It was hoped that both cremators would be up and running satisfactory, without the abatement process in place. The meeting was advised us that it was not illegal to operate the cremators without the abatement process, and currently the abatement equipment had been decommissioned as it was interfering with the effective operation of the cremators. It appears that many crematoriums are operating without abatement in place. The Council is obliged to pay £50.00 per cremation into a fund 'CAMEO' burden sharing scheme for each cremation which is unabated.

It was mentioned that other funeral operators across Britain may be interested in seeking to take on the management of Crematoriums. This may prove a risk to the Council.

A meeting took place on 30th January between the task group, Cemetery Manager, Grahame Lewis, Mark Woodward, Tom Mimmagh and Councillor Roger Whyborn where the confidential consultant's reports were considered. Normal working patterns for staff had resumed and the overtime costs had reduced. Some of the outdoor grounds maintenance team had been trained to work in the Crematorium, partly to cover long-term sickness issues and partly to cover some of the shifts required as a result of the problems that they had been experiencing. Additional agency staff had been employed to ensure that the Cemetery's appearance did not deteriorate as a result of the redeployment of CBC staff. Councillor Ryder congratulated Rob Hainsworth and his team for their efforts in maintaining a good standard at the crematorium with these issues around them.

A further meeting took place on site on the 27th February which considered future parking for visitors at the Cemetery, especially when attending funeral services.

Councillor Ryder also referred to a progress update she had received from the crematorium manager. He had advised that following the completion of the remedial work, they had now had use of both machines for 3 weeks. There have been some further issues during this period, but this has not resulted in any cremator down-time. She also highlighted that staff at the crematorium were still lacking confidence in the new equipment and it would take a sustained period of trouble free operation before that was restored.

The Task Group will meet again to formulate its recommendations and a report and recommendations will be presented to the Overview & Scrutiny Committee in April.

Councillor Ryder thanked her colleagues on the task group and the Democratic Services Manager for her support to the group.

A member asked if there was any legal recompense for the faulty equipment. The Head of Legal services confirmed that One Legal had provided legal advice on this issue but this could not be discussed in open session. A confidential advice note on this matter would be available to the scrutiny task group later

that week.

A member raised concerns about the vulnerability of the cremators and asked whether there was a case for putting in an additional cremator.

Councillor Whyborn, as the Cabinet Member responsible for the crematorium, was invited to comment. He thanked the chair of the task group for a fair report and he indicated that he had already responded to a number of the points raised in his briefing that had been e-mailed to members. The council was in contact with other councils who have used Crawfords equipment. The consultant's initial evaluation was that two cremators offered sufficient capacity even when factoring in planned maintenance. He was confident that they were close to being a position to introduce a planned maintenance programme for the equipment going forward. He too was keen to emphasise the sterling job that had been done by staff at the crematorium.

The chair thanked the task group for their update and looked forward to their full report in April.

15. DOG FOULING IN CHELTENHAM

Councillor Penny Hall, chair of the task group, presented the final report which had been circulated with the agenda.

A review of dog fouling in Cheltenham was initiated by the Overview and Scrutiny Committee in June 2013 following local concern at what was becoming a worsening problem. The Chair of the task group reported that subsequent to the publication of the task group report she had been informed that the Council had received numerous complaints from football clubs who hire pitches on council playing fields (including King George V, The Beeches, Naunton Park, The Burrows and Whaddon Rec) about the unacceptable level of dog fouling. The football clubs felt that they were paying a substantial amount of money for the use of the pitches and were urging the council to take some action to alleviate the problem. The Chair of the task group advised that this information would be included as an extra piece of evidence to the group's work.

A discussion ensued on the report. It was noted that dog fouling was worse during the winter months due to the darker mornings and early evenings when it was also harder for dog owners to keep track of their animal's movements. Members highlighted the importance of raising awareness including in schools as these children would be the dog owners of tomorrow. The idea of catching offenders in particular hotspot areas by using mobile CCTV was welcomed. One member urged that bins should be appropriately sited. Several members commented that the situation was growing increasingly worse in Montpellier Gardens and Warden Hill.

The Chair referred to comments received from a member who could not be present which wholeheartedly supported the recommendation for adequate enforcement despite the resource issues involved. It had been suggested that car parking attendants could assist in this but the Chair of the Task Group said this would not be possible due to their service agreements with the County Council. In response to a comment on the use of the blue stencil the Chair said that CPOs had found these useful as it brought dog fouling to the attention of the small minority who were irresponsible.

Councillor Hall thanked members, officers, Community Protection Officers and Ubico officers for their ongoing vigilance and actions to reduce the problem.

RESOLVED THAT

The recommendations of the Dog Fouling in Cheltenham Scrutiny Task Group are endorsed for onward recommendations to Cabinet.

16. REVIEW OF SCRUTINY WORKPLAN

Councillor Nigel Britter reported that the s106 task group has had its first meeting and will provide a short update to the Overview & Scrutiny Committee meeting in April.

Councillor Barbara Driver felt that it was important for the Overview & Scrutiny Committee to have an update from charities or any other public bodies receiving financial support from Cheltenham Borough Council and would include this on the agenda of future meetings

17. DATE OF NEXT MEETING

The next meeting of the Overview and Scrutiny Committee will take place on Thursday 3 April at 6 pm.

The meeting closed at 8.30 pm.

Barbara Driver
Chairman

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Briefing for Overview and Scrutiny Committee – 3rd April 2014

The Forward Plan lists the reports expected to come to Cabinet in the next 3 or 4 months. This note supplements that with other issues that may be of interest to O&S.

Car Parking

CBC have run a scheme of free parking in all car parks for afternoons from 10th – 14th March to coincide with Cheltenham Race Festival. This was in response to local retailers opinion that schemes at quiet times like this would be more helpful than something similar on 'Small Business Saturday' (7th Dec 2013) which was already very busy. Initial feedback is positive but more work will be done to review this and decide what to do next.

Sexual Entertainment Venues Policy

Cabinet has now decided to extend the previous consultation for another 12 weeks to get more input on the issue of numbers of venues. So as requested at the last meeting, O&S can be involved if it wishes although the Licencing Committee will be consulted in any case.

Living Wage

Further to the Cabinet support for CBC adopting the Living Wage mentioned in the budget debate, a report on options to implement this will be discussed at the Appointments Committee on 7th April.

Town Hall

A presentation of the report on options for major redevelopment at the Town Hall will be made to stakeholders including members on 6th May.

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KEY			STG in progress	New topics not yet started		completed reviews	Review completed but awaiting further input outside O&S before recommendations are considered for approval or review progressed
O&S Task group	Purpose	Agreed nominations/membership Chairs in bold	Facilitating Officer	Sponsoring Officer	Cabinet Member	Target for reporting recs	Update
Review of Public Art Governance	To review the current structure of the Public Arts Panel and its accountability (a request from Cabinet)	None			Leisure & Culture Cllr Rowena Hay		No members have come forward for this review so O&S decided in their January meeting that they would request volunteers for the task group again later in the year.
Rewiring of Public Services	To review the proposals from the LGA for changing the relationship between local and national government.	Cllrs Colin Hay, Harman		Jane Griffiths	Leader Cllr Jordan		This review has not been progressed due to the priority of other task groups and an additional member would be welcome.
Performance measures at Cemetery & Crematorium - Now & in the future	To consider performance and efficiency of new cremators and policy in case of shut down of cremators. Increase car parking, consider policy on planting of large bushes / trees and 'duty of care' policy to staff.	Cllrs Ryder , McCloskey, Driver, Reid	Rosalind Reeves	Grahame Lewis	Sustainability Cllr Whyborn	Mar-14	The final report of the task group will be going to O&S on 3 April.
Review of Section 106 monies and enforcement	To review consultation on how and where 106 monies are spent; and review of enforcement procedures	Cllrs Driver, Britter , Fletcher	Annette Wight	Tracey Crews	Built Environment Cllr McKinlay	tba	The chair will give an update to O&S on 3 April.
Dog fouling	To gain an understanding of the problem of dog fouling in order to help combat the problem. To educate the public and to encourage good dog ownership.	Cllrs Britter, Driver, Fletcher, Penny Hall , McCloskey and Williams	Bev Thomas	Jane Griffiths	Sustainability Cllr Whyborn	Mar-14	The task group recommendations were endorsed by O&S at their March meeting and will go to Cabinet in April.
Budget scrutiny working group	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.	Cllrs Coleman, Garnham , Harman, Hibbert, Massey and Sudbury Cllr Prince (sub). Cabinet Member Finance to attend by invitation.	Rosalind Reeves, Democratic Services Manager	Mark Sheldon	Finance Cllr Rawson		The recommendations of the BSWG were endorsed by O&S in January and were forwarded to Cabinet. The Director of Resources has commented that the group is now working very effectively and the Cabinet Member Finance welcomed their input to the budget 2014/15.
JCS and Planning Liaison Group (STG)	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.	Cllrs Bickerton, Harman , Wall, Godwin and McCloskey, Simon Wheeler	Judith Baker	Tracey Crews	Leader Cllr Jordan	No further dates currently set.	This STG has been used to create the framework within which the Cheltenham Plan will be progressed. At the November meeting the vision and objectives of the Cheltenham Plan were agreed following a scoping consultation during October 2013. The vision and objectives to be published on the website. Due to focussing of resources of the planning policy team on the JCS, the STG activities around the Cheltenham Plan will be limited in the first quarter of 2014, however it is expected that this will pick up in the second quarter.
Deprivation	Councillor Driver suggested a review should be carried out of small pockets in the town which may suffer from deprivation but may not get the consideration that the more obvious deprived areas get.	Councillors Driver, Coleman, McLain and Bernice Thompson as a co-optee and Caroline Walker from CBH. Councillor Walklett as an observer (as a relevant ward member)	Sam Howe	Richard Gibson	Leisure and Culture Cllr Hay	Update at March meeting	The group continue to meet on a regular basis and the chair give a full update at the March meeting.
ICT review (STG) - ICT Network issue - Recording of council meetings	A potential to review ICT services and resilience. Is the infrastructure sufficiently robust, is a shared ICT the right approach and do we have the right delivery model in place.	Cllrs Andrew Chard, Simon Wheeler and Colin Hay .	Rosalind Reeves	Mark Sheldon	Corporate Services Cllr Walklett	Reporting back to O&S in January	Following the debate by Council of the exempt report on the ICT network issues in October, Council resolved to refer the matter to the ICT Scrutiny task group for further consideration and to make any recommendations to Cabinet on compliance issues. The task group met on 18 December and the chair updated O&S at their January meeting. There were no recommendations that the task group wished to make there was no requirement for them to meet again.
Sex trade in Cheltenham (STG)	Council at its meeting on 25 June referred this matter to O&S with a view to bringing back a report to Council in December.	Cllrs Chard, Driver , Regan, Seacome and Massey	Rosalind Reeves	Andrew North	Housing and Safety Cllr Jeffries	Cabinet in September 2013.	Cabinet received a report on 17 September which outlined the Partnership work which was taking place in response to the recommendations set out in the report of the Scrutiny Task Group on the sex trade in Cheltenham. Both the Positive Lives Partnership and Cheltenham Safeguarding Forum have taken responsibility for moving forward those recommendations which required a partnership approach. Cabinet welcomed the partnership approach and noted that this was a good demonstration of how scrutiny worked in practice in terms of raising issues which could be worked on together.
Event Submissions task group (STG)	Review and make recommendations for the process for organisers of events to submit proposals.	Cllrs Regan, Hall , Britter, Hibbert and Seacome and Councillor Sudbury .	Democratic Services - Saira Malin/Rosalind Reeves	Grahame Lewis	Housing and Safety Cllr Jeffries	Report back to March meeting	The Cabinet received the final report on 5 February 2013 and received a further report from officers on the implementation of the recommendations in July 2013. It is a real achievement for the scrutiny task group that its recommendations for Events Consultative Groups and a Safety Advisory Group have now been implemented. An update report on the implementation of the recommendations was scheduled for O&S in January 2014 but it was agreed that as a first step the chair would review the July report to Cabinet and come up with a series of questions for officers and the Cabinet Member regarding the implementation of the recommendations.
Allotments (STG)	Review allotment strategy Identify lessons learnt from Weaver's Field.	Cllrs Regan , Smith, McCloskey, Britter , Stewart and Hay	DS- Bev Thomas 10 days	Sonia Phillips or Grahame Lewis	Sustainability Cllr Whyborn	Follow up scheduled for March 2014	Cabinet agreed the recommendations at its meeting on 12 March 2013.
Grass verge cutting (STG)	Review grass cutting policy and operational issues.	Cllrs Hall , Fletcher and Britter,	Jane Griffiths	Jane Griffiths	Sustainability Cllr Whyborn	no further action required	Recommendations approved by Cabinet in December 2012 and a follow-up on the recommendations was reported to this committee in September 2013.
UBICO (STG)	To review the service post implementation of UBICO and benefits realisation.	Cllrs Jacky Fletcher, Suzanne Williams, Tim Harman, Andrew Chard , Charlie Stewart and Pat Thornton	Saira Malin	Jane Griffiths	Sustainability Cllr Whyborn		Reported to O&S on 18 March and the recommendations were approved at Cabinet on 16 April 2013 subject to a number of comments from the Cabinet Member Sustainability. An update was reported to O&S in January 2014..

Information/Discussion Paper

Overview and Scrutiny Committee - 3rd April 2014

The JCS and Planning Liaison scrutiny task group

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

1. Why has this come to scrutiny?

- 1.1 The committee requested an update and will have the opportunity to ask any questions of the chair, Councillor Tim Harman.

2. Summary of the Issue

- 2.1 The Planning and Liaison Scrutiny Task Group was initiated to provide scrutiny in regard to a single issue, this being the consideration of household formation rates. This task – finish piece of work was completed by the group and its findings were reported to the JCS Member Steering Group on 31 January 2013. The Member Steering Group thanked the Scrutiny Task Group for their hard work and accepted their recommendations which has fed into the formation of the strategy around Objectively Assessed Need which underpins the Gloucester, Cheltenham and Tewkesbury Joint Core Strategy (JCS). Following the completion of this work it was agreed that continued scrutiny of the JCS was important and that the role of the group should be extended to include scrutiny and support of the Cheltenham Plan. Outputs of the Scrutiny task Group have included:

2.2 Joint Core Strategy

- Feedback to CBC representatives on the JCS Member Steering Group on drafts of the JCS
- Providing framework for wider member engagement on JCS via member seminars
- Consideration of Objectively Assessed Need
- Overview of JCS outputs

2.3 Cheltenham Plan

- Agreement of programme

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- Drafting of vision and objectives
- Agreement of Cheltenham Plan Scoping document
- Consideration of public consultation comments received to Cheltenham Plan Scoping document
- Consideration of Community Infrastructure Levy – early stages of preparation

Background Papers	None
Contact Officer	Tracey Crews, Head of Planning, 01242 264168, tracey.crews@cheltenham.gov.uk
Accountability	Leader, Councillor Steve Jordan
Scrutiny Function	Overview and Scrutiny



SCRUTINY TASK GROUP REPORT
CEMETERY AND CREMATORIUM
APRIL 2014



1. INTRODUCTION

- 1.1 A review of the Cheltenham Cemetery and Crematorium was initiated by the Overview and Scrutiny Committee at their meeting on 25 November 2013 following a request from Councillor Chris Ryder that performance measures at the crematorium needed to be reviewed urgently. In her professional capacity as a florist, she had frequent contact with funeral directors in Cheltenham and she had been made aware of their serious concerns regarding the operation of the new cremators installed at Cheltenham crematorium. The O&S committee agreed to set up a task group and requested that it report back to the committee on a regular basis due to the urgency of the topic.
- 1.2 This report sets out the findings and recommendations arising from the scrutiny review by the scrutiny task group.

2. MEMBERSHIP AND TERMS OF REFERENCE

- 2.1 Membership of the task group:-
- Councillor Chris Ryder(Chair)
 - Councillor Helena McCloskey
 - Councillor Rob Reid
 - Councillor Barbara Driver
- 2.2 Councillor Ryder would like to put on record her thanks to her colleagues on the task group. This was a complex issue to take on in a short space of time and ensure it was dealt with correctly and she felt they worked really well as a cross party team.
- 2.3 A scrutiny registration form was submitted by Councillor Ryder to the O&S Committee on 25 November 2013 and this is attached as Appendix 1. This listed the areas for investigation and the desired outcomes were as follows:
- To ensure Cheltenham Borough Council gain the confidence and trust of their clients, the funeral directors who are invoiced via the council on behalf of the general public.
 - To ensure that Cheltenham Borough Council cremators are working to full capacity and not putting unnecessary pressure on the work force at the cemetery.
 - To ensure the abatement cleansing issue is dealt with.
 - To recommend a solution to the car parking issue.
 - To ensure there is clarity on the budget for this Victorian building and its grounds for any such maintenance issues raised above and not just rely on money in the general property maintenance division.

- To be able to provide a good quality, dignified service to the many families across the Borough and surrounding areas who use these facilities at difficult times in their lives.

3. HOW DID THE TASK GROUP GO ABOUT THIS REVIEW?

3.1 The task group met on five occasions between November and March and spoke to a range of officers involved in the project to install the new cremators, officers working at the crematorium and their clients, the funeral directors. They all contributed to the discussions and were able to respond to members questions or bring back additional information to subsequent meetings. The officers involved were:

- Rob Hainsworth (RH) – the operational manager for bereavement services across four sites in Cheltenham, Tewkesbury and Charlton Kings.
- Mark Woodward (MW) – service development officer at Ubico and Cheltenham Borough Council's project manager of the project to replace the cremators at the Cheltenham crematorium.
- Tom Mimmagh (TM) – property manager responsible for looking after the maintenance of the council's assets.
- Gareth Jones (GJ) - Senior Environmental Health Officer – responsible for monitoring environmental health issues at the crematorium
- Grahame Lewis (GL) – director responsible for the line management of this function at the time of the task group review
- Bryan Parsons (BP) – corporate governance and risk management officer who had been involved since July in assessing and identifying the risks of the project.
- Rosalind Reeves (RR) – Democratic services manager and the facilitator for this scrutiny review.

Members would like to thank all of the officers who attended meetings and contributed to the review.

The Cabinet Member Sustainability, Councillor Roger Whyborn was also involved in our review and we thank him for his input.

4. THE INFORMATION WE GATHERED

4.1 The following paragraphs describe the areas covered in each of our meetings.

4.2 The Task Group met on 17th December 2013 with Lead Officers

In attendance were Grahame Lewis, Rob Hainsworth, Tom Mimmagh, Mark Woodward and Bryan Parsons along with Rosalind Reeves to bring the Task Group up to date with the ongoing issue with the cremators and to be informed on how in 2009 it was decided that CBC would invest in new cremators at the crematorium.

Much discussion took place to enable the task group to understand the process of how the new cremators were put into the Listed Victorian Chapel. We requested a time line of events to allow us a better understanding of actions through these past four years. Mark Woodward as CBC's project manager said he would make this available to us.

We wished to be ensured that at this present time there was not a risk to Chapel users and staff while the one cremator was running and that the staff were comfortable and being monitored when working over and above their normal hours to keep the crematorium open.

4.3 **Wednesday 15th January a meeting was held at Cheltenham Crematorium, within the Chapel Waiting Room at 9am.**

The Scrutiny task group had been invited to a meeting of the Funeral Directors to give them an opportunity to air their concerns regarding the cremators and any other issues they may wish to raise with the task group.

In attendance was Executive Director - Grahame Lewis, Manager of Crematorium & Cemetery - Rob Hainsworth. Property Manager - Tom Mimmagh. Mark Woodward - UBICO. Senior Environmental Health Officer - Gareth Jones, Several Crematorium Officers, Cabinet Member Sustainability - Cllr. Roger Whyborn and Rosalind Reeves, Democratic Services.

There were representatives from bereavement services from: Mason & Stokes. Trenhailes. Co-Operative services. Selim Smiths. Ian George and Norman Trotman and Hughes from Northleach. There were two or three representatives from each company and generally a very packed room of attendees.

A timeline of events which had been requested at the last meeting was on hand for the tasks group's information, this had been produced by Mark Woodward, the CBC's project manager, which proved useful for formulating questions to officers.

Tom Mimmagh gave a technical update on the Cremators and Abatement system, We were informed that since July 2013 there had been two consultant's reports produced. The first report in October had identified deficiencies in the cremators and a number of health and safety issues which had now been addressed. £50,000 had been spent on remedial work. A second consultant's report had been commissioned to validate the work of the first, which reported near the end of December 2013. Tom Mimmagh was hopeful that both cremators would be up and running satisfactory, albeit without the abatement process in place. In addition every brick had been replaced in both cremators. The new system installed had a 15 year life expectancy, subject to routine maintenance requirements.

Gareth Jones advised us that it was not illegal to operate the cremators without the abatement process, and currently the abatement equipment had been temporarily decommissioned as it was interfering with the effective operation of

the cremators. It appears that many crematoriums are operating without abatement in place. In the absence of abatement the council was obliged to pay £50.00 per cremation into a fund 'CAMEO' burden sharing scheme for each cremation which is unabated. Although later questioning revealed a slightly different figure, nevertheless it is a substantial figure for this Council to maintain while the abatement system is not operational. The income that could be achieved from mercury abatement had been costed as an income benefit to the Council in the business case for the project. It was acknowledged that everybody involved wished for a speedy resolution to the problems and the Cabinet Member was aware that the matter was of high priority and was working with officers to achieve a positive outcome.

The views of the Funeral Directors: The Directors were concerned that the council had not consulted with them about the introduction of the abatement process or during the procurement of the new cremators. They felt that they could have contributed to the process by consulting with their industry contacts across the country. They still had no trust in these cremators. They were concerned that new bricks were being replaced in new cremators! Even if both cremators were operating correctly, a cremator may have to be shut down periodically for maintenance purposes, by overloading the one cremator this could possibly risk this one failing too. In an ideal world, three cremators would be in place. They reminded the meeting that it was two years since they had had in their words 'a fully functioning crematorium'. It was mentioned that there were well known Funeral Homes from across Britain that may be interested in seeking to take on the management of crematoria, indeed some already have their own and this may prove a risk to the council. Mark Woodward confirmed that the council had a business continuity plan for the crematorium and invited Funeral Directors to participate, several names came forward.

4.4 **30th January a meeting took place between the Task Group, Rob Hainsworth, Grahame Lewis, Mark Woodward, Tom Mimmagh and Cllr. Roger Whyborn.**

Many questions were answered that came about from the Timeline of events. We were able to view the 'Pink Paper' consultants' reports. Lots of questions flowed from the task group on reading the paperwork, most were answered satisfactorily. It was good to be informed that from 20 January 2014 both cremators had been fully operational. There were still some technical issues to be dealt with, but these did not stop the cremators from working. Between 10 and 11 cremations had been taking place per day. Normal working patterns had resumed and the overtime costs had reduced. Some of the outdoor grounds maintenance team had been trained to work in the Crematorium, partly to cover long-term sickness issues and partly to cover some of the shifts required as a result of the problems that they had been experiencing. Additional agency staff had been employed to ensure that the Cemetery's appearance did not deteriorate as a result of the redeployment of CBC staff. Rob Hainsworth and his team were to be congratulated on their efforts in maintaining a good standard at the crematorium with these issues around them.

4.5 20th February the task group met with Tom Mimmagh and Mark Woodward to review Project Documentation.

The task group wished to view the tender submissions, evaluation criteria and evaluation results which resulted in the selection of the consultant. They also wished to view the evaluation criteria for evaluating the bids for suppliers of the cremators together with a summary of the results showing why Crawfords were selected.

They looked at minutes that had been taken when the tenders had been evaluated and any decisions that resulted from that meeting.

They also viewed much paperwork of project team meetings, showing how the project was managed and examples of the risk register during key stages of the project as well as copies of emails relating to the audit and procurement process. They also asked for copies of reports if any, to Cabinet Member/Board during the project and details of any Cabinet, Cabinet Member or Officer Decisions during the course of the project.

4.6 27th February the task group met on site at the Cemetery with Manager Rob Hainsworth at 8.30am.



The task group reviewed options for future parking for visitors at the Cemetery, especially when attending funeral services, which was causing great problems to the manager and his staff. They did a tour of the cemetery and viewed suggested places for parking. They viewed the overgrown bushes and trees that were damaging headstones.



Before recommendations are made on this subject, the task group were keen to make contact with the relevant officers, especially the conservation officer, to put our views forward and to hear comments. The Chair of the task group has spoken to the Conservation Officer with regard to the suggestion of taking down the flat roofed building, which comprises the waiting room and toilets at the back of the chapel and rebuild with a more sympathetic building to house new cremators and chimney flues which would be in keeping with the Victorian Chapel. This is a complex issue to address, particularly in the context of Bouncers Lane being a listed park containing listed buildings.

- 4.7 We have not yet had the time to hold a meeting with the relevant officers to discuss this through before producing this final report, but would be happy to revisit this as a task group. It is an area to be explored if new cremators could be installed at the Crematorium in the future.



4.8 Our final meeting in March was to finalise our recommendations.

5. OUR CONCLUSIONS

5.1 Selection of the consultant

At the start of the project, the project team acknowledged their lack of specialist knowledge in this area and therefore the need to appoint a consultant was identified and a tender process put in place. The tender process was correctly followed in that evaluation criteria were set and any subsequent bids were evaluated against these criteria. This evaluation was done on an 80% cost: 20% quality basis so any scoring was heavily weighted towards the cheapest bid. We were advised that a thorough evaluation of quality was completed and the successful consultant had the highest quality score according to the evidence presented to us. It was the view of the task group that this weighting was inappropriate given that a fundamental need was to bring in specialist knowledge and experience which was lacking. Given the total cost of the project, the cost of the consultant was relatively small in comparison but vital to the success of the project.

5.2 The task group reviewed the subsequent bids from the three consultants in confidential session. They noted from the documentation supplied that the consultant chosen had significant experience of carrying out feasibility studies at

- crematoria. They were also advised by officers that he was recognised in the industry as an expert and his knowledge was well respected. The task group noted that this consultant appeared to be lacking hands-on experience of project managing operational projects. Part of the scope outlined in the brief for the consultancy work was that the consultants should 'act as Project Managers for the supplying and installation of replacement cremators and associated equipment by the selected suppliers'. We therefore do not understand from the information provided to us why the consultant scored so highly on experience compared with the other tender submissions.
- 5.3 The task group specifically asked officers for notes of any face-to-face interviews with the consultant before he was appointed. Officers were not able to confirm an interview had taken place or produce any relevant documentation. They did provide us with an agenda from the pre contract consultant meeting but acknowledged this was after he had been appointed. Considering it was such an important role the task group was surprised that an interview was not carried out.
- 5.4 We were advised by Rob Bell on 14 March 2014 that officers would put together a full process report in chronological order with supporting documentation as soon as possible. A collection of documents was finally provided to Democratic Services on Monday 24/03/14. We felt the information could have been provided in a more timely and summary format to support our review.
- 5.5 Officers advised the task group that the consultant once appointed went on to do a good job in assisting the council with the tendering process, particularly in producing the tender document. Once the project moved into the design and build phase, the consultant seemed to take much more of a back step with mainly email contact and indeed his contract only required him to make five site visits and he was requested to make an additional site visit. We were advised that the consultant's visits were used to sign off relevant stages of the contract where payments were required and to address any technical issues. As the final stage of the contract was not completed the final payment to Crawfords was not made. Officers advised us that Crawfords were responsible for project managing the design and build of the new cremators and therefore the services of the consultant were not required permanently on site. The task group questioned why the council, having acknowledged that they lacked the specialist knowledge on this type of project, would then rely totally on the company installing them to provide it. Who was monitoring the quality of what was being delivered if the only specialist knowledge on site was Crawfords? We do not believe the poor quality of the work was something that was picked up by the consultant on his visits and only came to light when consultants were brought in specifically for this purpose after Crawfords had gone into liquidation.
- 5.6 One aspect of the project that did concern us was that it was as late as June 2013 before the fine detail of the maintenance contract was being negotiated with Crawfords. We were advised that the costs of the ongoing maintenance was included in the original tender. From their experience in other industries the task group members felt that this maintenance contract should have been negotiated alongside the purchase contract when the council would have been in the strongest negotiating position.

- 5.7 **The task group recommend that on future projects where the council is bringing in a consultant to offer specialist knowledge and experience the evaluation criteria should be set so that this factor is given more weighting than cost and a face-to-face interview carried out.**
- 5.8 **Consideration should be given to putting in place a maintenance contract at the same time as agreeing the purchase contract.**
- 5.9 **The tender process for the design and build of the cremators**
The task group met with officers who took them through the tendering process. Members concluded that appropriate processes were followed culminating in a meeting to evaluate the scores on all the tenders which was attended by the senior manager, Assistant Director, Rob Bell who was responsible for the crematorium at that time. The tenders were evaluated and scored with an 80% cost: 20% quality split. The task group noted that there was no Cabinet Member involvement and we will return to this point later in this report.
- 5.10 A member of the task group with experience of procurement in the computer industry, was surprised to find that the preferred supplier was selected before any site visits were carried out. Once Crawfords had been short listed as a preferred supplier, only one site visit was done. Although the site visited had similarities with Cheltenham, the actual equipment had been installed several years before and therefore was not necessarily a good test of the new equipment that Crawfords would be installing at Cheltenham.
- 5.11 The task group felt the council should have been more proactive in carrying out research themselves on Crawfords' equipment and looking beyond the literature supplied which officers advised was very impressive. When the task group met with funeral directors, the directors said they could have supplied some valuable information by contacting members of their industry across the country. When the task group raised this with officers, they advised that the consultant had consulted with the industry as part of his initial feasibility report. The task group was satisfied that all the appropriate legal and due diligence checks were carried out but there is no substitute for first-hand experience.
- 5.12 **The task group would recommend that on future projects of this size, at least two site visits are carried out to a preferred supplier and preferably another visit to the supplier with the second highest score.**
- 5.13 **Role of the Project Manager and Senior Management Involvement**
The task group were shown a project initiation document drawn up in May 2010 using a standard template. This identified Mark Woodward as the CBC project manager and Rob Bell as the project sponsor. Mark Woodward was keen to point out that once Crawfords had been appointed and the project entered the design and build phase, that Crawfords had a project manager on site and at that point the property services and the crematorium manager were also on site to deal with day-to-day issues. Mark advised us that he only rejoined the project later on.
- 5.14 It appeared from the project documentation that project meetings continued to take place on a regular basis. From the minutes we viewed, these meetings were concerned with resolving day to day issues and problems with the installation.

- There appeared to be no senior management involvement in either of these meetings. At some point senior management responsibility for the Crematorium moved from Rob Bell to Sonia Phillips, the Assistant Director Well Being and Culture and later to executive director, Grahame Lewis. We understand management has now been passed to Rob Bell as Managing Director of Ubico. The manager at the crematorium also changed during the course of the project as did legal and property representation on the project team and clearly changes in management at all levels present added complications to any project.
- 5.15 The task group were concerned that no one was standing back from the project at a management level and reviewing high-level risks and issues away from the day-to-day issues. It was only when Crawfords went into liquidation that senior management started to take a very active role in the project team meetings.
- 5.16 The task group contrasted the situation with the crematorium project with that of the other projects operating in the council at the same time. For example the Town Hall and Museum or the Leisure and Culture Trust. On these projects, the project team met regularly and had both senior management and member involvement. Given the significant cost of the crematorium project and the potential impact on the Cheltenham residents if it went wrong, the task group felt that it was lacking this level of project management and management/member steer beyond the day-to-day management on site. It was only when Crawfords went into liquidation that this started to happen.
- 5.17 At the time of the liquidation, the emphasis was on making the cremators fit for purpose through any remedial work. We noted that ex-workers from Crawfords were put in to carry out a lot of the work and the task group did question whether this presented a further risk given that the original quality of the installation was in question.
- 5.18 **The task group would recommend that all projects over a certain cost and time scale need to be fully managed according to the project management procedures adopted by the Council**
- 5.19 **Management of risk and decision-making**
When the task group examined the project documentation they were shown copies of risk logs which were reviewed at the project team meetings. Officers were keen to reassure us during several of the task group meetings that until March 2013 there was nothing to suggest that there were any real problems at the crematorium with Crawfords equipment. Indeed officers felt the project was near completion and on the point of moving from construction into a maintenance contract. It was only when Crawfords went into liquidation and consultants appointed to scrutinise the work that all the problems with the quality of the installation came to light.
- 5.20 The task group also studied the project timeline that had been supplied by officers and maintained during the course of the project which seemed to contradict this view. They noted a number of updates prior to March 2013 that could have started to ring alarm bells and certainly trigger re-evaluation of the risks.

- 5.21 We were advised that the project was added to the corporate risk register in January 2013 which brought it to the attention of the Senior Leadership Team who have a role in monitoring corporate risks and ensuring appropriate actions are taken. At that point it had a score of 16 which increased to 20 in August 2013. The task group suggested that when the crematorium was taken out of operation for two days for the installation of the new equipment, that it, in itself could have warranted an entry on the Corporate Risk Register We appreciate that it is normal for the facility to be closed on certain days for routine maintenance and staff training to take place but this was a complete replacement and therefore posed a far greater risk.
- 5.22 We understand there was a meeting held on the same day as our final meeting on 5 March 2014 with the project team, senior management and the Cabinet Member to review the risk register for the project. We requested a copy of the revised risk assessment resulting from that meeting and we are still waiting to receive this.
- 5.23 **Risks are managed at a high level by the senior manager on a project as well as the day to day project risks and added to the corporate risk register as soon as any high-scoring risks become apparent**
- 5.24 The task group also asked for records of decisions taken during the course of the project and particularly once it was known that problems were being raised. We felt some significant decisions had been taken and it was not easy to see exactly when these decisions were taken and by whom. For example the task group would have expected a report to be produced for Cabinet or the Cabinet Member when the project was first initiated and certainly when Crawfords went into liquidation. In this report officers would have set out the options, and the implications and risks and any decisions will be formally documented. There is also a process within the Council for formally documenting officer decisions. The task group can only speculate the reason for this but possibly the project was underestimated as a routine project and just part of the overall capital maintenance programme.
- 5.25 **The task group recommend that on all significant projects, decisions are logged and brought to the Cabinet or Cabinet Member at the appropriate time so that an audit trail can be maintained.**
- 5.26 **Support for the staff at the crematorium**
The task group were made aware of the tremendous efforts made by staff at the crematorium to try and keep business as usual going during all the problems they were experiencing. They were concerned about the health and safety and well-being of the staff during this difficult period. They were advised by officers that there were regular health and safety inspections to ensure that staff safety was not being compromised. Nevertheless the crematorium manager advised us that it was a very stressful period for the staff and even though the equipment has undergone extensive remedial work, they will still need a significant period of operation before they can be totally confident in the new equipment.
- 5.27 **The task group would recommend that the well-being and health and safety of staff on any operational or maintenance project are treated as a priority**

and regularly reviewed at every project meeting and staff given the opportunity to express their views.

- 5.28 **We also think the crematorium staff should be formally thanked by the Council for their significant contribution to overcome the problems with the cremators.**
- 5.29 **Cabinet Member involvement**
During the task group review it became very evident that there was little member involvement in the project and the task group were surprised at this given the cost of the project and the potential impact if unsuccessful. There was some discussion about whether the Cabinet Member should be involved in the opening of tenders. The task group were advised that in the early 2000s, Democratic Services would have called in an elected member to supervise the opening of tenders. However with the introduction of a more rigorous procurement process, a Procurement Officer took on the responsibility for this supervision. At one point a list of tender openings was displayed in the Members room inviting them to attend but as there was no take-up of this, the process was stopped.
- 5.30 Members acknowledged that the tender opening process could be seen as a purely administrative process and therefore member attendance would not add any significant value. However the task group felt it was essential for the Cabinet Member responsible to be involved in the tendering and evaluation process for a project of this size and to be fully informed before the preferred supplier was selected.
- 5.31 The task group invited the Cabinet Member Sustainability to attend our meetings. He advised us that he started to get more involved in the project when it became clear that the abatement process was having problems. This was a significant issue to him as it would affect the environmental targets that the project was setting out to achieve.
- 5.32 The task group did feel that the setting up of the scrutiny task group was perhaps a trigger for the Cabinet Member to get more involved as Members and the media started to ask more questions.
- 5.33 The Cabinet Member has advised us that he intends to bring a report back to Cabinet in May 2014 when a decision will be taken on the future of the cremators and the way forward. The task group feel that it would be important to consider the logistics of installing an additional cremator in the report, should an analysis of the business continuity plan and future demand indicate a need. The confidential consultant's report produced in December 2013 also asked the important question whether the system is fit for purpose. Even after all the remedial work this must still be a critical question for the report to address.
- 5.34 **The task group request that they are given an early sight of this report in order that they can ask their questions of the Cabinet member before it is made public.**

- 5.35 **The task group recommend that the Cabinet Member should be involved throughout in any significant projects in the area of their portfolio but particularly at the tendering stage.**
- 5.36 **Legal aspects**
The task group raised a number of questions to officers prior to their meeting on the 30 January. This included a request for an update on the current legal situation regarding recompense. They were advised in the co-ordinated written response from officers that “this is an ongoing and confidential issue and members will be briefed once the position is clearer”. The task group requested this again at their meeting on 20 February and this request was passed on to One Legal who produced a confidential advice note on the options for taking any action against the consultant or supplier. We cannot say too much in a public report but the task group were disappointed to learn that as the company went into liquidation there does not appear to be much in terms of redress via any public liability insurance. We understand this is still being pursued.
- 5.37 Officers made us aware that there were other authorities in the same position and the task group felt that every opportunity should be sought to work together with them.
- 5.38 **The task group recommend that legal options could continue to be explored particularly any joint claims with other authorities in the same position.**
- 5.39 **Communications**
The one issue that really concerned the task group was that without Councillor Ryder’s personal involvement in the funeral industry, the problems at the crematorium may not have been brought to the attention of both elected Members and the public. They felt that the Cabinet Member/officers should not hold back in making all Members aware of problems particularly if they could have widespread impact on the residents of Cheltenham. They also felt it was important to make the public aware at an appropriate stage and to issue apologies for any problems with the services.
- 5.40 **All Elected members should be made aware of problems with potential impact across the town and the public kept informed**
- 5.41 **Further improvements at the crematorium**
The scrutiny task group were also keen to consider future improvements at the crematorium, taking into account the listed status of the grounds and buildings, and had a site visit to walk around the grounds in February this year. We were pleased to hear that the crematorium manager has already plans in place to improve the signage, the toilets and the waiting area and we have some suggestions for other improvements. Ideally we would like more time to consider and pursue these ideas but in the meantime they are set out below:
- 5.42 **The Lodge**
If the council does decide to sell the lodge building, then any financial monies should be ring fenced for improvements at the Cemetery & Crematorium.



5.43 Online booking site

As the use of new technology increases, the crematorium should consider having an online booking website. Initially this could be used to view bookings and would assist funeral directors and the public in seeing what slots were available before contacting the crematorium. The task group acknowledge the added value that crematorium staff add during the process but still feel it worth investigating the options for a more automated booking system.

5.44 New Music system

The introduction of a new music system would offer improved facilities and more choice to relatives on the type of music to be played at the services. There would be a cost and a decision would be required on whether to absorb this cost or to increase charges to the customer.

5.45 Install new loop system in the chapel – A member of the task group advised that members of the public can find it difficult to hear people who are using the standing microphone rather than the lapel microphone used by the conductor of the service. This is in both chapels but there seems to be more of a problem in the North Chapel.

5.46 Improve the parking facilities and consider the option of a new car park and improved drop-off points for people with disabilities

5.47 **Overhanging trees and shrubs**

Introduce a new policy which will advise families of an approved list of trees and shrubs suitable for the crematorium and a policy that gives discretion to the manager of the crematorium to limit their growth.

5.48 **Provision of information to the task group by officers**

Officers have attended meetings of the task group and provided information requested to the best of their abilities in tight timescales. The task group is disappointed not to have received answers to certain questions from officers in a suitable time frame and in an appropriate format. We also found it difficult to get clarity on some aspects particularly in the selection of the consultant and whether he was interviewed and we are still not clear who had overall 'project management' responsibilities for the project.

6. CONSULTATION

6.1 During the course of this review we have consulted with officers involved in this issue. The Cabinet Member Sustainability attended several of our meetings and had the opportunity to review our draft report.

7. RECOMMENDATIONS

7.1 Taking all our findings into consideration, the task group agreed a number of recommendations, namely that:

- i. **On future projects where the council is bringing in a consultant to offer specialist knowledge and experience the evaluation criteria should be set so that this factor is given more weighting than cost and a face-to-face interview carried out.**
- ii. **At an early stage, more opportunities should be provided for the industry (in this case the funeral directors) to input any technical expertise or recommendations, whilst being cautious as to their own agendas.**
- iii. **During the procurement process there should be an agreed adequate period of testing, to confirm that equipment is functioning properly before final payment is made. That the percentage of money retained for this purpose is more significant than the 5 % held back on this project.**
- iv. **Consideration should be given to putting in place a maintenance contract at the same time as agreeing the purchase contract**
- v. **On future projects of this size, at least two site visits are carried out to a preferred supplier and preferably another visit to the supplier with the second highest score.**
- vi. **All projects over a certain cost and time scale need to be fully managed according to the project management principles and procedures adopted by the Council**

- vii. On all significant projects, decisions are logged and brought to the Cabinet or Cabinet Member at the appropriate time so that an audit trail can be maintained.
- viii. Risks are managed at a high level by the senior manager on a project as well as the day to day project risks and added to the corporate risk register as soon as any high-scoring risks become apparent
- ix. The well-being and health and safety of crematorium staff on any operational or maintenance project are treated as a priority and regularly reviewed at every project meeting and staff given the opportunity to express their views.
- x. When dealing with such a significant contract in the future managers should receive full support from their Directors.
- xi. The Cabinet Member should be involved throughout in any significant projects in the area of their portfolio but particularly at the tendering stage.
- xii. Legal options could continue to be explored particularly any joint claims with other authorities in the same position
- xiii. All Elected members should be made aware of problems on projects of this nature with potential impact across the town and the public kept informed
- xiv. The following recommendations for improving the crematorium should be explored:
 - ring fencing any finance secured from the sale of the Lodge for these improvements
 - online booking system, initially for viewing bookings
 - new music system
 - new loop in the chapel
 - improved parking facilities
 - improved drop-off facilities for the disabled
 - introduce a policy on overhanging trees and shrubs
- xv. The abatement cleansing issue is dealt with swiftly as this Council cannot sustain the significant amount of payment into the CAMEO fund for not being compliant, which we are not at this present time.
- xvi. That the crematorium staff are formally thanked by the Council for their significant contribution to overcome the problems with the cremators

8. PROGRESSING THE SCRUTINY RECOMMENDATIONS

- 8.1 In terms of the reference set for us by the O&S committee, we feel confident that these have been met. As a task group we feel it is important that we continue to

monitor the ongoing situation at the crematorium and we would be happy to reconvene if the O&S committee feels it is appropriate.

- 8.2 The task group request that they are given an early sight of the report to Cabinet on this issue in order that they can ask their questions of the Cabinet Member before it is made public.
- 8.3 We would also request that the information requested by the task group and still outstanding is made available as soon as possible.

Report author	Councillor Chris Ryder, Chair of the scrutiny task group Contact officer: Rosalind Reeves, Democratic Services Manager, Rosalind.reeves@cheltenham.gov.uk, 01242 77 4937
Appendices	1. The One page strategy for this review
Background information	None



SCRUTINY TOPIC REGISTRATION

Date: 25th November 2013	
Name of person proposing topic:	Cllr.Chris Ryder
Contact:	01242 526464 07808292143
Suggested title of topic:	Performance measures at Cheltenham Crematorium and Cemetery – Now & in the Future.
What is the issue that scrutiny needs to address?	
<p>To request 'Who project managed' the refurbished cremators, who signed off the works when completed, were they ever completed to the standard that was expected within the contract? Are the cremators running efficiently? Is Cheltenham Borough Council compliant with pollution laws? To look at our risk assessment and policies, regarding cremators. If there were to be an emergency with any of the cremators within the Chapel, how this would be addressed for the safety of the workforce and public. If the cremators had to be shut down, what measures are in place to cover for this eventuality? Would we satisfy the Funeral Homes which may affect users up to a radius of 25 miles or more?</p> <p>Better consultation with clients: Funeral Directors on behalf of the general public.</p> <p>To ensure Ground maintenance is kept in good order with the resources at hand. Can scrutiny look to see if a policy can be adopted to deter the planting of large bushes/trees which cause unnecessary damage to headstones and look unsightly when not maintained by families.</p> <p>To increase car parking areas for mourners.</p> <p>To ensure that we continue to follow CBC policy of 'Duty of Care' to our staff who perhaps go above their call of duty when working within this environment.</p>	
What do you feel could be achieved by a scrutiny review (outcomes)	
<p>To ensure Cheltenham Borough Council gain the Confidence and Trust of their Clients, the funeral directors who are invoiced via CBC on behalf of the general public.</p> <p>Ensure that Cheltenham Borough Council Cremators are working to full capacity. Not putting unnecessary pressure on work force at the Cemetery. Ensure the Abatement cleansing issue is dealt with. To recommend a solution to car parking issue. Cheltenham is fortunate to have this Victorian Building and Grounds. A clear budget needs to be addressed for such maintenance issues raised above, not just rely on money in the general property maintenance division.</p>	

<p>To be able to provide a good quality dignified service to the many families across the Borough and surrounding areas that use these facilities at difficult times in their lives.</p>	
<p>If there a strict time constraint?</p>	<p>This is an urgent topic to be addressed</p>
<p>Is the topic important to the people of Cheltenham?</p>	<p>Very important</p>
<p>Does the topic involve a poorly performing service or high public dissatisfaction with a service?</p>	<p>I understand that the workforce within this division at CBC has performed their duties admirably so that a decent standard of service has followed. Some Funeral Directors may have a different view on the matter, but praise the staff, especially the Manager. There is always room for improvement.</p>
<p>Is it related to the Council's corporate objectives?</p>	<p>Yes</p>
<p>Any other comments:</p> <p>I am happy to lead/be a member to discuss this important topic, to find solutions to questions being asked about the maintenance programme within this sensitive area.</p>	

**Cheltenham Borough Council
Overview & Scrutiny Committee
3 April 2014**

**Scrutiny Task Group Review – Hidden Deprivation in our Town
Centre
Covering Report**

Accountable member	Councillor Chris Coleman, Chair of the Scrutiny Task Group
Accountable officer	Richard Gibson, Strategy and Engagement Manager
Executive summary	<p>At its meeting on 18 February November 2013 Overview & Scrutiny Committee commenced a review of Hidden Deprivation in our Town Centre. A Scrutiny Task Group (STG) was set up and the findings and recommendations of that Group are set out in detail in the attached Scrutiny Task Group Report.</p> <p>The committee is asked to agree the recommendations ahead of them going to Cabinet for approval. As this will not be until June or July, officers will have chance to explore the recommendations in more detail and to provide advice to Cabinet Members in how best to implement the recommendations.</p> <p>In addition, as the STG acknowledges has not yet had chance to consider education and health impacts on town centre residents, the group is seeking advice from O+S about whether the group should continue to meet to look into these issues or whether a revised STG terms of reference should be brought forward.</p>
Recommendations	<p>That Committee agrees the recommendations set out in the Scrutiny Task Group Report and recommends to Cabinet that:</p> <ol style="list-style-type: none"> 1. The recommendations relating to the work of the Town Centre Neighbourhood Coordination Group (NCG) (1 and 12) are passed to the Group coordinator to action; 2. The recommendations relating to the reducing alcohol related violence (2) and the late night levy (3) are passed to the relevant cabinet member to action; 3. It be noted that the action relating to developing a collaborative approach to drug dealing (4) is already a commitment within the 2014-15 corporate strategy with the Deputy Chief Executive being the lead officer; 4. The recommendation to licence all private rented sector accommodation in the borough (5) and introduce a more pro-active enforcement regime (7) is passed to the relevant cabinet member to action within the scope of the commissioning review

looking at public protection and private rented sector housing;

5. The recommendation in respect of the housing advice service (6) is passed onto the relevant service manager to action in conjunction with County Community Projects;
6. The recommendations in respect of waste and recycling services (8, 9 and 10) are passed onto the relevant director to action;
7. The recommendation in respect of supporting community environmental action (11) is taken forward by the relevant director to administer.

Financial implications	Officers will be requested to assess the financial implications before the report goes to Cabinet. Contact officer: , @cheltenham.gov.uk, 01242
Legal implications	Legal advice will be provided in due course and as appropriate on those actions set out in the recommendations which are agreed by Cabinet and taken forward. Contact officer: peter.lewis@tewkesbury.gov.uk, 01684 272012
HR implications (including learning and organisational development)	Officers will be requested to assess the HR implications of the recommendations regarding staff management before the report goes to Cabinet. Contact officer: , @cheltenham.gov.uk, 01242
Key risks	The key risks associated with the 12 recommendations will be set out on the Cabinet report.
Corporate and Community Plan implications	The recommendations from the STG could help the council deliver six of its corporate strategy outcomes: <ul style="list-style-type: none"> • Cheltenham has a clean and well-maintained environment. • Cheltenham’s natural and built environment is enhanced and protected. • Communities feel safe and are safe. • People have access to decent and affordable housing. • People are able to lead healthy lifestyles. • Our residents enjoy a strong sense of community and involved in resolving local issues.
Environmental and climate change implications	None identified at this stage
Property/Asset Implications	None identified

Report author	Contact officer: Richard Gibson Strategy and Engagement Manager 01242 235354 richard.gibson@cheltenham.gov.uk
Appendices	1. Task Group report (including its appendices)

SCRUTINY TASK GROUP REPORT

HIDDEN DEPRIVATION IN OUR TOWN CENTRE

APRIL 2014



1. INTRODUCTION

- 1.1 This report summarises the work of the Scrutiny Task Group (STG) set up to look at the issue of hidden deprivation in our town centre. The group met on 9 occasions and have brought back 12 recommendations for Scrutiny to consider covering four subject areas:
- Crime and disorder
 - Housing
 - environmental quality
 - community integration
- 2.1 The review came about due to elected members becoming increasingly aware of the issues of deprivation that affect those people living in the town centre. Although it is well known that there are areas of “multiple deprivation” in Cheltenham (with parts of St. Pauls, St. Marks and Hesters Way in the 10% most deprived areas nationally), as the numbers of people living in the town centre are much smaller, this does not get picked up in the maps of deprivation. Hence the title – “hidden deprivation.”
- 3.1 The group hoped to consider the degree to which living conditions in the town centre were characterised by the following issues:
- Crime and disorder associated with the night-time economy.
 - Transient communities which can impact on community resilience and cohesion.
 - Residents living in private rented accommodation in buildings that have been subdivided into houses in multiple-occupation or in flats above shops.
 - Higher than average unemployment rates
 - Poor physical and mental health.
- 4.1 By undertaking the review, the group hoped that by having a better understanding of the issues may assist the council and partners in considering how services are delivered to people living in the town centre; and make changes so we are not disadvantaging these residents.



2. MEMBERSHIP AND TERMS OF REFERENCE

2.1 Membership of the task group were as follows:

- Councillor Chris Coleman (Committee Member)
- Councillor Barbara Driver (Committee Member)
- Councillor Paul McLain (Committee Member)
- Councillor Jon Walklett (Guest)
- Richard Gibson (Officer)
- Bernice Thomson (Co-Optee)
- Caroline Walker (Co-optee)

2.2 The terms of reference were agreed by the Overview and Scrutiny Committee on 18 February 2013



3. METHOD OF APPROACH

3.1 The scrutiny task group (STG) met on 9 occasions:

Date	Purpose	Invitees
May 2013	Agree terms and approach	None
June 2013	Crime and Disorder	C/Insp Steve Gillet (Police) Insp Tim Waterhouse (Police) Trevor Gladding (CBC)
September 2013	Private rented housing	Mark Nelson (CBC) Mike Redman (CBC)
October 2013	Walk-about	Khal Dhalech (CBC) Glyn Jones (CBC) Martin Levick (CBC)
November 2013	Review of progress and next steps	None
December 2013	Waste collection and environmental quality	Rob Bell (Ubico) Tammy Beach (Ubico) Scott Williams (Joint Waste Team) Yvonne Hope Public Protection (CBC)
January 2014	Attended Town Centre Neighbourhood Group (NCG) to discuss crime and disorder	None
February 2014	Review and draft submission for O+S	None
March 2014	Review and draft report for O+S	None



4. OUR FINDINGS AND RECOMMENDATIONS

Issue	Crime and disorder
What we did	<p>The STG reviewed crime data in the town centre.</p> <p>The STG discussed crime and disorder with C/Insp Steve Gillett and Trevor Gladding and the Scrutiny Task Group (STG) and attended the Town Centre NCG.</p>
What we found out	<p>In terms of crimes, shoplifting accounts for 25% of crime in the town centre, violence accounts for 13% of crime. Therefore key issues for the police are Shop lifting and the night time economy. But also aware of anti-social behaviour such as begging, street drinking, and cycling on pavements.</p> <p>The Town Centre Neighbourhood Coordination Group (NCG) is concerned about an apparent increase in visible drug dealing in the town centre and also issues like noise disturbances, domestic abuse and under-age drinking.</p>
What can we do about it and recommendations for scrutiny	<p>The council continues to support the Town Centre NCG in order that it can act as a forum for local residents and businesses to address crime and disorder issues in partnership with the police and CBC.</p> <p>The relevant cabinet member keeps an overview of the work of the reducing alcohol related violence project to ensure that it is effectively addressing levels of crime in the area associated with the night-time economy.</p> <p>The emerging outcomes for the Late Night Levy and any funding allocations reflect the need to reduce the impact of night-time economy on local residents.</p> <p>The council develops a more collaborative approach to tackling drug dealing through joining up enforcement and support agencies working on identified hot-spots</p>



Issue	housing
What we did	<p>The STG reviewed housing data in the town centre and discussed the situation with CBC officers - Mark Nelson and Mike Redman.</p> <p>The STG had a walk about around the town centre to identify housing related challenges.</p>
What we found out	<p>The service deals with 9,500 private rented properties, up 50% from 2006.</p> <p>Out of the 1,000 households in the town centre area; 64% of them are living in private rented accommodation. From the housing condition stock survey, the council knows that 38% of the private rented stock is non-decent; with 60% of this stock situated in the inner urban area.</p> <p>The main concerns for tenants are safety, security of tenure and the state of repair of their accommodation – generally being worse than in public sector rented accommodation. There is a perception that landlords can get away with poorer maintenance and management regimes as demand is higher than supply.</p> <p>In terms of statutory licensing, the council has to license any property if it's:</p> <ul style="list-style-type: none"> • Rented to 5 or more people who form more than 1 household • At least 3 storeys high <p>The council does not carry out additional licensing over the mandatory requirements; but consideration could be given to additional licensing. Other areas –such as the London Borough of Newham, have introduced selective licensing whereby all private rented sector property within a specified zone have to be licensed regardless of their occupation and size. Landlords without a licence may be prosecuted and may no longer be able to operate their business. The scheme was introduced to deal with problems of poor property management and anti-social behaviour (ASB).</p> <p>The move to licence all private rented property in Cheltenham was also identified by the Police as a positive step to help them reduce crime.</p> <p>The 50% increase in licensed premises outlined above has put significant pressures on the team to meet these statutory duties, the only discretionary work the team does is around taking action on vacant properties.</p>
What can we do about it and recommendations for scrutiny	<p>The council moves to licence all private rented sector accommodation in the borough accompanied with a pro-active approach to enforcement and brings forward plans to do this via the public protection and private sector housing commissioning review.</p> <p>The council ensures that residents are aware of and can access housing advice provided by CCP at Cheltenham First Stop.</p>

Issue	environmental quality
What we did	<p>The STG had a walk about around the town centre to identify environmental issues and any hot-spots.</p> <p>The STG also met with officers from Ubico, Joint Waste Team and Public Protection.</p>
What we found out	<p>There are a number of areas in the town centre where the quality and maintenance of the environment could be improved. The STG found graffiti in alleyways, fly-tipping, uncared for empty properties and flats where tenants have to keep rubbish indoors as there's no where to store rubbish outside.</p> <p>From discussions with officers the STG found out that certain roads now received a twice-weekly collection of food waste, general waste and recycling on a Tuesday and Friday.</p> <p>The group noted that communal waste and recycling collection points in Tescos had closed and that the one in North Place is likely to be shut whilst works take place in the New Year. The group felt that there should be more points in the town centre to help residents deal with rubbish more effectively and the corner of Grove Street, St. Pauls Street South and Henrietta Street could be possible locations – though the group would like to see waste points distributed across the whole town centre area.</p> <p>It was also noted that there are many people living in the area who might not have great English skills and who therefore might not understand the waste collection policy.</p>
What can we do about it and recommendations for scrutiny	<p>The council introduces a more pro-active enforcement regime to protect the environmental quality of the town centre – including planning enforcement, housing enforcement and street-scene - and brings forward plans to do this via the public protection and private sector housing commissioning review.</p> <p>The council and Ubico look into the possibility of installing more communal waste and recycling collection points across the town centre.</p> <p>The council, Ubico and the Joint Waste Team provide information on waste and recycling services in different languages and distribute these to houses and shops in the area.</p> <p>The council, Ubico and the Joint Waste Team explore how best to provide information to take-aways and shops in the area about trade waste collection arrangements.</p> <p>The Public Protection team work with the Town Centre NCG to support community-led action environmental action in the town centre such as community litter picks</p>

Issue	community integration
What we did	The STG reviewed census data on the different groups living in the town centre and attended a town centre NCG where integration issues were discussed.
What we found out	<p>Out of the 2,000 residents living in the area, 73% are white British, 15% are other white (European) – with around 9% of these coming from the Accession Countries. 3% are Asian.</p> <p>The Town Centre NCG have identified that BME communities in the town centre are socially isolated and have set up a social integration group.</p>
What can we do about it and recommendations for scrutiny	The Town Centre NCG continues to act as a forum for integration and cohesion for residents and businesses in the town centre and that a presentation is made to Overview and Scrutiny after the community event on 7 th June 2014.



5. DETAILED RECOMMENDATIONS:

- 1. The council continues to support the Town Centre NCG in order that it can act as a forum for local residents and businesses to address crime and disorder issues in partnership with the police and CBC.**
- 2. The relevant cabinet member keeps an overview of the work of the reducing alcohol related violence project to ensure that it is effectively addressing levels of crime in the area associated with the night-time economy.**
- 3. The emerging outcomes for the Late Night Levy and any funding allocations reflect the need to reduce the impact of night-time economy on local residents.**
- 4. The council develops a more collaborative approach to tackling drug dealing through joining up enforcement and support agencies working on identified hot-spots**
- 5. The council moves to licence all private rented sector accommodation in the borough accompanied with a pro-active approach to enforcement and brings forward plans to do this via the public protection and private sector housing commissioning review.**
- 6. The council ensures that residents are aware of and can access housing advice provided by CCP at Cheltenham First Stop.**
- 7. The council introduces a more pro-active enforcement regime to protect the environmental quality of the town centre – including planning enforcement, housing enforcement and street-scene - and brings forward plans to do this via the public protection and private sector housing commissioning review.**
- 8. The council and Ubico look into the possibility of installing more communal waste and recycling collection points across the town centre.**
- 9. The council, Ubico and the Joint Waste Team provide information on waste and recycling services in different languages and distribute these to houses and shops in the area.**
- 10. The council, Ubico and the Joint Waste Team explore how best to provide information to take-aways and shops in the area about trade waste collection arrangements.**
- 11. The Public Protection team work with the Town Centre NCG to support community-led action environmental action in the town centre such as community litter picks.**
- 12. The Town Centre NCG continues to act as a forum for integration and cohesion for residents and businesses in the town centre and that a presentation is made to Overview and Scrutiny after the community event on 7th June 2014.**

6. NEXT STEPS

- 6.1 The STG acknowledges that it has not yet had chance to consider education and health and whether there are particular issues facing town centre residents. The group seeks advice about from O+S about whether the group should continue to meet to look into these issues or whether a revised STG terms of reference should be brought forward.**

Report author	Richard Gibson, Strategy and Engagement Manager
Appendices	<ol style="list-style-type: none">1. Terms of reference2. Map of the area

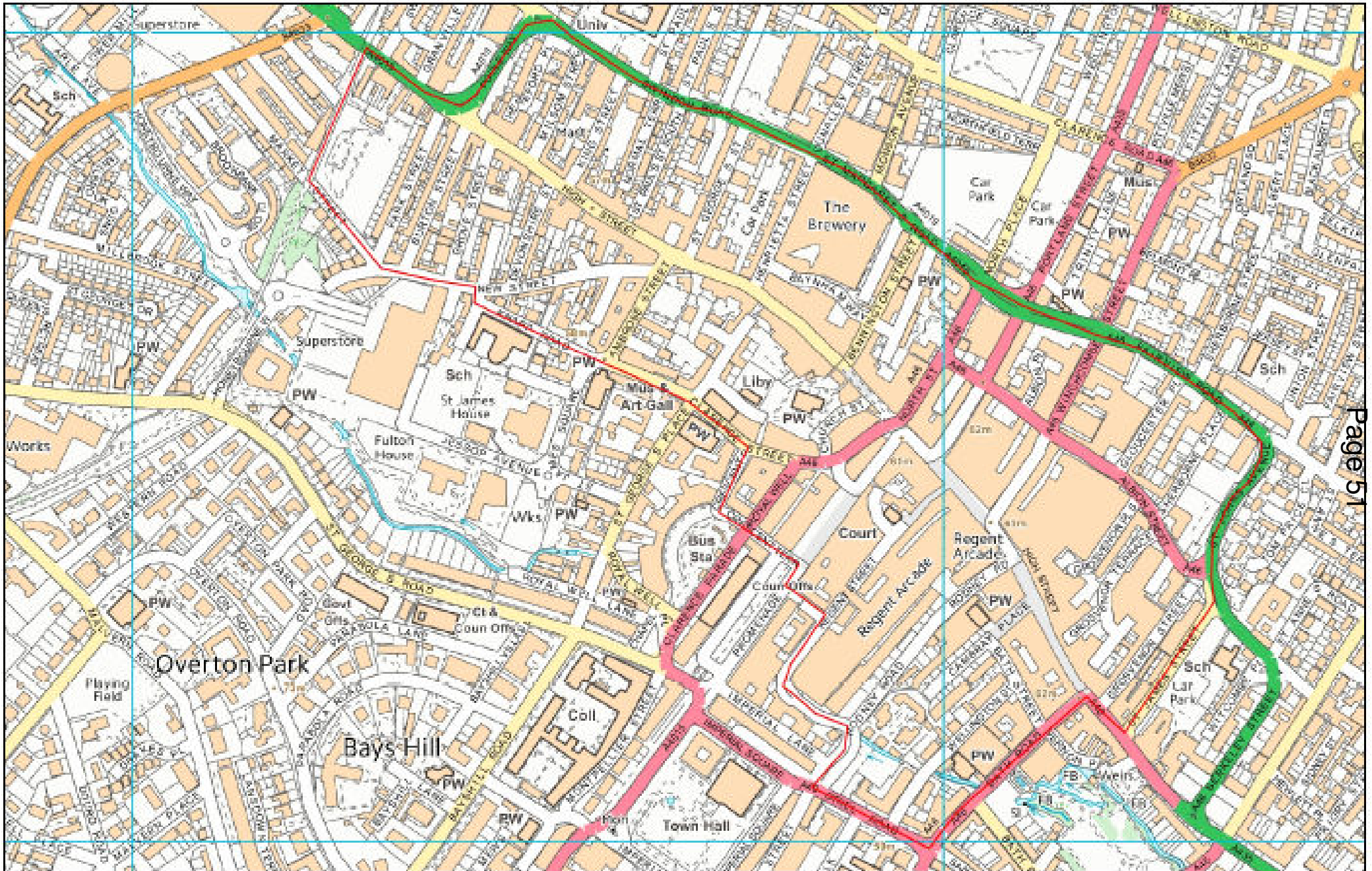


SCRUTINY TOPIC REGISTRATION

Date:	18 February 2013
Name of person proposing topic:	Councillor Barbara Driver
Contact:	01242 243862
Suggested title of topic:	Hidden deprivation in our town centre
What is the issue that scrutiny needs to address?	
<p>As elected members of the council we are aware that there are areas of multiple deprivation in Cheltenham. Parts of St. Pauls, St. Marks and Hesters Way are in the 10% most deprived areas nationally and parts of Oakley are not far behind.</p> <p>I am becoming increasingly aware of the issues of deprivation that affect those people living in the town centre – though as the numbers are much smaller, this does not get picked up in the maps of deprivation. Hence the title – “hidden deprivation.”</p> <p>I feel that living conditions in the town centre might be characterised by the following issues:</p> <ul style="list-style-type: none"> Crime and disorder associated with the night-time economy. Transient communities which can impact on community resilience and cohesion. Residents living in private rented accommodation in buildings that have been sub-divided into houses in multiple-occupation or in flats above shops. Higher than average unemployment rates Poor physical and mental health. <p>I would like to use the latest census data to understand more about living conditions in the town centre and also take time to interview local residents, businesses and work with other public sector partners (like the police) to build up our knowledge.</p>	
What do you feel could be achieved by a scrutiny review (outcomes)	
<p>At this stage, we would like to understand the issues facing people living in the town centre; we will bring our findings back to Scrutiny in July to get a steer on the next stage of the review.</p> <p>Having a better understanding of the issues may assist the council and partners in considering how services are delivered to people living in the town centre; and make changes so we are not disadvantaging these residents.</p>	
If there a strict time constraint?	No
Is the topic important to the people of Cheltenham?	Yes
Does the topic involve a poorly performing service or high public dissatisfaction with a service?	No
Is it related to the Council's corporate objectives?	Yes
Any other comments:	

OFFICER IMPLICATIONS (for office use only)

Date:	1 Feb 2013
Officer name:	Richard Gibson
Officer title:	Strategy and Engagement Manager
Contact:	01242 235354
Please give your comments on this proposed topics, for example is there any other similar review planned or in progress, are there any potential resources constraints etc	
<p>Officers would support this review; and research carried out by the task group will help us with the planned commissioning review of private sector housing.</p> <p>Also, local partners have identified that there are large numbers of vulnerable people living in private rented sector accommodation and are willing to support the council take action to understand and do something to help.</p>	



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Item	Purpose	Outcome	What is required?	Lead Officer
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MEETING DATE: 3 April 2014				
STG-Events	Follow up	Review implementation of any recommendations agreed by Cabinet in July 2013	Update report	Rosalind Reeves, DSM Chair, Councillor Penny hall
STG- Cem and Crem	Final report	Endorse recommendations and forward them to Cabinet	Report	Rosalind Reeves, DSM Chair, Councillor Chris Ryderl
STG- JCS and Planning and Liaison working group	Update	Understanding of the aims of the working group and timescales and an opportunity to ask questions	Update	Tracey Crews, Head of Planning Chair, Councillor Tim Harman
Public protection and private sector housing commissioning review – member working group	Info	Understanding of the aims of the working group and timescales and an opportunity to ask questions	Update	Jane Griffiths, Director Commissioning Cabinet Member Housing and Safety, Councillor Peter Jeffires
MEETING DATE: 3 July 2014				
Review of working groups process and update from non scrutiny working groups			Summary	Rosalind Reeves, Democratic Services Manager

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