



CHELTENHAM

BOROUGH COUNCIL

Notice of a meeting of Overview & Scrutiny Committee

Monday, 27 June 2016
6.00 pm
Pittville Room - Municipal Offices

Membership	
Councillors:	Tim Harman (Chair), Jon Walklett (Vice-Chair), Mike Collins, Colin Hay, Sandra Holliday, Chris Mason, Helena McCloskey, Dan Murch, John Payne 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 11 April 2016	(Pages 3 - 14)
4.	PUBLIC AND MEMBER QUESTIONS, CALLS FOR ACTIONS AND PETITIONS	
5.	MATTERS REFERRED TO COMMITTEE	
6.	CABINET BRIEFING 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 work plan	(Pages 15 - 16)
7.	CHELTENHAM TRUST Julie Finch, Chief Executive of The Cheltenham Trust (presentation and Q&A session)	
8.	REVIEW OF THE COUNCIL'S PERFORMANCE AT THE END OF THE YEAR APRIL 2015 TO MARCH 2016 Richard Gibson, Strategy and Engagement Manager (no decision required)	(Pages 17 - 30)
9.	HIDDEN DEPRIVATION STG - PROGRESS REVIEW Rosalind Reeves, Democratic Services Manager	(Pages 31 - 40)

		(see recommendation)	
10.		PROCUREMENT AND CONTRACT MANAGEMENT STRATEGY - 12 MONTH REVIEW Dave Baker, Business Partner - Procurement (no decision required)	(Pages 41 - 44)
11.		CAR PARKING STRATEGY Mike Redman, Director of Environment (to follow)	
12.		UPDATES FROM SCRUTINY TASK GROUPS <ul style="list-style-type: none"> • Review/agree membership of STGs • Agree high level objectives for the Town Centre Issues STG 	(Pages 45 - 46)
13.		REVIEW OF SCRUTINY WORK PLAN	(Pages 47 - 50)
14.		DATE OF NEXT MEETING 12 September 2016	

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Overview & Scrutiny Committee

**Monday, 11th April, 2016
6.00 - 7.40 pm**

Attendees	
Councillors:	Tim Harman (Chair), Colin Hay (Vice-Chair), Nigel Britter, Sandra Holliday, Helena McCloskey, Dan Murch, John Payne, Chris Ryder, Max Wilkinson and Andrew Chard (Reserve)
Also in attendance:	Professor Clair Chilvers (Chair, Gloucestershire Hospitals NHS Foundation Trust), Councillor Steve Jordan (Leader) and Dr Sally Pearson (Vice-Chair, Gloucestershire Hospitals NHS Foundation Trust)

Minutes

1. APOLOGIES

Councillor Mason had given his apologies and Councillor Chard attended as his substitute.

2. DECLARATIONS OF INTEREST

Councillor Murch declared a non-pecuniary interest in agenda item 8 (Gloucestershire Hospitals NHS Foundation Trust) as a Mental Health Champion for the Council.

3. MINUTES OF THE LAST MEETING

The minutes of the last meeting had been circulated with the agenda.

Upon a vote it was

RESOLVED that the minutes of the meeting held on the 22 February 2016 be agreed and signed as an accurate record.

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

None had been received.

5. MATTERS REFERRED TO COMMITTEE

No matters had been referred to the committee.

6. FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED

Councillor Clucas had provided an update on the Economic Growth O&S Committee, which had been circulated with the agenda.

Councillor Clucas had not attended the last meeting of the Health and Care Overview and Scrutiny Committee and as such, there was no feedback.

Councillor McCloskey had been unable to attend the last meeting of the Police and Crime Panel, so instead, gave feedback based on the draft minutes. A number of PEEL Inspection reports had been received in February, including the Effectiveness report and the force had been rated 'good' in terms of efficiency and 'outstanding' with regards to financial management. There were a number of trials ongoing at the present time; these included a 6 month trial of mounted police officers at specific locations for specific projects, electric cars which had been purchased with £168k of funding from Central Government and a Mental Health worker would be located in the Force Control Room. The panel would consider the findings of these trials in due course. The Panel had also been advised that Restorative Gloucestershire had been awarded the Restorative Service Quality mark in recognition of the professionalism and high standards of practice. A number of pages on the PCC website had been dedicated to the upcoming elections and a familiarisation event for potential candidates had been held earlier in the day (11/04). The Panel had been asked to respond to the Governments, PCC Complaints Consultation; which had been difficult given that the Panel had no experience of dealing with complaints against the PCC as there had not been any. The Panel did however recommend that an Independent Investigator should always be appointed.

In response to a member question, Councillor McCloskey confirmed that Restorative Justice, which was used a lot by the Force, was not included in clear-up figures which were reported nationally and could account for the seemingly low clear-up figures. She agreed that it would be useful for the Panel to consider re-offending rates in relation to Restorative Justice and would take this to the Panel.

7. CABINET BRIEFING

The Leader recalled having raised the issue of begging in the town centre at the last meeting of the committee, which had been raised again at the recent Council meeting and he was keen to know how O&S planned to scrutinise the issue. In relation to Devolution, he confirmed that an additional meeting of Leadership Gloucestershire had been arranged for the 28 April, though personally, he struggled to understand how it would be possible to announce a decision on Gloucestershire and Oxfordshire at the same time. He felt that there were two serious options; continue with the fairly modest package which was being proposed, or consider the full range of options in the next few months, rather than in May.

The Chairman confirmed that a task group would be convened to look at the issue of begging in the town centre, but that this would happen after the elections.

8. GLOUCESTERSHIRE HOSPITALS NHS FOUNDATION TRUST

The Chairman welcomed representatives from the Gloucestershire Hospitals NHS Foundation Trust; the Chair, Professor Clair Chilvers and Dr Sally Pearson, Vice-Chair. He reminded members that statutory level scrutiny was undertaken at Gloucestershire County Council, but the Trust had kindly accepted an invitation from Cheltenham, to discuss issues which were important to the town.

In the first instance, Professor Chilvers and Dr Pearson talked through a PowerPoint presentation (Appendix 1). Councillor Ron Allen had coined the

phrase “One hospital with a long corridor” which referred to Cheltenham General Hospital and Gloucestershire Royal Hospital and the 8 mile stretch of the A40 which separated them. Dr Pearson suggested that, if designed today, it was unlikely that two sites would be created to serve the people of Gloucestershire. There was a need to achieve the right balance between the two sites and a major consideration when deciding upon the best site, was clinical linkages. Whilst this may result in some people having to travel further for some treatments, this would be outweighed by the level of service they would receive.

In sharing future plans for the estates at Cheltenham and Gloucester, the committee were advised that both plans had been approved by the Board. The Cheltenham site was relatively compact and therefore difficult to develop. Some of the buildings themselves were modern and fit for purpose, but some were of the Regency period and housed a number of Nightingale wards, one large room without sub-divisions. The planned development of the Cheltenham site would cost £55m. A similar scheme had been designed for Gloucester, though the tower would remain as it had been assessed as being usable for at least another 50 years, and this scheme would cost £22m. At present the capital programme was £10m per annum, so neither scheme was deliverable within the current level of capital funding.

The following responses were given to the member questions which had been submitted in advance of the meeting;

1.	Question from Councillor Tim Harman
	The ageing population puts additional pressures on a whole range of public services including health care. Can the Trust outline it's plans for coping with the input of this trend on Health services locally to ensure that that a high level of care is maintained
	Response
	We take into account demographic growth and age specific admission rates in our capacity planning. Our commissioners, in partnership with us and other providers of health and social care in the county, are developing a broader range of services in the community to reduce the requirement for admission to an acute hospital. In a supplementary response, Doctor Pearson explained that national policy was that community based services would deal with any growth, but there was in fact a trend for increasing demand, which was the reason that capital plans had been bought forward. Community based planning was more sensitive to development but the Trust were now working more closely with planning authorities.
2.	Question from Councillor Helena McCloskey
	A couple of weeks ago, the Sunday papers reported that some NHS Trusts were using money set aside for building maintenance to keep essential services running. To what extent is the trust relying on money earmarked for other purposes to do the same?
	Response
	We have a capital programme of around £10m per annum for building maintenance and equipment. This budget is contributed to from

	<p>surpluses in our budget at the end of the financial year. The expenditure through our capital programme is reported monthly in public through our Board papers (see response to question 11).</p> <p>In a supplementary response, Professor Chilvers accepted that the hospital environment was a factor in how patients assessed their overall experience. She regularly visited both sites and it had been her experience that if a small issue was reported, it was quickly addressed. Whilst some areas, of both sites, were less than perfect, she had no concerns about the safety of buildings and equipment.</p>
3.	Question from Councillor John Payne
	<p>Within our hospitals there are pockets of excellence in both nursing and medical provision. Unfortunately, this level of care is not universal across the Trust. What do you consider to be the root cause of this disparity of the provision of healthcare?</p>
	Response
	<p>We are committed to providing consistent high quality care across our services. The reasons for variation in care are multifactorial. Individual human behaviour and quality of leadership are likely to be the most significant factors.</p> <p>In a supplementary response, Dr Pearson confirmed that the Mission Statement and Vision had been developed with staff. She felt that it was less of an issue about penetration of the objectives, but more of an issue that anyone could have an 'off' day and in fact the challenge was to identify where this was a routine occurrence. Clinical teams were getting better at working together, sharing experiences and learning from each other.</p>
4.	Question from Councillor John Payne
	<p>The relentless privatisation of services in the NHS has always been a concern to me. Every contract, whether it be for patient transport, portering services, catering, screening etc,etc are undertaken by private companies for one reason, and one reason only - profit. Could you please explain how the NHS with it vast resources is incapable of providing these cores services at lower cost?</p>
	Response
	<p>Some functions can be more cost effectively provided by providers for whom the function represents their core business. Whenever we believe we can provide a resilient and cost effective service without detracting from our other core functions, then we will tender for those services, to ensure the NHS gets best value for money.</p> <p>In response to a supplementary question, Dr Pearson advised that the Trust had relatively few private contracts and gave the example of the administration of parking; this was not an area in which a great number of NHS staff had specialist knowledge and through a private contract the Trust was able to benefit from this specialist knowledge without incurring any of the associated overheads. It was important to note that quality indicators, as well as cost, formed part of each tender process</p>
5.	Question from Councillor John Payne
	<p>Project 2000 saw the introduction of the Graduate Nurse. I would like to suggest that we no longer have a continuum of skills at ward and clinic</p>

	level. How do you respond to the suggestion that skill levels on the wards are now polarised, with Clinical Nurse Specialists at one pole and Nursing Assistants at the other?
	Response
	<p>We carefully assess the skill mix of nursing staff on the wards using the national Keith Hurst tool. You will be aware that there are national proposals to change nurse training. It is also important to recognise that other clinical staff also contribute to the clinical skills available to patients on our wards and these can vary from ward to ward</p> <p>The introduction of the Nursing Associate role would offer a new route into nursing for those with a good level of skills but not at degree level; which was welcomed as a positive move. The Trust had been in discussion with the University of Gloucestershire about providing such a course, given that people tended to stay on in places where they had undertaken training. Nursing Associate training would include an apprenticeship route.</p>
6.	Question from Councillor John Payne
	What is the future for Cheltenham General Hospital? I would suggest that the hospital is under-used, and that that is a deliberate policy. For example could you provide an update on the refurbishment of Hazelton Ward following the roof collapse, about 12 months ago.
	Response
	We are committed to the future of both of our hospitals. We will share with you our ideas for the development of the Cheltenham General site which include the area previously occupied by Hazelton Ward.
7	Question from Councillor John Payne
	Many of the companies providing domestic, catering and nursing services employ a significant number of overseas staff. What measures does the Trust take to ensure to employment status of the staff, and in particular what checks are carried out to ensure nurses are appropriately qualified and state registered?
	Response
	<p>All employees, whether they are temporary, permanent or agency members of staff are subject to the 6 standard employment checks as set by NHS Employers. These checks include:</p> <ul style="list-style-type: none"> Identity Right to Work Criminal Record Check - Disclosure and Barring Service (Previously CRB) Professional Registration References Fitness to Work (Occupational Health Clearance) <p>In addition to our own checks, we make every effort to utilise agency staff from agencies that belong to national buying solution frameworks, approved for the NHS (such as CCS, LLP, HTE). Providers registered under these frameworks are obliged to carry out the standard 6 employment checks on all of their workers and are audited independently to assure us, and the framework, of this compliance.</p>
8	Question from Councillors Max Wilkinson and Nigel Britter
	What is the staffing situation with regard to therapists? I'm particularly interested in those dealing with stroke victims (physiotherapists,

	occupational therapists and speech therapists)?
	Response
	Within the Trust we employ 44 occupational therapists (38.4wte) and 68 physiotherapists (59.08 wte). Although our clinical teams do include speech and language therapists they are employed by Gloucestershire Care Services so we cannot provide numbers for this staff group. The number of therapists available for patients with stroke has recently been increased as we were aware that we were not meeting best practice in this area.
9	Question from Councillor Max Wilkinson
	What is the use of bank staff as a proportion of employee hours? Does the figure differ between Glos Royal and Cheltenham General? Please give the figure requested for each of the past five years.
	Response
	For January 2016, Nurse bank hours represented 4.5% of the total hours worked. The figure for HCAs was 13%. There is not a significant difference between the sites.
10	Question from Councillor Max Wilkinson
	Are there any staff shortages in specialist consultants, such as cancer care?
	Response
	We currently are experiencing difficulty recruiting to consultant roles in specialties where there is a national shortage, most notably radiology, histopathology and acute medicine
11	Question from Councillor Max Wilkinson
	Please outline the current state of the Trust's finances.
	Response
	The financial position of our organisation is reported monthly in public. A link to the financial report for February is attached. March Main Board Finance Report
	In a supplementary response Dr Pearson explained that not only was it easier to manage a surplus rather than be in deficit, but a surplus enabled the capital programme to be built-up. The number of agency staff had needed to be increased which accounted for the increased expenditure and therefore, the reduced surplus. There was growing concern, nationally, about the level of expenditure on agency staff and it was envisaged that a cap would soon be imposed. It was stressed that the Trust did not make the decision to use agency staff lightly, but instead, chose to use agency staff where they were needed to ensure safe staffing levels on wards. The Trust had good relationships with the agencies which they used and had an agreed framework which limited what they paid agency staff. Agencies allowed the NHS to respond to ebbs and flows in staffing levels.
12	Question from Councillor Chris Ryder
	There appears to be ongoing issues with regard to patients, often elderly being discharged from hospital when perhaps being medically unfit, or just having to cope on their own without suitable care in place, sometimes leading to re-admission. What new procedures would you put in place to prevent this happening?
	Response

	<p>We are working with partner health and social care in Gloucestershire to extend the availability of community based services that are able to support individuals following a discharge from hospital. Availability of community based services 7 days a week is a priority for us.</p> <p>In response to a supplementary question Dr Pearson explained that a plan had been developed collectively which was owned by the health system rather than one organisation. This was transformational and had reduced the barriers between organisations but a frustration as that some community based services were not available 7 days a week.</p> <p>In responses to a further question, Dr Pearson suggested that today alone 100 people who were fit for discharge, had not been discharged as staff were not satisfied with the care provision that was in place. Contact continued beyond discharge for some patients (stroke patients for example) but for some it moved to other community based services.</p>
13	Question from Councillor Nigel Britter
	<p>Due to ongoing difficulties of parking at Cheltenham General Hospital experienced by local residents many of whom are elderly would the Trust agree to ease the situation by allowing the 99 bus service to stop and pick up / drop off at the Arle Court Park & Ride site?</p>
	Response
	<p>It is not within our gift to determine where the park and ride operators pick up and drop off. The 99 bus is operated by a different provider from the Arle Court Park and Ride. This is something we will take into consideration when the contract is retendered.</p> <p>In a supplementary response Dr Pearson reiterated that the 99 bus service was funded by the Trust who had awarded the contract to Stagecoach, but Stagecoach did not operate the Arle Court Park and Ride and therefore were not able to access it to pick up/drop off. Important pick up and drop off sites would be identified when the contract was retendered.</p>

The following responses were provided to further questions from members;

- The plan would be to enable all schemes to be delivered within 10-15 years, assuming the Trust could secure 50% of the funding from other sources.
- A detailed piece of work had been undertaken on how the schemes should be implemented and this had identified that, because of the logistics of the Cheltenham site, some areas would need to be cleared in order to for the work to be undertaken and work at Gloucester would need to have been completed, to allow for beds to be decanted to Gloucester. To do it the other way around would cost an additional £4m overall.
- Whilst it had been considered on more than one occasion over the last few years, the capital cost of creating a new hospital was considered cost prohibitive because the value of the sites was greater to the Trust than it would be to potential developers. However, given the scale of the proposed investment, a single site option would be considered again.

- Clinical teams were in agreement that a single site option would be the best solution from a clinical standpoint, but it would need to be financially viable, as well as achieve political support. It was suggested that devolution and changes to health and social care would bring this decision to the fore.

A member felt that the continued justification for two sites at this stage, would only delay a possible move to one site in the future.

The Chairman gave his sincere thanks to Professor Clair Chilvers and Doctor Sally Pearson for their attendance. This was an important issue to everyone and the committee appreciated them having given their time to come and share future plans for Gloucestershire hospitals. He also took the opportunity to thank all of their NHS colleagues for their hard work and dedication.

9. UPDATES FROM SCRUTINY TASK GROUPS

Broadband – the group had met with a representative from BT on the 07 April and were given a good understanding of BTs position, which members felt, contradicted what the group had previously been told by Fastershire. As such, the group had asked that BT and Fastershire meet, to agree a clear and concise position statement, which would identify possible solutions for inclusion in the final report of the STG.

Devolution – the Chairman of the task groups felt that it was sensible to postpone the next meeting of the task group until such a time as they had more information to consider. Plans were in place to hold a member seminar at some point after the upcoming elections.

Begging in the town centre – an STG would be convened after the upcoming elections.

10. REVIEW OF SCRUTINY WORKPLAN

Dates for 2016/17 meetings had been agreed by Council and the work plan had been updated accordingly.

Some members felt that the committee should be given an update on the car parking strategy, regardless of how 'high level', in June, rather than having to wait until October; given the length of time that the committee had been waiting to consider this issue.

11. DATE OF NEXT MEETING

The next meeting was scheduled for the 27 June 2016.

Tim Harman
Chairman

Minute Item 8

Gloucestershire Hospitals NHS
NHS Foundation Trust

One hospital
with a long
corridor

BEST CARE FOR EVERYONE

Gloucestershire Hospitals NHS
NHS Foundation Trust

About
our Trust



Gloucestershire Hospitals NHS Foundation Trust is one of the largest hospital trusts in the country and provides high quality acute, elective and specialist health care for a population of more than 850,000 people.

We run our services across two main sites:

- Gloucestershire Royal Hospital (GRH)
- Cheltenham General Hospital (CGH)

and also from a range of other locations across the county and beyond.

We are the second largest employer in Gloucestershire, with more than 7,400 employees.

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Gloucestershire Hospitals NHS
NHS Foundation Trust

NHS providers
in the county

Gloucestershire CCG (I3000)
NHS Gloucestershire Clinical Commissioning Group

Are responsible for buying local NHS services such as emergency care services, operations or treatments that can be planned in advance and mental health services.

Together NHS Foundation Trust

Provides specialist mental health and learning disability services to the people of Gloucestershire, Herefordshire and our surrounding region.

Gloucestershire Care Services NHS Trust

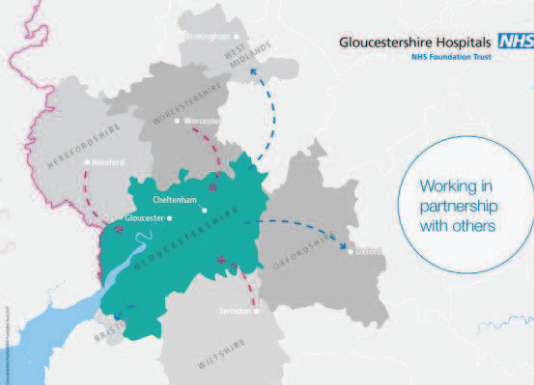
Run the county's community hospitals, provide nursing, physiotherapy, rehabilitation and adult social care in community settings, and run health visiting and school nursing.

Gloucestershire Hospitals NHS Foundation Trust

Provide high quality acute elective and specialist care for a population of more than 852,000 people.

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Gloucestershire Hospitals NHS
NHS Foundation Trust



Working in
partnership
with others

BEST CARE FOR EVERYONE

Gloucestershire Hospitals NHS
NHS Foundation Trust

Our mission:

Improving health by putting patients at the centre of excellent specialist health care

Our vision:

Best care for everyone

BEST CARE FOR EVERYONE

Gloucestershire Hospitals NHS
NHS Foundation Trust

On a single
day we will:

- see 337 patients in our EDs
- admit more than 230 new patients
- treat 270 day cases
- provide more than 3000 outpatient appointments
- operate on 230 patients
- process almost 6000 pathology requests
- see more than 130 children in clinics
- deliver 17 babies
- provide more than 1000 radiology examinations
- send more than 200 patients home after treatment
- give up to 20 sick or premature babies the best possible start in life



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Gloucestershire Hospitals **NHS**
NHS Foundation Trust


Our
services

Accident and emergency (A&E)	General Surgery	Paediatric Ophthalmology
Adult Critical Care	Gynaecology	Paediatric/ICBU
Anaesthetics	Medical oncology	Paediatric surgery
Cardiology	Urology	Paediatric T&O
Clinical haematology	Neonatal Critical Care	Paediatric Urology
Clinical immunology	Nephrology	Pain management
Clinical oncology	Neurology	Palatine medicine
Community Paediatrics	Obstetric	Rehabilitation
Critical Care Medicine	Ophthalmology	Rheumatology
Dermatology	Oral Surgery	Screening programmes
Ear, Nose & Throat (ENT)	Orthodontics	Thyroid medicine
Endocrinology	Paediatric cardiology	Trauma & Orthopaedics
Gastroenterology	Paediatric Endocrinology	Urology
General Medicine	Paediatric ENT	

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Gloucestershire Hospitals **NHS**
NHS Foundation Trust

About
our Trust



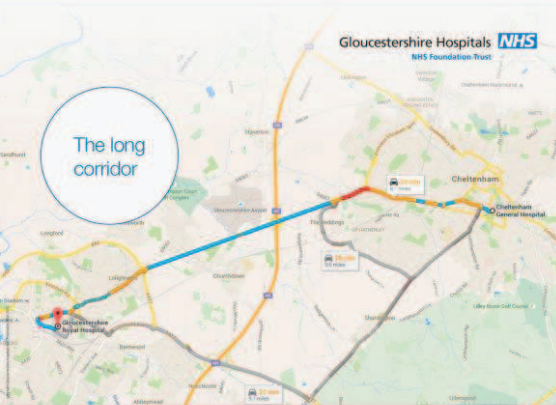
We operate our services from two main sites that complement each other. Our two hospitals (with a long corridor) give us flexibility and the resilience to deal with unexpected emergency incidents.

Some services are run on both our sites while other specialist services are focused at just one to optimise the use of specialist staff, skills and equipment.

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Gloucestershire Hospitals **NHS**
NHS Foundation Trust

The long
corridor



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Gloucestershire Hospitals **NHS**
NHS Foundation Trust

The future:
Key challenges

- 7 day services
- Retention of critical clinical services that meet all standards
- Choice for elective services
- Increasing demand
- Capacity and quality of the physical estate
- Workforce availability
- Two site working







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Gloucestershire Hospitals **NHS**
NHS Foundation Trust

Strategic
Objectives

- Improving the quality of care
- Aligning our services between sites
- Future proofing our services through clinical collaborations
- Improving the health and wellbeing of staff, patients and the wider community
- Treating our patients with care and compassion
- Providing care closer to home
- Improving our efficiency
- Improving our estate
- Harnessing the benefit of information technology
- Exploiting new markets
- Developing leadership
- Redesigning our workforce



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Gloucestershire Hospitals **NHS**
NHS Foundation Trust

History of
successful
site/ service
reconfiguration

Neutropenia Service to CGH	1994
Interventional Cardiology Service to CGH	1996
ENT to GRH	2000
Ophthalmology to CGH	2000
Paediatric inpatients to GRH	2006
Obstetrics, neonatology & benign gynaecology to GRH	2011
Inpatient urology to CGH	2011
Paediatric emergency assessments to GRH	2011
Major Trauma to Bristol & GRH	2012
Stroke & Transient Ischaemic Attack (TIA) to GRH	2012
General & Old Age Medicine (GOM) balanced	2012
Changes to emergency care pathway	2013
Inpatient vascular surgery to CGH	2013

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Gloucestershire Hospitals NHS Foundation Trust

Split of specialist services across our sites

Some specialist departments are concentrated at either Cheltenham General or Gloucestershire Royal hospitals, so that we can make the best use of the expertise and specialist equipment needed.

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Gloucestershire Hospitals NHS Foundation Trust

Getting the right balance

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Investing in Cheltenham General

- Urology
- Vascular surgery
- Oncology

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Investing in Gloucestershire Royal

- Women's centre
- Children's Centre
- Stroke Services

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Gloucestershire Hospitals NHS Foundation Trust

Future plans for Cheltenham General

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Future plans for Gloucestershire Royal

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Gloucestershire Hospitals NHS Foundation Trust **NHS**

Getting involved

- Membership and Council of Governors
- hospital volunteers, 'redshirts'
- using patient and carer experience to help us improve services

Planning for the future

- Consultation with stakeholders



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Gloucestershire Hospitals NHS Foundation Trust **NHS**

Stay in touch

-  **Twitter** (@gloshospitals): 1,750 followers
-  **Facebook**: 2,800 likes (across three pages, one corporate and one for each hospital)
-  **Pinterest**: 54 followers
-  **YouTube**: watch our videos

- contact your governor via our website
- email us: chief.executive@glos.nhs.uk
- www.gloshospitals.nhs.uk

BEST CARE FOR EVERYONE

Cabinet Briefing Overview and Scrutiny Committee – 27 June 2016

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.

Recycling

Work is underway on the recycling review prior to the planned fleet replacement in 2017. This will include a public survey in July to inform options. Chris Coleman is preparing a briefing note for all members and will further update O&S member at the meeting.

Rail Industry

Prior to the full response to the STG going to cabinet the following update may be useful.

1. Collectively (ie via rail industry and Task Force) we now have secured all 5 separate funding streams
2. GWR/Network Rail are progressing designs and programmes
3. A positive meeting held on 27/05/16 between rail industry, CBC, Stagecoach, GCC, cycle lobby over some draft concepts, notably the forecourt changes – feedback from this will inform next iteration of proposals
4. Unsure of a timeline as action/lead rests with rail industry but hope to have a revised design for wider consultation later this summer

Devolution

Prior to latest deadline for potential devolution deals (27th May), government confirmed there would be no deal for Gloucestershire while the Cotswold position was unclear. In any case, the district council leaders (5 out of 6) confirmed that they did not support such a deal based on an elected mayor.

Prior to the latest Leadership Gloucestershire meeting on 26th May, Cotswold withdrew from any deal with Oxfordshire. Hence the meeting took stock of the current position and discussed options to move forward. It is still expected that a multiple Unitary Authority proposal will come forward for Oxfordshire.

It is now some time since the original Gloucestershire devolution bid was put together and there was general agreement it was no longer fit for purpose and we should look to make it more ambitious. It was agreed to arrange a facilitated discussion on how to proceed. This will need to tackle the clear difference of view between those who wish to restrict any discussion to the current 2 tier local govt structure and those like me suggesting a wider debate including UA options.

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Information/Discussion Paper

Overview and Scrutiny Committee

27 June 2016

Review of the council's performance at the end of the year April 2015 to March 2016

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 year April 2015 to March 2016.
- 1.2 To make any comments and observations on the presentation of the performance information before the report gets considered by Cabinet on 12th July 2016.
- 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 2015-16 action plan that was agreed by Council on 30th March 2015.
- 2.3 The full performance report is attached as appendix A.

3. Q4 Performance Overview Corporate Strategy milestones

- 3.1 In the 2015-16 action plan, we identified 78 milestones to track our progress. Out of these:
 - 66 (85%) were completed
 - 3 (4%) were green and are on track to be delivered on time within the 16-17 action plan
 - 6 (8%) were red
 - 3 (4%) are waiting to be updated
- 3.2 The 6 red milestones relate to two areas of work:
 - COM 03 - How we develop proposals to introduce a more rigorous approach to the licensing and enforcement of private rented sector housing

- COM 04 - How we work in partnership to ensure that our local response in Cheltenham supports a coordinated approach to supporting victims of domestic abuse and sexual violence on the back of two domestic homicide reviews


Milestone	R-A-G	Commentary
COM 03A - Survey of private rented sector housing commenced		Q4 The tender process to carry out the survey produced 2 tenders that were not of the quality or price to allow officers to recommend acceptance. Instead a Cabinet report will now be taken in June 2016 recommending the appointment of to enable the recruitment of a permanent member of staff to carry out HMO survey work and support enforcement officers in carrying out HMO Licensing duties following completion of the survey.
COM 03B - Report to council setting out strategic direction		As above - Cabinet report to recommend new direction following the unsuccessful tender procedure for the private rented sector house condition survey to be taken in June 2016
COM 03C - Public consultation		As above - If following survey work and the outcome of the Government's consultation on the extension to mandatory licensing, it is decided to consult on the introduction of discretionary HMO licensing, then the predicted end date for this consultation would be autumn 2017.
COM 03D - Implementation		As above
COM 04B - Assess the recommendations from two domestic homicide reviews (DHRs) and their impact on our own organisational practice and how we work in partnership		The two DHRs are making progress but more slowly than anticipated; The draft report for our first DHR has now been the reviewed and signed off by the Home Office. In terms of our second DHR, we are looking to sign off the draft report at a panel meeting in mid-July. This review is also a joint serious case review and the SCR report will be published in mid-July.

4. Performance indicators

4.1 In the 2015-16 action plan, we identified 15 outcome measures to track our progress towards achieving our outcomes. Out of these:

- 11 (73%) were green
- 1 (7%) were red
- 3 (20%) were not updated

4.2 The 1 red outcome measure is:


Type of Indicator	Measured by This Indicator	Baseline	Actual	RAG	Progress
Outcome Measure	Reduce the numbers of households who are homeless	Currently there have been no households accepted as homeless in 2014-15	12		The reasons for the increase in the number of households being accepted as homeless area as follows: <ul style="list-style-type: none"> • Reduced supply of affordable housing, (including in particular a significantly reduced turnover of existing stock- we don't know the reasons for this, but have asked CBH to consider. It may be that






					<p>the cost of moving is too much in view of welfare cuts - but this is pure speculation at this stage).</p> <ul style="list-style-type: none"> Increased number of households being evicted from private rented accommodation, with landlords looking to sell their properties. The government have introduced changes to tax breaks for the rent to buy market, which will act as a disincentive for some landlords to remain as landlords. Applicants less willing to take up an offer of private rented accommodation due to cost (i.e. welfare reforms) and lack of security (perception increased by anecdotal increase in private landlords selling up).
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4.3 We also identified 15 service measures to track how well individual services are performing. Out of these:

- 8 (57%) were green
- 7 (47%) were red

4.4 The seven red service measures were:

Type of Indicator	Measured by this indicator	Baseline	Target	Actual	RAG	Progress
Key Service Measure	Average number of days to process a major planning application from receipt to issuing of decision (Q)	58 Days combined for both major and other	91 Days	217		<p>6 schemes feed into this indicator for Qtr4, all dealt within agreed extended timescales with exception of John Dower House.</p> <p>Number of factors led to need for extensions of time including viability, complex negotiation in respect of conservation issues, protracted legal agreements. Ongoing issue of delays arising from negotiations on s106 which are out of control of CBC. OneLegal/Director Planning in discussion on this point.</p> <p>Revised indicator reflecting renegotiation of timescales in agreement with applicants to be applied for 2016/17. Within context of agreed extension of time, 83% of major applications were approved within Qtr4.</p>

Type of Indicator	Measured by this indicator	Baseline	Target	Actual	RAG	Progress
Key Service Measure	Average number of days to process other planning applications (Q)	58 Days combined for both major and other	49 Days	55		<p>As an outcome of systems thinking this indicator has been reviewed for 2016/17 as there are such a variety of applications within this definition. It includes householder applications, listed building consent, change of use, and all other minor development (which could be an application for up to 9 dwellings). As with major applications, the government now supports the use of extension of time where there is agreement with the applicant.</p> <p>In this context during Qtr4 81% minors and 85% householders applications were determined within statutory time/or agreed extended time.</p>
Key Service Measure	Percentage of household waste recycled and composted (Q)	44.4% (2013/14)	46%	45.3%		This is the figure for the year 2015-16, the target was 46%. The out-turn figure for 2014-15 was 45.55%
Key Service Measure	Residual household waste per household (Kg/year) (Q)	467 kg (2013/14)	464kg	472.0kg		This is the figure for 2015-16, the target was 464kg. The out-turn figure for 2014-15 was 476kg
Key Service Measure	Number of disabled and older persons able to stay in their own homes as a result of Council action	126	115	76		Performance has been impacted by a change of policy at a county level which has seen a move away from the provision of level access showers. In the short term, this will reduce referrals to CBC, but will only delay the necessary provision of level access showers for many cases
Key Service Measure	No. days lost due to sickness absence	7.5 days per FTE	6.5 days per FTE	8.69		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

Type of Indicator	Measured by this indicator	Baseline	Target	Actual	RAG	Progress
						completed.
Key Service Measure	Percentage of staff appraisals completed	100%	100%	77.03%		Although the completion of the paperwork is outstanding for a number of appraisals because of the manager's absence, the L&OD team have spoken to the individual employees about their development and training requirements.

Background Papers

2015-16 Corporate Strategy action plan, Report to Council, 30th March 2015.

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Accountability

Cllr. Steve Jordan, Leader of the Council

Cllr. Roger Whyborn, Cabinet Member Corporate Services

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Appendix A – Corporate Performance at end of Quarter 4 (April 2015 to March 2016) – Report to Scrutiny 27 June 2016

Our Outcome

Cheltenham's environmental quality and heritage is protected, maintained and enhanced

What are our plans to deliver this outcome in 2015-16?

Priority Action	Key Milestone	Predicted End Date	Lead	RAG	Progress
ENV 01 - We will put in place the statutory development plan for Cheltenham, including adoption of the Joint Core Strategy (JCS) and preparation of the Cheltenham Plan	ENV 01A - Examination of the JCS	Sun-31-Jul-16	Tracey Crews	C	Qtr4: Sitting sessions of the examination concluded 7 April 2016. Inspector gave a clear steer that she sees a way forward for the JCS despite reservations in respect of retail, gypsy and travellers and extent of removal of land from the green belt. It is therefore expected that the Inspector will produce findings by end of May which will find the JCS sound, but with some interventions which will require changes to some policies and an immediate review in the context of retail.
ENV 01 - We will put in place the statutory development plan for Cheltenham, including adoption of the Joint Core Strategy (JCS) and preparation of the Cheltenham Plan	ENV 01B - Adoption of the JCS	Sat-31-Dec-16	Tracey Crews	G	Qtr2: Due to extended programme of JCS as set by the Inspector the predicted end date is extended to December 2016. Status retained as green, as whilst significant slippage has occurred in the programme this is out of the control of the JCS authorities. Officers are facilitating all actions requested by the Inspector Q4: as above
ENV 01 - We will put in place the statutory development plan for Cheltenham, including adoption of the Joint Core Strategy (JCS) and preparation of the Cheltenham Plan	ENV 01C - Consultation - Cheltenham Plan issues and options including Green Space designations	Sun-31-May-15	Tracey Crews	C	Qtr3: Consideration of part 1 Cheltenham plan by cabinet rescheduled to Summer 2016. Agreed by Planning and Liaison Member Working Group - reflects knock on impacts from JCS and capacity of team to deliver. Q4 as above
ENV 01 - We will put in place the statutory development plan for Cheltenham, including adoption of the Joint Core Strategy (JCS) and preparation of the Cheltenham Plan	ENV 01D - Consideration of Community Infrastructure Levy	Sat-30-Apr-16	Tracey Crews	C	Qtr4: Council agreed recommendations of CIL report on 4 April. Progress will now be made to organize consultation alongside Tewkesbury and Gloucester councils. All stages now to be taken are to progress CIL to examination.
ENV 01 - We will put in place the statutory development plan for Cheltenham, including adoption of the Joint Core Strategy (JCS) and preparation of the Cheltenham Plan	ENV 01E - Cheltenham Plan - consideration given to the role of neighbourhood groups and parishes in bringing forward neighbourhood plans	Sun-31-Jan-16	Tracey Crews	C	Qtr4: CBC has been successful in gaining £40,000 funding from DCLG to pilot work on neighbourhood planning. Gloucestershire Rural Community Council commissioned to help deliver this work which will help support Cheltenham Plan.
ENV 02 - We will review and revise the ten year Cheltenham Allotment Strategy	ENV 02A - Allotment tenants and stakeholders consulted	Tue-30-Jun-15	Adam Reynolds	C	Allotment tenants and stakeholders consulted.
ENV 02 - We will review and revise the ten year Cheltenham Allotment Strategy	ENV 02B - Revised strategy written and approved by cabinet	Thu-31-Dec-15	Adam Reynolds	C	Completed and approved by cabinet 10th November 2015
ENV 03 - We will deliver CBC's commitments contained within the Joint Waste Committee plan	ENV 03A - Investigate the potential to retrieve non approved residual bins	Tue-30-Jun-15	Scott Williams	C	Q4 The JWC considered an initiative currently being undertaken in Gloucester whereby officers target areas where there is little recycling being done and where regularly additional residual waste is presented, and through doorstep communication, advice and education they work with the offending household until they are properly participating in the recycling schemes - as part of this initiative additional non-approved residual bins are also removed. Further work was carried out to scope the proposal and this was presented to the JWC in December however, there was limited support. A trial has been on-going in Forest of Dean and it is hoped that the results of this will demonstrate a benefit which can then be rolled out in other partner areas.
ENV 03 - We will deliver CBC's commitments contained within the Joint Waste Committee plan	ENV 03B - Implement the decision regarding the second phase review of the Cheltenham bring site provision with the outcome of increased recycling at the sites	Tue-30-Jun-15	Scott Williams	C	Q4 Improvements to the bring site service have been implemented which include the increase of textile recycling banks and the introduction of greater shoe recycling facilities.
ENV 03 - We will deliver CBC's commitments contained within the Joint Waste Committee plan	ENV 03C - Review garden waste charging systems	Wed-30-Sep-15	Scott Williams	C	Q4 As part of the review, CBC has just procured a new system for managing the garden waste customer data. In16-17 there will be a further review of the charging systems (incl. CBC) and a report will be presented to the JWC SMG
ENV 03 - We will deliver CBC's commitments contained within the Joint Waste Committee plan	ENV 03D - Swindon Road recycling centre review	Wed-30-Sep-15	Scott Williams	R	Q4 Not completed in 15-16. This review is now being co-ordinated with a review taking place of the GCC Household Recycling Centres and has rolled into the 2016/17 action plan.
ENV 03 - We will deliver CBC's commitments contained within the Joint Waste Committee plan	ENV 03E - Implement the decision taken with regard to recycling materials bulking review and support the mobilisation of the Ubico bulking facilities	Sat-31-Oct-15	Scott Williams	C	Project successfully completed in October 2015
ENV 03 - We will deliver CBC's commitments contained within the Joint Waste Committee plan	ENV 03F - Proactively increase public awareness by implementing a range of different education and publicity initiatives to reduce landfill and increase recycling and reuse	Thu-31-Mar-16	Scott Williams	C	Q4 Recycling week was promoted with an emphasis on textile recycling. Publicity was released to promote the improvements to the textile and shoe recycling provisions and the food waste recycling promotion in late 2015 allowed for the opportunity to further promote the recycling services.
ENV 03 - We will deliver CBC's commitments contained within the Joint Waste Committee plan	ENV 03G - Assist Ubico to assess business case for new recycling vehicles	Thu-31-Mar-16	Scott Williams	C	Q4 In15-16, we supported the development of a business case for new vehicles. Work is underway to look at the options for a revised service in 2017 which includes the procurement of new recycling vehicles.
ENV 03 - We will deliver CBC's commitments contained within the Joint Waste Committee plan	ENV 03H - Actively explore options for adding new materials such as cardboard, plastics and cartons within kerbside collections	Thu-31-Mar-16	Scott Williams	C	Q4 Ongoing and linked to 3G
ENV 04 - We will develop a project to replace the children's play area in Pittville Park	ENV 04A - Request for internal project management and capital bid to deliver project	Thu-30-Apr-15	Adam Reynolds	C	Project manager appointed
ENV 04 - We will develop a project to replace the children's play area in Pittville Park	ENV 04B - Subject to the above, develop a PID	Sun-31-May-15	Adam Reynolds	C	PID developed
ENV 04 - We will develop a project to replace the children's play area in Pittville Park	ENV 04C - Project procurement and implementation	Sat-30-Apr-16	Adam Reynolds	C	Tender advertised and awarded and planning application submitted and supporting documents for December planning committee. Fund raising underway.
ENV 04 - We will develop a project to replace the children's play area in Pittville Park	ENV 04D - Completion	Thu-30-Jun-16	Adam Reynolds	C	Q4 - Construction on track. Play area due to be completed by end of May with plan to open on Friday 27th May. Aviaries due to be finished by end of June. Official grand opening event being planned for 17th July. Q3 Construction now underway

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ENV 05 - We will restore Cheltenham's War Memorial	ENV 05A - Conservator work commences	Thu-30-Apr-15	Pat Pratley		Conservator appointed and report produced and recommendations approved by Cabinet in June.
ENV 05 - We will restore Cheltenham's War Memorial	ENV 05B - Cabinet decision to proceed	Tue-30-Jun-15	Pat Pratley		Cabinet recommendations approved
ENV 05 - We will restore Cheltenham's War Memorial	ENV 05C - Fundraising commences	Tue-30-Jun-15	Pat Pratley		Q4 - Heritage lottery fund have granted £84,700 towards the war memorial restoration and WW1 commemoration activity. Still waiting for final confirmation of War memorial Trust grant for both Promenade War memorial and St Peters War Memorial. Q3; fundraising efforts being directed at both the War Memorials Trust and Heritage Lottery Fund. The outcomes of these are both expected in April 2016
ENV 05 - We will restore Cheltenham's War Memorial	ENV 05D - Award of contract for restoration	Thu-31-Mar-16	Pat Pratley		Cabinet have now endorsed the conservators report and recommendations. Procurement exercise completed and contractor chosen
ENV 05 - We will restore Cheltenham's War Memorial	ENV 05E - Completion of restoration	Fri-30-Nov-18	Pat Pratley		Q4 - Restoration by Cliveden Conservation Workshop due to commence mid May and completed by end of August

How will we measure our progress to achieving this outcome?

Type of Indicator	Measured by this indicator	Baseline	Actual	RAG	Progress
Outcome Measure	An increase in the number of buildings and spaces given an award or commendation in the Cheltenham Civic Awards (bi-annual). (Q)	At the 2014 ceremony, there were 4 Awards and 5 Commendations	4		Ceremony held 20 April. There were 4 awards and 4 commendations. http://www.cheltenhamcivicsociety.org.uk/files/4014/6131/6878/CivicAwards2016.pdf Next awards will be 2018.
Outcome Measure	Increase in the number of green spaces with community involvement in terms of management or maintenance	Current baseline in the process of being calculated	16		indicator to be changed, to number of green space sites with community involvement in terms of management or maintenance.
Outcome Measure	Increase the number of applications for green flag status for our parks and gardens	Currently there are 4 parks with Green Flag status, Naunton Park, Hatherley Park Montpellier Gardens and Springfield Park	5		Five parks including Pittville, were submitted for Green Flag Status in January 2016

Type of Indicator	Measured by this indicator	Baseline	Target	Actual	RAG	Progress
Key Service Measure	Average number of days to process a major planning application from receipt to issuing of decision (Q)	58 Days combined for both major and other	91 Days	217		6 schemes feed into this indicator for Qtr4, all dealt within agreed extended timescales with exception of John Dower House. Number of factors led to need for extension s of time including viability, complex negotiation in respect of conservation issues, protracted legal agreements. Ongoing issue of delays arising from County negotiations on S106 which are out of control of CBC - OneLegal/Director Planning in discussion on this point. Revised indicator reflecting renegotiation of timescales in agreement with applicant to be applied for 2016/17. Within context of agreed extension of time, 83% of majors approved within Qtr4.
Key Service Measure	Average number of days to process other planning applications (Q)	58 Days combined for both major and other	49 Days	55		As an outcome of systems thinking this indicator has been reviewed for 2016/17. Currently this is a very crude performance indicator - there are such a variety of applications within this definition. It includes householder applications, listed building consent, change of use, and all other minor development (which could be an application for up to 9 dwellings). As with majors, the government now supports the use of extension of time where there is agreement with the applicant. In this context during Qtr4 81% minors and 85% householders applications were determined within statutory time/or agreed extended time.
Key Service Measure	Number of improvement schemes to parks, streets and spaces (Q)	3 (2014-15)	3	10		ENHANCEMENT PROJECTS: Play Areas: Agg Gardner Play Area, Construction phase of Pittville rejuvenation underway. Partial play refurbishments at Humpty Dumps, Burrows Playing Field, Chelt Walk Park. Landscape: Restoration of Pittville lake edge, and ornamental metal work, desilting and clear out of residuum. Elmfield Playing Field Big Local new path, KGV public art installation, Year 2 Urban Meadows project. Neptune Fountain. Sandford Park Petanque area. COMMUNITY INVOLVEMENT: Sandford, Leckhampton Hill, Priors Farm, Montpellier, Hatherley, Weavers Field, Honeybourne Line, Wymans Brooke, Swindon Village Playing Field, Springfields Park, Benhall Open Space, St Peters Park, Pilley Bridge Nature Reserve, Imperial Gardens.
Key Service Measure	Number properties improved in terms of built environment heritage as a result of council action (Q)	119	30	159		Q1 + Q2 +Q3 +Q4 = 159 Q4 =40
Key Service Measure	Percentage of household waste recycled and composted (Q)	44.4% (2013/14)	46%	45.3%		This is the figure for the year 2015-16, the target was 46%. The out-turn figure for 2014-15 was 45.55%
Key Service Measure	Residual household waste per household (Kg/year) (Q)	467 kg (2013/14)	464kg	472.0kg		This is the figure for 2015-16, the target was 464kg. The out-turn figure for 2014-15 was 476kg

What are our plans to deliver this outcome in 2015-16?

What are our plans to deliver this outcome in 2015-16?

Priority Action	Key Milestone	Predictd End Date	Lead	RAG	Progress
ECON 01 - We will support Gloucestershire Local Enterprise Partnership (LEP) in the delivery of the Strategic Economic Plan for Gloucestershire	ECON 01A - We will take forward the statement of co-operation agreed between the LEP and JCS authorities in the consideration of land safeguarded for development at junction 10 M5 and work with the Highways Agency to investigate the delivery of a four-way junction	Thu-31-Mar-16	Andrew North	C	The process of agreeing a statement of co-operation was achieved though the LEP is still pushing for greater allocations of land for employment than the JCS authorities feel is justified by evidence. JCS authorities have been working proactively with LEP and wider business community and evidence derived from this engagement will be considered by the JCS examination in January 2016. The LEP have been supportive on the legal test under the 'duty to cooperate' and the quality of interaction between the JCS and LEP has been good even though there is difference of approach on individual issues. Work with the highways England continues with no firm commitment to a four-way junction, a task group has been established and modelling work agreed to define the business case.
ECON 01 - We will support Gloucestershire Local Enterprise Partnership (LEP) in the delivery of the Strategic Economic Plan for Gloucestershire	ECON 01B - We will support the implementation of the Gloucestershire Economic Growth Joint Committee	Thu-31-Mar-16	Andrew North	C	The council was party to the creation of the GEGJC and has been an active participant at meetings through membership by the Leader of Council. However, the Joint Committee's work will potentially be rolled up into the proposed Combined Authority as part of Gloucestershire's devolution agreement with government.
ECON 01 - We will support Gloucestershire Local Enterprise Partnership (LEP) in the delivery of the Strategic Economic Plan for Gloucestershire	ECON 01C - We will identify employment land through the JCS and work with the LEP to bring this to the market	Thu-31-Mar-16	Andrew North	C	The current JCS allocation is 60 hectares of employment land based on the (then) best evidence available. However, during the JCS examination the inspector has sought additional evidence. Work has shown that release of land for employment development on a site by site basis will contribute more employment land than the 60 hectare figure bring the respective positions of the JCS and LEP closer together. The latest evidence will be considered at the JCS examination in January 2016.
ECON 02 - We will work in partnership with key stakeholders to agree a strategic approach to deliver our economic outcome; including how best we use the Joint Core Strategy and Cheltenham Development Task Force activities.	ECON 02A - Publish consultancy advice on economic development	Thu-30-Apr-15	Mike Redman	C	Athey consultancy report published and reported via member seminar and briefing to Cabinet. Strategy report to be developed and implemented via REST restructure.
ECON 02 - We will work in partnership with key stakeholders to agree a strategic approach to deliver our economic outcome; including how best we use the Joint Core Strategy and Cheltenham Development Task Force activities.	ECON 02B - Consult with key stakeholders	Sun-31-May-15	Mike Redman	C	The JCS is currently in examination and the Cheltenham Plan, which will determine the balance between smaller sites allocated for housing and employment has now been out to public consultation with results informing further development of the plan.
ECON 02 - We will work in partnership with key stakeholders to agree a strategic approach to deliver our economic outcome; including how best we use the Joint Core Strategy and Cheltenham Development Task Force activities.	ECON 02C - Report to Cabinet with recommended actions	Thu-30-Jun-16	Mike Redman		NOT UPDATED The Council's economic strategy will be underpinned by decisions about site allocations arising from the conclusion of the JCS and Cheltenham Plan processes, both of which are making good progress.
ECON 03 - We will implement the revised and updated governance arrangements for Gloucestershire Airport Ltd	ECON 03A - Implementation of shareholder forum	Fri-31-Jul-15	Pat Pratley	C	Shareholder forum meetings taking place on a quarterly basis
ECON 03 - We will implement the revised and updated governance arrangements for Gloucestershire Airport Ltd	ECON 03B - Implementation of updated articles of association and shareholder agreement	Fri-31-Jul-15	Pat Pratley	C	Articles of association and shareholder agreement are in the process of being reviewed with the airport board and were completed by end of November.
ECON 04 - We will support delivery of the Cheltenham Development Taskforce business plan	ECON 04A - Support the delivery of the Cheltenham Transport Plan	Thu-30-Aug-18	Jeremy Williamson	C	Q4 Cheltenham Transport Plan phased implementation scheduled to begin in Albion Street from 21/03/16. Initial works will allow the contractor for Blackrock and John Lewis to progress works unimpeded. Further phases planned subject to successful outcome on Albion Street and a trial at Boots Corner spring 2017; if the latter is successful CBC will work with GCC and fund a £2m public realm upgrade. Retailers remain fully supportive of scheme implementation.
ECON 04 - We will support delivery of the Cheltenham Development Taskforce business plan	ECON 04B - Continue implementation of public realm works	Fri-30-Jun-17	Jeremy Williamson	C	Q4 Negotiations with GCC have focussed upon the first delivery phase of the Cheltenham Transport Plan in Albion Street and also future works on the High Street to co-ordinate with the refurbishment of the Beechwood shopping centre as a John Lewis store. Prom phase 3 by Neptunes Fountain and refurbishment of the pedestrianised Promenade have been reprioritised to allow these other works to progress. The Prom phone boxes due to be returned April 2016. Phase 2 of pedestrian wayfinding being developed for delivery.
ECON 04 - We will support delivery of the Cheltenham Development Taskforce business plan	ECON 04C - Commence implementation of projects arising from High Street Analysis Report (subject to available funding)	Fri-31-Aug-18	Jeremy Williamson	C	Q4 Tree pots for the High Street installed but some in temporary locations due to other works - new Topshop; Beechwood. Work continues with GCC over next phases of upgrade which will need to be co-ordinated with Beechwood proposals and Cheltenham Transport Plan.
ECON 04 - We will support delivery of the Cheltenham Development Taskforce business plan	ECON 04D - Work with Gloucestershire Local Transport Board, Network Rail and First Great Western on the delivery of upgrades at Cheltenham Spa Railway station	Fri-31-Mar-17	Jeremy Williamson	C	Q4 Railway partners now fully behind a first phase which will see c£5m investment in next 18 months. Funding secured from Cycle-Rail fund, GLTB, Access for All, National Station Improvement Fund. Awaiting outcome of GWR bid to DfT for additional 70 surface car space; a decision on this last element has been delayed since September 2015 although anticipated to be part of March 2016 budget.
ECON 04 - We will support delivery of the Cheltenham Development Taskforce business plan	ECON 04E - Support delivery of key sites such as Brewery II, and Regency Place and seek outcomes where challenges exist eg North Place	Sat-30-Sep-17	Jeremy Williamson	C	Q4 Honeybourne Gate completed, Brewery II and Regency Place progressing, and Beechwood redevelopment targeted start on site April 2016. North Place delayed due to third party legal issues and Portland Street is allegedly at preferred bidder status. Developer for North Place actively exploring alternative long term employment uses as superstore concept abandoned.
ECON 04 - We will support delivery of the Cheltenham Development Taskforce business plan	ECON 04F - Support property services in securing interim upgrade to Royal Well bus provision	Thu-31-Dec-15	Jeremy Williamson	C	Q4 Proposal linked to longer term ambition for Municipal Offices. Planning application submitted for interim measure to improve passenger experience at Royal Well and works started on site in April 2016.
ECON 05 - We will work in partnership with The Cheltenham Trust as they develop their capital investment strategy to support their business plan	ECON 05A - Discussions through strategic partnership board	Thu-31-Mar-16	Pat Pratley	C	Q4: A master plan scoping strategy document has been developed with the trust which defines the first stage feasibility work required in order to progress the project. This will be used to jointly commission external consultancy support to develop viable options for the town hall redevelopment. Discussions have taken place with the trust Chief Executive following Council decision to support funding the next stage of the town hall redevelopment project.

ECON 06 - We will develop our strategic approach to tourism	ECON 06A - Implement the tourism forum	Page 26 15	Pat Pratley		Q4 Decision taken to procure external consultancy support to help develop the council's strategic approach to tourism. Meetings of the tourism forum have taken place as part of the consultancy work with members of the forum being actively engaged through the process.
ECON 06 - We will develop our strategic approach to tourism	ECON 06B - Work with the tourism forum to develop a strategic approach to tourism	Sat-31-Oct-15	Pat Pratley		Q4; Following the work of the consultants, the strategic approach to tourism was agreed by Cabinet on 8 March 2016




How will we measure our progress to achieving this outcome?

Type of Indicator	Measured by This Indicator	Baseline	Actual	RAG	Progress
Outcome Measure	Growth in births of new enterprises	5.7% (January 2012)	14		According to the ONS, In 2013, there were 725 new enterprise births, within the context of 5,335 existing enterprises
Outcome Measure	Growth in number of new jobs created and their value to the economy	In 2012, there were 72,000 jobs in the local economy. Between 2000 and 2012, 6,000 net new jobs were created in Cheltenham			Baseline was drawn from the Athey Report. ONS/NOMIS does not go down to district level. In conversation with the LEP to see if there is any other data suitable to provide a more regular update.
Outcome Measure	Increase in Cheltenham's Economic output	It is estimated that Cheltenham's economy generated between £2.4 billion and £2.7 billion in economic output in 2011. GVA per head in Gloucestershire is £21,066, on a par with the UK (£21,674) but above the South West average (£19,023).			Baseline was drawn from the Athey Report. ONS/NOMIS does not go down to district level. In conversation with the LEP to see if there is any other data suitable to provide a more regular update.
Outcome Measure	Reduction in claimant rate	As at Jan 2015, there were 961 claimants representing a rate of 1.3%. Cheltenham rate of young people not in education, employment or training was 3.9%	1.1%		As at Mar 2016, the claimant rate was 1.1% with Hesters Way having the highest claimant rate at 2.1%. The Cheltenham rate of young people not in education, employment or training was 2.96%


Type of Indicator	Measured by This Indicator	Baseline	Target	Actual	RAG	Progress
Key Service Measure	Number of High Street enhancement schemes implemented by Spring 2016	1	2	5		5 schemes implemented in 2015-16





People live in strong, safe and healthy communities




What are our plans to deliver this outcome in 2015-16?

Priority Action	Key Milestone	Predictd End Date	Lead	RAG	Progress
COM 01 - We will work with CBH to ensure the development of older persons community 'hubs' and flexible housing related support arrangements in line with CBC's contractual requirements with Supporting People	COM 01A - Cabinet agreement to approach	Fri-31-Jul-15	Martin Stacy		Q3 Cabinet approved the council entering into a new contract with Supporting People from October 2015 for one year.
COM 01 - We will work with CBH to ensure the development of older persons community 'hubs' and flexible housing related support arrangements in line with CBC's contractual requirements with Supporting People	COM 01B - New contract with Supporting People	Mon-31-Oct-16	Martin Stacy		Q4 Supporting People have confirmed that they will be reducing the value of the contracts for all housing organisations delivering housing-related support for older people across the county. The shift will be away from providing 1-1 support in the community (where there is little or no demand) to just servicing the community hubs (which have turned out to be very successful). At present they have not confirmed what the value of the contract will be from October 2017, but this is information likely to come through shortly - ahead of when we take a report to cabinet to consider whether we wish to enter into a future contract with SP from October 2017.
COM 02 - We will explore potential models for maximising the delivery of affordable housing and supporting community cohesion	COM 02A - JCS strategic allocations - preferred partners agreed (Registered Providers), subject to prior cabinet approval on approach and mechanisms for selection	Mon-30-Nov-15	Martin Stacy		Q4 CBC has led on recruiting Ark housing consultancy to chair and coordinate the running of the Affordable Housing Partnership for the first 12 months. The first Partnership meeting with preferred providers to discuss the strategic allocations was held on 9th March. Q3 Preferred Providers have now been selected. There are 10 preferred providers in all, including Cheltenham Borough Homes. The Affordable Housing Partnership is now recruiting a consultant (using capacity funding from the Homes and Communities Agency) to ensure the partnership focuses on achieving desired outcomes. Deadline for submissions is 3.2.16, with assessments and presentations/interviews following.
COM 02 - We will explore potential models for maximising the delivery of affordable housing and supporting community cohesion	COM 02B - To maximise the delivery of affordable housing across HRA sites through identification of suitable sites for development through CBH	Thu-31-Mar-16	Martin Stacy		Q4 Cabinet have approved the delivery of up to 8 new homes across a number of garage sites, which will include a mix of 2, 3 and 4 beds. The next stage will be to seek approval from full council on 4th April. In addition the council has bought 2 homes from the open market to be used as affordable housing (1x 2 bed and 1 x 3bed). The decision to do this was approved by cabinet in December 2015 to ensure that right to buy receipts were spent within the 3 year deadline, avoiding the requirement to pay the monies, with interest, to government.
COM 03 - We will develop proposals to introduce a more rigorous approach to the licensing and enforcement of private rented sector housing in the borough within the scope of the commissioning review looking at Environmental and Regulatory Services	COM 03A - Survey of private rented sector housing commenced	Tue-1-Nov-16	Mark Nelson		Q4 The tender process to carry out the survey produced 2 tenders that were not of the quality or price to allow officers to recommend acceptance. Instead a Cabinet report will now be taken in June 2016 recommending the appointment of to enable the recruitment of a permanent member of staff to carry out HMO survey work and support enforcement officers in carrying out HMO Licensing duties following completion of the survey.
COM 03 - We will develop proposals to introduce a more rigorous approach to the licensing and enforcement of private rented sector housing in the borough within the scope of the commissioning review looking at Environmental and Regulatory Services	COM 03B - Report to council setting out strategic direction	Sat-31-Dec-16	Mark Nelson		As above - Cabinet report to recommend new direction following the unsuccessful tender procedure for the private rented sector house condition survey to be taken in June 2016
COM 03 - We will develop proposals to introduce a more rigorous approach to the licensing and enforcement of private rented sector housing in the borough within the scope of the commissioning review looking at Environmental and Regulatory Services	COM 03C - Public consultation	Sat-31-Dec-16	Mark Nelson		As above - If following survey work and the outcome of the Government's consultation on the extension to mandatory licensing, it is decided to consult on the introduction of discretionary HMO licensing, then the predicted end date for this consultation would be autumn 2017.
COM 03 - We will develop proposals to introduce a more rigorous approach to the licensing and enforcement of private rented sector housing in the borough within the scope of the commissioning review looking at Environmental and Regulatory Services	COM 03D - Implementation	Sat-31-Dec-16	Mark Nelson		As above
COM 04 - We will work in partnership to ensure that our local response in Cheltenham supports a coordinated approach to supporting victims of domestic abuse and sexual violence	COM 04A - Evaluate the outcomes of the community-led domestic abuse project in Oakley	Tue-30-Jun-15	Richard Gibson		Q4 We have worked with the University to undertake a review of the domestic abuse project - this has shown some significant successes around working with young people, raising awareness amongst the community and training for frontline practitioners.
COM 04 - We will work in partnership to ensure that our local response in Cheltenham supports a coordinated approach to supporting victims of domestic abuse and sexual violence	COM 04B - Assess the recommendations from two domestic homicide reviews and their impact on our own organisational practice and how we work in partnership	Fri-31-Jul-15	Richard Gibson		Q4 The two DHRs are making progress but more slowly than anticipated; The draft report for our first DHR has now been reviewed and signed off by the Home Office. In terms of our second DHR, we are looking to sign off the draft report at a panel meeting in mid-July. This review is also a joint serious case review and the SCR report will be published in mid-July.
COM 05 - We will ensure our revenues and benefits service responds to national and local policies	COM 05A - Support the transition to the 'universal credit' benefits system for new claimants to be administered by DWP and to determine the impact on the residual benefit service	Sun-31-Dec-17	Paul Aldridge		Q3 We went live on Universal credit on 1st June 2015 for a very restricted group of single people, who have just become unemployed. Other client groups making new claims are due to be completed by 2017 with the balance of existing working age claims being transferred by 2020. Actual dates have not been released and pensioner claims still remain with the council to at least 2021.
COM 06 - Early Help - To provide an effective, reliable multi- agency approach for early help provision for children and families across Cheltenham	COM 06A - Working with Gloucestershire County Council to develop a hub-model for the delivery of early help based on a partnership between Inspiring Families, Families First, the Our Place project and the local Targeted Support Team	Tue-30-Jun-15	Richard Gibson		Q4: The hub model is now in place, and local partners feel more engaged with its operation; PLP have agreed to amend its terms of reference to reflect this.
COM 07 - Social prescribing - to link patients who have non-medical health needs with a range of voluntary and community support	COM 07A - Carry out county-wide evaluation of the pilots to assess impacts on come forward with a preferred option for future delivery in Cheltenham	Tue-30-Jun-15	Richard Gibson		Q4 County Community Projects has been commissioned by G-Doc (the GP provider company) to provide social prescribing for the Cheltenham locality, which includes Bishops Cleeve and Winchcombe for a 12 month period

How will we measure our progress to achieving this outcome?






Type of Indicator	Measured by This Indicator	Baseline	Actual	RAG	Progress
Outcome Measure	Growth in numbers of food businesses rated 3 stars and above	There are currently 777 food premises rated 3 stars and above out of 836 food premises	875		% of food businesses with a rating of 3 or higher is 875/953 x 100 = 92%

Outcome Measure	Increase the provision of new affordable housing	11 affordable housing completions to date in 2014-15.	Page 28		4 affordable housing completions for 2015-16
Outcome Measure	Reduce the numbers of households who are homeless	Currently there have been no households accepted as homeless in 2014-15	12		-Reduced supply of affordable housing, (including in particular a significantly reduced turnover of existing stock- we don't know the reasons for this, but have asked CBH to consider. It may be that the cost of moving is too much in view of welfare cuts - but this is pure speculation at this stage). -Increased number of households being evicted from private rented accommodation, with landlords looking to sell their properties. The government have introduced changes to tax breaks for the rent to buy market, which will act as a disincentive for some landlords to remain as landlords. -Applicants less willing to take up an offer of private rented accommodation due to cost (i.e. welfare reforms) and lack of security (perception increased by anecdotal increase in private landlords selling up).
Outcome Measure	Reduction in anti-social behaviour incidents	As at January 2015, there had been 5,483 anti-social behaviour incidents in the previous 12 months.	5,439		As at Apr 2016, there had been 5,439 ASB incidents in the previous 12 months, compared to 5,591 in the same period last year
Outcome Measure	Reduction in domestic burglary	1453	578		As at Apr 2016, there had been 578 domestic burglary crimes in the previous 12 months compared to 709 crimes in the same period last year
Outcome Measure	Reduction in recorded crime	As at January 2015, there had been 7,829 recorded crime incidents in the previous 12 months	7,279		As at Apr 2016, there had been 7,279 recorded crimes in the previous 12 months, compared to 7,717 in the same period last year
Outcome Measure	Reduction in the number of residential properties with significant health hazards	In 2011, there were 3,352 properties with one or more category 1 hazards (7.5% of housing stock.)			


Type of Indicator	Measured by This Indicator	Baseline	Target	Actual	RAG	Progress
Key Service Measure	Number of disabled and older persons able to stay in their own homes as a result of Council action	126	115	76		Performance has been impacted by a change of policy at a county level which has seen a move away from the provision of level access showers. In the short term, this will reduce referrals to CBC, but will only delay the necessary provision of level access showers for many cases
Key Service Measure	Number of private sector dwellings made safe by the Council	237	225	234		Q1 +Q2 +Q3 +Q4 = 234
Key Service Measure	Number of vacant homes for more than 12 months brought back into use as a direct result of Council action	112 (2013/14)	110	149		Q1 + Q2 +Q3 +Q4 = 149 Q4 =4






What are our plans to deliver this outcome in 2015-16?

Priority Action	Key Milestone	Predicted End Date	Lead	RAG	Progress
VFM 01 - We will implement the findings of the commissioning review looking at Environmental and Regulatory Services and deliver improved outcomes	VFM 01A - Consultation starts on draft restructure	Thu-30-Apr-15	Andrew North	C	Q4 Consultation on new structures completed
VFM 01 - We will implement the findings of the commissioning review looking at Environmental and Regulatory Services and deliver improved outcomes	VFM 01B - Complete systems thinking cycle	Fri-31-Jul-15	Andrew North	C	Q4 Phase 1 & 2 work completed in licencing, public protection, planning and new business/customer journey Position statement detailing process improvements and benefits identified reported to REST Programme Board on 5 August
VFM 01 - We will implement the findings of the commissioning review looking at Environmental and Regulatory Services and deliver improved outcomes	VFM 01C - Restructure implemented	Mon-31-Aug-15	Andrew North	C	Q4 Recruitment plans were developed following Council approval on 20 July. New MD for Place and Economic Development appointed and started work in February 2016
VFM 01 - We will implement the findings of the commissioning review looking at Environmental and Regulatory Services and deliver improved outcomes	VFM 01D - Complete project	Wed-30-Sep-15	Andrew North	C	Q4 The REST project has now been closed and the work to deliver its outcomes will continue as business as usual.
VFM 02 - We will have developed and agreed with our 2020 Vision partner councils interim proposals to deliver services in the future together with the necessary management arrangements to implement and with member involvement.	VFM 02A - Implementation of new interim partnership proposals	Thu-30-Apr-15	Andrew North	C	Q4 New interim management structure agreed and in place
VFM 02 - We will have developed and agreed with our 2020 Vision partner councils interim proposals to deliver services in the future together with the necessary management arrangements to implement and with member involvement.	VFM 02B - Consideration of full business case	Mon-30-Nov-15	Andrew North	C	Q4 Full business case agreed by council in the autumn
VFM 02 - We will have developed and agreed with our 2020 Vision partner councils interim proposals to deliver services in the future together with the necessary management arrangements to implement and with member involvement.	VFM 02C - Initial implementation of agreed arrangements	Thu-31-Mar-16	Andrew North	C	Q4 Business cases for the proposed sharing of revenues and benefits and customer services were developed with input from cabinet member working groups. The business cases were reviewed by O+S and were agreed by Cabinet on 9 February.
VFM 03 - We will develop collaborative working with partner councils and prepare for the creation of the following shared services:	VFM 03A - Revenues and benefits service: Develop a shared service model ready for implementation	Thu-31-Dec-15	Mark Sheldon	C	Q4: The business case for sharing, considering all options, was supported by the Cabinet Member Working Group and approved by Cabinet on 9/2/16. The Revenues and Benefits service will be shared as part of the 2020 partnership from 1 April 2016.
VFM 03 - We will develop collaborative working with partner councils and prepare for the creation of the following shared services:	VFM 03B - Customer Services: Develop and agree a roadmap with partner councils / organisations to determine the future direction of customer services linked to the accommodation strategy	Thu-31-Dec-15	Mark Sheldon	C	Q4: The business case for sharing, considering all options, was supported by the Cabinet Member Working Group and agreed by Cabinet on 9/2/16. The Customer Services will be shared as part of the 2020 partnership from 1 April 2016.
VFM 03 - We will develop collaborative working with partner councils and prepare for the creation of the following shared services:	VFM 03C - Property Services: Explore a shared service model with 2020 vision partner councils	Thu-31-Mar-16	Mark Sheldon	C	Q4: Given the significant requirement for property resource / professional advice to support the delivery of some key council projects, a decision has been made to defer any potential sharing of the service.
VFM 03 - We will develop collaborative working with partner councils and prepare for the creation of the following shared services:	VFM 03D - ICT Services: We will develop collaborative working with partner councils and prepare for the creation of a 4 way shared ICT service to support the 2020 Vision programme	Thu-31-Mar-16	Mark Sheldon	C	Q4: The stabilisation and alignment work on the ICT infrastructure is almost complete. The JMLG meeting on 13/4/16 will consider the transfer of the outstanding issues to the shared service for resolution. The formal arrangements to establish the 4 way shared service was agreed by Cabinet on 9/2/16 and the shared service under the 2020 Vision programme, will 'go live' on 1st April 2016.
VFM 04 - We will agree an Accommodation Strategy which delivers more modern, flexible and cheaper office accommodation linked to the 2020 Vision programme	VFM 04A - Review options for alternative office and develop and approve the business case for the preferred option	Thu-31-Mar-16	Mark Sheldon	C	Q4: Dialogue with other public sector partners has established an appetite for sharing space in a 'public sector hub' and has generated the potential for new options for relocation which are to be explored.
VFM 05 - Asset Management Plan	VFM 05A - Implement the action plan arising from the Asset Management Plan approved by council in March 2015	Thu-31-Mar-16	David Roberts	C	Q4: The updated AMP, including parameters for investment portfolio decisions and work plan, was approved by the Asset Management Working Group on 23/3/16 and Cabinet on 29/3/16 prior to approval by council on 4/4/16.
VFM 06 - We will consult on options and agree a car parking strategy, to determine where council investment should best be directed in support of the local economy	VFM 06A - Develop and consult on options	Fri-31-Mar-17	Mike Redman		NOT UPDATED
VFM 06 - We will consult on options and agree a car parking strategy, to determine where council investment should best be directed in support of the local economy	VFM 06B - Report to Cabinet	Fri-30-Sep-16	Mike Redman		NOT UPDATED
VFM 07 - We will explore options for the two cremators at the Cemetery and Crematorium	VFM 07A - Explore cost effective options for resolving the cremator problems, including the potential delivery of a new crematorium	Wed-30-Sep-15	Mike Redman	C	The appraisal process is complete and will inform a recommendation to Cabinet and Council in October on the preferred new build option.
VFM 07 - We will explore options for the two cremators at the Cemetery and Crematorium	VFM 07B - Report to Cabinet on options	Mon-30-Nov-15	Mike Redman	C	The appraisal process is complete and will inform a recommendation to Cabinet and Council in October on the preferred new build option.
VFM 07 - We will explore options for the two cremators at the Cemetery and Crematorium	VFM 07C - Implementation of crematorium solution	Sat-30-Sep-17	Mike Redman	G	Q4 - Following a decision in October on the preferred option for the future of the crematorium service, the project is now moving into the implementation phase, with appointment of external project manager and design team imminent. Overview and scrutiny committee has agreed that there will be on-going oversight of the project by the Cabinet Member Working Group that has been involved in the options appraisal process and it is proposed that this should continue to completion. Membership of the group will need to be reviewed following the local elections in May 2016.
VFM 08 - We will further invest in the ICT infrastructure to support effective service delivery	VFM 08A - Implement the next phase of the ICT infrastructure upgrade strategy and identify any opportunities for further rationalisation and alignment of CBC/FOD infrastructure	Thu-31-Mar-16	Mark Sheldon	C	Q4: The stabilisation and upgrade work is almost complete. The residual issues are to be transferred to the work plan of the 4 way ICT shared service on 1/4/16. Significant progress in delivering the ICT Infrastructure Upgrade Programme has been made resulting in major upgrade of the Council's core infrastructure including increasing the capacity and stability of the networks, rollout of new physical and virtual desktops, migration from unsupported servers, data storage improvement, virtualisation and improvements to disaster recovery arrangements. All of these

VFM 08 - We will further invest in the ICT infrastructure to support effective service delivery	VFM 08B - Accept and test the ICT business continuity arrangements developed by ICT shared service	Thu-31-Mar-16	Bryan Parsons		improvements have helped to create a more stable ICT environment. Q4; The responsibility for the provision of ICTSS will be with the Joint Committee from April 2016, this will include the provision of robust and tested ICT Business Continuity arrangements for that service and for the CBC services that rely on ICT. During March the Elections team undertook tests on their systems to ensure that back up plans work in the event of an unplanned incident during the May elections. The CBC communications team also undertook a live test on the SMS messaging system to ensure contacts are up to date and that the system is reliable.
VFM 09 - Implement recommendations from the LGA Peer Review	VFM 09A - Implement the action plan arising from the peer review	Wed-30-Sep-15	Mark Sheldon		Q4: The 'Bridging the Gap' group considered the merits of longer term financial planning and concluded that, given the uncertainty in public funding and the additional considerable effort required, there was little 'added value' to be gained. Instead, effort would focus on refining financial planning over the current MTFS period.
VFM 10 - Findings and recommendations from Audit report into Wilson over-spend	VFM 10A - Implement the recommendation arising from the Grant Thornton review of the project overspend	Wed-30-Sep-15	Mark Sheldon		Q4: A revised 'Procurement Strategy' was agreed by council in December 2015. A supporting 'procurement toolkit' and training has been rolled out across the organisation.
VFM 10 - Findings and recommendations from Audit report into Wilson over-spend	VFM 10B - Implement the recommendations arising from the Audit Partnership review of the project overspend	Wed-30-Sep-15	Mark Sheldon		Q4: The Audit Partnership has completed the report into 'why' the project overspent and proposed recommendations which were supported by members at a special audit committee meeting on 25/9/15. The recommendations will be monitored by the Audit committee.
VFM 11 - We will implement the 'Bridging the Gap' programme and budget strategy for meeting the MTFS funding gap	VFM 11A - identify further savings / income to close gap for 2016/17 and residual MTFS budget gap	Mon-29-Feb-16	Mark Sheldon		Q4: A final budget was agreed by Cabinet and council on 14/2/16. It included a council tax increase of £5 per band D property and a budget strategy which closed the funding gap of £1.8m for 2016/17 and included savings targets for both 2020 Vision programme (£581k) and REST (£500k) which, if delivered, leave a residual funding gap over the period of the MTFS of circa £322k.

How will we measure our progress to achieving this outcome?

Type of Indicator	Measured by This Indicator	Baseline	Actual	RAG	Progress
Outcome Measure	Bridging the Gap savings / increased income	The 2015-16 budget gap was £1,044,000. The predicted gap for 2016-17 is £1,363,000	1,881,000		The final assessment of the budget gap for 2016/17, based on the detailed budget preparation and the assumed financial settlement is £1.881m

Type of Indicator	Measured by This Indicator	Baseline	Target	Actual	RAG	Progress
Key Service Measure	No. days lost due to sickness absence	7.5 days per FTE	6.5 days per FTE	8.69		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.
Key Service Measure	Number of stage 3 complaints upheld/partially upheld in favour of the customer	7	6	5		5 complaints went to stage 3 review in 2015-16
Key Service Measure	Percentage of staff appraisals completed	100%	100%	77.03%		Although the completion of the paperwork is outstanding for a number of appraisals because of the manager's absence, the L&OD team have spoken to the individual employees about their development and training requirements.
Key Service Measure	Turnover - number of leavers as a percentage of average headcount - Controlled	(1.4.14 - 28.2.15) 41.77%	No targets set - turnover to be monitored	0.43		This represents 1 person leaving out of an average head-count of 230 staff
Key Service Measure	Turnover - number of leavers as a percentage of average headcount - Uncontrolled	(1.4.14 - 28.2.15) 13.58%	No targets set - turnover to be monitored	7.39		This represents 17 people leaving voluntarily out of a total headcount of 230 staff

**Cheltenham Borough Council
Overview and Scrutiny Committee
27 June 2016**

Scrutiny task group review – Hidden Deprivation in our Town Centre

Review of progress against recommendations

Accountable member	
Accountable officer	Richard Gibson, Strategy and Engagement Manager
Executive summary	<p>In 2013, the Overview & Scrutiny Committee established a Scrutiny Task Group (STG) to review Hidden Deprivation in our Town Centre.</p> <p>The committee considered the final report of the task group at its meeting on 3 April 2014 but concluded that more work was required on some of the recommendations before the committee would be able to endorse them and forward them to Cabinet.</p> <p>The task group were not able to organise a meeting before the elections and the original members had either left the council or been appointed to Cabinet. The chair of the task group, Councillor Chris Coleman was keen that the work of the task group was not lost because they had covered some important areas and come up with a lot of good ideas which could have a significant impact on improving living conditions for people living in the town centre.</p> <p>O&S considered the matter again at their meeting on 9 July 2014 and agreed that the report, as it stood, should be forwarded to Cabinet with a request that Cabinet give some guidance to O&S regarding which of the recommendations they would support further work being done.</p> <p>In October 2014, Cabinet considered the interim report from the Overview and Scrutiny Committee. Cabinet supported a number of recommendations from the task group that some issues be referred to other groups where work was already being done. Recommendations relating to private sector accommodation and increased pro-active enforcement for all regulatory and environmental services were to be considered as part of the REST commissioning review. Cabinet concluded that scrutiny did not need to undertake any further work at that stage.</p> <p>A progress update on all of the task group recommendations is attached at Appendix 1 and whilst progress has been made, there are areas that would benefit from further work and the suggestion is that this could be included in the review to be undertaken by a newly established task group looking at Town centre issues.</p>
Recommendations	<p>Having considered the progress update the committee agree that areas of the original STG recommendations requiring further work can be included in the review of the newly established STG looking at Town centre issues and no further updates are required in relation to the original review.</p>

Financial implications	There are no implications arising from the recommendation within this report.
Legal implications	There are no implications arising from the recommendation within this report.
HR implications (including learning and organisational development)	There are no implications arising from the recommendation within this report.
Key risks	n/a
Corporate and Community Plan implications	The recommendations from the original STG would help the council deliver three of its four corporate strategy outcomes: <ul style="list-style-type: none"> • Cheltenham's environmental quality and heritage is protected, maintained and enhanced • Sustain and grow Cheltenham's economic and cultural vitality • People live in strong, safe and healthy communities
Environmental and climate change implications	None identified at this stage
Property/Asset Implications	None identified

1. Background

1.1 As set out in the Executive Summary.

2. Reasons for recommendations

2.1 The original scrutiny task group (STG) has been disbanded.

2.2 Further work is still required in order to fully deliver what the recommendations made by the original STG aimed to achieve.

2.3 A new STG has been established which has been tasked with looking at various town centre issues and this STG could make progress on some of the outstanding issues identified in the original report. The committee are invited to consider which issues would benefit from being taken on board by the new STG.

3. Alternative options considered

3.1 No other options considered at this point.

4. Consultation and feedback

4.1 Ongoing engagement with residents and wider stakeholders through the Town Centre NCG group.

5. Performance management – monitoring and review

5.1 The O&S Committee will review and agree the terms of reference for the STG set-up to look at Town centre issues and can ensure that elements of the Hidden Deprivation review are included.

5.2 The O&S Committee will review progress in relation to the Town Centre Issues review and will ultimately consider the final recommendations of the STG before they are forwarded to Cabinet.

Report author	Contact officer: Saira Malin, Saira.Malin@cheltenham.gov.uk, 01242 77 5153
Appendices	<ol style="list-style-type: none">1. Hidden Deprivation STG and Cabinet recommendations (see background information for more details)2. Hidden Deprivation STG recommendations – progress update (June 2016)
Background information	<ol style="list-style-type: none">1. Cabinet – 14 October 2014 (Interim report from the O&S Committee and the Cabinet response)

Detailed recommendations from the Hidden Deprivation STG:

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

Cabinet Recommendations agreed 14 October 2014

1. Cabinet supports the O+S committee's proposal that the recommendations relating to the work of the Town Centre Neighbourhood Coordination Group (NCG) (1 and 12) are passed to the Group coordinator to action;
2. Cabinet supports the O+S committee's proposal that the recommendations relating to the reducing alcohol related violence (2) and the late night levy (3) are passed to the Cabinet Member Development and Safety to action;
3. Cabinet recognises that the action relating to developing a collaborative approach to drug dealing (4) is already a commitment within the 2014-15 corporate strategy with the Deputy Chief Executive being the lead officer;
4. Cabinet supports the O+S committee's proposal that the recommendation in respect of greater promotion of housing advice services (6) is passed onto the Housing and Communities Manager to action;
Cabinet recommends that the Scrutiny Task Group's proposals to licence all private rented sector accommodation in the borough (5) and introduce a more pro-active enforcement regime (7) are passed to the Cabinet Member Development and Safety and the Cabinet Member Housing to action within the scope of the commissioning review looking at Environmental and Regulatory Services and its work-strand looking at private-rented sector housing;
5. Cabinet recommends that the Scrutiny Task Group's proposals in respect of Ubico operational matters (8,9 and 10) are passed to the Joint Waste Team and Ubico to investigate and they report back to the Cabinet Member Clean and Green Environment on their feasibility within existing operational budgets.
6. Cabinet thank the scrutiny task group for their report and do not request O&S to do any further work at this stage.

Deprivation STG update on recommendations (27 June 2016)

1.	Question for the Town Centre NCG Coordinator, Bernice Thomson
	<p>When and how were the recommendations agreed at Cabinet communicated to the Town Centre NCG group.</p> <ul style="list-style-type: none"> - What actions are being taken by the NCG group to address crime and disorder issues in partnership with the police and CBC. (Rec 1) - Has the public protection team worked with the Town centre NCG to support community-led environmental action in the town centre such as community litter picks? (Rec 11) - has any feedback been given to O&S regarding the actions being taken by the group to promote integration and cohesion for residents and businesses in the town centre? (Rec 12)
	Response from Bernice Thomson Town Centre NCG Coordinator
	<p>Recommendation 1</p> <p>The town centre NCG meets every three months and responds to issues raised by the businesses, residents and agencies that attend the meetings and will either take action as a group, where that is possible, or encourage the police, CBC or any other relevant agency to take action where it is more appropriate. Crime and disorder issues currently of concern to the NCG are alcohol related issues, drugs and inappropriate behaviour in town parks.</p> <ol style="list-style-type: none"> 1. The alcohol concerns relate to street drinking, underage drinking and the prevalence of cheap, strong alcohol available through off licenses, including 24 hour off licenses. <ul style="list-style-type: none"> • We are continuing to provide some youth work in the town centre as per the last report. • Through Cheltenham Partnership's Alcohol Coordination Group funding has been secured for a research project to be carried out by the University of Gloucestershire to engage with the off-trade in the Lower High Street and to look at potential responsible off trade schemes. This is being carried out as a pilot that could be replicated in other parts of Cheltenham. • CBC with relevant agencies is looking at issues relating to street drinking, street begging and homelessness, though I the NCG is not represented on this group 2. An action group from the town centre NCG has been set up to assess inappropriate sexual behaviour in parks and gardens. The action group includes police and CBC as well as other relevant agencies. There are concerns that this activity could be of three different types: consensual; forced; or part of the sex industry. As a first step this new group has agreed to carry out a survey amongst agencies, friends of groups and local residents groups on all 'negative' behaviour in parks and gardens. This information will then be used to assess the extent of the problem and inform future actions. The parks/gardens to be surveyed are: Sandford (including Anney), Montpellier, Imperial, Jenner, Winston Churchill, Pittville. 3. Drugs. The NCG although having continued concerns about the high levels of drug dealing in the area and the evidence of the use of legal highs is not currently taking any action. The extent of this problem, which is a universal problem is not one that the NCG can deal with alone although it will provide

support to the police where needed.

Recommendation 11

We have continued contact with CBC Public Protection team with regard to the challenges of rubbish collection in the town centre.

Many people living above shops in the Lower High Street area have nowhere to store their waste and have no access to recycling of food waste and therefore have to dispose of it in the general waste black bags which they have to keep inside their dwellings until collection day which is not ideal and leads to some people putting their black bags out before the pick-up days.

Despite this part of town benefiting from two collections per week, putting bin-bags outside before collection day creates its own environmental challenges and the Public Protection team have been very helpful in policing this to keep problems to a minimum. However, we do feel (CWEP and the NCG) that community waste and recycling bins could be of benefit in the area – (see Rec 8).

Recommendation 12

Cheltenham Together is thriving as a group and is expanding its activities. A celebration event for Cheltenham Together members was held earlier this year and was used to consult on what the group should be doing in the future. Ideas included:

- Public open debates on some of the ethical and moral issues relating to culture, race and religion.
- Shared storytelling.
- Arts and crafts
- Shared suppers

With PCC funding the group will also be having Hate Crime training with a view to setting up third-party reporting points across the town.

The Cheltenham Together annual culture sharing event will be held in September this year. Normally held in June it has been delayed due to Ramadan and then the school holidays. This event is part-funded by Community Pride.

Other recommendations

CWEP will be hosting a new module from the sociology course at the University of Gloucestershire from September. The module is Public Sociology which allows students to carry out real projects in the community. One of the intended projects for the coming academic year will be to develop engagement methods with people in private-rented accommodation, particularly those above shops or in inaccessible blocks of flats.

Other issues of interest

Arising from issues raised via the town centre NCG, CWEP and Cheltenham Development Task Force, a CDTF Lower High Street regeneration sub-group has been established which is being co-ordinated by Bernice Thomson. This group has identified a number of improvements to the area:

- Public Realm enhancement: desired outcomes include gating orders on some of the alleyways that are currently misused; removing unnecessary street furniture and replacing it with something more attractive. Achievements to date on this are;

	<ul style="list-style-type: none"> ○ Gaining DCLG funding for two pocket parks at the end of no entry streets – Park Street and St Pauls Street South. These are currently in production and will provide much needed green space to the area. ○ Having the guardrails removed from St Georges Square. This work has started and already a physical barrier between the Lower High Street and the rest of the High Street has been removed. ● Highway enhancement in St Georges Square and Poole Way both of which are currently cluttered, not pedestrian friendly and do not present an attractive entryway to Cheltenham town centre. ● Property Enhancement. Includes making best use of empty premises and development sites such as the old toilet block on St Georges Square, land next to Honeybourne Bridge and the building next to it. Also improving existing structures such as the Honeybourne Bridge itself. ● Community Issues which includes issues around parking, street drinking lack of unification of the high street and a lack of local identity. To date we have had students carry out some parking survey work and this is being developed by a student on internship with CBC Public Realm team. This will have regard to the implications of introducing residents-only permit parking in the area.
2.	Question for the Cabinet Member Development and Safety
	<p>- What initiatives are you are aware of that being taken by the project to reduce alcohol related violence to ensure that it is effectively addressing levels of crime in the area associated with the night time levy? (Rec 2)</p> <p>- How are the outcomes emerging for the Late Night Levy and any funding allocations reflecting the need to reduce the impact of night-time economy on local residents? (Rec 3)</p>
	Response from the Licensing Manager – Louis Krog
	<p>Recommendation 2</p> <ol style="list-style-type: none"> 1. Purple Flag – The council along with key partners in the night-time economy (“NTE”) have been working over the last 12 months to prepare the town’s formal Purple Flag submission. The submission will be made in June when the window for applications is open. <p>For context, the Association of Town and City Management (ATCM) awards Purple Flag status to towns and cities that can demonstrate that their evening and night-time offer includes clean and safe environments, great restaurants, bars and clubs, a variety of arts and cultural attractions and excellent transport links.</p> <p>Data gathered shows that crime and disorder in Cheltenham’s NTE is still on a downward trend.</p> <ol style="list-style-type: none"> 2. Ban on legal highs – The NTE licensed trade has recently voted for a voluntary blanket ban on all legal highs in the town. 3. Club hosts – A CBC, PCC and drink aware pilot in Fever and Moo Moo club rooms, Regent Street focusing on a younger age group namely 18 – 24 year olds. The pilot aims to reduce alcohol related harm in the night time economy by reducing the incidence and acceptability of drunken sexual harassment.

	<p>4. Late Night Levy – The council and PCC have allocated £41,824 from the levy fund to support the levy’s outcomes. The projects receiving funding were:</p> <p>CBC Additional taxi marshals for Gold Cup week 2016 to assist with managing crowds</p> <p>CBC Purple Flag Co-ordinator to facilitate the work required</p> <p>St. Paul's Streetwatch Funding to support the work of the community group and the purchase of two body worn CCTV cameras.</p> <p>University of Gloucestershire (“Responsible Off-Licensing Scheme” in Cheltenham) Research project:</p> <ol style="list-style-type: none"> 1. To identify the impact of current features of off-licensing practice on problems relating to alcohol abuse in Cheltenham, focusing on the Lower High Street locality as a case study; 2. To identify and investigate the features of ‘Responsible Off-licensing Schemes’ introduced elsewhere, identifying models that could be applied in Cheltenham; 3. To make recommendations for the potential introduction of a new “responsible off-licensing scheme” in the Lower High Street locality and its possible application across the town. <p>Southcot Services (Joe’s Yarns) An alternative offer in Cheltenham’s NTE that offers story telling in licensed venues in a convivial atmosphere.</p> <p>The Nelson Trust (The Hub Live!) Support for Cheltenham’s first alcohol free venue in the NTE.</p> <p>Cheltenham Safe (First aid training for licensed trade) A trade initiative to provide first aid training for their staff.</p> <p>Recommendation 3 Please see above Late Night Levy allocation of funds.</p>
3.	<p>Question for the Deputy Chief Executive (now Head of Paid Service), Pat Pratley</p>
	<p>Action relating to the development of a collaborative approach to drug dealing was a commitment in the 2014-15 corporate strategy. As the Lead Officer for this group can you advise what progress has been made against this? (Rec 4)</p>
	<p>Response from the Strategy and Engagement Manager</p>
	<p>Please see Bernice’s response under recommendation 1 - we have supported work on drug dealing through the Town Centre Neighbourhood Coordination Group. They have encouraged the reporting of drug dealing incidents so that they can map activity.</p>
4.	<p>Question for Cabinet Members Development & Safety and Housing, Councillor Peter Jeffries</p>
	<p>Has the proposal to Licence all private rented sector accommodation in the borough and the introduction of a more pro-active enforcement regime been considered as part of the scope of the REST project, specifically the strand looking at private-rented sector housing and what have been the outcomes, if</p>

	any? (Rec 5 and 7)
	Response from the Strategy and Engagement Manager
	<p>Key findings from the review are that there are a range of options open to the council to raise standards, but in order to fully inform our options in terms of introducing discretionary licensing arrangements then further work will have to be undertaken to drill down into the needs information. Cabinet agreed for officers to go out to tender on a piece of work which will help inform the appropriateness of introducing Additional licensing or Selective Licencing and an Article 4 Directive across a number of wards around the inner town area, where the majority of the poorer quality housing is known to be.</p> <p>However, the tender process to carry out the survey produced 2 tenders that were not of the quality or price to allow officers to recommend acceptance. Instead Cabinet, at its last meeting, agreed to the appointment of a permanent member of staff to carry out HMO survey work and support enforcement officers in carrying out HMO Licensing duties following completion of the survey.</p>
5.	Question for the Housing and Communities Manager, Martin Stacey
	What, if any, greater promotion of the housing advice service has been undertaken since October 2014? (Rec 6)
	Response from Martin Stacy, Housing and Communities Manager
	<p>This recommendation was taken to CBC's Housing & Support Forum, which is made up of key organisations delivering housing advice and housing-related support to households in need. The Forum set up a task & finish group to design a leaflet which details the services of agencies delivering housing related advice and support in Cheltenham. The agencies included in the leaflet are: CBH's Housing Options Service, Turning Point, CCPs' Advice and Inclusion Service, CHAC's work with rough sleepers and those with complex needs, GEAR, Trinity Garage, Open Door and P3's community based support service. The leaflet provides a summary of each of these services along with contact details etc. On the back is a map which shows where all of these services are located within the town.</p> <p>All of the agencies listed are responsible for distributing these leaflets in key places throughout the town, such as GP surgeries etc.</p> <p>As of 8th June 2016 the leaflet has been updated to take account of a change in Provider (from GEAR to St Mungos, who also provide services to rough sleepers) and we are approaching our 4000th print. The cost of producing these leaflets is shared across the partnership and the leaflets are distributed across the town by members of the Housing & Support Forum.</p> <p>This piece of work has now been absorbed into 'business as usual'.</p>
6.	Question for the Cabinet Member Clean and Green Environment
	<p>When and how were the recommendations agreed by Cabinet relating to operational matters communicated to Ubico and the Joint Waste team</p> <ul style="list-style-type: none"> - Have the Joint Waste Team and Ubico considered the possibility of installing more communal waste and recycling collection points across the town centre and if so, what was the outcome? (Rec 8) - Have the Joint Waste Team and Ubico explored how best to provide information to take-aways and shops in the area about trade waste collection arrangements and if so, what are the outcomes? (Rec 10) - Have the Joint Waste Team and Ubico produced information on waste and recycling services in different languages and distributed these, to houses and

	shops in the town centre area? (Rec 9)
	Response from the Scott Williams - Strategic Client Officer, Joint Waste Team
	<p>Recommendation 8 With the targeted approach to enforcing the no side waste and closed bin lid policy, it is perceived that it would be damaging to introduce a wide scale increase of communal waste points across the town centre as it would likely lead to an increase in waste being presented for collection. Similarly small communal recycling points rarely get used properly and often lead to an increase in waste due to the mix of waste which often isn't able to be recycled. The town centre households with limited storage capacity already receive a weekly waste collection service and any properties with waste/recycling presentation or storage issues are dealt with on a case-by-case basis. The use of the recycling collection/bring bank schemes is promoted through the delivery of the updated waste and recycling service guide wherever practicable and comprehensive information about the recycling services is available on the Councils and Recycle for Gloucestershire websites. Taking account of this, the current feedback from Ubico is that there doesn't appear to be a wide scale problem and as a result there are no plans to initiate the introduction of further small communal waste and recycling sites in the Town Centre.</p> <p>Recommendation 10 In 2014, the trade waste service was reviewed by Ubico and options for improving income whilst maintaining current costs were explored. It was demonstrated that the service is currently running close to capacity and so a dramatic increase in customers would lead to additional resources being required, which would more than counter any improvement in income and actually result in an increase in budget expenditure to the Council. With this in mind the then Cabinet Member agreed to Ubico continuing to soft market the service along with the Councils customer service and public protection teams when they came in to contact with potential new customers, this includes take-aways and shops in the town centre. In addition to this Go Shared Services and the JWT have recently conducted a financial review of the trade waste service and it is still providing a financial benefit to the Council.</p> <p>Recommendation 9 Having recently completed the update of the waste and recycling service guide, work is now under way to identify the communities and associated languages which would benefit from a translated version along with a suitable delivery mechanism. Once confirmed, different versions of the guide will be produced and distributed accordingly. We have been unable as yet to identify any groups which require the waste and recycling guide to be presented in a different language however, as part of the forthcoming consultation exercise, we will be looking to identify minority groups and see what action can be taken going forwards to encourage them to use the waste and recycling services.</p>

Information/Discussion Paper

Overview and Scrutiny Committee

27 June 2016

Procurement and contract management strategy – 12 month 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 The Procurement and contract management strategy was approved by all GO Shared Services (GOSS) / 2020 partners during 2015. CBC Members approved the strategy in July 2015. The purpose of the common strategy is to develop a foundation and common approach to achieve effective procurement across all partners by focusing on activities which will lead to financial savings, improved practices and efficiency. To make it easier to engage with, and improve the experience for all suppliers especially Small and Medium Enterprises (SME's) and local suppliers where applicable.
- 1.2 Members requested a 12 month review of whether 'culture' has changed since adoption of the revised strategy (members were keen that the strategy should not discourage local contractors from applying and the Cabinet Member at the time committed to coming back to the committee in 12 months).
- 1.3 In addition to the requirement of 1.2 above, this information paper provides a general update of the progress to date in accordance with the strategy.

2. Achieved to date

- 2.1 The **updated Contract Rules** drafted by the Procurement Team and One Legal were approved by Full Council on 14 December 2015, having been approved by Cotswold District Council, Forest of Dean District Council and West Oxfordshire District Council in October 2015. The revised Contract Rules incorporate the requirements of recent legislation including 'The Public Contracts Regulations 2015 (PCR2015);' the requirements of the 'Local Government Transparency Agenda 2015;' and the emphasis on contract management via the 'National Procurement Strategy for Local Government in England 2014.'
- 2.2 **Revised Contract Rules for Ubico Limited** have also been drafted and submitted for approval to their Board of Directors due in June 2016.
- 2.3 A '**Procurement Training Programme**' for officers was delivered to the four local authority partners and Cheltenham Borough Homes Limited (Total 31 x 1.5 hour sessions) during the period October 2015 – January 2016. A tailored training programme will be delivered to Ubico shortly after approval of their revised contract

rules as in 2.2 above. The Procurement Team will continue to provide quarterly and induction Contract Rules training with the support of each partner’s legal teams to reinforce compliance, best practice, improve officer skills and encourage further development of the strategy.

3. Work plan 2016/2017

3.1 A common partnership procurement toolkit of guidance documentation and templates is currently being finalised for publication on all partner intranets to encourage best practice and officer compliance. The initial draft templates already utilised have proved useful in encouraging collaborative procurement and joint-initiatives across the 2020 partnership. The quarterly training programme above will reinforce the usage and benefits to officers including elements of self-service.

3.2 The strategy development plan assigned a high priority to the implementation of a common **e-Procurement Portal** for sourcing, tendering compliance and contract management. (Please note all tendering must be electronic by 2018). This project has experienced some initial delays due to resources and agreement on specification and scope with partners, but implementation commencement is scheduled for July, followed by gradual roll out to officers in September 2016. This application will provide a common partnership landing page for supplier engagement and sign up, with individual landing pages for each of the six legal entities (CBC; CDC; FoD; WODC; CBH and Ubico) to contract individually and collaboratively. Included within the project will be communications through mailshots and ‘Meet the Buyer’ events in each local area to advise encourage engagement with suppliers including SME’s and local suppliers. All contracts will be proportionately managed within the application to ensure deliverables and outcomes are being met for stakeholders.

4. Impact on local suppliers

4.1 In accordance with 6.2 of the strategy ‘Supporting Local Businesses and Communities’ the adoption of the revised strategy was not intended to have a negative impact on the culture of utilising local suppliers, in fact the objective is to encourage the maximisation of opportunities for local SME’s, voluntary and community sector organisations and social enterprises to become our suppliers wherever possible. We need to do more work in this area with Meet the Buyer events as in 3.2 above when our partnership foundation is established. A comparison showing local suppliers pre and post (part) the strategy is shown below to give members confidence that there has been no reduction in local suppliers for comparable periods.

4.2 Active suppliers by period (excluding one off sundry suppliers)

Please note the period 2014-2015 includes leisure and culture category suppliers who now predominately deal directly with The Cheltenham Trust.

	April 2014–May 2015	April 2015 – May 2016
Local Cheltenham suppliers	195 (22%)	168 (22%)
Other Gloucestershire ‘local’ suppliers	102 (12%)	102 (13.5%)
National suppliers	585 (66%)	489 (64.5%)

Further reports will be developed in future updates to provide more detail to the above,

for example by spend and category.

5. Summary

- 5.1 The strategy requires a change in culture to provide transparency, compliance with legislation, supplier engagement and collaborative working for which there is still a great deal to achieve. Staff in all partners are taking on board procurement changes through a programme of regular training including the toolkit; and Procurement are policing to ensure purchase orders via the NO PO, No Pay Policy are compliant with contract rules.
- 5.2 The required publication of the individual partner Contracts Registers, managing request for quotations and tenders, awards and compliance with the Transparency Agenda is currently resource intensive. Using a common procurement portal positioned on our individual websites will be the 'go to' location for all procurement activity leading to greater efficiency and transparency as in 3.2 above. This implementation will be a key element of the strategy to create the resource to deliver the other objectives of the strategy.

6. Next Steps

- 6.1 The emphasis in the first twelve months has been to provide a foundation of partnership and compliance with new legislation. We will continue to embed the 'Procurement and contract management strategy development plan,' through regular training and best practice. The next steps include supplier and category management; a program of spend analysis and reporting to identify collaborative and savings opportunities. Due to the impact of the above legislative requirements, the commitment to the strategy development plan and increasing number of tenders the Procurement shared service of two FTEs has been allocated an additional FTE to support the delivery of the strategy objectives during 2016/17.
- 6.2 A further review of progress will be provided in June 2017

Background Papers	n/a
Contact Officer	David Baker / Mark Sheldon Business Partner - Procurement / Director Resources 01242 775055 / 01242 264123 david.baker@gosharedservices.org.uk mark.sheldon@cheltenham.gov.uk
Accountability	Councillor Roger Whyborn, Cabinet Member Corporate Services

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O&S Task group	Purpose	Status summary	Nominations/Membership (chairman 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	Active STGs												
	On hold												
	Standing group												
	Not prioritised by O&S												
Broadband	Members at the O&S meeting in April asked if a task group might want to look at what and where the issues in relation to slow broadband are in Cheltenham (and possibly Gloucester City if they want to undertake joint scrutiny) and use this information to help lobby GCC and/or BT and Virgin to make improvements.	The task group met again in February when they were provided with detailed maps of coverage for Cheltenham and Gloucester by Matt Smith from Fastershire. They are building up a picture of the issues involved and why there is still poor coverage in some areas and the task group will meet again on the 7 April when they will be putting their questions to a representative from BT.	Cllrs Babbage, Britter and tbc and Cllrs Gordon Taylor and Neil Hampson (Gloucester City Council) CLLR WHYBORN HAD TO STAND DOWN AS HE IS NOW A CABINET MEMBER/NEW VOLUNTEER INVITED (Cllrs Williams, Lillywhite and Subruy have volunteered)	Annette Wight	Exec Board	Leader (Cllr Jordan)	Cllr Tim Harman	tbc					
Devolution	The Leader asked if O&S would set up a task group to maintain an overview of the ongoing discussions in relation to devolution and explore the opportunities and benefits for Cheltenham.	It became clear in February that the Chancellor would not be making any announcements in his budget statement regarding the Gloucestershire bid so the meeting of the task group planned for the 1 March was cancelled. On the 25 February Leadership Gloucestershire were advised of the Cotswold Unitary bid and the implications of this proposal and the timescales for progressing it are currently being reviewed. Scrutiny will continue to keep a watching brief and the task group will be reconvened when there is a revised way forward to discuss.	Cllrs, tbc, Harman, tbc, Payne, Mason and C. Hay (Cllrs Jordan and Reid will observe) CLLRS WHYBORN AND CLUCAS HAD TO STAND DOWN AS THEY ARE NOW CABINET MEMBERS/NEW VOLUNTEERS INVITED (no Cllrs have volunteered)	Rosalind Reeves	Pat Pratley	Leader (Cllr Jordan)	Leader, Cllr Jordan	Oct-15					
Town Centre issues	The Leader suggested that this was something that a task group may like to look at as it was becoming an increasing issue that CHAC struggled to deal with as most of the people they had approached were in not in fact homeless.	O&S have agreed to set-up a task group to look at Town centre issues. Non-Executive members were invited to volunteer. The Overview and Scrutiny Committee should, at their 27 June meeting, agree draft objectives for the task group.	Cllrs Payne, Savage, C. Hay, Parsons, Wheeler and Nelson have volunteered	TBC	TBC	TBC	Leader, Cllr Jordan						
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 have a schedule of meetings arranged throughout the year and consider the budget as well as financial implications for projects such as the 2020 partnership.	Cllrs Babbage, Nelson, Payne, Sudbury and Walklett THERE IS A LIB DEM VACANCY WHICH THEY MAY LIKE TO FILL Cabinet Member Finance to attend by invitation.	Rosalind Reeves	Mark Sheldon	Finance (Cllr R. Hay)	Council	May-12	Jan-15	Feb-15	Jan-15		

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O&S Committee 2014/15 work plan

Item	Outcome	What is required?	Lead Officer
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Meeting date: 27 June (report deadline: 15 June)			
Procurement and Contract Management strategy	12 month review of whether 'culture' has changed since adoption of the revised strategy (members were keen that the strategy should not discourage local contractors from applying)	Discussion	David Baker / Mark Sheldon
Deprivation STG	Progress against recommendations (since last update to committee in April 2015) / committee need to decide if any further scrutiny or follow-up is required	Decision	Various officers
Car Parking strategy	Progress update	Discussion	Tim Atkins / Mike Redman
Cheltenham Trust	Successes and lessons learned following the first 12-18 months in operation. Set parameters for future scrutiny	Discussion	Julie Finch, CEO (Cheltenham Trust)
Q4 performance	Consider end of year performance (2015-16) and comment as necessary	Discussion	Richard Gibson, Strategy and Engagement Officer
Meeting date: 12 September (report deadline: 31 August)			
Scrutiny annual report 2015-16	Consider the draft annual report before it is noted at council	Discussion	Chairman of O&S
2020 Local Authority Company	Consider the business case for the 2020 Local Authority Company	Tbc	Tbc
Business Improvement District	Consider next steps for the BID	Discussion	Kevin Blackadder (check back with him mid-July)
Meeting date: 31 October (report deadline: 19 October)			
Place & Economic Development	Consider progress on development of Tourism, Car Parking and Economic Development strategies and how these strategies will work together (can we cover	Discussion	Tim Atkins, Managing Director of Place and Economic Development

O&S Committee 2014/15 work plan

Item	Outcome	What is required?	Lead Officer
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	project management issues inc. Pittville play area)		
Cheltenham Festivals	Consider future plans for the Festivals in Cheltenham	Presentation / Q&A	Louise Emmerson (confirmed)
Meeting date: 28 November (report deadline: 16 November)			
Quarter 2 performance review	Consider performance for the year so far and comment as necessary	Discussion	Richard Gibson, Strategy and Engagement Manager
Meeting date: 16 January 2017 (report deadline: 4 January)			
DRAFT budget	Consider the recommendations of the budget scrutiny working group	Tbc	Chair of BSWG
Cycling & Walking STG	Review progress against recommendations 12 months on	Jan 2017	Wilf Tomaney
Meeting date: 20 February 2017 (report deadline: 8 February)			
DRAFT Corporate Strategy	Consider draft Corporate Strategy before it goes to council and comment as necessary	Discussion	Richard Gibson, Strategy and Engagement Manager
Meeting date: 24 April (2017 (report deadline: 12 April)			
Meeting date: 26 June 2017 (report deadline: 14 June)			
End of year performance	Consider end of year performance and comment as necessary	Discussion	Richard Gibson, Strategy and Engagement Manager

Items for future meetings (a date to be established)

O&S Committee 2014/15 work plan

Item	Outcome	What is required?	Lead Officer
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North Place	Watching brief and further in-depth scrutiny as necessary	Presentation	Jeremy Williamson
Cheltenham integrated transport issues	Look at issues (if any) that are identified by various scrutiny task groups once they have completed their work and consider how to take them forward??	Tbc	Tbc
Review of milestone relating to developing a more collaborative approach to tackle drug dealing	This was 'amber' in July 2015 when the committee considered the end of year performance and asked to review progress	Tbc	Tbc
Cheltenham Spa Railway Station STG	Review progress against recommendations 12 months on	12 months on from Cabinet response (may go to July 2016 Cabinet)	Jeremy Williamson
Disabled access in and around Cheltenham	Presentation on the challenges faced by people in wheelchairs in and around Cheltenham (to be arranged before council one afternoon and an STG will take forward any issues that arise from the presentation)	Presentation	Tbc

Annual Items		
Budget recommendations	January	Chair, Budget Scrutiny Working Group
Draft Corporate Strategy	February	Richard Gibson, Strategy and Engagement Manager
End of year performance review	June	Richard Gibson, Strategy and Engagement Manager
Scrutiny annual report	Sept	Saira Malin, Democracy Officer

O&S Committee 2014/15 work plan

Item	Outcome	What is required?	Lead Officer
Quarter 2 performance review		November	Richard Gibson, Strategy and Engagement Manager