



CHELTENHAM

BOROUGH COUNCIL

Notice of a meeting of Overview & Scrutiny Committee

Wednesday, 9 July 2014
6.00 pm
Pittville Room - Municipal Offices

Membership	
Councillors:	Tim Harman (Chair), Colin Hay (Vice-Chair), Nigel Britter, Chris Mason, Sandra Holliday, Helena McCloskey, Dan Murch, John Payne, Chris Ryder and Max Wilkinson

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 03 April 2014	(Pages 1 - 8)
4.	REVIEW OF TERMS OF REFERENCE Terms of Reference for O&S committee as set out in the Constitution	(Pages 9 - 10)
5.	APPOINTMENT OF AN O&S SUB-COMMITTEE Report of the Chair of O&S	(Pages 11 - 16)
6.	PUBLIC AND MEMBER QUESTIONS, CALLS FOR ACTIONS AND PETITIONS	
7.	MATTERS REFERRED TO COMMITTEE	
8.	FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED Health and Care Overview and Scrutiny Committee – last meeting was on 6 May 2014 Police and Crime Panel – 13 May 2014 from Councillor Helena McCloskey and any issues to raise for the next meeting on 28 July 2014.	
9.	CABINET BRIEFING	(Pages

		An update from the Cabinet on key issues for Cabinet Members which may be of interest to Overview and Scrutiny and may inform the O&S workplan.	17 - 18)
10.		GLOUCESTERSHIRE AIRPORT A discussion paper and an update from the chair of the Joint Airport Scrutiny Working Group on future governance arrangements	(Pages 19 - 20)
11.		END OF YEAR PERFORMANCE REPORT Report of the Strategy and Engagement Manager	(Pages 21 - 58)
12.		SCRUTINY ANNUAL REPORT 2013-14	(Pages 59 - 80)
13.		UPDATES FROM SCRUTINY TASK GROUPS To review the summary of scrutiny task groups Consider any new topics – a scrutiny registration form has been received from Councillor Max Wilkinson regarding cycling and walking. Officer implications to follow.	(Pages 81 - 86)
14.		REVIEW OF SCRUTINY WORKPLAN Review of latest workplan.	(Pages 87 - 88)
15.		DATE OF NEXT MEETING 8 September 2014	

Contact Officer: Rosalind Reeves, Democratic Services Manager, 01242 774937
Email: democratic.services@cheltenham.gov.uk

Overview & Scrutiny Committee**Thursday, 3rd April, 2014****6.00 - 8.05 pm**

Attendees	
Councillors:	Barbara Driver (Chair), Klara Sudbury (Vice-Chair), Andrew Chard, Nigel Britter, Colin Hay, Chris Ryder, Charles Stewart and Rob Reid (Reserve)
Also in attendance:	Councillor Penny Hall, Councillor Anne Regan, Councillor Jon Walklett, Shirin Wotherspoon, Councillor Steve Jordan, Councillor Rowena Hay, Councillor Peter Jeffries, Councillor Roger Whyborn and Councillor Chris Coleman

Minutes**1. APOLOGIES**

Apologies were received from Councillors Sandra Holliday and Helena McCloskey. Councillor Rob Reid attended the meeting as a substitute

2. DECLARATIONS OF INTEREST

None received.

3. MINUTES OF THE LAST MEETING

The minutes of the meeting held on 3rd March 2014 were agreed as a true record of that meeting.

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 meeting held on the 4th March. The HCOSC continues to monitor the provision of emergency and urgent care following the changes at Cheltenham General Hospital (CGH). A full report was given by the Clinical Director for Emergency Services who gave a presentation setting out the reasons for the change. There had been considerable difficulties in recruiting middle grade A & E Doctors to supervise junior doctors and this impacted on the training requirements that came into force on 29/7/2013. The challenges of recruiting middle grade A&E doctors still persist and is a nationwide issue.

The A & E department remains open between 8 pm and 8 am for walk in Patients and those referred by their GP and is staffed by nurse practitioners.

The GP Out of Hours Service is co-located with the Emergency Department at CGH overnight and there are criteria which determine whether a patient could still be "Blue Lighted" to CGH if necessary.

"Healthwatch Glos" have been invited by the Gloucestershire Care Commissioning Group to be part of the review which considers both the data and at the "patient experience ". The evidence does not indicate any increase in patient complaints but it is important to ensure that accurate information is gathered.

Councillor Hall reported that the Deputy Director Delivery for South Western Ambulance Services was confident that the service was not detrimental to patients. All ambulance crews were now clear as to which patients could be taken to CGH within the new Criteria. Ambulance waiting times have improved.

Further guidance from the National Review of Urgent Care led by Professor Bruce Keogh which aims to improve quality and minimise unnecessary demand on hospitals is due in summer this year & GCCG & the Health Community will bring reports to HCOSC on the local implications.

Councillor Hall raised the question of public perception surrounding the changes at CGH; many people felt that the future of the hospital was in question and that its A & E department may be downgraded to a Minor Injuries Unit. Professor Clair Chilvers reassured the committee that there was no intention to downgrade CGH. She stated that it was clear that it was not possible to fit a "mega" department on just one site whether it was Cheltenham or Gloucester. She also informed members that the Hospitals Trust took the view that the reconfiguration of the service had improved the service,

The next review will take place in July.

7. CABINET BRIEFING

Councillor Steve Jordan presented an update as outlined in the Briefing Paper circulated with the agenda. He confirmed that the extended period of consultation on the Sexual Entertainment Venues Policy would commence in mid-April and run for twelve weeks.

8. UPDATE FROM UBICO ON ANNUAL PERFORMANCE

The Chair welcomed Rob Bell, Managing Director of UBICO, to the meeting to give an update on the company's annual performance. Rob Bell reminded the meeting that UBICO was set up as an arms-length company by Cheltenham Borough Council in partnership with Cotswold District Council following consultations to determine the most efficient and cost effective way to deliver environmental services. An Annual Report was available to members detailing the company's performance but, in summary, its performance had exceeded its financial targets. The business case set a target of £503,000 savings for its first year whereas the actual savings were £1.29 million over both authorities. Cheltenham Borough Council had made savings of £700,000, some of which is being held in reserve for future development.

The company is still awaiting its final figures for the financial year which has just ended but it would appear that Cheltenham Borough Council has made an additional £92,000 saving with £200,000 efficiency savings; the cumulative

savings of the two year period to Cheltenham Borough Council is over £1 million and the company is on target to deliver £5 million savings across the partnership within 5 years.

UBICO's general performance is closely monitored and no major issues have been identified over the last year. There are inevitably some problems that arise but these are relatively few and the company works quickly to remedy them.

In response to questions from members, Rob Bell informed the meeting that UBICO is constantly planning how best to use its resources to meet local needs. He undertook to discuss any particular issues raised by members with his Operations Manager.

A member suggested that UBICO should consider the use of smaller vehicles for ease of access to some areas,

The council operates a kerbside sorting scheme. Although this is a slower process and has higher collection costs, the council is able to sell the waste at a higher price than unsorted material; the Joint Waste Team is reviewing this practice. The recycled material is currently sold within a fixed contract and the Joint Waste Team will consider the viability of selling it on the open market to maximise revenue. It is a strategic objective to pool material from a number of authorities to increase the volume of material to sell.

Unlike Tewkesbury Borough Council, Cheltenham does not accept tetrapaks in its kerbside collections but they are accepted at bring sites. The council, Joint Waste Team and Ubico are considering expanding the number of items that will be collected. The bring sites, especially that at Bath Road, are closely monitored and UBICO works closely with the Public Protection Team to enforce any unauthorised deposits.

UBICO receives any complaints or comments from the public via the Municipal Offices. At present 99.8% of all collections are made on time. Rob Bell informed the meeting that although the weather has not been severe this winter, UBICO has reviewed its practices following the extreme weather in 2013 and has held exercises to test its contingency plans. The service ran smoothly during the very wet period earlier this year.

Several members expressed concern over the efficacy of UBICO's street cleaning operations. Rob Bell explained that UBICO worked closely with individual communities, was flexible in what days it undertook its cleaning operations and, since street clearances to facilitate thorough cleaning is not part of its routine service, it deals with requests to deep clean areas on a priority basis.

The chair thanked Rob Bell and it was agreed that he would be invited to attend the Committee in Autumn to provide a further update.

9. PUBLIC PROTECTION AND PRIVATE SECTOR HOUSING COMMISSIONING REVIEW

Councillor Peter Jefferies, Cabinet Member for Housing and Safety, informed the meeting that the review of public protection and private sector housing was one of a range of commissioning reviews which have been undertaken by the

council. It covered the full range of services undertaken by the public protection team and the built environment enforcement team including environmental health, community safety, licensing, private sector housing, enforcement, lifelines and disabled facilities grants.

and the review had formulated a range of possible outcomes that will be presented in a report to Cabinet.

A member steering group had been set up to assist with the review and to provide a sounding board to himself as Cabinet Member. The project team had to work to very challenging timescales and take in a lot of information and he thanked members of the working group and officers for their hard work.

There were overlaps between this commissioning review and two scrutiny task groups looking at dog fouling and deprivation. He advised that currently 1700 vulnerable people were housed in the private sector.

A range of outcomes were identified building on outcomes from previous reviews as well as new outcomes based on specific needs. The review then assessed two delivery models; a shared service with our GO Shared Service partners and an in-house proposal.

Having completed the assessment of the two proposals, the project team concluded that neither the shared service nor the in-house proposal would best meet our outcomes at this current time.

Instead, the review team has concluded that a much wider in-house proposal be developed that would bring into scope all the services under the Environmental and Regulatory Services Division – as originally agreed by Council in July 2013.

A member asked what had been the underlying aims of the commissioning process – was it service enhancement, resilience or cost savings.

Jane Griffiths, Director of Commissioning, informed the meeting that the reviews had initially considered how best to achieve financial savings but had also conducted a needs analysis and had taken into account what the members had felt to be important. The following issues were identified as priorities: reducing the number of unsuitable private sector premises, ensuring that older tenants had suitable accommodation, managing the night-time economy, ensuring visible enforcement using officers with local knowledge and to protect the town's resources.

It was noted that the report would be going to Cabinet on 15 April 2014.

10. UPDATES FROM SCRUTINY TASK GROUPS

An update on progress of all the scrutiny task groups had been circulated with the papers.

(A) JCS Planning and Liaison

A written update was circulated to members with the agenda. Councillor Tim Harman was not at the meeting and no further information was available.

Councillor Nigel Britter, chairman of the s106 Scrutiny Task Group and Councillor Hay, who has proposed a task group to consider the protection of

public houses, both felt that it was important to review the terms of reference of all those task groups whose work contributes to the development of the Local Plan to ensure the most efficient use of resources and to reduce any possible overlap.

Rosalind Reeves, Democratic Services Manager, and Shirin Wotherspoon, One Legal, agreed to look at resourcing of these task groups and discuss the matter further with officers from planning and the chairs of each task group. Proposals can then be brought back to the Overview and Scrutiny Committee meeting in July for agreement on the revised terms of reference.

(B) Cemetery and Crematorium

Councillor Chris Ryder presented the Scrutiny Task Group's final report following a review set up by the Overview and Scrutiny Committee in its meeting of 25th November 2013.

Councillor Ryder informed the members that a few matters contained in the report were still waiting resolution and hoped that the Cabinet would pursue those items in due course. She highlighted to members that although the cremators were working satisfactorily currently this was without the abatement system and clarity was needed on the implications if the council was to come out the CAMEO scheme.

She thanked her fellow task group members and Rosalind Reeves for her support to the group. The chair also thanked those involved for the excellent practice adopted.

Councillor Roger Whyborn, Cabinet Member, assured the meeting that Cabinet would review the recommendations contained in the report when he would provide his response to the task group report. In the meantime he said that the task group report had been very helpful in highlighting particular issues though there were one or two areas where he felt the task group had not fully understood how the procurement process works. Regarding the reference in the task group report to a Cabinet report in June he clarified that this would not be a report but a briefing paper on the way forward for the cremators.

RESOLVED THAT

The recommendations of the Cemetery and Crematorium Scrutiny Task Group be endorsed for onward recommendation to Cabinet in June.

(C) Events

Councillor Penny Hall reported on the Events Submission Scrutiny Task Group whose report had been considered by the Cabinet on 5/2/2013. The task group had been set up to scrutinise how Cheltenham Borough Council determined which events to approve and had recommended that an Event Consultative Group (ECG) be established. The ECG was set up in January 2013. The processes now in place for approving events has led to significant improvements although Councillor Hall acknowledged that there are occasions where things can still go wrong. The situation is monitored in order to improve the system.

She had written to all councillors asking for their feedback and some had responded that they had not been aware of any ECGs for their ward.

Councillor Hall referred to an e-mail she had received from the Business Support and Licensing Team Leader, Louis Krog, who confirmed that councillors had been attending but not every councillor would have had an ECG in their ward. As chair of the events consultative group his view was that the newly adopted events process had significantly improved the way the Council deals with events. In 2013 the Council was notified of 104 events via the new process and thus far in 2014 there has been 21. He advised that for the vast majority of events officers were able to deal with them informally with about 1 in 5 requiring an ECG meeting. The new procedure had also resulted in better managed/run events because the event organisers have the benefit of an audience with professional officers who can advise, answer questions and direct people. He concluded that the newly adopted events process had significantly improved the way the Council deals with events.

Councillor Hall echoed that view and thanked the members of the scrutiny task group for the successful conclusion of their work with officer support from Rosalind Reeves and Saira Malin.

(D) Section 106

Please see Agenda item 10 a)

(E) Hidden Deprivation in the town centre

Councillor Chris Coleman presented the latest report from the Task Group on the Hidden Deprivation in the Town Centre. There was a debate on whether this report was the Task Group's final one and if so, whether the recommendations should be considered for endorsement. It was felt that the task group had more work to do and Councillor Coleman requested that the group meet again to reconsider its recommendations and to determine if the group should also report on health and education matters.

This was agreed by the Committee.

11. REVIEW OF SCRUTINY WORKPLAN

The Committee reviewed the workplan and agreed that it would identify the task groups that are associated with the Joint Core Strategy. Rosalind Reeves undertook to do some preparatory work in advance of the meeting to identify resource requirements. She also informed the committee that she would include a session on effective scrutiny task groups as part of the member development programme.

Councillor Whyborn informed the meeting that he would consider the recommendations in the cemetery and crematorium report and report back on the procurement policy after that.

The chair informed the meeting that Severn Trent Water would be willing to give a presentation to all members in respect of its two year plan to update the drainage and sewerage systems. A member questioned why such a presentation should be restricted to the O&S committee. The chair advised that she had met the company in her capacity as chair of O&S and added that all members are welcome to attend O&S meetings.

12. DATE OF NEXT MEETING

The next meeting of the Overview and Scrutiny Committee will take place on 3rd July 2014.

The meeting closed at 8.10pm.

Barbara Driver
Chairman

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

¹ Rule 14 Overview & Scrutiny Rules (see Part 4D)

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

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

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

Cheltenham Borough Council
Overview and Scrutiny Committee – 9 July 2014
Appointment of an O&S sub-committee
Report of the chair of O&S

Accountable member	Chair of Overview and Scrutiny, Councillor Tim Harman
Accountable officer	Democratic Services Manager, Rosalind Reeves
Ward(s) affected	Not applicable
Key Decision	Not applicable
Executive summary	The new arrangements for Overview and Scrutiny which were considered by Council in December 2011 and March 2012 made provision for the O&S committee to set up one or more sub-committees in support of its functions. As the committee meets bi-monthly it is anticipated that sometimes there might be a need to set up a scrutiny task group (STG), consider a call-in request or receive recommendations from a STG as an urgent matter. A sub-committee could be set up for this purpose as it would facilitate the arrangement of an urgent meeting at short notice and ensure the item of business was dealt with expeditiously.
Recommendations	<p>It is recommended that the Overview and Scrutiny Committee (O&S)</p> <ol style="list-style-type: none"> 1. Establish and appoint members to the Overview and Scrutiny sub-committee in accordance with political proportionality (2 Lib Dem, 1 Conservative and 1 PAB) including substitutes. 2. Agree that the functions of the sub-committee are as set out in Appendix 2. 3. Consider whether they wish to appoint the chairman and vice chairman of the sub-committee.

Financial implications	<p>The sub-committee will be supported by Democratic Services from existing budgets and there are no financial implications.</p> <p>Contact officer: Paul Jones, Head of Financial Services (Go Shared Services), paul.jones@cheltenham.gov.uk, 01242 77 5154</p>
Legal implications	<p>Section 21 LGA2000 permits O&S committees to appoint and arrange for discharge of functions by one or more sub-committees.</p> <p>Contact officer: Peter.Lewis, Head of Legal Services peter.lewis@tewkesbury.gov.uk, 01684 272012</p>

HR implications (including learning and organisational development)	The sub-committee will be supported by Democratic Services using existing resources and there are no HR implications. Contact officer: Julie McCarthy, julie.mccarthy@cheltenham.gov.uk, 01242 264355
Key risks	None
Corporate and community plan Implications	The sub-committee will ensure that the business of overview and scrutiny is carried out expeditiously.
Environmental and climate change implications	None

1. Background

- 1.1 The new arrangements for Overview and Scrutiny considered and approved by Council in December 2011 and March 2012 made provision for the main committee to set up one of more sub-committees in support of its functions. This is referred to section 2.7 of Part 4D – Overview and Scrutiny rules in the Council’s constitution.
- “O&S Committee may, for the purposes of carrying out or advising it on any of its functions, appoint one or more sub-committees, and may, but need not, appoint the chairman and vice-chairman of the sub-committee(s).”**
- 1.2 An indicative terms of reference for such a sub-committee were included in the report on the Review of the Constitution which was approved by Council in March 2012. An updated version of these terms of reference is attached as Appendix 2.
- 1.3 The rules of political proportionality apply to the sub-committee and the committee has the power of appointment of substitute members to the sub-committee.
- 1.4 As the committee meets bi-monthly it is anticipated that sometimes there might be a need to set up a STG, consider a call-in request or receive recommendations from a STG as an urgent matter. It was considered that a sub-committee could be set up for this purpose as it would facilitate the arrangement of an urgent meeting at short notice and allow any business to be dealt with expeditiously.
- 1.5 This sub committee was first set up in July 2012 by the Overview and Scrutiny Committee and has not had to meet since that date. However, it is still prudent to set one up should the need for urgency arise.

2. Reasons for recommendations

- 2.1 See above

3. Alternative options considered

- 3.1 Any business would need to wait until the next scheduled meeting of the Overview and Scrutiny Committee or set up an additional meeting of the committee. It was envisaged that this would be more difficult given the number of members involved and a smaller sub-committee would facilitate the process.

4. Consultation and feedback

4.1 Discussed by the Constitution Working Group during their review of the constitutional changes required to support the new O&S arrangements

5. Performance management –monitoring and review

5.1 By the Overview and Scrutiny Committee

Report author	Contact officer: Rosalind.Reeves, Democratic Services Manager, Rosalind.reeves@cheltenham.gov.uk, 01242 774937
Appendices	1. Risk Assessment 2. Functions of a sub-committee
Background information	1. Constitution Section 4 D: Overview and Scrutiny Rules

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
	If a sub-committee is not appointed, then an urgent item of business could not be dealt with in the required timescales or all members of the main committee would need to attend a special meeting for a single item of business.	O&S chair	01/07/2012	3	3	9	Reduce	Set up a sub-committee	16/07	Dem Services Mgt	
<p>Explanatory notes</p> <p>Impact – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical)</p> <p>Likelihood – how likely is it that the risk will occur on a scale of 1-6 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability)</p> <p>Control - Either: Reduce / Accept / Transfer to 3rd party / Close</p>											

OVERVIEW & SCRUTINY SUB-COMMITTEE
Functions
General
<ul style="list-style-type: none"> undertake the functions set out below together with such specific functions or tasks as are allocated from time to time by O&S Committee
Scrutiny Task Groups (STGs) and Call-in
<p><i>Where an urgent decision¹ is required and (1) the O&S Committee chairman (or, in their absence, the vice-chairman or in their absence the Group Leaders acting collectively) agrees that the decision is urgent, and (2) it is not, in the view of the Proper Officer, practical to convene a quorate meeting of O&S Committee -</i></p> <ul style="list-style-type: none"> establish time limited STGs to carry out in-depth reviews of a particular issue, set the size and high level terms of reference and agree reporting lines (to the Sub-Committee, O&S Committee or other appropriate body) for recommendations consider call-ins² and decide appropriate action (including the establishment of STGs) receive reports from STGs and make recommendations to Cabinet, Council, committee (including O&S Committee) or other appropriate body (including commissioning boards)
Scrutiny processes
<p><i>When considering call-ins and considering reports from STGs -</i></p> <ul style="list-style-type: none"> question Cabinet Members, committees, the Chief Executive, Executive Directors, Directors or representatives under joint arrangements regarding decisions taken, service delivery, initiatives or projects question, call for and gather evidence from any external person or organisation (with their consent) in order to carry out the scrutiny process make reports and recommendations to Cabinet, Council, a committee or other appropriate body arising from the outcome of the scrutiny process

¹ Defined in Article 13

² Rule 14 Overview & Scrutiny Rules (see Part 4D)

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Briefing for Overview and Scrutiny Committee 9 July 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.

Cemetery & Crematorium

The final report of the scrutiny task group was presented to cabinet on 24th June. While the work of the group was welcomed, the implications of the problems with the cremators since the report was written need to be considered as well. There will be a report to 16th September cabinet to recommend what happens next and this will include the option of replacement. While the work of the task group is complete, Chris Coleman is proposing to set up a cabinet working group to help with the emerging project and make use of the experience gained by the group.

Rail Issues

CBC has responded to a consultation by First Great Western supporting some minor reductions in journey times to and from Paddington. These would commence from May 2015 and result from work on re-doubling of the Swindon/Kemble line now reaching completion.

The whole Greater Western franchise is due for renewal in 2016. O&S may wish to set up a task group to look at what issues Cheltenham should be lobbying for as part of the new franchise. This would include understanding how this links with proposals to refurbish Cheltenham Spa station being proposed by the Cheltenham Development Taskforce.

2020 Vision

The cabinet has now agreed to CBC joining the programme board for this project as discussed at the member briefing session on 23rd June. The aim is to work up a business case by October 2014 to help decide whether to proceed. A key issue will be how each council maintains its independence and how members are involved when any new structure is in place. Which are the important issues for Cheltenham? Would a task group be useful?

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Information/Discussion Paper

Overview & Scrutiny - 9 July 2014

Gloucestershire Airport Governance Arrangements Review

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

1. Why has this come to scrutiny?

- 1.1 To update members on the delivery of the Airport Governance Arrangements Review, undertaken by York Aviation Limited (YAL), jointly commissioned by the Airport shareholders.
- 1.2 To give members an opportunity to agree what involvement they would like in future scrutiny of the Airport.

2. Summary of the Issue

- 2.1 A review was jointly commissioned by the Airport Shareholders to review the governance arrangements for Gloucestershire Airport. The review was carried out by YAL and the report of their recommendations, approved by the Shareholders and Airport Board, is going to Cabinet on 21 July 2014 together with a covering report from the Leader.
- 2.2 The reports to Cabinet are confidential due to their commercial sensitivity but are available to committee members on request. If members wished to discuss any points in the report then the committee would need to go into exempt session.
- 2.3 The recommendations from the review will be presented to the Joint Airport Scrutiny Working Group on 2 July 2014 and the chair of the group, Councillor Tim Harman can give members an update at the committee.

3. Next Steps

- 3.1 As a shareholder of the airport there will continue to be matters to consider going forward. The committee is asked to consider what level of scrutiny involvement they would like and how this would be achieved.

Background Papers	Report to Cabinet 21 July 2014 (Exempt)t
Contact Officer	Jane Stovell, Business Development Team, 01242 264367, jane.stovell@cheltenham.gov.uk
Accountability	Leader, Councillor Steve Jordan
Scrutiny Function	Overview and Scrutiny committee

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Information/Discussion Paper

Review of the council's performance at end of 2013-14

Overview and Scrutiny Committee

9 July 2014

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

1. Why has this come to scrutiny?

- 1.1 To review the corporate performance of the organisation at the end of the financial year 2013-14 in order that Cabinet can agree the report at its meeting on 15th July 2014.
- 1.2 To make any comments and observations on the presentation of the performance information.
- 1.3 To make requests for further information where this might clarify understanding of corporate performance.

2. Background

- 2.1 The performance report takes information and data from our performance management system to provide elected members with an overview of how the council is performing. This enables elected members to input into discussions about how to resolve areas where there maybe performance concerns and also to recognise where performance is better than expected.
- 2.2 The report summarises how the council performed in regard to the published milestones, performance indicators and outcomes set out in the 2013-14 action plan that was agreed by Council on 25th March 2013.
- 2.3 The full performance report is attached as appendix A.

3. 2013-14 Performance Overview

Corporate Strategy milestones

In the 2013-14 action plan, we identified 94 milestones to track our progress. Out of these:

- 68 (72%) of milestones are complete.
- 19 (20%) milestones are amber ie the original date was not hit but there are firm plans in place to deliver the milestone in a reasonable timescale.
- 7 (7%) milestones are red and were not completed at year end.

The 7 red milestones relate to four projects; the Cheltenham Plan, Smart Metering, Bridging the Gap, and the Accommodation Strategy. In detail, they are:

Milestones

ENV6b Commence public consultation on draft Cheltenham Plan (non-statutory)

ENV7a Explore the potential for Smart metering to help in bridging the gap

VFM3b Identify BtG programme savings / income to meet funding gap target for 2014/15

and develop further the budget strategy for closing the MTFS funding gap
VFM5a Develop the business case, including funding strategy, for the relocation of the council's offices
VFM5b Negotiate and agree partner commitment to an alternative office location
VFM5c Complete the marketing exercise of the Municipal Offices for redevelopment
VFM5d Determine the business ICT requirement / strategy for new offices

Performance indicators






In the 2013-14 action plan, we identified 57 key indicators to track our progress. Out of these:






- 47 were indicators which CBC is directly accountable for and targets have been set.
- 1 is an indicators which CBC is directly accountable for and no target has been set
- 9 were community-based indicators for economic development and community safety

Out of the 47 CBC indicators with targets, 33 indicators were updated; 14 were not. Out of the 33:

- 29 (62%) indicators are green and were on target at the end of the year
- 4 (8%) indicators are amber and were marginally below target
- 12 (25%) indicators are red were the target was missed.

These are the red indicators, meaning that they did not meet targets.

Name	Status	end of year target	Actual	Commentary
Percentage of household waste reused, recycled and composted (quarterly)		46%	44.4%	Recycling performance has come out at slightly lower than target. This is a national trend due to the packaging industry reducing the size of packages and the reduction in the number of newspapers and magazines purchased by households. In addition, we know that recycling rates increase when there is a change but tend to reduce down over time.
Number of planning applications refused (cumulative)		60	77	No commentary
Percentage of licensed premise inspections undertaken		100%	87%	We won't get to 100% of all premises due to some premises earmarked for inspection now having ceased trading. We will get 100% for all those currently still trading which will be about 95-97% overall.
Percentage of food premises which are broadly compliant with Food Safety Legislation		96.7%	93.5%	The figure for last quarter (Jan - March) is 93.5% which is very good considering we have over 1000 food premises
Number of Free Under 16 swims (quarterly & cumulative)		53,000	45,091	Q4 ended with the total free swims 468 short of the target set. The majority of the shortfall was within March. The year ended with this target out turning at 45091 an overall shortfall of 7909. The majority of this took place within the period Q1 & 2 as already reported.







Name	Status	end of year target	Actual	Commentary
Overall footfall at leisure@ (quarterly & cumulative)		307,000	290,217	Q4 ended short in sales footfall by 2288 and the year out turned 16783. The majority of this shortfall occurred in the first half of the year and primarily links to the drop in general swim attendances across the whole year and general pay and play activity in the first half of the year.
Total Attendances at sport and play holiday programmes		10,200	10,023	<p>February half term programme attracted a total of 230 attendances across a range of sport and play activities with a further 200 children and young people engaged in activities sessions in schools during the week leading up to the half term programme as part of promotional activities.</p> <p>The Sport Relief event, (whilst not technically falling within the school holiday period) was also used as an opportunity to engage young people and promote the work of the team during the forthcoming holidays with a approximately 200 children taking part.</p> <p>With the Easter holiday programme falling in April this year, none of the recorded holiday attendances fall within the quarter, however in the weeks leading up to the Easter programme ongoing Streetgames activity sessions and after school sessions in schools sessions helped to advertise the programmes to 140 young people and 200 school children respectively.</p> <p>Combined attendances during Q4 = 970</p>
Universal card holders		950	597	UNiversal card sales have not performed well across the year in part linked to the failure of the University to purchase a number of cards as in previous years. This is in contrast to the UNiversal membership which offers a more attractive value package to students
Town Hall/PPR hire income generated (quarterly & cumulative)		359,000	339,398	Hall Hire income has done well this year, however has fallen slightly short of target. This is due to an increase in promotions restricting diary availability for hires and a small shortfall in wedding celebrations at the Pittville Pump Room.
Percentage of staff appraisals completed		100%	93%	The 7% of appraisal declarations not completed equate to 31 staff who have all been involved restructures, change of managers etc. All have received performance feedback on an informal basis

Background Papers	2013-14 Corporate Strategy action plan, Report to Council, 25 th March 2013.
Contact Officer	Richard Gibson, Strategy and Engagement Manager. 01242 235354. richard.gibson@cheltenham.gov.uk
Accountability	Cllr. Steve Jordan, Leader of the Council Cllr. Jon Walklett, Cabinet Member Corporate Services

End of year performance report April 2013 - March 2014

Cheltenham is a place with a clean and well-maintained environment where waste is minimised and recycling, reusing and composting is promoted	2
Cheltenham is able to balance new development with enhancing and protecting the natural and built environment	4
Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change	7
Cheltenham has a strong and sustainable economy	7
Communities feel safe and are safe.	9
People have access to decent and affordable housing.....	14
People are able to lead healthy lifestyles.....	18
Residents enjoy a strong sense of community and involved in resolving local issues	20
Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment...	23
We will meet our 'Bridging the Gap' targets for cashable savings and increased income.....	23

Cheltenham is a place with a clean and well-maintained environment where waste is minimised and recycling, reusing and composting is promoted




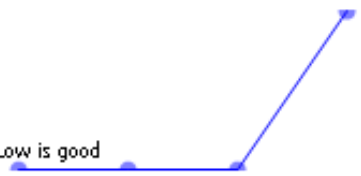



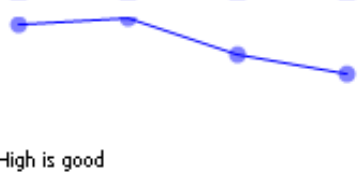


Improvement Action	Milestones	End Date	Lead	Progress
ENV 1 We will progress the implementation of a joint waste committee	ENV1a Agree the business plan for the Joint Waste Committee	Wed-31-Jul-13	Jane Griffiths	 Q4 The 2013/14 business plan was presented to the joint waste committee at their meeting on 31 July. Cabinet member working group input into early draft and their views have been taken on board. Work is ongoing with the 2014/15 business plan and actions are being incorporated into our own corporate strategy. The business plan for the committee will be considered in February.
	ENV1b Review performance of the joint waste committee and Joint Management Unit and identify any issues members have	Sat-30-Nov-13	Jane Griffiths	 Q4 Officers attend a strategic management group which oversees the work of the JMU and the cabinet member is regularly briefed on the direction of travel and key issues for the committee. Cabinet member has 1-2-1 with client officer who is employed by JMU. Committee have given clear directions to the JMU as to the work they wish to be undertaken and to the way in which information is presented to the committee.
ENV 2 We will increase recycling rates and reductions in residual waste	ENV2a Business case produced for the viability of mixed plastic recycling	Thu-31-Oct-13	Jane Griffiths	 Q4 The project has concluded that the options for kerbside collections for both mixed plastics and heavy card is not viable given capacity of the current rounds and also that the market for rigid plastics has fallen and therefore there are some questions about the commercial viability of introducing kerbside collection of mixed plastic recycling in the current market. However the situation will be kept under review to ensure that if opportunities arise to introduce such facilities these can be accommodated. Consideration is being given within the bring site review as to whether there is any scope to include within the range of materials which are collected.
	ENV2b Review of bring site facilities	Thu-31-Oct-13	Jane Griffiths	 Q4 Joint waste committee recommended that the council introduces mixed plastic recycling from the larger bring sites and the closure of smaller sites to enable capacity to collect mixed plastics. A trial will commence in June 2014 with a view to implementation in August 2014. A cabinet member decision was made in April to this effect.
	ENV2c Review of bulky waste collections	Thu-31-Oct-13	Jane Griffiths	 Q4 The project team have reviewed the processes in place and improvement relating to internal systems have been implemented. The outcomes for the current service have been identified which include the social benefits such as use of volunteers. A specification has been developed and the council will go out to re-procure the service in 2014/15.
	ENV2d Ongoing awareness campaigns	Thu-31-Oct-13	Jane Griffiths	 Q4 Media releases have been issued at key times eg Easter re foil, summer re BBQ, Christmas campaign Garden waste promotion has lead to increase in number of bins - now over 13000 Recycling stand at Midsummer Fiesta. Parks development have worked with local schools on recycling and litter issues. Joint waste committee have identified awareness training as a key issue for the 2014/15 business plan. Green points scheme running on a trial basis in Up Hatherley Recycling % is down due to a number of factors including a reduction in the size of packaging. The enforcement of side waste is now effective and people are more aware of their obligations but there is a national trend with regards to the increase in waste arisings generally which may be due to the upturn in the economy.

Cheltenham is a place with a clean and well-maintained environment where waste is minimised and recycling, reusing and composting is promoted






Overall Summary










Serious concerns			= On Target		= Below target but recoverable		= Serious conc
Below Target but recoverable							
On Target							

Service Indicators

Indicator	Baseline	Target	Current	Comments	Status	Chart
Percentage of collections completed on schedule (of total collections)		100.00 %	99.95 %			
Residual household waste per head of population (kg/head) - (quarterly)		465.0	467.0			
Percentage of service complaints received (of total collections)		0.50 %	0.00 %	800 complaints received in total throughout the year, which equates to 0.002 %. The volume of complaints is proportionate given the overall scale of the activity.		
Percentage of household waste reused, recycled and composted (quarterly)		46.10 %	44.40 %	Recycling performance has come out at slightly lower than target. This is a national trend due to the packaging industry reducing the size of packages and the reduction in the number of newspapers and magazines purchased by households. In addition, we know that recycling rates increase when there is a change but tend to reduce down over time.		
Percentage of assisted collections completed on schedule (of total collections)		99.60 %	99.81 %			

Cheltenham is able to balance new development with enhancing and protecting the natural and built environment

Improvement Action	Milestones	End Date	Lead	Progress
ENV 3 We will undertake a commissioning review of our Green Environment services	ENV3a Commence commissioning review process, formalise Member engagement and carry out initial scoping.	Sun-30-Jun-13	Grahame Lewis	 The review looked at the green space development at the initial stages and considered whether there was scope to commission services in a different way. The team are now part of the the Environment and Regulatory Services Division and will form part of the REST programme which is being undertaken during 2014/15, to identify service alignment and improvement across the new division. The main focus of the review was consideration of the continued provision of a council operated nursery. Work was ongoing at the year end, and the member working group will meet in May to consider the business case and conclude a way forward.
	ENV3b Begin consultation with relevant stakeholders	Wed-31-Jul-13	Grahame Lewis	 Consultation to this point is limited to working with elected members via member working group and with Ubico as a delivery partner. Some conversations have occurred with the C5 parish group to discuss allotment provision.
	ENV3c Formulate draft proposals about most appropriate organisational fit for retained activities and report to Cabinet	Thu-31-Oct-13	Grahame Lewis	 The initial scoping concluded that the green space development team should form part of the new Environmental and Regulatory Services Division. Work will start in 2014/15 aligning service provision across the whole division.
	ENV3d Implement preferred option	Mon-31-Mar-14	Grahame Lewis	 The green space development team are now part of the new E&RS division. Work is still ongoing with regards to the nursery and a report will be brought back in 2014/15.
ENV 4 We will undertake a Commissioning Review of our Building Control Service (currently a 10 year shared-service agreement with Tewkesbury BC which commenced November 1st 2009, though there is a 5 year review which will be carried out in 2014)	ENV4a Commence commissioning review process, formalise Member engagement and carry out initial scoping	(not specified)	Mike Redman	 Activity undertaken to develop a business plan for extension of Building Control shared service with Tewkesbury BC to include Gloucester City. Glos City yet to confirm willingness to contribute to central support costs and are evaluating alternative delivery options. CBC has been advised that this work will not be complete until June 2014. This will be the subject of a report to Cabinet in 2014-15.

	ENV4b Commence consultation with internal and external customers and assess the internal and external appetite for developing alternative delivery models	Sat-31-Aug-13	Mike Redman		as above
	ENV4c Formulate proposals and finalise report to cabinet	Sat-30-Nov-13	Mike Redman		as above
	ENV4d Commence implementation of recommendations	Mon-31-Mar-14	Mike Redman		as above
ENV 5 We will move towards the adoption of the Joint Core Strategy (JCS)	ENV5a Agree and publish JCS preferred option for new housing and employment land allocations to 2031 for consultation	Thu-31-Oct-13	Mike Redman		Pre-submission version of the JCS agreed by all three partner authorities in April 2014, prior to statutory consultation on soundness.
	ENV5b Preferred option consultation	Fri-29-Nov-13	Mike Redman		Completed December 2013
	ENV5c Secretary of State decision	Wed-31-Dec-14	Mike Redman		9 April agreement by Council of Pre Submission JCS achieved. Consultation to take place Summer 2014. Later parts of programme revisited to reflect lead in times of Planning Inspectorate. * Submission (scheduled Winter 2014) * Examination (scheduled Spring 2015)
	ENV5d Adopt JCS as the strategic level of the Cheltenham Local Plan	Fri-30-Jan-15	Mike Redman		as above
ENV 6 We will commence preparation of the Cheltenham Plan	ENV6a Complete consultation on scope of Cheltenham Plan, ensuring that parish councils and resident groups are actively involved	Mon-30-Sep-13	Tracey Crews		Consultation complete on scope of Cheltenham Plan - 55 responses were received which were subsequently considered by members.
	ENV6b Commence public consultation on draft Cheltenham Plan (non-statutory)	Wed-30-Apr-14	Tracey Crews		Resources available to progress Cheltenham Plan were wholly transferred to deliver work programme of JCS. Therefore work on Cheltenham Plan was postponed and will be picked up again in Summer 2014

Overall Summary

Serious concerns
Below Target but recoverable
On Target



G = On target





A = Below target but recoverable

R = Serious concerns

Service Indicators




Indicator	Baseline	Target	Current	Comments	Status	Figure
Percentage of planning appeals allowed		34.0%	0.0%		G	
Number of days to process an application from receipt to issuing of decision		59	51		G	
Number of projects implemented as a result of working with local interest groups on street redesign projects	2	2	2	planting & public art - completed; further tree planting, planter & additional art project - commissioned; on-street cycle parking and planter - awaiting funding confirmation from GCC); 1 project in design (St Paul's	G	
Number of planning applications appealed (cumulative)		29	22		G	
Number of planning applications approved (cumulative)		1,501	1,610		G	
Number of planning applications determined (cumulative)		1,601	1,687		G	
Number of planning applications received (cumulative)		1,801	2,227		G	
Number of planning applications refused (cumulative)		59	77		R	


Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change


Improvement Action	Milestones	End Date	Lead	Progress
ENV 7 We will implement the recommendations of the November 2012 cabinet report, setting out how we will meet the 30% carbon reduction target by 2015 and our aspiration to reduce carbon emissions by 40% by 2020	ENV7a Explore the potential for Smart metering to help in bridging the gap	Mon-31-Mar-14	David Roberts	 Not installed as a review of Utility legislation places an onus on the providers to install. This will be reviewed in 2014 as part of the Go Shared Procurement Services re-tender of utilities.
	ENV7b Continue to explore other initiatives to deliver financial and carbon savings	Mon-30-Jun-14	David Roberts	 Currently looking at PV installation options across the portfolio, especially Ham Hill and Barn Farm. Consultants indicative price on undertaking a feasibility study has been obtained. But legal advice re agricultural tenancies being obtained.
	ENV7c Start to look in more detail at the case for installing a biomass boiler at Leisure@ as a potential replacement for the combined heat and power unit on expiry of the lease in 2015	Wed-30-Sep-15	David Roberts	 Progress underway, boiler cannot be installed until contract on existing boiler finishes in September 2015, but feasibility study on the viability of biomass boiler to be undertaken by June 2015. Consultant to be commissioned.
ENV 8 We will develop ways of monitoring the impact of commissioned and retained services on climate change	ENV8a Mechanism in place for effectively performance managing services	Wed-31-Jul-13	Jane Griffiths	 The specification for the L&C trust includes a section relating to climate change and environmental impacts and will be monitored through the performance regimes. New performance cards are being created for the shared services so that they capture performance highlights which can include climate change and environmental impacts. In the annual performance report there was a section from CBH showing how it aligns and supports the council's corporate agenda which will include climate change and this will be a template to follow for all of our commissioned services in future years Ubico report on CO2 usage and energy consumption on an annual basis

Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change.

Overall Summary




Serious concerns 
 Below Target but recoverable 
 On Target 

 = On Target






 = Below target but recoverable








 = Serious concerns

Service Indicators

Indicator	Baseline	Target	Current	Comments	Status
Water useage	NB only metered sites included (revised Jan14 when more)	0		figures not yet available - will be subject of separate emissions report	
Reduction in CO2 emissions from energy use, fuel use		0		figures not yet available - will be subject of separate emissions report	
Gas and electricity consumption	kWh (March 2012, excludes gas from sheltered housing)	2,266,941	3,203,948	Consumption is above Q1 2011, 2011/12 being the baseline year. This may be accounted for by differences in the weather.	

Cheltenham has a strong and sustainable economy

Improvement Action	Milestones	End Date	Lead	Progress
ECD 3 We will continue to support Cheltenham Development Task Force	Consider planning application for North Place/Portland Street	Sat-28-Feb-01	Jeremy Williamson	 Planning consent issued and land transfer completed 31st January 2014. Enabling works have begun on North Place – removal of fuel storage tanks associated with former use. Developer in the final stages of main contractor selection. Planning Conditions relating to food store have essentially been discharged. Awaiting outcome of Skanska land disposal.
ECD 1 We will implement the preferred option for the residual parking service	ECD1a Ensure implementation and seamless transition to new enforcement arrangements of CBC car parks	Tue-30-Apr-13	Mike Redman	 The focused off-street parking service is performing well, with enforcement levels significantly improved on 2012-13. Income across car parks is generally holding up much better in 2013-14, with Regent Arcade performing well in relation to the position before installation of the automatic number plate recognition (ANPR) system. Some health and safety issues identified in conjunction with the Council's health and safety advisor which are being addressed.
	ECD1b On-going monitoring and review	Tue-31-Dec-13	Grahame Lewis	 On-going monitoring and service improvement arrangements have now been embedded and will be further reviewed in conjunction with the implementation of the new structure for the Environmental and Regulatory Services division from 1st April, 2014.
ECD 2 We will work with GFirst, our local enterprise partnership, to promote sustainable economic growth in Cheltenham	ECD2a Commence business support service provided by Gloucestershire Enterprises Ltd	Tue-30-Apr-13	Martin Quantock	 96 advice clinics delivered 6 clinic clients (businesses) referred on to High Growth Start up Programme 241 Cheltenham residents supported through Cheltenham Enterprise Club and Business Start up courses In addition, CBC and JCP ran a successful job fair in June. It was a successful day with over 250 people attending, 22 attendees were offered interviews and of those 5 job offers were made.
	ECD2b Work with LEP, Chamber of Commerce and Cheltenham Business Partnership to ensure we maximise economic benefits for Cheltenham	Mon-31-Mar-14	Martin Quantock	 Town Centre - Following the very successful launch of both the new, enlarged River Island and H&M stores - Both stores are reporting sales results in excess of their original targets. River Island was obviously trading in the Regent Arcade albeit in a store less than half the size of their current premises they already had a very strong following which has increased substantially. H&M has filled a significant gap in the town's retail offer . The footfall into their unit exceeds 45,000 people per week as an average and more than 10,000 per week exiting the store into the Arcade through their side entrance. The feedback from the general public on both the new retail units is fantastic and the completed

					frontage very complimentary adding a sense of quality and freshness to the High Street . Work underway with LEP to help shape the development and succesful submission of their growth plan. Positive meetings with CBP / CoC to explore possible Business improvement district
ECD 3 We will continue to support Cheltenham Development Task Force	ECD3a Carry out a review CDTF business plan and assess performance and report findings to the CDTF Board and then to Cabinet.	Sat-31-Aug-13	Jeremy Williamson		Business plan 2013 – 2015 adopted by cabinet
	ECD3b Work with developers to enable them to start construction work on the Brewery / High Street site	Mon-31-Mar-14	Jeremy Williamson		Planning permission issued. Shop re-location and boarding-up beginning as part of preparatory works. First phase - demolition anticipated 2nd quarter 2014. Brewery have selected main contractor and are keen to implement enabling works as soon as possible.
	ECD3c Work with developers to enable them to bring forward planning applications for the Albion Street block	Thu-31-Oct-13	Jeremy Williamson		Crest Nicholson have acquired the sites and are keen to progress development. First phase will be a demolition. Meeting scheduled with Crest Nicholson to understand programme.
	ECD3d Work with GCC over implementation Local Sustainable Transport Fund including, Pedestrian way-finding, Cycle routes, Junction improvements, Modal shift, Boots Corner	Mon-31-Mar-14	Jeremy Williamson		GCC have issued Road Traffic Order statutory notices with a deadline for representations of 28th April 2014. Subject to representations GCC will determine whether a Road Traffic Order Committee is required. This followed GCC consultation and a special CBC Council meeting on 18th November 2013 which considered the findings of the consultation along with a petition relating to same. Council agreed that GCC progress to Traffic Regulation Order stage as well as establish a liaison group for residents with concerns.
	ECD3e Work with a range of partners to enable a programme of public realm improvements to be carried out - Pedestrianised Promenade	Mon-31-Mar-14	Jeremy Williamson		Prom works phase 3 completed and plans for Promenade phone box refurbishment programme progressing. Agreed with GCC to focus on High Steet (Pittville to Winchcombe) for 2014. Prom phase 4 will be designed but not delivered. If High Street works successful approach will be adopted for wider High Street and Boots Corner / Imperial Circus subject to TRO process.
	ECD3f Work with a range of partners to enable a programme of public realm improvements to be carried out - Promenade phase 3	Tue-30-Apr-13	Jeremy Williamson		Prom phase 3 completed, BT transfer to CBC agreed. Listed building consent secured. Refurbishment to proceed once contractor selection exercise concluded.
	ECD3g Work with a range of partners to enable a programme of public realm improvements to be carried out - St Mary's churchyard	Mon-31-Mar-14	Jeremy Williamson		CBC working to support this via Cheltenham Development Task Force and through attendance on the Minster Council. A positive consultation event held 24/08/13 – statements of significance and need drafted in preparation for further dialogue with the Diocese. Objective to find solution to the car parking conundrum.

Cheltenham has a strong and sustainable economy

Overall Summary

Serious concerns
Below Target but recoverable
On Target



G = On Target






A = Below target but recoverable

R = Serious concerns

Community Indicators

Indicator	Baseline	Target	Current Comments	Status
Unemployment claimant rate			2.0% The March 2013 claimant rate is 2.0%, down from 3.1% at last March. The wards with the highest claimant rates are St. Markks (3.9%), Oakley (4.4%) and Hesters Way (4.5%)	 Low is good
Footfall rate in the town centre				 High is good
Proportion of young people not in education, employment or training			4.1% The NEET rate has fallen to 4.1% and Cheltenham is now just below the county average of 4.25%. Gloucester (5.1%) and Tewkesbury (4.4%) have the highest rates of NEETs in the county.	 Low is good

Communities feel safe and are safe.

Improvement Action	Milestones	End Date	Lead	Progress
COM 01 We will continue to work in partnership to reduce incidents of anti-social behaviour and alcohol-related violence and the harm these cause to communities	COM01a We will develop our framework for dealing with anti-social behaviour to reflect in proposed national changes to tools and powers	Mon-31-Mar-14	Trevor Gladding	 Anti-Social Behaviour, Crime and Policing Act introduces simpler and more effective powers for tackling ASB, and also intended to provide better protection for victims and communities. A framework for responding to the new Act has been agreed and Cheltenham Partnership together with Tewkesbury Safety Partnership are conducting a 3 month pilot ASB case review process from June to September, with a view for a countywide roll out. This would reduce the need for the constabulary and partner agencies adapting several methods used across the county, but also allow for more straightforward management of individuals who move about the county.
COM 02 We will explore how best the council can work in partnership to tackle high profile crime in Cheltenham	COM02a We will work with the new Police & Crime Commissioner to ensure that we gain their support for enhancing partnership working in Cheltenham to tackle crime	Mon-31-Mar-14	Trevor Gladding	 Many positive steps undertaken to cement relationship with the PCC, particularly around the establishment of the late night levy, where CBC and PCC have agreed to a joint set of outcomes and process for allocating the proceeds from the levy. In addition, CBC has supported bidders to the Police and Crime Commissioners' Fund, and Andrew has led the development of the safer days and nights action plan, we have also contributed to the development of the other action plans.
COM 03 We will protect the health and well-being of citizens, businesses and visitors and maintain a high level of consumer confidence in food businesses	COM03a We will deliver a programme of statutory inspections of licensed premises	Mon-31-Mar-14	Barbara Exley	 95% of all licensed premises have now been inspected which equated to 100% of all currently trading businesses. The remaining approx. 5% of premises are premises that were earmarked for an inspection but have since ceased trading
	COM03b We will undertake an inspection programme of high risk food businesses to ensure food safety compliance	Mon-31-Mar-14	Barbara Exley	 Programmed inspections on target - undertaken in accordance with the FSA Code of Practice.
COM 04 - We will undertake a commissioning review of our Public Protection Service (licensing, environmental health, community safety)	COM04a Agreement by cabinet to the next steps for the commissioning exercise	Mon-31-Mar-14	Grahame Lewis	 Following option appraisal, the report to cabinet on 15 April agreed next steps for the commissioning review which will focus on all services coming under the new Regulatory and Environmental Services division.

Communities feel safe indicators - 1

Communities feel safe and are safe.

Overall Summary

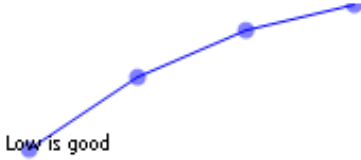

Serious concerns ■
 Below Target but recoverable ■
 On Target ■

G = On Target

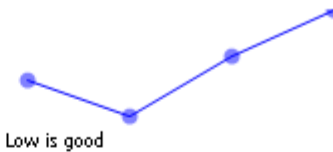
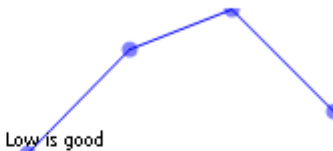
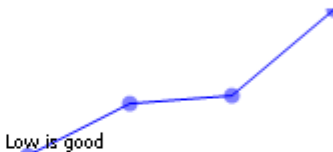
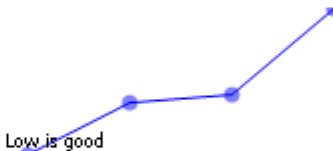

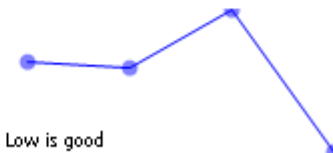
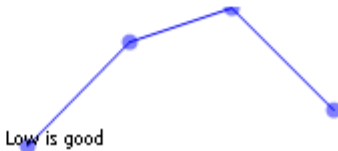
A = Below target but recoverable

R = Serious concerns

Service Indicators







Indicator	Baseline	Target	Current	Comments	Status
Percentage of licensed premise inspections undertaken		100.0 %	87.0 %	We won't get to 100% of all premises due to some premises earmarked for inspection now having ceased trading. We will get 100% for all those currently still trading which will be about 95-97% overall.	R 
Percentage of food premises which are broadly compliant with Food Safety Legislation		98.0 %	93.5 %	The figure for last 1/4 (Jan - March) is 93.5 % which is very good considering we have over 1000 food premises.	R 









Community Indicators

Indicator	Baseline	Target	Current	Comments	Status
Incidents of recorded violence in the Town Centre (Friday & Sat eve.)			70.00	There were a total of 239 recorded incidents of assaults with less serious injury in the town centre; 42 (15%) less than in the previous year	 Low is good
Domestic burglary incidents			189.00	Total domestic burglary figures for the year are 830, which is 211 (34%) more than the previous year. There were peaks in September and December, but numbers have fallen since then.	 Low is good
Number of anti-social behaviour incidents			1,139	Total ASB incidents for the year are 4193, which is an increase of 959 (30%) compared to the previous year	 Low is good
Number of incidents of domestic abuse			79	NOTE: This is the figure for July 2013 to March 2014 for referrals to the MARAC (Multi-Agency Risk Assessment Conference) which is part of a process triggered by identifying a high risk victim of domestic abuse.	 Low is good
Number of Repeat incidents of domestic abuse			27	NOTE: This is the figure for July 2013 to March 2014 for referrals to the MARAC (Multi-Agency Risk Assessment Conference) which is part of a process triggered by identifying a high risk victim of domestic abuse.	 Low is good
Total volume of recorded crime per annum		9,373	1,838	total crimes for the year is 7671, which is a slight increase of 190 crimes compared to the previous year	 Low is good
Serious acquisitive crime incidents			359	The number of serious acquisitive crimes is 1514 in the year, 293 (24%) more than in the previous year. Similarly to domestic burglary, numbers peaked in Sept and Dec, but have fallen since then.	 Low is good



People have access to decent and affordable housing

Improvement Action	Milestones	End Date	Lead	Progress
COM 05 We will implement the preferred option emerging from the housing options commissioning review	COM05a Report to cabinet on the preferred option and implementation plan	Sun-30-Jun-13	Grahame Lewis	 Report presented and approved
	COM05b Implement the preferred option	Mon-31-Mar-14	Grahame Lewis	 The housing options team transferred to CBH on 1 December. Lessons learnt session and post project evaluation undertaken in January 2014.
COM 06 We will implement the preferred option following a commissioning review of private sector housing	COM06a Report to cabinet	Mon-31-Mar-14	Grahame Lewis	 Review has been completed and report is being presented to cabinet in April 2014 setting out a strategic direction of travel for the environmental and regulatory service of which private sector housing will play a part.
COM 07 We will prepare our services and communities for welfare reforms that will impact on our communities from April 2013 onwards	COM07a Develop a co-ordinated response to welfare reforms through existing and new networks ensuring clear communication to those impacted by the change	Mon-31-Mar-14	Martin Stacy	 The Positive Participation Partnership set up a Task and Finish Group, which agreed that Housing Options would develop a leaflet that applied to all residents in Cheltenham affected by the welfare reforms, not just social housing tenants (who were being advised separately by their respective landlords). With assistance from CBH, Housing Options have produced a leaflet detailing the main changes brought about by the welfare reforms, when the reforms will take place and how residents may be affected. It also details the key agencies that can assist households if they are worried about particular aspects, such as money advice or use of computers, etc. In addition, the council's Benefits website has been revamped to take account of the welfare reforms, with links to the website on all our emails and letters.
	COM07b Monitor how the HRA funding investment being put into CBH for welfare reform is meeting the outcomes	Mon-31-Mar-14	Martin Stacy	 CBH have clear delivery plans for how the HRA funding investment is being used to support welfare reforms and progress is being followed through the liaison meetings between the council and CBH. Although arrears have risen above target, this is less than for other ALMOs, and the intensive work with tenants seems to be working well.
	COM07c To ensure a smooth transition to the new direct access for rough sleeping contract	Tue-30-Apr-13	Martin Stacy	 Monitoring continues to be undertaken in the working group set up with P3 and the council to monitor progress and feedback issues arising from other organisations, and to ensure P3 are linking into existing partnerships.

COM 08 We will enable the delivery of more affordable housing	COM08a Work commences on St. Pauls phase 2	Fri-31-Jan-14	Paul Stephenson - NEWLY ADDED for 2013 work		Work has commenced on site with regards to the affordable units. The stopping up order is in place in order to meet the conditions precedent and the site will be clear by the end of April so that the access road can be commenced. Project management arrangements are being put in place to ensure that both CBC and CBH are well briefed on project risks and actions and a lessons learnt session held.
	COM08b Work commences on the garage sites	Tue-30-Apr-13	Paul Stephenson - NEWLY ADDED for 2013 work		All sites are either finished or nearing completion (snagging) and tenants have already moved into some of the new properties. HCA grant is being drawn down as we have met the targets.
COM 09 We will work with CBH to deliver the HRA capital programme	COM09a Internal communal improvements - £100k investment	Mon-31-Mar-14	Chris Williams - NEWLY ADDED FOR 2013 Work		FMBR Ltd under 3yr contract to install vinyl flooring in communal areas. Programme for yr 1 finalised with start on site 25th Nov.
	COM09b Neighbourhood Works - £515k investment	Mon-31-Mar-14	Chris Williams - NEWLY ADDED FOR 2013 Work		Seacombe & Lewis Road: on programme for completion in Jan 2014. Coates & Elgar - 60% majority agreement obtained works commence Dec 2013
	COM09c Non traditional stock upgrade - £260k investment	Mon-31-Mar-14	Chris Williams - NEWLY ADDED FOR 2013 Work		Options appraisals work is still being undertaken and the joint programme group is considering the options as part of the overall capital programme
	COM09d PV panels on roofs - £1.3m investment	Mon-30-Sep-13	Chris Williams - NEWLY ADDED FOR 2013 Work		Contractors are on site and are installing systems. Programme due to complete October 2014 as per revised programme schedule
COM 10 We will work with CBH to deliver enhanced services to our tenants	COM10a Delivery of enhanced services to tenants over the next three years with focus on the following areas: Welfare Reform; Vulnerable people; Partnerships and Communities	Mon-31-Mar-14	Kathie Pearce - NEWLY ADDED FOR 2013 WORK		CBH have set out a programme of work which delivers enhancements to tenants. Employment initiative scheme has been strengthened and welfare advice and support is ongoing. Conversations are happening with regard to working with communities and VCS as well as support for the Big Local. The programme of activities is monitored at the liaison meetings.
COM 11 We will work with CBH to ensure that resources are made available to deliver support services for older people	COM11a CBH to be commissioned through supporting people programme to deliver housing support services for older people	Mon-31-Mar-14	Martin Stacy		Agreement in principle with SP and CBH over the future direction of delivery of services for older people, ensuring that there is more flexible support provision that meets the needs of older people in and around sheltered housing in Cheltenham. CBH piloted a successful flexible scheme in Wallace House, bringing in residents from within the neighbouring community to take part in community activities within Wallace House. Next steps will be to agree a transition plan with CBH, with a view to getting acceptance from Supporting People over CBH's proposals. This will help to secure funding of around £130k a year.

People have access to decent and affordable housing.

Overall Summary

Serious concerns
Below Target but recoverable
On Target



G = On target



A = Below target but recoverable

R = Serious concerns

Service Indicators

Indicator	Baseline	Target	Current	Comments	Status
Number of disabled persons able to stay in their own homes		101	125		G High is good
Affordable housing completions		0	214	This is the total number for the year 2013-14	G High is good
Number of empty dwellings brought back into use as a direct result of council action		86	112		G High is good
Number of households living in temporary accommodation		19	6		G Low is good
Number of private sector dwellings made safe by the council		221	237		G High is good
Number of homelessness acceptances		44	0		G Low is good

People are able to lead healthy lifestyles

Improvement Action	Milestones	End Date	Lead	Progress
COM 12 We will implement the preferred option for our leisure and culture services	COM12a Subject to the outcome of a procurement process, create a new charitable trust to operate our leisure and culture services from 2014-15	Wed-1-Oct-14	Pat Pratley	 <p>The new charitable trust has now been registered. This has followed months of work; the trustee shadow board had been meeting monthly since their first meeting on 6 Jan 2014. Memorandum and Articles approved by the shadow board and endorsed by Cabinet at their March meeting. Additional executive support was procured to assist the in-house executive team with the work programmed to implement the trust from 1 Oct. The board have agreed to take support services from GOSS and ICT for 2 years (with a break clause after 1 year). The board and CBC legal representatives working on the draft contract</p>
COM 13 We will conclude a sports facilities strategy for CBC-owned sports facilities and a feasibility study for the Prince of Wales stadium	COM13a We will have a developed Sports Strategy & Prince of Wales (PoW) Stadium feasibility study for approval by Cabinet	Wed-31-Jul-13	Sonia Phillips	 <p>The PoW Stadium and Sports Strategy report was presented and recommendations approved by Cabinet on 16th July</p>

People are able to lead healthy lifestyles.

Overall Summary

Serious concerns
Below Target but recoverable
On Target



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Service Indicators

Indicator	Baseline	Target	Current	Comments	Status
Number of Free Under 16 swims (quarterly & cumulative)		53,000	45,091	Q4 ended with the total free swims 400 short of the target set. The majority of the shortfall was within March. The year ended with this target out turning at 45091 an overall shortfall of 7909. The majority of this took place within the period Q1 & 2 as already reported	R High is good
Number of GP referrals (quarterly & cumulative)		420	420	As previously reported the shortfall recorded earlier in the year was brought back and the GP referrals processed achieved the target set for the year. Note that the service currently runs at capacity in terms of the officer support to deliver this health partnership and receives no additional funding.	G High is good
Overall footfall at leisure@ (quarterly & cumulative)		307,000	290,217	Q4 ended short in sales footfall by 2288 and the year out turned 16783. The majority of this shortfall occurred in the first half of the year and primarily links to the drop in general swim attendances across the whole year and general pay & play activity in the first half of the year.	R High is good
Universal membership		200	288	UNiversal membership sales have again continued to prove strong & in line with general membership sales across the business.	G High is good
Total Attendances at sport and play holiday programmes	--- overall holiday programme attendance during	10,201	10,023	Total attendances for the year were 10,023 against a target of 10,200, slightly explained that with easter holiday programme falling in April this year, none of the recorded holiday attendances fall within the quarter.	R High is good
Universal card holders		950	597	UNiversal card sales have not performed well across the year in part linked to the failure of the University to purchase a number of cards as in previous years. This is in contrast to the UNiversal membership which offers a more attractive value package to students.	R High is good
Attendance at Active Life sessions (quarterly & cumulative)		59,000	59,800	Attendance on the schemes has recovered well in Q4 resulting in the area of business exceeding the targets set.	G

Residents enjoy a strong sense of community and involved in resolving local issues

Improvement Action	Milestones	End Date	Lead	Progress
COM 14 We will support efforts to get more people actively involved in their communities so that we create more resilient communities across the whole borough	COM14a Help create a resident-led partnership that will coordinate the lottery-funded Big Local project in the St. Peters and the Moors area	Mon-30-Sep-13	Richard Gibson	<p>First residents' forum meeting held in June 2013 and since then residents' have led the way, and CBC, CBH, The Elms and Big Local Rep have worked to support residents throughout the process. Elections were held for various positions within the residents steering group. Since then, the steering group has met monthly and has organised a number of community events to involve more residents in the process, published three newsletters circulated to all households in the area, secured £20k getting started funding, which has enabled the employment of 2 engagement workers who will lead the process of engaging with local residents prior to the submission of the Big Local Plan in September 2014.</p>
	COM14b Support the asset-based community development projects in The Elms and Springbank to produce community-owned plans for their areas	Mon-30-Sep-13	Richard Gibson	<p>Progress with the asset based learning sites has been mixed. Both Springbank and the Elms secured £12,500 from Barnwood Trust to employ community builders on the condition that they follow the ABCD methodology. And some good progress is being made:</p> <p>The Elms has made contact with 60 local residents, a further 30 residents who have some connection with the area either through their work or because of family connections and 12 local businesses. They have also engaged with the African, the Hindu and the Muslim communities and have a celebration event planned for 6th June. Work has now focused on the Moors where a successful community litter pick involving children and adults was held.</p> <p>Community builders in Springbank have set up a community cafe at Springbank which offers the opportunity for residents to meet and share their ideas for the community. Around 115 residents have been engaged with and over 50 ideas presented to date. Although slow progress was being made on identifying community connectors, 7 now identified for following streets; Peter Pennel Close, Blakecroft, Carrol Grove, Kingsmead Close, Carlyle Grove, Hazlitt Croft, Springbank Close. The project is also working with local primary schools on a project to raise awareness of dementia project which will be delivered in summer term.</p>
	COM14c Provide advice, information and support to the five parish councils and other	Fri-31-Jan-14	Richard Gibson	<p>Not much progress has been able to be made on this milestone this year as neighbourhood plans could not be advanced due to lack of progress on the JCS, although advice and support was made</p>




	neighbourhood groups that are interested in developing neighbourhood plans				available through the C5 Parish Council group. Now that the preferred option JCS has been agreed, this will prompt further interest from parishes and other groups in progressing neighbourhood plans.
COM 15 We will work in partnership to deliver the second year of the Government's troubled families programme, called Families First	COM15a Inspiring Families project to gain consent of 150 Families to be part of the programme	Mon-31-Mar-14	Tracy Brown		During the year, GCC and Cheltenham Partnerships made the decision that Inspiring Families would no longer lead the implementation of the families first programme in Cheltenham, instead the families first team commissioned additional support via County Community Projects. Cheltenham Partnerships remain supportive and continue to work with the programme manager to ensure target gets delivered. Over the course of the year the Inspiring Families project has worked with 30 families first families; 8 families have now met the criteria and come off the list.
	COM15b Inspiring Families to have started working with 100 Families on their single family plan	Mon-31-Mar-14	Tracy Brown		In total IF has worked 36 families; 30 of these are year 1 families first families and 6 are non FF.
	COM15c Review of delivery in Cheltenham and submission of revised proposals to secure third year funding	Tue-31-Dec-13	Tracy Brown		As above, during the year, delivery in Cheltenham was reviewed via Cheltenham Partnerships; and funding secured for both families first and inspiring families programme. Delivery of families first in Cheltenham has now been bolstered by the commissioning of County Community Projects to provide additional family intervention support for 76 families and to build community capacity in line with the asset-based approach.
COM 16 We will work in partnership to improve outcomes for young people through enabling access to a diverse range of good quality community-based advice and support	COM16a To agree an legacy strategy with County Community Projects and other partners to sustain outcomes from the building resilience project	Sat-31-Aug-13	Richard Gibson		Activity complete for this financial year; a review of the building resilience project was held on 18 Sept; number of issues raised: Positive Activities funding has been vital to the continuation of youth work provision and it will be difficult when it ends. Co-ordination of issue based youth work is needed, for example message around alcohol misuse. All providers need to be working to the same outcomes and aims across the borough going forward – how do we do this? Training, infrastructure and support are all needed to support community youth work providers. The work will continue in 2014-15 via the young people and healthy lifestyles task and finish group which will come forward with proposals to commission projects in the new year.
	COM16b To allocate the 2013 allocation of positive activities funding to VCS providers of youth activities	Wed-31-Jul-13	Richard Gibson		Funding allocated to 12 projects


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COM 17 We will carry out a review of CBC governance structures and neighbourhood management / community governance structures following the outcome of Council Motion on 8 February 2013	COM17a Scoping report to Council setting out initial options for the number of elected members and electoral cycle	Wed-31-Jul-13	Jane Griffiths		Council agreed not to progress any changes to electoral cycle, nor number of elected members
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Residents enjoy a strong sense of community and involved in resolving local issues

Overall Summary


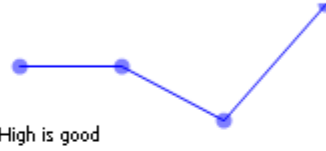

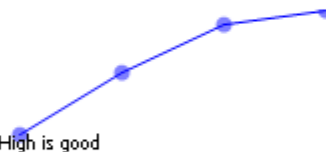

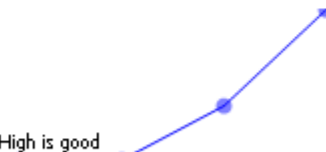

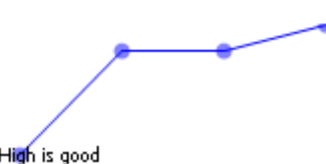
Serious concerns 
 Below Target but recoverable 
 On Target 

 = On target









 = Below target but recoverable

 = Serious concerns

Community Indicators

Indicator	Baseline	Target	Current	Comments	Status	
Number of VCS organisations supported by GAVCA		26	32			 <p>High is good</p>
Percentage of troubled families who no longer meet the criteria		31.0%	32.0%	8 families out of 23 have come off the list		 <p>High is good</p>
Number of residents directly engaged with the Springbank community project		101	115			 <p>High is good</p>
Number of residents directly engaged with the The Elsm / Big Local community project		101	90	the project has had contact with 60 residents plus 30 others who have some connection with the area either through their work or because of family connections.		 <p>High is good</p>

Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment

Improvement Action	Milestones	End Date	Lead	Progress
A&C1 We will implement the preferred option for our leisure and culture services	A&C1a Subject to the outcome of a procurement process, create a new charitable trust to operate our leisure and culture services from 2014-15	Wed-1- Oct-14	Pat Pratley	 The new charitable trust has now been registered. This has followed months of work; the trustee shadow board had been meeting monthly since their first meeting on 6 Jan 2014. Memorandum and Articles approved by the shadow board and endorsed by Cabinet at their March meeting. Additional executive support was procured to assist the in-house executive team with the work programmed to implement the trust from 1 Oct. The board have agreed to take support services from GOSS and ICT for 2 years (with a break clause after 1 year). The board and CBC legal representatives working on the draft contract.
A&C2 We will re-open the Art Gallery and Museum	A&C2a We will complete the recanting & reoccupation programmes in readiness for a 'soft-opening'	Sat-5- Oct-13	Jane Lillystone	 Significant success, the new Art Gallery and Museum, now known as the Wilson was opened to the public on 5th October 2013 The Wilson has hosted several high profile exhibitions including Rodin's Kiss, the open west contemporary art exhibition, the Fred Deakin museums at night experience and the Embrace exhibition. The building has won many awards including from Cheltenham Civic Society, RICS and RIBA.
	A&C2b We will host the Open West Exhibition	Mon- 30- Sep-13	Jane Lillystone	 The Open West Exhibition successfully opened on the 12th October.
	A&C2c We will host the Colin Reed Exhibition	Thu- 31- Oct-13	Jane Lillystone	 The Colin Reid Exhibition was opened on the 5th October, ran to 5th January and proved extremely popular.
	A&C2d We will hold an official opening ceremony	Tue- 31- Dec-13	Jane Lillystone	 Their Royal Highnesses, The Duke and Duchess of Gloucester, officially opened The Wilson, Cheltenham's art gallery and museum, on Friday 30 May.
A&C3 We will conclude the Town Hall feasibility study	A&C3a We will have a developed feasibility study for the Town Hall for approval by Cabinet	Wed- 31-Jul- 13	Gary Nejrup	 The Feasibility Study was presented and recommendations approved by Cabinet on 16th July.
A&C4 We will conclude the box office procurement exercise & implement the new system	A&C4a We will award the box office contract	Tue- 30- Apr-13	Gary Nejrup	 Tender complete. Updated inhouse provision awarded with savings made to BtG
	A&C4b We will work with the new service provider to implement the new box office	Sat-31- Aug-13	Gary Nejrup	 Box office tender decision to remain in house.

Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment.

Overall Summary

Serious concerns
Below Target but recoverable
On Target



G = On Target






A = Below target but recoverable








R = Serious concerns









Service Indicators

Indicator	Baseline	Target	Current	Comments	Status	Chart
Art Gallery and Museum footfall figures		0	0	until the site opens on the 5th October. This is to allow staff to concentrate on the re-canting of the building. Outreach projects are still operating.	G	
Town Hall/PPR hire income generated (quarterly & cumulative)		359,001	339,398	Hall Hire income has done well this year, however has fallen slightly short of target. This is due to an increase in promotions restricting diary availability for hires and a small shortfall in wedding celebrations at the Pittville Pump Room.	R	
Town Hall/PPR website visits (quarterly & cumulative)		140,001	287,262		G	
Town Hall/PPR total income (quarterly & cumulative)		543,201	576,634	A good year for the Town Hall exceeding targets in most areas	G	
Town Hall/PPR catering commission (quarterly & cumulative)	109200	109,400	149,352	year due to the level of catering income from the Imperial Garden Bar over the summer months. Good weather and the refurbished Skillicome Gardens have added to this factor. Commission has also increased due to enhanced commission rates negotiated	G	
Town Hall/PPR ticket sales (quarterly & cumulative)		74,801	87,884	Promotions have been very successful over the last 2 quarters. The Town Hall has hosted a wide genre of artists that have all sold well.	G	

We will meet our 'Bridging the Gap' targets for cashable savings and increased income

Improvement Action	Milestones	End Date	Lead	Progress
VFM1 We will implement the shared ICT service with the Forest of Dean District Council	VFM1a Transfer CBC staff to Forest of Dean District Council (FoDDC)	Tue-30-Apr-13	Mark Sheldon	 June 2013: ICT Staff TUPED to FOD on 1/4/13. Task complete.
	VFM1b Implement year 1 of the ICT infrastructure upgrade strategy for CBC and align technologies with FoDDC (18mth implementation programme)	Mon-31-Mar-14	Mark Sheldon	 Year 1 implementation programme complete. Process made in the last quarter in upgrading infrastructure and delivering improvement in service including: • Decommissioned the DR site at the depot • Governance framework developed for planned replacement intranet platform • Decommissioned BACS solution at CBC and adoption of FOD solution, delivery savings • Rollout of Windows 7 and Office 2010 to pilot CBH users • CBC server room repurposing (as DR site) - migration to new firewall • Virtualisation and migration of IDOX servers to FoDDC machine room. Decommission of legacy physical hardware. • Implemented Lync 2013 unified communication solution in 'glosdistricts' domain in readiness for user migration • Implemented interim management solution including add'n comms and business change support
	VFM1c Implement reciprocal business continuity arrangements for ICT disaster recovery with FoDDC	Fri-31-May-13	Mark Sheldon	 New reciprocal Disaster Recovery infrastructure now in place in CBC and FOD server rooms. Further merging of infrastructure with FOD and repurposing of CBC ICT server room as DR backup site. FOD auditors have produced an audit report which identifies issues which need to be addressed to improve DR arrangements for ICT shared service clients. A management response have been prepared which proposes revisiting client needs and a joint planning approach which will support the delivery of a more robust ICT DR solution.
VFM2 We will prepare for a commissioning review of the revenues and benefits services in 2015/16	VFM2a Implement a restructuring within the revenue and benefits teams to deliver Bridging the Gap (BtG) savings target of £88,000 for 2013/14	Sun-30-Jun-13	Mark Sheldon	 New structures agreed and implemented. BtG saving of £88k for 2013/14 delivered.
	VFM2b Implement the new county wide council tax discount scheme for 2013/14 and design a local council tax discount scheme for 2014/15 for consultation in the summer of 2013 and approval by council in December 2013	Tue-31-Dec-13	Mark Sheldon	 Scheme design for 2014/15 considered by county CFO's and Chief Executives in October 2013 and agreed to maintaining the current scheme in view of issue of raising small bills for people who have not paid ctax before. Final budget proposals, including recommended standstill scheme approved by council as part of the budget setting process on 14/2/14.

	VFM2c Support the transition to the 'universal credit' benefits system for new claimants in October 2013 to be administered by Dept of Work & Pensions and to determine the impact on the residual benefit service	Mon-31-Mar-14	Mark Sheldon		Continued delays in government rollout of universal credit impacted on local timescales. Discussions with DWP continue. On 5th December 2013 the Secretary of State announced plans for the next stage of Universal Credit implementation. The current planning assumption is that Universal credit will be live for new claims in every local Authority during 2016, with the majority of the remaining caseload moving to Universal Credit during 2016 to 2017. Cheltenham has 41 households which are subject to a benefit cap and the highest capped amount is £181.06 per week.
VFM3 We will implement the 'Bridging the Gap' programme and budget strategy for meeting the MTFS funding gap	VFM3a Develop the budget strategy for 2014/15 for approval by Cabinet	Thu-31-Oct-13	Mark Sheldon		Council approved the final budget proposals recommended by Cabinet for 2014/15 on 14/2/14 which included a final budget gap of £1.4m for 2014/15 and included savings / additional income to close the gap. Proposals supported included freezing council tax and car parking charges, additional use of NHB money and a reduction in the revenue contribution to the capital programme.
	VFM3b Identify BtG programme savings / income to meet funding gap target for 2014/15 and develop further the budget strategy for closing the MTFS funding gap	Fri-28-Feb-14	Mark Sheldon		The council final budget proposals for 2014/15 included an updated budget strategy, supported by the cross party Budget Scrutiny Working Group, summarising proposals for bridging the projected MTFS funding gap of £2.9m of which, assuming the BtG programme delivers, which leaves a gap of c£1.2m still to find.
	VFM3c Support the management of the Gloucestershire business rates pool for 2013/14, determine whether to pool in 2014/15 and evaluate the impact on the MTFS of business rates retention	Fri-28-Feb-14	Mark Sheldon		Latest modelling again appears to indicate that pooling has benefited Gloucestershire but that this will not be confirmed until the outturn is firmed up at 2014/15 year end. The recommendation to continue was included in the final budget proposals for 2014/15 and approved by council on 14/2/14.
VFM4 We will deliver the Cheltenham Futures (Future Council) programme for residual council services	VFM4a Work stream 1 - identify through management restructuring / efficiency measures savings to meet a target for 2013/14 of £150k resulting from the loss of on street parking enforcement and to evaluate the impact on the retained organisation	Tue-30-Apr-13	Grahame Lewis		£150k of savings were identified although implementation delays meant that the new structure and associated costs of running the service were not identified until Sept 2013. The full £150k saving is built into budget for 2014/15 onwards.
	VFM4b Work stream 2 - report to council proposing the new senior management structure to deliver savings of £200k/yr	Fri-28-Feb-14	Andrew North		Report agreed at council; appointments committee has ratified proposals. The proposed structure will deliver savings of circa £220k per annum by 2016/17
VFM5 We will agree an Accommodation Strategy	VFM5a Develop the business case, including funding strategy, for the relocation of the council's offices	Sun-30-Jun-13	Mark Sheldon		Discussions continue with the representatives of a key town centre buildings. The council also agreed to acquire the Shop fitters site, which offers the opportunity for a new build. A revised brief which will opens up options for alternative office locations, including new build, was approved by Council on 31/3/14.

	VFM5b Negotiate and agree partner commitment to an alternative office location	Wed-23-Apr-14	David Roberts		Discussions continue re the acquisition of a suitable alternative property
	VFM5c Complete the marketing exercise of the Municipal Offices for redevelopment	Tue-24-Jun-14	David Roberts		Delayed since marketing exercise is linked to identification of suitable alternative premises for CBC which has yet to be concluded, although informal interest in the redevelopment of the Municipal Offices has been identified.
	VFM5d Determine the business ICT requirement / strategy for new offices	Mon-31-Mar-14	Matt Thomas		Project is still delayed since an alternative office location has yet to be secured. Relocation of ICT server room to FOD and the repurposing of CBC server room for DR are almost complete. The ICT infrastructure upgrade strategy is being progressed and reduces physical ICT requirements on site which will support the relocation to new offices. The ICT shared service is now working with CBH and other partner councils, to rationalise further ICT provision.
	VFM5e Determine space requirements to support the 'future council' and assess future business needs, including meeting and front of house requirements, in relocated offices	Tue-24-Jun-14	David Roberts		The review to determine accommodation needs, based on projections for 2016/17, initiates that space requirements have reduced to circa 23-27,000 sq ft. A report including this information was approved by council on 31/3/14.
	VFM5f Agree a vision and roadmap for the rationalisation of information / data storage to support an office relocation based on reduced physical storage space	Mon-31-Mar-14	Mark Sheldon		The Information Management Group has been reconvened and considered a new approach to electronic file management. A proposal is being worked up for SLT to consider ahead of the clear-out week, now planned for June 2014. A governance approach to SharePoint have been developed by the ICT shared service. An audit of physical storage in the basement at the Municipal Offices is underway with a view to reducing storage requirements on site ahead of an office move.
VFM6 We will agree an Asset Management Plan	VFM6a Develop a car parking strategy to inform the Asset Management Plan	Mon-31-Mar-14	David Roberts		A draft strategy has been prepared and is being considered by Executive board. This will feed into the councils Capital Strategy and Asset Management Plan
	VFM6b Develop and approve an Asset Management Plan which captures the aspirations for the council's property portfolio	Mon-31-Mar-14	David Roberts		The sale of North Place / Portland Street was completed in February 2014. However, since there was an agreement to not make the sale price public, members agreed to defer the Capital Strategy and Asset Management Plan until meetings of Cabinet and Council in July 2014.
	VFM6c Develop and approve a funding strategy to support the Asset Management Plan	Fri-28-Feb-14	Mark Sheldon		The sale of North Place / Portland Street was completed in February 2014. However, since there was an agreement to not make the sale price public, members agreed to defer the Capital Strategy and Asset Management Plan until meetings of Cabinet and Council in July 2014.

We will meet our 'Bridging the Gap' targets for cashable savings and increased income

Overall Summary

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On Target



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Service Indicators

Indicator	Baseline	Target	Current	Comments	Status
Number of Freedom of Information internal reviews		0	4		R
Amount of savings delivered by Go Shared Services		0	258,000	CBC saving target of £258k achieved via GOSS new structure and ERP system reduced / shared costs	G
Percentage of staff appraisals completed		100.00%	93.00%	The 7% of appraisal declarations not completed equate to 31 staff who have all been involved restructures, change of managers etc. All have received performance feedback on an informal basis	R
Number of stage 3 complaints		6	7		A
No. days lost due to sickness absence		6.99	6.91	managing sickness absence remains a high priority for the organisation and the GOSS HR team continue to work with managers to ensure that sickness absences are managed in accordance with CBC policy and that return to work interviews are completed	G
number of complaints forwarded to the LGO complaint investigation decisions		0		data not available until the end of the year	

Review of outcomes 2013-14 for Overview and Scrutiny 9 July 2014

Outcomes	What went well?	what didn't go so well?
<p>Cheltenham is a place with a clean and well-maintained environment where waste is minimised and recycling, reusing and composting is promoted</p>	<p>Much effort has been put in over the past 12 months to deliver the outcome; at the strategic level, CBC has been working hard through the Joint Waste Committee comprising Gloucestershire County Council, Cheltenham Borough Council, Cotswold District Council and Forest of Dean District Council to harmonise collection arrangements across the county. There is more work to be done on this but there will be significant business advantages and financial savings.</p> <p>More opportunities have been given to residents to recycle more household items; a 3 month trial has started whereby 'mixed plastics' such as yoghurt pots, margarine tubs, ready meal trays and vegetable can be deposited at neighbourhood recycling sites.</p> <p>Awareness raising campaigns have included issuing media releases at key times such as Christmas, Easter and Summer. The garden waste promotion has lead to increase in number of bins - now over 13,000 households have one. The parks development team have worked with local schools on recycling and litter issues. The green points scheme is running on a trial basis in Up Hatherley.</p>	<p>Recycling performance has come out at slightly lower than target. This is a national trend due to the packaging industry reducing the size of packages and the reduction in the number of newspapers and magazines purchased by households. In addition, we know that recycling rates increase when there is a change but tend to reduce down over time.</p>
<p>Cheltenham is able to balance new development with enhancing and protecting the natural and built environment</p>	<p>The focus for the past 12 months has been on gaining a tripartite agreement to the Joint Core Strategy covering Cheltenham, Tewkesbury and Gloucester City Council areas. The pre-submission version has now been agreed and will go out for further consultation on it soundness in July.</p> <p>Alongside this, a commissioning review was undertaken of our green space management services. The review recognised the important work the team do in managing the large number of green spaces and allotments across the borough and concluded that the service should remain in-house. The team are very active in supporting friends of groups across the borough of which there are now 12.</p>	<p>The proposed review of building control services did not reach any firm conclusions; a proposal to develop a business plan for extension of Building Control shared service with Tewkesbury BC to include Gloucester City did not proceed as Gloucester were unable to confirm willingness to contribute to central support costs.</p>

Outcomes	What went well?	what didn't go so well?
<p>Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change.</p>	<p>The main focus of our carbon reduction programme revolves around opportunities to deliver energy management projects as part of refurbishments.</p> <p>For instance we are starting to look in more detail at the case for installing a biomass boiler at Leisure@ as a potential replacement for the combined heat and power unit on expiry of the lease in 2015. This would have significant impact on council's emissions.</p> <p>We are also looking at the potential for a large scale solar PV farm with two potential sites identified.</p> <p>There is ongoing work to ensure that climate change and sustainability are reflected in service outcomes and picked up in contracts and service level agreements. We now need to build into this monitoring processes to measure the impact of activities</p> <p>In addition, Cheltenham Low Carbon Partnership has continued to meet and ran a series of successful workshops on the past 12 months including one on bio-mass boilers.</p>	<p>Linking carbon reduction programmes to property projects has meant that target implementation dates have not been met.</p>
<p>Cheltenham has a strong and sustainable economy</p>	<p>There has been much activity in the past 12 months to support the local economy;</p> <p>The council commissioned Gloucestershire Enterprise Partnership to support local businesses and 15 enterprise clubs were run with 184 attendees and 88 business clinics were run supporting businesses to start or grow in the borough.</p> <p>Cheltenham Development Task Force has made significant progress over the past 12 months on realising projects to enhance the town centre. These have included negotiating the sale of North Place and Portland Street sites to developers that will bring forward a mixed use scheme including superstore, housing and open space. Also, progress has been made on the Brewery Phase 2 and the Albion Street site, with demolition due to start on both sites over the Summer.</p>	<p>Improvements to St. Marys Churchyard have not happened yet; CBC working to support this via Cheltenham Development Task Force and through attendance on the Minster Council. A positive consultation event held in August- statements of significance and need drafted in preparation for further dialogue with the Diocese.</p>

Outcomes	What went well?	what didn't go so well?
	<p>The Task Force has also worked with GCC on plans to reduce traffic travelling through the town centre as part of the local sustainable transport fund.</p>	
<p>Communities feel safe and are safe.</p>	<p>The council has continued to work in partnership with the police and the Police and Crime Commissioner to ensure our communities remain safe. Examples include:</p> <ul style="list-style-type: none"> • Collaborating on the implementation of a joint approach to managing anti-social behaviour in light of the new legislation • Setting up specific task and finish groups to address peaks in domestic burglary. • CBC has supported bidders to the Police and Crime Commissioners' Fund, and the Chief Exec has led the development of the safer days and nights action plan. • We have jointly worked up proposals for the Late Night Levy which will generate a net sum of approx £100k to be re-invested in managing the night-time economy. • We have collaborated on joint operations and activities such as freshers fortnight, and race week. • We are also working jointly on approaches to manage the harm that alcohol causes and on a community-based approach to reducing domestic abuse. <p>The number of crimes committed in Cheltenham was 7671 which remains significantly below previous years.</p>	<p>The targets set for the inspections of licensed premises and compliance of food premises were not met.</p>
<p>People have access to decent and affordable housing.</p>	<p>Highlights this year include:</p> <ul style="list-style-type: none"> • The delivery of 214 affordable homes in the year • Only 1 case of statutory homelessness in the year and record levels of homelessness preventions • Good media interest and coverage, as housing options become one of the top performing services in the country. • Approval to launch SPA lettings service to support low income households at risk of homelessness into accessing the private rented sector. This will now be implemented by CBH. • A new 2 year agreement with Cheltenham Housing Aid Centre to continue to deliver Assertive Outreach Services for individuals with complex needs who are rough sleeping or on the verge of becoming rough-sleepers 	<p>Good progress made overall on delivering the HRA capital programme albeit the targets to deliver investment into non-traditional stock and on the PV panel project fell behind schedule.</p>

Outcomes	What went well?	what didn't go so well?
	<ul style="list-style-type: none"> • New Direct Access accommodation in Cheltenham for individuals with complex needs who are homeless (Supporting People funded) 	
<p>People are able to lead healthy lifestyles.</p>	<p>Leisure@ overall performed better than any year in the last 8 years and delivered a net 30% reduction in operating cost in two years. In the final quarter of the year, general business performed well with income ahead of target based upon strong bookings business, course enrolments and membership sales. Whilst busy with the new year season footfall overall did not make up the significant shortfalls experienced in the first half of the year.</p> <p>Concessions activity and GP referral business both out turned ahead of target and recovering from a dip in numbers earlier in the year.</p> <p>The Sports, Play and Healthy Lifestyles team continued to support and deliver a range of community projects linked to schools, youth clubs and older people care settings. StreetGames youth engagement project ran successfully in three priority locations, with Door Step Sports funding secured to expand the programme. February half term saw a well attended programme of children's activities provided across the Borough, but with later dates for the Easter holiday than in previous years attendances for the quarter are not comparable to previous years.</p> <p>March also saw the team organise another successful Sport Relief event with in 650 people taking part in the charity fun run around Pittville Park and Lake</p>	<p>Overall attendance at leisure@ was below target. The majority of this shortfall occurred in the first half of the year and primarily links to the drop in general swim attendances across the whole year and general pay & play activity in the first half of the year.</p> <p>Total play attendances for the year were 10,023 against a target of 10,200, slightly explained that with Easter holiday programme falling in April this year, none of the recorded holiday attendances fall within the quarter.</p>
<p>Our residents enjoy a strong sense of community and involved in resolving local issues.</p>	<p>Good progress has been made across a range of community building projects; CBC has been working with CBH to involve residents in the Big Local project which will see £1m invested into the St. Peters and the Moors area. The first residents' forum meeting was held in June 2013. Since then, the steering group has met monthly and has organised a number of community events to involve more residents in the process, published three newsletters circulated to all households in the area, secured £20k getting started funding, which has</p>	<p>During the year, GCC and Cheltenham Partnerships made the decision that Inspiring Families would no longer lead the implementation of the families first programme in Cheltenham, instead the families first team commissioned additional support via County Community Projects. Cheltenham Partnerships remain supportive and continue to work with the programme manager to ensure target gets delivered. Over the course of the year the Inspiring Families project has worked with 30 families first families; 8 families have now met the criteria and come off the list.</p>

Outcomes	What went well?	what didn't go so well?
	<p>enabled the employment of 2 engagement workers who will lead the process of engaging with local residents prior to the submission of the Big Local Plan in September 2014.</p> <p>In addition, two areas piloted the Asset based community development approach with the support of the Barnwood Trust. Around 200 residents have been engaged in Springbank and the Elms with a range of projects being delivered including community litter picks and community cafes.</p> <p>Our scrutiny task groups progressed a number of issues affecting local communities and sought the views of local people in their work. This resulted in recommendations for improvements in many areas including of dog fouling, allotments and management of events in the town.</p> <p>The council has also worked to strengthen ties with Cheltenham Tree Group, Cheltenham Connect and Friends of Pilley Bridge Nature reserve who are both active in promoting and enhancing local communities and environments. We completed two DIY streets projects.</p>	
<p>Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment.</p>	<p>Significant success, the new Art Gallery and Museum, now known as the Wilson was opened to the public on 5th October 2013 The Wilson has hosted several high profile exhibitions including Rodin's Kiss, the open west contemporary art exhibition, the Fred Deakin museums at night experience and the Embrace exhibition. The building has won many awards including from Cheltenham Civic Society, RICS and RIBA.</p> <p>The new charitable trust has now been registered. This has followed months of work; the trustee shadow board had been meeting monthly since their first meeting on 6 Jan 2014. Memorandum and Articles approved by the shadow board and endorsed by Cabinet at their March meeting. Additional executive support was procured to assist the in-house executive team with the work programmed to implement the trust from 1 Oct. The board have agreed to take support services from GOSS and ICT for 2 years (with a break clause after 1 year). The board and CBC legal representatives working on the draft contract.</p>	<p>Hall Hire income has done well this year, though has fallen slightly short of target. This is due to an increase in promotions restricting diary availability for hires and a small shortfall in wedding celebrations at the Pittville Pump Room.</p>

Outcomes	What went well?	what didn't go so well?
The council delivers cashable savings, as well as improved customer satisfaction overall and better performance through the effective commissioning of services.	The council delivered a balanced budget which included savings and additional income which closed the funding gap and made progress in identifying proposals over the period of the MTFS which have not impacted on service delivery or outcomes.	Additional financial pressures were identified at late stages in the process which make it difficult to plan effectively.

Scrutiny Annual Report 2013 - 2014



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1.

Foreword

Chair of Overview and Scrutiny Committee:
Councillor Tim Harman



As the newly elected Chairman of the Overview and Scrutiny Committee I am pleased to present the Annual Report for 2013/14.

I would like to thank Councillor Duncan Smith and former Councillor Barbara Driver for their contributions to the work of the committee during the year.

The committee is responsible for co-ordinating the Overview and Scrutiny function with the Council. It commissions scrutiny task groups to carry out the detailed work ensuring that they have clear terms of reference. It is also responsible for receiving and determining how many call-ins of Cabinet decisions should be dealt with.

My vision for the future is that scrutiny should be a powerful tool to enable all members of the Council who are not part of the Executive to hold the Cabinet to account on behalf of the electorate but also to act as a critical friend.

I would like to take this opportunity to invite all members to contact me and the other lead members with regard to any suggested areas of activity or of issues of concern to Cheltenham and its people and which are appropriate for scrutiny.

Councillor Duncan Smith had this to say about the progress made last year.

"In the report last year I said there were two key challenges for the coming year so it is timely to reflect on how well we have done on these:

- *to encourage elected Members to bring forward scrutiny topics that address issues in their local communities*
- *to engage with the Cabinet & develop the Overview and Scrutiny Committee role in strategic policy development*

It has been a busy year for the scrutiny task groups with final reports from the budget scrutiny working group, dog fouling, the cemetery and crematorium all being considered by Cabinet. All of these are important issues for local communities and the task groups have worked hard to bring clear and meaningful recommendations before Council and Cabinet.

A report to Cabinet is not the end of the process and the O&S committee have been keen to invite Cabinet Members to report back on how they have implemented the recommendations. Highlights have included the successful implementation of Events consultative groups, a recommendation from the Events scrutiny task group last year. Good progress has also been made on implementing the recommendations on allotments and grass verge cutting.

Through this process O&S has become more engaged with the Cabinet and a number of Cabinet Members regularly attend O&S committee meetings with the Leader providing a

regular update. There is still a need to develop O&S's role in strategic policy development which was my second challenge for the coming year."

Councillor Driver took over the chairmanship of the O&S committee in the New Year.

She was keen to get members and the public more engaged in the work of overview and scrutiny, making more use of the committee meeting for this purpose. An update from Jeremy Williamson on the work of the Cheltenham Development task force was welcomed by members and got a good public attendance. Similarly the Managing Director of UBICO attended to give members an update on their progress and respond to a variety of questions. The crematorium was also an issue of concern for members and local residents so the chair felt it was important to get a regular update from the task group on this.

What we have achieved in our first two years is a great step forward and we would like to thank those councillors and officers who have worked so hard to make it successful.

2. The challenges for the Overview and Scrutiny Committee

Andrew North
Chief Executive



I said in my introduction last year that "effective Overview and Scrutiny is a vital part of local democracy as it plays a key role in holding the Cabinet, officers and the wider council to account. It is important therefore to reflect on how well it has done this, as well as what difference it has made to the community at large." Now that we are two years into the new arrangements this is a good time to review progress and ask whether scrutiny has made a real difference.

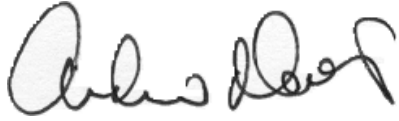
Overview and Scrutiny has continued to bring together cross party working groups on a range of different topics from dog fouling and the ICT virus incident to the operation of the new cremators in Cheltenham. Feedback from these task groups have emphasised the importance of clear terms of reference at the start from the main committee. One of the other essentials for a successful task group is strong officer support. Task groups are reliant on the technical and professional input from officers and members and have been very appreciative of the time officers have spent in attending task group meetings and preparing information. This has included taking members out on a dog warden patrol or arranging a tour of the new equipment at the crematorium. Members have been very complimentary about the facilitation support they have received from Democratic Services but suggested that some task groups have struggled to be fully effective without it.

The replacement of three Overview and Scrutiny Committees with one is still a relatively recent development and there is evidence that it is still finding its way. Resources are always going to be limited so one of the key roles for the Overview and Scrutiny Committees is to manage this by prioritising their reviews and challenging themselves on how many reviews members and officers can support at any one time. Setting their workplan and reviewing progress is an important part of every meeting. A key role for the committee is also ensuring terms of reference are tight and scope is clearly defined at the start of every review.

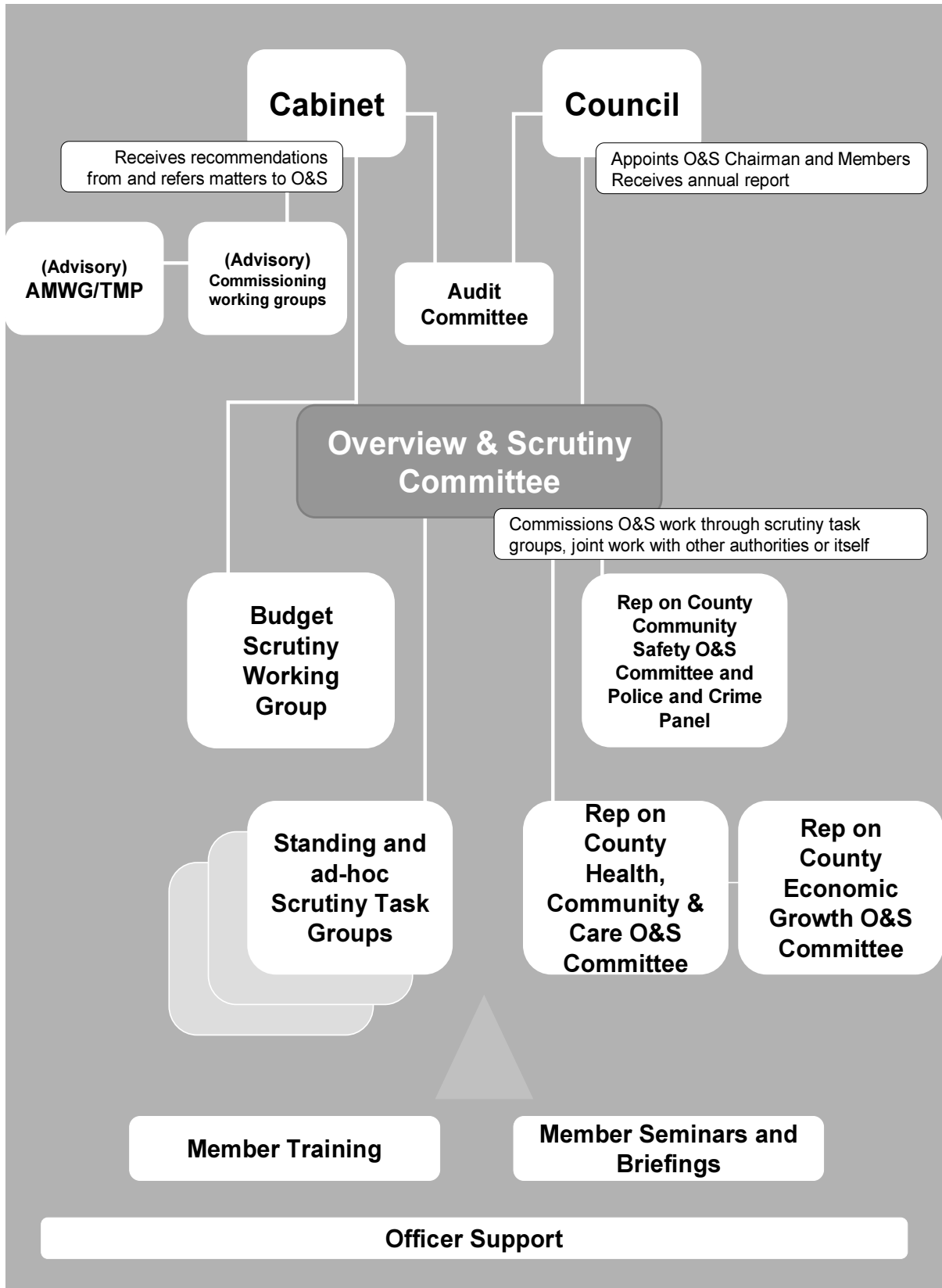
Overview and Scrutiny has a good record of recommendations being taken forward by Cabinet - for example the new procedures recommended by the Events task group are now in operation. I feel that Cabinet has been much more engaged in the scrutiny process but there is still scope for refining the process so that expectations are clearly understood by all parties. One of the important roles for the main committee is the follow up of recommendations once they have been to Cabinet and ensure that positive outcomes are achieved for the town.

The Overview and Scrutiny Committee will have a new Chair following the elections. I will give them my personal support in this challenging role and I hope that scrutiny can build upon its strengths to make the council even more effective, transparent and accountable. To help the council in that aim I have initiated an LGA peer review which will take place in September this year. Part of their terms of reference will be to look at our scrutiny arrangements and wider decision making including behaviours and governance and they will seek views from members, officers and partners. One of the

strands of their work will be to focus on how effective the council is at identifying and tackling the big issues and challenges that affect the borough, and the role Overview and Scrutiny can play in this process. I look forward to hearing their feedback.

A handwritten signature in black ink, appearing to be 'Alan Duff', written in a cursive style.

3. Overview and Scrutiny Structure



4.0

Budget Scrutiny Working Group Chair: former Councillor Rob Garnham



Task group members:

Councillors Chris Coleman, Tim Harman, Rob Garnham, Dianne Hibbert, Paul Massey and Klara Sudbury

Officer support:

Mark Sheldon and Rosalind Reeves

The budget scrutiny working group forms a permanent part of the scrutiny arrangements at Cheltenham Borough Council. The rationale being that the budget is a complex area that cannot be scrutinised effectively as a one-off exercise. Members of this working group have built their expertise and understanding of financial matters so that they can review the budget strategy, the bridging the gap programme and be in a position to respond to the budget proposals as well as scrutinising the business cases of major projects within the commissioning framework.

Key Findings and recommendations:

Chair of the working group, Councillor Rob Garnham said that the focus for the group this year had been to "allow more time to understand and consider the financial pressures facing the council over the longer term and to scrutinise some of the proposals for bridging the financial gap which feed into the budget setting process."

The working group considered the budget proposals at their meeting on 9 January 2014 and as a result made a number of recommendations to O&S which were forwarded to Cabinet. These recommendations covered their views on the use of the New Homes Bonus, the council tax freeze, pooled business rates and increase in rents for council tenants. They were all taken account of in the final budget proposals to Council in February.

During the year the budget scrutiny working group also scrutinised the following:

- The accommodation strategy
- The commissioning of Revenues and Benefits
- The business case for the ICT commissioning review
- The financial aspects of the leisure and culture commissioning review
- Funding for the Cheltenham Development Task Force
- Regular reviews of the Bridging the Gap strategy and budget projections
- ICT Restructuring and financial savings
- UBICO – potential for future savings
- New Homes Bonus projections
- Financial update re Glos. Airport

Has it made a difference?

The scrutiny group works closely with the Cabinet Member Finance, Councillor John Rawson, and he regularly attends their meetings. In his budget speech to Council in February the Cabinet Member Finance, Councillor John Rawson gave thanks to the

members of the Budget Scrutiny Working Group for the valuable contribution they had made to the budget process.

The Director of Resources also commented that " this has been a very valuable process which has added value. The financial position is very challenging and it is very helpful to have a forum for deeper consideration of the issues facing the council and the strategy for dealing with it."

4.1

JCS Planning and Liaison Scrutiny Task Group

Chair: Councillor Tim Harman



Task group members:

Councillors Ian Bickerton, Tim Harman, Andy Wall, Les Godwin, Helena McCloskey and Simon Wheeler

Officer support:

Tracey Crews and Judith Baker

This task group was set up in July 2012 to engage with elected members on the joint core strategy and other strategic development issues in light of the changes to the planning framework.

In 2012 they were set a very specific task by Council to evaluate the alternative methods of assessing household formation rates over the period of the JCS plan and feedback their conclusions and recommendations 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 have 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.

Key Findings and recommendations:

Outputs of the Scrutiny task Group have included:

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

Cheltenham Plan

- Agreement of programme
- 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

Has it made a difference?

Head of Planning, Tracey Crews said "From an officer perspective the Planning and Liaison Scrutiny Group has been invaluable. The Group has challenged at key stages which has added value to the plan preparation process, it offers an opportunity to take soundings from members in a structured way. I very much hope the group will continue and help steer the work programme over the year ahead".

4.2

Dog fouling Scrutiny Task Group

Chair: Councillor Penny Hall



Task group members:

Councillors Nigel Britter, Jacky Fletcher, Penny Hall, Helena McCloskey and Suzanne Williams

Officer support:

Jane Griffiths and Beverly Thomas

A review of dog fouling in Cheltenham was initiated by the Overview and Scrutiny Committee in June 2013, this was in response to local residents, community organisations and some Parish Councils expressing concern to local Councillors with increasing dog fouling of streets and green spaces in the Borough.

Key findings and recommendations :

The scrutiny task group (STG) met on 3 occasions and site visits were also undertaken to Pittville Park and Beeches playing field with community protection officers and bin emptying operatives on patrol. In addition members visited the Depot, King George V playing field and Clyde Crescent for the CBH Fido Fiestas. During their work the STG received some press coverage in the Gloucestershire Echo. This led to BBC Radio Gloucestershire choosing dog fouling as a morning discussion topic first interviewing Penny, Chair of the STG, Cheltenham Animal Shelter General Manager Peter Newcombe and dog owners in Pittville Park . The discussion was extremely well supported by listeners and many rang to give their views and Penny was invited to a second interview to respond and explain the STG's work.

The STG also reviewed a variety of evidence including verbal accounts of the work that community protection officers carry out, updates from the Environmental Maintenance Manager and the Managing Director, Ubico, responses to questionnaires distributed

amongst Residents' Associations, Community Groups and Parish Councils and to attendees of events attended by certain members of the STG, Risk Assessments for the emptying of dog bins by bin emptying operatives, research from other local councils. Having gathered the evidence a range of recommendations were made which should go some way towards alleviating the problem in the town.

These were :

1. Ensuring press releases are issued to provide information about the council's efforts to tackle dog fouling and successful enforcement action to include the level of fine each offender is ordered to pay and whether additional costs were incurred.
2. Introduce bin stickers to highlight that bagged dog waste could be disposed of using standard public litter bins / investigate sponsorship opportunities of bins
3. Increase the use of dog floor stencils /blue spray circling
4. Investigate funding streams or sponsorship to reintroduce free dog waste bags in targeted hot spot areas
5. Initiate hard-hitting anti-dog fouling campaigns
6. Provide better information on website/use social media to get the anti-dog fouling message across
7. Continue to encourage and attend community organised events
8. Introduce a regular programme of visits and work by Community Protection Officers in schools
9. Encourage public involvement in tackling dog fouling/Build on the Partners and Communities Together (PACT) initiative
10. Trial a Multi-agency approach-undertake some joint patrols with CPOs and PCSOs to demonstrate positive cross service support for the exercise; work together with Cheltenham Borough Homes on this issue
11. Investigate opportunities to use mobile CCTV in dog fouling hotspot areas ; Improve signage along with targeted enforcement in hotspot areas
12. Ensure the Community Protection Team has the resources to fulfil its duties in this area including seeking external sources of funding
13. Publicise the good work Community Protection Officers undertake across the borough

Has it made a difference?

The recommendations were considered by Cabinet in April 2014. All agreed that dog fouling was an issue that affected every ward in the town and that there were hotspot areas which required particular attention. The Cabinet Member responsible highlighted the partnership working which officers were involved in and many of the recommendations would be picked up through this work. All of the recommendations of

the group were taken on board by Cabinet, subject to the service planning and delivery requirements of the commissioning review on the new Environmental and Regulatory Services Division.

Cllr Penny Hall, Chair of the STG, firmly believed that the work of the scrutiny task group was a clear demonstration that scrutiny can work well. The enthusiastic support of the work by Cabinet was welcomed.

A review of the implementation of the recommendations will take place in 12 months time.

4.3 Deprivation Scrutiny Task Group

Chair: Councillor Chris Coleman



Task group members:

Councillors Barbara Driver, Chris Coleman and Paul McLain and Bernice Thompson (co-optee)

Councillor Jon Walklett (observer as relevant ward member)

Officer support: Richard Gibson and Sam Howe

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."

At its meeting on 18 February November 2013, Overview & Scrutiny Committee initiated a review of Hidden Deprivation in our Town Centre and a scrutiny task group was set up.

Key findings and recommendations:

The task group reported their findings to O&S in April 2014. During their review they had covered a lot of ground and their recommendations covered the areas of:

- Crime and disorder
- Housing
- environmental quality
- community integration

The O&S committee commended the task group for their work and felt they had achieved a detailed understanding of the issues. They felt that some of the recommendations needed more work and also debated whether the task group should also report back on health and education matters which they had not had time to cover.

The chair requested that the task group be given clear terms of reference before commencing any new work and resources allocated to facilitate the group, preferably from Democratic Services.

This will be an issue for the new O&S committee to review in July.

4.4 Performance measures at the cemetery and crematorium (now and in the future) Scrutiny Task Group

Chair: Councillor Chris Ryder



Task group members:

Councillors Chris Ryder, Helena McCloskey, Barbara Driver and Rob Reid

Officer support: Rob Bell (UBICO), Rob Hainsworth, Tom Mimmagh, Mark Woodward and Rosalind Reeves

This review of the Cheltenham Cemetery and Crematorium was initiated in November 2013 following a request from Councillor Chris Ryder who felt that performance measures at the crematorium needed to be reviewed urgently. Councillor Ryder had been made aware of the serious concerns of some local funeral businesses regarding the operation of the new cremators installed at Cheltenham crematorium.

Key findings and recommendations:

The task group met on five occasions between November and March and provided regular updates to the main committee due to the seriousness of the concerns about the crematorium. During the course of their review they met with the local funeral directors, they carried out a review of the project documentation including tender documents, examined risk assessments and gained a full understanding of the current status from officers as well as seeing the issues for themselves through on-site visits. From the start their aim was to understand what had taken place and try and learn lessons for the future rather than lay blame. With that in mind they produced a range of recommendations which would enable better outcomes from similar maintenance projects in the future. Their recommendations covered the following areas:

- Criteria and process for recruiting expert consultants
- Cabinet Member involvement in procurement and tendering stage
- recording of decisions at key stages
- the management of risks
- keeping the public and elected members informed when problems do occur
- a series of ideas for improving the crematorium including online booking and improved parking and drop-off facilities and a policy on overhanging trees.

Has it made a difference?

Whatever the final outcome of the review, the initiation of this review as a scrutiny topic immediately brought it to the attention of the public, the media, elected members and senior management. The Cabinet member and the Senior Leadership Team had regular briefings and updates on status and risks. This in itself provided focus in resolving the issues.

The recommendations were considered by Cabinet on 24 June 2014. The new Cabinet Member Clean and Green Environment, Councillor Chris Coleman, commended the

report for its detail and highlighted some important learning points for the future. He was keen to move forward in a spirit of openness and involve staff, customers and all members in the future options for the crematorium. He intended to provide a full response to the scrutiny task group recommendations in September 2014.

Councillor Chris Ryder said she was encouraged by the Cabinet response to their report and would welcome working with the Cabinet Member. The task group would continue to keep a watching brief on the situation which was so important to the people of Cheltenham.

Scrutiny task groups revisited: what's happened since?

5.0 Sex Trade in Cheltenham Scrutiny Task Group Chair: former Councillor Barbara Driver

Task group members:

Councillors Andrew Chard, Paul Massey, Anne Regan and Diggory Seacome

Officer support: Andrew North, Rosalind Reeves and Sidgoree Nelson (County Council)

The task group was set up by the Council following concerns raised in the media that Cheltenham might be a potential "hotspot" of activity for the illegal trade of sexually exploited young or vulnerable people. It was felt that stories like this could damage the reputation of the town.

Key Findings and recommendations:

After talking to senior police officers and representatives from a range of agencies, the task group were pleased to establish that sex trafficking was not a significant issue for the town and the level of sexual exploitation of vulnerable children and adults was no more prevalent than in other similar towns. However all agencies were aware that "the stone remains unturned" and there were no room for complacency.

When Cabinet received the task group report on the 16 April 2013, they felt that the issue needed a multi agency approach and referred all the recommendations to the Positive Lives Partnership with a request that they report back to Cabinet.

What's happened since?

The Cabinet Member Housing and Safety, Councillor Peter Jeffries, gave his response to the task group report at Cabinet in September 2013. This outlined the Partnership work which was taking place in response to the recommendations set out in the task group report. He reported that both the Positive Lives Partnership and Cheltenham Safeguarding Forum had taken responsibility for moving forward those recommendations which required a partnership approach.

The Cabinet Member highlighted work which had been undertaken on emergency housing in terms of raising awareness among partners of the new service to support vulnerable people which should include those who have experienced sexual violence specifically as a result of the sex trade. He also referred to the positive socialising, living and relationships "safeguarding weeks" which aimed to raise awareness of safeguarding

issues.

The Cabinet welcomed the partnership approach which represented the right way forward. The Leader, Councillor Steve Jordan said "this was a good demonstration of how scrutiny worked in practice in terms of raising issues which could be worked on together."

5.1 ICT Scrutiny Task Group

Chair: Councillor Colin Hay

Task group members:

Councillors Andrew Chard, Simon Wheeler and Andy Wall (although he was not able to attend any of the meetings)

Officer support: Mark Sheldon, Matt Thomas and Rosalind Reeves

The task group was set up in July 2012 to assess whether the current ICT service was resilient and fit for purpose and to help define the outcomes for the ICT commissioning exercise which was about to start.

In November 2013 they were reconvened following a debate at Council on issues arising from the public service network compliance issue. The council's main concern had been with the risk assessment which had been the root cause of the initial rejection of the council's submission by the Cabinet Office who felt the council had not gone through a proper risk assessment process. There would have been serious consequences if the council had been taken out of the public service network.

Key Findings and recommendations:

The task group were assured that the council was now following the Cabinet office recommended risk management process and there was an action plan in place to address the gaps identified in the PSN submission process. They were satisfied that the council was now far more aware of its approach to corporate risk assessment regarding ICT required by the Cabinet office and these were monitored by the Security Working Group. Consequently the task group did not feel the need to make any recommendations to Cabinet or Council.

What's happened since?

There has been no further requirement for the group to meet.

5.2 Allotments Scrutiny Task Group

Chair: Councillor Anne Regan

Task group members:

Councillors Nigel Britter, Colin Hay, Helena McCloskey, Charlie Stewart and Duncan Smith

Officer support: Emma Burton, Adam Reynolds and Beverly Thomas

The task group was set up in July 2012 following a petition submitted to Council against a preliminary proposal for the development of an allotment site on part of Weavers Field in the borough. This petition had raised various issues, not least the process for identifying the need for allotment sites in Cheltenham. In addition the council had

received a number of queries from the public on unattended allotments and it was agreed that the council's allotment strategy needed to be reviewed.

Key Findings and recommendations:

Having spoken to the allotments officer and green space manager, the Cheltenham and District allotments association, transition town Cheltenham and the Cabinet Member responsible for allotments and having visited two allotment sites managed by the council and a potential new allotment site, the task group came up with 11 recommendations to Cabinet.

These included:

- Maintaining dialogues with parish councils in terms of their responsibilities for addressing allotment waiting lists
- reviewing the enforcement of uncultivated plots to alleviate pressure on waiting lists
- pursuing the development of council owned land at Priors Farm in the north of the borough into allotments
- reviewing current lines of communication with allotment stakeholders and council officers
- ensuring consideration is given to allotment provision in the emerging Cheltenham Local Plan
- investigating opportunities to work in partnership with organisations such as Cheltenham Borough Homes, Gloucestershire Association for Voluntary and Community Action and Cheltenham Community Projects, to facilitate a scheme to distribute surplus produce to those in most need in the town.

Chair of the task group, Councillor Anne Regan said "We hope these recommendations will lead to a more effective and enhanced service within the borough council".

Upon receipt of the task group's report the Cabinet Member Sustainability Roger Whyborn welcomed its "constructive recommendations". The majority of recommendations of the task group were accepted by Cabinet subject to feasibility and resources.

What's happened since?

The Cabinet Member reported back to O&S in March 2014 and provided detailed progress against the recommendations. Members welcomed the level of progress which had been achieved.

Since then, work to increase allotment provision in the town has moved forward with additional allotment allocation in a planning application for a large proposed development in Leckhampton. This is the area with the highest level of unmet demand.

Efforts by the volunteer site wardens to encourage people to think more carefully about the commitment required to manage an allotment are paying off. Through issuing leaflets and conversing with potential plot-holders at plot viewings, they are able to ascertain time and capacity to manage a plot and are able to allocate plots accordingly or even postpone the decision. Take-up of allotments has dropped as people have had more opportunity and encouragement to consider the level of commitment required. Additional plot splitting has taken place to enable those who can only manage a small plot to take on an appropriate piece of ground. The waiting list for an allotment is now

under 280 people and actual take up of plots at some sites is less than 50% so lists should continue to fall, given current rates of application. The waiting list for some sites is now a matter of months or even weeks, although in the south of the borough, there is still a 3 or 4 year wait for plot allocation.

A new allotment strategy is due in 2015 and this should provide a good opportunity to review again and to consult on the direction and management of allotments for the next 10 years.

5.3 Grass verge cutting Scrutiny Task Group Chair: Councillor Penny Hall

Task group members:

Councillors Nigel Britter and Jacky Fletcher

Officer support: Jane Griffiths, John Rees, Tony McNamara and Chris Riley (County Council)

This scrutiny task group was one of the first to be set up under the new arrangements following some dissatisfaction with the way some grass verges in the town had been maintained during the summer months. Their terms of reference asked them to look at the policies and service level agreements between the council and Gloucester County Council who carried out the work. They also wanted to understand how customer service issues are handled and make any recommendations for improvement.

Over four meetings they spoke to a range of people and examined a variety of evidence.

Findings and Recommendations

At the conclusion of the review, the task group recognised that the weather was a big factor with the summer of 2012 being one of the wettest on record. They came up with 10 wide ranging recommendations which included:

- continuing to cut grass in wet weather whenever feasible
- regular contract management meetings
- the current frequency of cutting should continue but officers from CBC/Ubico and Gloucestershire County Council should meet to consider the biodiversity opportunities for verges within the town
- including grass verges in the green space strategy
- encourage the county council to take action on illegal parking on verges
- the website should be updated as a matter of urgency to ensure that service standards are specified and that the website is updated daily during service disruption
- quality audits

The task group report was considered by Cabinet in December 2012. The Cabinet Member Sustainability, Councillor Roger Whyborn welcomed the report and said "that the review had been thorough and he recommended that Cabinet accept all the recommendations. He looked forward to increased liaison with Gloucestershire Highways and Ubico via monthly meetings".

What's happened since?

The Cabinet Member reported back to O&S in September 2013. Members were pleased

that their recommendations had been progressed and indeed officers valued the review as it has led to a better working relationship with the county council who hold the verge maintenance contract.

At the meeting Councillor Penny Hall said that as a ward councillor she had noticed that the level of complaints regarding grass verges had gone down. Although this may have been partly due to the weather, she complimented officers on how nice the verges looked

Officers from Ubico, CBC and GCC were now meeting on a monthly basis. These meetings have been productive as they enable issues to be resolved quickly and for all parties to share plans and report progress. They have been seen as a positive outcome from the review and there is now a better understanding between all parties.

The website had been updated and discussions are taking place with Glos. Highways, the council and Ubico for the sowing of wildflower mixes on larger grass verges.

These are just some of the positive outcomes from the review and the recommendations from the task group will be further considered when reviewing the green space strategy.

5.4 Events Scrutiny Task Group

Chair: Councillor Penny Hall

Task group members:

Councillors Nigel Britter, Diane Hibbert, Anne Regan, Diggory Seacome and Klara Sudbury

Officer support: Jane Griffiths, Louis Krog, Sarah Clark, Saira Malin and Rosalind Reeves

How do councillors and the public find out about and have their say on major events being planned in the town which could have a potential impact on communities or the town's reputation if not managed correctly?

That was the question posed to the Events scrutiny task group which was set up in 2012.

Key Findings and recommendations:

Many other councils had established some form of multi-agency Safety Advisory Group as a tool in planning the safety of community and other public events and they were recognised nationally as good practice. The working group were very keen that councillors should be involved and have their say on proposed events and therefore they went one step further and recommended the establishment of an Events Consultative Group (ECG). In addition to recommending the formation of a Cheltenham Safety Advisory Group.

The Cabinet received the report of the task group in February 2013 and after further work by officers assessing the implications, the Cabinet agreed in July that Events Consultative Groups should be set up together with a Cheltenham Safety Advisory Group.

What's happened since?

Councillor Penny Hall updated the O&S committee in April 2014 on progress. She advised that the newly adopted events process had significantly improved the way the Council deals with events and had been welcomed by the members who had attended ECGs in their wards.

The new process had also been welcomed by officers. Louis Krog, as the officer chairing the ECG, said "the newly adopted events process had significantly improved the way the Council deals with events". In 2013 the Council was notified of 104 events via the new process and up to April 2014 there had been 21. He advised that for the vast majority of events officers were able to deal with them informally with about 1 in 5 requiring an ECG meeting. The new procedure had also resulted in better managed/run events because the event organisers have the benefit of an audience with professional officers who can advise, answer questions and direct people.

5.5 Ubico Scrutiny Task Group Chair: Councillor Andrew Chard

Task group members:

Councillors Tim Harman, Jacky Fletcher, Charlie Stewart, Pat Thornton and Suzanne Williams

Officer support: Jane Griffiths and Saira Malin

The newly commissioned waste service from Ubico came into operation on 1 April 2012 and six months on the task group was set up to review the service level agreements and whether the benefits were being realised. They also wanted to examine the service from the customer's point of view and understand how the service was being monitored.

Key Findings and recommendations:

Given the importance to the public of the service disruption the working group reported their finding on this matter to the O&S committee in February and members thanked the working group for their report. They concluded that no councillors would feel comfortable about the events that had taken place and therefore it was important for the Cabinet Member Working group on Waste and Recycling to be given time to carry out a full review and put in place the necessary improvements.

The scrutiny task group presented their final report and recommendations to Cabinet on 16 April 2013. Although some of the recommendations related to Ubico, many of their findings related to the way in which the council was managing the service contract. They made a number of practical recommendations regarding customer service, communications strategy, waste and recycling literature and they also challenged the decision not to nominate any borough councillors as voting members of the Ubico Board. They identified lessons to be learnt from the service disruption in January, highlighting the needs for clear accountability and responsibility in a commissioner/provider environment and effective communication with the public and members.

What's happened since?

Members had a very positive response to their report from the Cabinet Member who asked officers to do further work on a number of recommendations. The commissioning director for UBICO, Jane Griffiths, attended the O&S committee in January 2014 to give

them an update. The majority of their recommendations had been implemented and lessons had been learnt from the adverse weather conditions.

Rob Bell, the managing director of UBICO, attended the committee in April to update members on the company's annual performance report and he has been invited back to give a further update to O&S in the Autumn.

7. Overview and Scrutiny Development – what's next?

- An introduction to Overview and Scrutiny was held in June as part of the Members Induction programme and further sessions are planned later in the year to develop members' skills and understanding of the scrutiny process. We will be involving officers too.
- We will be encouraging new members and the public to suggest new topics for scrutiny.
- We will be fine tuning the process for scrutiny task groups reporting to Cabinet
- We would welcome any suggestions or thoughts on how we can make the overview and scrutiny process. Please contact one of the Democratic Services team.

8. Contacts

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SCRUTINY TOPIC REGISTRATION



Do YOU have a topic that you think Cheltenham Borough Council should scrutinise? Please fill out the following form and return to Democratic Services.

Date:	
Name of person proposing topic:	
Contact details: email and telephone no:	
Suggested title of topic:	
What is the issue that scrutiny needs to address?	
What do you feel could be achieved by a scrutiny review (outcomes)	
If there a strict time constraint?	
Is the topic important to the people of Cheltenham?	
Does the topic involve a poorly performing service or high public dissatisfaction with a service?	
Is it related to the Council's corporate objectives?	
Any other comments:	

O&S Task group	Purpose	Update	Status summary	Agreed nominations/membership Chairs in bold	Facilitating Officer	Sponsoring Officer	Cabinet Member	Proposed by	Terms of Ref agreed by O&S	Recs to O&S	Report to Council	Report to Cabinet	Cabinet follow up	O&S Follow up scheduled
KEY TO COLOURS	Not started STG	Standing STGs	Active STGs	Completed										
Review of Public Art Governance	To review the current structure of the Public Arts Panel and its accountability	No members had come forward for this review so O&S decided in their January meeting that they would request volunteers for the task group following the May elections. Since that date the Cabinet Member has initiated a review so there is no further action required from O&S although they may wish to request to see the final report on any recommendations for change.	No further action required	3-4 Nominations needed	Wliff Tomaney		Healthy Lifestyles Cllr Rowena Hay	Cab Member	Nov-13					
Rewiring of Public Services	To review the proposals from the LGA for changing the relationship between local and national government.	This review was suggested by the Leader and not progressed due to the priority of other task groups and was to be reassessed following the elections. The LGA is still active in its campaign and is encouraging Councils to have a debate on the issue (see Appendix 1). Would the O&S like to set up a STG to consider the issue and report back or would it be preferable to run a member seminar and get someone from the LGA to attend?	not started	Cllrs Colin Hay, Harman and 1-2 additional nominations needed			Leader Cllr Jordan	Cab Member	Nov-13					
Pub Closures	Council on 26/3/2012 debated a motion proposed by Councillor Colin Hay regarding his concern about the number of pub closures across Gloucestershire and in Cheltenham in particular. Council passed a resolution to "Investigate the adoption of the Public House viability test and develop policies to protect public houses and community assets" and referred it to O&S.	O&S at its April meeting agreed to review the terms of ref for this review alongside section 106 STG and the JCS and Planning and Liaison Group. The Democratic Services Manager has arranged an initial meeting with the Head of Planning, Tracey Crews, on 3 July to better understand the overlap between the scope of these 3 groups and can report back at the meeting.	Terms of Ref under review	Cllr Colin Hay + 2/3 nominations needed			Development and Safety Cllr McKinlay	Cllr Hay						
Cycling and Walking		A topic suggested by Cllr Max Wilkinson which can be discussed at the July meeting.	Registration form circulated	Cllrs Murch, Wilkinson + 1/2 nominations needed			Development and Safety Cllr McKinlay	Cllr Wilkinson						
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.	The working group has a schedule of meetings arranged throughout the year. It is due to meet on 10 July when the Chief Executive will be attending to outline his vision and for the group to understand the financial implications of Vision 20/20.	ongoing	Cllrs Babbage, Nelson, Payne, Thornton, Whyborn, Wilkinson Cabinet Member Finance to attend by invitation.	Rosalind Reeves, Democratic Services Manager	Mark Sheldon	Finance Cllr Rawson	Council	May-12	Jan-14	Feb-14	Jan-14		
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.	This STG has been used to create the framework within which the Cheltenham Plan will be progressed. 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. O&S at its April meeting agreed to review the terms of ref for this review alongside section 106 STG and the JCS and Planning and Liaison Group.	ongoing	Cllrs Harman, Wall, McCloskey, Simon Wheeler and Cllr Whyborn has requested to join the group and ideally need a PAB member to make it cross party	Judith Baker	Tracey Crews	Leader Cllr Jordan	Council	Oct-12	Feb-13				
Review of Section 106 monies and enforcement	To review consultation on how and where 106 monies are spent; and review of enforcement procedures	O&S at its April meeting agreed to review the terms of ref for this review alongside section 106 STG and the JCS and Planning and Liaison Group.	Terms of Ref under review	Cllrs Britter, Fletcher + 1/2 nominations		Tracey Crews	Development and Safety Cllr McKinlay	Cllr Driver	Nov-13					
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.	At the April meeting of O&S the committee received a further update and it was agreed that the STG should reconvene to consider its terms of ref and scope and agree an approach to the rest to the review and then report back. Now that the task group has lost its membership, Cllr Coleman as the former chair is keen for the group to send its report to Cabinet but O&S didn't think it was ready for this last time they met. As the task group covered a lot of scope in its review one option would be to ask the Cabinet which areas it would be interested in O&S pursuing and set up one of more STGs to look at those specific areas. A copy of the report which went to O&S in April can be viewed on the website and the minutes of that meeting are attached to this agenda. https://democracy.cheltenham.gov.uk/eListDocuments.aspx?CId=267&Mid=2117&Ver=4	Terms of Ref under review	Former members were 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). Needs a O&S member to take it forward	tba	Richard Gibson	Healthy Lifestyles (covered several Cabinet portfolios so Cllr R Hay selected as the Lead Cab Member)	Cllr Driver	Feb-13	Apr-14				
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.	Recs endorsed by O&S in April and due to go to Cabinet on 24 June so Cllr Ryder will be able to provide an update at the meeting. The STG met on 17 June and have invited the new Cabinet Member to meet them in early August to discuss latest developments at the Crematorium. As work is continuing on this STG, the O&S may want to appoint another member.	Recs endorsed by O&S	Cllrs Ryder, McCloskey, Reid + 1 to replace B.Driver	Rosalind Reeves	Rob Bell	Clean and Green Environment Cllr Coleman	Cllr Ryder	Nov-13	Apr-14		Jun-14		

O&S Task group	Purpose	Update	Status summary	Agreed nominations/membership Chairs in bold	Facilitating Officer	Sponsoring Officer	Cabinet Member	Proposed by	Terms of Ref agreed by O&S	Recs to O&S	Report to Council	Report to Cabinet	Cabinet follow up	O&S Follow up scheduled
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.	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.	Complete	Cllrs Andrew Chard, Simon Wheeler and Colin Hay .	Rosalind Reeves	Mark Sheldon	Corporate Services Cllr Walklett	Council	Nov-13	Jan-14	n/a	na/	n/a	
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.	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.	Recs referred and in progress	Cllrs Chard, Driver , Regan, Seacombe and Massey	Rosalind Reeves	Andrew North	Housing Cllr Jeffries	Cllr Driver	Jul-12	Feb-13	Feb-13	Apr-13	Sep-13	
Event Submissions task group (STG)	Review and make recommendations for the process for organisers of events to submit proposals.	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. The chair of the STG updated O&S on the implementation of the recommendations in April 2014. Good progress had been made.	Recs implemented	Cllrs Regan, Hall , Britter, Hibbert and Seacombe and Councillor Sudbury	Democratic Services - Saira Malin/Rosalind Reeves	Grahame Lewis	Housing and Safety Cllr Jeffries	Cllr Hall	Feb-12	Jan-13	Feb-13	Dec-12	Jul-13	Apr-14
Allotments (STG)	Review allotment strategy Identify lessons learnt from Weaver's Field.	Recs approved by Cabinet	Recs approved and in progress	Cllrs Regan , Smith, McCloskey, Britter, Stewart and Hay	Bev Thomas	Sonia Phillips or Grahame Lewis	Sustainability Cllr Whyborn	Cllr	Jul-12	Jan-13	Feb-13	Mar-13	n/a	
Grass verge cutting (STG)	Review grass cutting policy and operational issues.	Recs approved by Cabinet	Recs approved and implemented	Cllrs Hall , Fletcher and Britter,	Jane Griffiths	Jane Griffiths	Sustainability Cllr Whyborn	Cllr Hall	Jul-12	Nov-12	n/a	Dec-12	n/a	Sep-13
UBICO (STG)	To review the service post implementation of UBICO and benefits realisation.	Recs approved by Cabinet subject to provisos	Recs approved	Cllrs Jacky Fletcher, Suzanne Williams, Tim Harman, Andrew Chard , Charlie Stewart and Pat Thornton	Saira Malin	Jane Griffiths	Sustainability Cllr Whyborn	Member	Oct-14	Mar-13	Apr-13	n/a	n/a	Jan-14
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.	Recommendations approved by Cabinet subject to the service planning and delivery requirements of the commissioning review on the new Environmental and Regulatory Services Division	Recs approved by Cabinet	Cllrs Britter, Driver, Fletcher, Penny Hall , McCloskey and Williams	Bev Thomas	Jane Griffiths	Sustainability Cllr Whyborn	Cllr Hall	Jun-13	Mar-13	n/a	Apr-14		Mar-15

COUNCIL RESOLUTION

Council, **noting**

- that England is now widely recognised to be the country with the most centralised system of government in Europe;
- that devolution has brought decisions about tax and spending, and the quality of public services, closer to voters in Scotland and Wales, while English voters have not gained comparably greater influence over decision-making that affects their taxes and services; and

considers

- that the likely scale of change in how public services are funded and provided makes it democratically unsustainable for those changes to be decided within the existing over-centralised model;
- that services need to be reformed and integrated across local agencies to enable them to prevent problems rather than picking up the pieces;
- that voters should be given back a meaningful say on a wider range of tax and spending decisions, through place-based budgetary arrangements, the abolition of the discredited Barnett formula and the reinstatement of fair financial distribution agreed among English councils, the re-creation of a municipal bond market, and the certainty of multi-year funding settlements for the life of a Parliament;
- that central government should enable that local decision-making by joining up and reducing in size Whitehall departments in order to facilitate local place-based budgets, by reducing Ministers' powers to intervene in local decisions, and replacing bureaucratic tick-box inspection regimes with local service users champions; and
- that such a new more mature settlement between central and local government should be put beyond future revision by giving formal constitutional protection to local democracy; and

resolves

- to support the Local Government Association's Rewiring Public Services campaign, which embodies these objectives;
- to ask [the borough/city/county/district's] Member[s] of Parliament to support the Rewiring Public Services campaign to improve local voters' influence over services, tax and spending; and
- to make the council's position clear to the Secretary of State.



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SCRUTINY TOPIC REGISTRATION

Date:	25/06/14
Name of person proposing topic:	Max Wilkinson
Contact:	07725 2278695 or max.wilkinson@cheltenham.gov.uk
Suggested title of topic:	Cycling and Walking in Cheltenham
What is the issue that scrutiny needs to address?	
<ul style="list-style-type: none"> • How can Cheltenham improve the health of residents and environment by fostering a culture of active travel? • Is the county council spending its cycling budget and, its general transport budget, in the most effective way? 	
What do you feel could be achieved by a scrutiny review (outcomes)	
<ul style="list-style-type: none"> • Identifying opportunities within Cheltenham for active travel. • More effective spending of the transport and public health budgets at both county and borough level. • Greater awareness of the benefits of active travel among key council decision members and the public. • Influencing the way in which the county spends its cycling budgets within Cheltenham. 	
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?	Yes: People are dissatisfied with peak time traffic jams; air quality is poor due to the volume of motor traffic.
Is it related to the Council's corporate objectives?	Yes: Healthy lifestyles; reducing carbon emissions; sense of community.
Any other comments: I feel the town is of the ideal size for fostering a cycling and walking culture. However, we are starting from a very low base and our scrutiny can help inform the county's future plans and influence how their transport budgets are spent within Cheltenham. Local authorities of all levels need to take cycling seriously if they are to meet the challenge of improving air quality and the health of residents.	

OFFICER IMPLICATIONS (for office use only)

Date:	
Officer name:	
Officer title:	
Contact:	
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	

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O&S Committee 2014/15 work plan

Item	Outcome	What is required?	Lead Officer
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Meeting Date: 9 July (report deadline: 27 June)			
Appointment of an O&S sub-committee	Set up a sub-committee to deal with urgent business	Report	Rosalind Reeves, Democratic Services Manager
Update on scrutiny task groups and membership	Agree revised membership following elections	Draft report	Rosalind Reeves, Democratic Services Manager
Scrutiny Annual Report	Agree report for Council in July	Draft report	Rosalind Reeves, Democratic Services Manager
End of Year Performance Report	Review report due to go to Council on 21 July	Report	Richard Gibson, Strategy and Engagement Manager
Meeting Date: 8 September (report deadline: 27 August)			
STG- JCS and Planning and Liaison working group, Section 106 and pub closures	Agree revised Terms of Reference for each group	Draft ToR	Rosalind Reeves, DSM Tracey Crews, Head of Planning Chairs, Councillor Tim Harman, Nigel Britter and Colin Hay
UBICO	Performance monitoring	Verbal update and questions	Rob Bell, Managing Director UBICO
Meeting date: 12 January 2015 (report deadline: 30 December)			
Budget recommendations (2015-16)	Review and make comments/recommendations		Mark Sheldon, Director of Resources
Meeting date: 2 March (report deadline: 18 February)			
Draft Corporate Strategy 2015-16	tbc	tbc	Richard Gibson, Strategy and Engagement Manager
Quarter 3 performance review	tbc	tbc	Richard Gibson, Strategy and Engagement Manager

O&S Committee 2014/15 work plan

Item	Outcome	What is required?	Lead Officer
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Meeting date: 27 April (report deadline: 15 April)			
End of year performance review	Tbc	Tbc	Richard Gibson, Strategy and Engagement Manager
Dog Fouling STG – 12 month follow up on recommendations	tbc	tbc	tbc
Meeting date: 29 July (report deadline: 19 June)			

Annual Items				
Budget recommendations	January	Chair, Budget Scrutiny Working Group		
Draft Corporate Strategy	March	Richard Gibson, Strategy and Engagement Manager		
Quarter 3 performance review	March	Richard Gibson, Strategy and Engagement Manager		
End of year performance review	April/June	Richard Gibson, Strategy and Engagement Manager		
Non scrutiny member working groups update	September	Democratic Services Manager		
Quarter 2 performance review	November	Richard Gibson, Strategy and Engagement Manager		