



CHELTENHAM

BOROUGH COUNCIL

Notice of a meeting of Overview & Scrutiny Committee

Monday, 26 June 2017
6.00 pm
Pittville Room - Municipal Offices

Membership	
Councillors:	Tim Harman (Chair), Jon Walklett (Vice-Chair), Colin Hay, Alex Hegenbarth, Sandra Holliday, Chris Mason, Helena McCloskey, John Payne, Paul Baker 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 The minutes of the last meeting (12 June) will be tabled for approval at the next scheduled meeting (11 September)	
4.		PUBLIC AND MEMBER QUESTIONS, CALLS FOR ACTIONS AND PETITIONS	
5.		MATTERS REFERRED TO COMMITTEE	
6.	6.00pm	FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED Gloucestershire Health and Care O&S Committee (7 March and 6 June) – written update from Councillor Harvey Police and Crime Panel (14 March) - written update from Councillor Helena McCloskey Gloucestershire Economic Growth O&S Committee (21 June) – written update from Councillor Paul McCloskey (to follow)	(Pages 3 - 6)
7.	6.05pm	CABINET BRIEFING A verbal 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	
8.	6.15pm	POLICE AND CRIME COMMISSIONER Martin Surl, Police and Crime Commissioner	
9.	7.00pm	PLACE STRATEGY Tim Atkins (Managing Director – Place and Economic Development) and Kevan Blackadder (BID Director)	
10.	7.30pm	END OF YEAR PERFORMANCE Richard Gibson, Strategy and Engagement Manager	(Pages 7 - 18)
11.	7.45pm	STREET PEOPLE SCRUTINY TASK GROUP - FINAL REPORT Councillor Payne in the absence of the Chairman of the task group (Councillor Savage)	(Pages 19 - 34)
12.	7.55pm	SCRUTINY TOPIC REGISTRATION FORM Review the topic registration form (including officer implications) and decide if and how you want to scrutinise the issue	(Pages 35 - 36)
13.		REVIEW OF SCRUTINY WORKPLAN	(Pages 37 - 40)
14.		LOCAL GOVERNMENT ACT 1972 - EXEMPT INFORMATION The committee is recommended to approve the following resolution:- “That in accordance with Section 100A(4) Local Government Act 1972 the public be excluded from the meeting for the remaining agenda items as it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public are present there will be disclosed to them exempt information as defined in paragraph 3, Part (1) Schedule (12A) Local Government Act 1972, namely: Paragraph 3; Information relating to the financial or business affairs of any particular person (including the authority holding that information)	
15.		APPROVE EXEMPT MINUTES OF THE LAST MEETING 20 February 2017	(Pages 41 - 44)
16.		DATE OF NEXT MEETING 11 September 2017	

Contact Officer: Saira Malin, Democracy Officer, 01242 775153
Email: democratic.services@cheltenham.gov.uk

Health and Care Overview and Scrutiny Committee update

Overview and Scrutiny Committee – 26 June 2017

7 March 2017

I was not able to attend this meeting, as was my substitute Cllr Collins. Here is a summary based on the minutes.

Gloucestershire Hospitals NHS Foundation Trust - update on financial situation.

The Trust Chief Executive apologised to the Committee as she was not able to present the findings of the financial governance review at this time and that the committee should expect it "in the new council".

It was confirmed by the Trust that "must do" actions identified by the CQC inspection report 2015 had all been delivered.

The Committee then robustly challenged the Trust representatives on the financial position and the Trust responded that they planned to return to a break even financial position by March 2019. Staff commitment and cultural change, starting at the top of the organisation, was needed to help return to a stable financial position and the Trusts Chairmans reported that the amount of "challenge" at Board meetings and a culture of openness had already started.

The South West Ambulance NHS Foundation Trust gave an update on the Ambulance response programme. The resulting discussion ended in one Action for the Trusts Director of Operations who will give details on how many Community First Responders responded to calls.

6 June 2017

First meeting since the new County Council, a majority party Cllr has replaced a minority party Cllr as the Chair, Members expressed the hope that this would not stifle debate. The County Councils new Cabinet Member for Public Health, Cllr Tim Harman, was present for this HOSC in his new role.

Overview. One Gloucestershire Transforming Care, Transforming Communities (Sustainability and Transformation Plan (STP)). The accountable officer from the GCCG gave her update on the STP. This huge initiative covers many detailed areas and committee members expressed their discomfort at the discussion being curtailed after 45 minutes. In responding to comments expressing disapproval made by committee members the Chair replied that the committee was in the period of the GE 'purdah' and that some of the comments were heavily politically slanted. Members replied that they were elected representatives and they they were entitled to ask difficult questions.

As a retired Civil Servant my understanding of 'purdah' was that Civil and Public Servants were refrained from making any decision or making any comment that would indicate or suggest a political position, either for or against an administration, either at the National level (Civil Servants) or local district and county levels (Public Servants'.

Whilst Elected councillors receive allowances from the public purse and are sometimes referred to as public servants, that's with a small p not a big P. My personal view is that Councillors had every right to challenge and ask hard questions, misusing 'purdah' to restrict a debate may have been unfortunately exercised on this occasion. If purdah was there to restrict political comments and questions from elected Councillors or MPs, then they would find it very hard, impossible even, to actually campaign during any election. The purdah restriction is not on Members.

The accountable officer commented on a drive to have more care in the community and less use of hospital beds. A committee member asked if this meant a reduction of the number of beds available or a reduction of hospital services and was given the reply no, it was not. She

Page 4

reported a funding gap of £226m over four years and said that it was hoped that person led services and more district council local solutions would help this.

GP vacancies were a concern. I asked the question that if there was a sacristy of GPS and a bubble of aged GPs about to retire what contingency plans were there in place to satisfy the shortage and maintain a supply of new GPS. I was told that this was covered in the GCCG STP Policy Plan (online, not shared with us at the meeting)

Scrutiny. We received reports about Adult Social Care and Public Health Performance and the GCCG performance report. There was nothing is major significance to report but I will defer to the minutes when they are published. The Chair of O&S may be able to fill in any gaps I may have missed.

**Police and Crime Panel Report
For O&S Committee
26th June 2017**

Road Safety Partnership. The financial and governance arrangements have not been resolved. Until they are, the Commissioner has withdrawn funding which is being covered by county council reserves. The Panel understood that the Commissioner was acting as a result of legal advice. Their main concern was to ensure the safety of the people of Gloucestershire.

Constabulary Performance. The HMIC Legitimacy Report has downgraded the Constabulary from “good” to “requiring improvement”. The reason given was that the criteria had recently changed. The assessment of Effectiveness has also been downgraded to “requiring improvement” and the Constabulary is challenging this finding. Statistics show that the Constabulary is performing well in relation to comparative forces and crime in the county has fallen.

Chief Constable. Following the retirement of the Chief Constable, the PCC has decided to leave the post vacant whilst the possibility of him assuming governance for the Fire Service is under discussion. DCC Rod Hansen has been appointed on a temporary basis.

Panel Membership. The Government regulations require that the Panel must be politically balanced according to the make-up of the local authorities. Therefore the county council election results will cause the membership of the Panel to be reviewed. When the new Panel and lead members have been established a recruitment exercise will be undertaken to recruit a new independent member.

Cllr Helena McCloskey
June 2017

Information/Discussion Paper

Overview and Scrutiny Committee

26 June 2017

Review of the council's performance at end of the year April 2016 to March 2017

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 2016 to March 2017.
- 1.2 To make any comments and observations on the presentation of the performance information before the report gets considered by Cabinet on 11th 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 2016-17 action plan that was agreed by Council on 4th April 2016.
- 2.3 The full performance report is attached as appendix A.

3. Q4 Performance Overview Corporate Strategy milestones

- 3.1 In the 2016-17 action plan, we identified 95 milestones to track our progress – Four devolution milestones have been assimilated into one. Out of these:
 - 55 (58%) are complete
 - 32 (34%) are green. This means that the project is on track to be delivered against a revised and agreed timescale – which has been set out in the 2017-18 corporate strategy
 - 8 (8%) are amber. This means that there are some concerns about the deliverability of the project against the original timescale and that plans are still being put in place to bring the project back on track.
- 3.2 The eight amber milestones are as follows:

Milestones	Status	Comments
ENV 02D - Support the enforcement of no sidewaste and closed bin lid policy		Implementation of no side waste policy is stalled while resources are identified to finance it. This could potentially come from any garden waste windfall income – but this will be reviewed once implications of implementing the new enhanced recycling service in Autumn 2017 are clear.
ECON 04D – Cheltenham Development Task Force; conclusion of and progress towards delivery on various key sites and themes - North Place		There is on-going liaison between property services and owners to bring forward a development. Now managed as a corporate project with monthly updates to the senior leadership team
ECON 04F - Conclusion of and progress towards delivery on various key sites and themes - Cheltenham Spa station		GWR progressing stakeholder meetings and will also be co-ordinating meetings over race week impact of proposals. Noted that 2017 race week saw 90,000 race goers transported from railway station to racecourse by Stagecoach. Hoping to see revised proposals and delivery timeline within next few months
COM 05D - Publication of DHRs		Our first Domestic Homicide Review into the death of a local woman was published on 17 October 2016. Our second Domestic Homicide Review, the draft report has been issued to the Home Office for quality assurance purposes - they have indicated that cannot review this until August 2017
COM 10A - Agreement to procurement process		First early market engagement exercise (July 2016) produced no submissions. A second early market engagement exercise (October 2016) produced 1 expression of interest. Following recent recruitment of Place and Economic development Manager, this project has now been restarted and given limited interest to market testing alternative options are being explored. A new timescale will be agreed with lead member in due course. Action will be delivered at service level for 2017-18.
VFM 01C - To have developed and agreed a shared Customer Access strategy to support the development of the customer services		The transformation of customer services is now a work stream within the Organisational Development Programme. An initial 'opportunities assessment' review is being scoped which may identify opportunities for intervention which drive customer services transformation. PED transformation includes significant work on customer interaction.
VFM 02A - Agree with GCC proposals for devolved Cheltenham input on a range of highways matters		Discussions with regard to Cheltenham highway matters continue and are probably better placed now within the context of the creation of Cheltenham's Place Strategy and Parking Strategy and spatial planning concepts which emerge from those strategic reviews.
VFM 02B – Devolution deal presented to individual councils and organisations for approval VFM 02C - Public consultation VFM 02D - Reaffirm proposals post-election VFM 02E - Submit to government VFM 02F - Shadow arrangements		The government's focus following the referendum has been on progressing existing devolution deals with Whitehall capacity diverted towards the process for leaving the EU. Gloucestershire's devolution asks were recently reviewed by KMPG with a focus on a longer term vision for Gloucestershire, infrastructure and

	<p>housing, skills and employability, and public service reform in the areas of health and community safety.</p> <p>Leadership Gloucestershire have tasked officers to produce a resourcing plan to deliver on key elements that could be progressed without a formal devolution deal - in particular the planning and infrastructure work needs to be scoped because it is considered that this work will require the most significant additional resource. A group of officers is leading on this scoping work led by the Chief Executive of Tewkesbury Borough Council and including CBC's Director - Planning.</p> <p>Any options with regard to any public service reform which may emerge from the current work on devolution, would be subject to consultation before any changes were implemented.</p>
--	--

4. Next steps

- 4.1 Overview and Scrutiny Committee are invited to make any comments and observations on the presentation of the performance information before the report gets considered by Cabinet on 11th July 2016

Background Papers	2016-17 Corporate Strategy action plan, Report to Council, 4 th April 2016.
Contact Officer	Richard Gibson, Strategy and Engagement Manager. 01242 235354. richard.gibson@cheltenham.gov.uk
Accountability	Cllr. Steve Jordan, Leader of the Council Cllr. Roger Whyborn, Cabinet Member Corporate Services

Corporate Performance at ePage 11. Quarter 4 (April 2016 to March 2017) – Report to O+S, 26 June 2017

Our Outcome

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

Priority Action	Key Milestone	End Date	Lead	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 - Conclude JCS examination	Tue-30-May-17	Tracey Crews	Now complete. Proposed modifications scheduled for consultation which will lead to further examination hearings - likely to be scheduled February 2017.
	ENV 01B - Adoption of the JCS (subject to Council approval)	Thu-31-Dec-07	Tracey Crews	Council approved for public consultation the proposed main modifications on 10 Feb 2017. Key dates are outside control of JCS Councils and are set by the Inspector. RAG status green reflecting all live actions are being met by the program. Carried forward into 2017-18 corporate strategy under action ENV1.
	ENV 01C - Prepare and consult on draft Cheltenham Plan (non statutory)	Sat-31-Dec-16	Tracey Crews	6 week consultation ended on 20 March 2017 that focused on three policy areas: 1.economic strategy 2.potential local green space designations 3.potential development allocations (sites for development)
	ENV 01D - Publication of Cheltenham Plan (regulation 19)	Mon-28-Aug-17	Tracey Crews	Pending completion of the preferred options consultation, publication of the plan will happen in Summer 2017. Timetable and key milestone changes agreed by Planning & Liaison Member Working Group. RAG status green to reflect performance against revised program. Carried forward into 2017-18 corporate strategy under action ENV1.
	ENV 01E - Submit Cheltenham Plan to Secretary of State for examination	Mon-30-Oct-17	Tracey Crews	This is likely to happen in the Autumn of 2017. RAG status green to reflect performance against revised program as agreed by Planning & Liaison Member Working Group. Carried forward into 2017-18 corporate strategy under action ENV1.
	ENV 01F - Adoption Cheltenham Plan	Thu-30-Nov-17	Tracey Crews	Anticipated January 2018, allowing for time for PINS to conduct a short examination. RAG status green to reflect performance against revised program. Carried forward into 2017-18 corporate strategy under action ENV1.
ENV 02 - We will deliver CBC's commitments contained within the Joint Waste Committee plan	ENV 02A - Consider options for the transfer of waste after August 2018	Fri-31-Mar-17	Pat Pratley	Project Team set up and discussions progressing over the feasibility of using Swindon Road as transfer facility. Consultants have now produced a report, currently being considered by the Joint Waste Team. Their thoughts will be fed into the next project meeting, to be held on 30 th May 2017.
	ENV 02B - Review options for recycling service redesign in Cheltenham including round optimisation across all services	Mon-31-Oct-16	Pat Pratley	New vehicles of all fleet (recycling, food and refuse) ordered and delivery is on schedule. New recycling receptacle (blue bag) being procured for storage of bulky cardboard - will increase space available in the recycle boxes for storing a wider range of recyclable materials. Round optimisation work underway and being finalised, communications plan agreed. Consideration being given to promoting recycling via all primary schools in Cheltenham with a 'Name our Truck' competition - the winners will have their names (one name) on each of the vehicles. Action carried forward to 17-18 corporate plan.
	ENV 02C - Support Ubico in making preparations to implement chosen recycling service model in Summer 2017	Fri-31-Mar-17	Pat Pratley	Being undertaken via the service redesign project carried forward into 2017-18 action plan
	ENV 02D - Support the enforcement of no sidewaste and closed bin lid policy	Fri-31-Mar-17	Pat Pratley	Implementation of no side waste policy is stalled while resources are identified to finance it. This could potentially come from any garden waste windfall income – but this will be reviewed once implications of implementing the new enhanced recycling service in Autumn 2017 are clear.
	ENV 02E - Explore new recycling opportunities at HRCs including Swindon Road	Fri-30-Sep-16	Pat Pratley	Linked to ENV02A Review of Swindon Road recycling facility currently on hold until wider infrastructure review has been completed with regard to waste transfer from the bulking facility. Action has been carried across into 2017/18 JWC action plan.
	ENV 02F - Undertake a review of the capacity and resources required by the JWT to deliver its plan	Fri-31-Mar-17	Pat Pratley	An accord was approved by JWC in February which supports councils exploring the business case for service alignment. Resource requirements have been reviewed and a full time Head of Service for JWT was supported. A route map has been agreed across the districts, which reaffirms the original purpose of the JW committee - to achieve service alignment across the districts for waste and recycling collection services.
ENV 03 - We will strengthen the council's approach to enforcement as part of the re-structuring of the REST division	ENV 03A - Complete the amalgamation of Community Protection into the Enforcement Team to enable an increase in enforcement performance against outcomes, utilising the synergies that exist between teams	Tue-31-May-16	Mike Redman	3 FTE community protection officers have merged with the enforcement team to create combined enforcement resource.
	ENV 03B - Continue to deliver service improvements through systems thinking and provide quarterly performance statements	Fri-31-Mar-17	Mike Redman	Consolidated admin arrangements now in place and work being undertaken to explore cross-cutting neighbourhood-focused teams.
ENV 04 - We will create a new children's play area in Pittville Park	ENV 04A - Commence work on-site	Sun-31-Jan-16	Adam Reynolds	Project completed

	ENV 04B - Complete work on site	May-16	Reynolds		Completed
	ENV 04C - Soft opening	Thu-30-Jun-16	Adam Reynolds		Play area opened and operational
	ENV 04D - Official Opening event	Mon-31-Jul-17	Adam Reynolds		Successfully held on 12 July 2016
ENV 05 - We will restore Cheltenham's War Memorial	ENV 05A - WMT grant application	Sat-30-Apr-16	Mark Sheldon		Successful grant applications have been made to the War Memorial Trust (£24k) and Heritage Lottery Fund (£85k) to fund both the restoration and associated commemorative activity which will continue over the next 12 months.
	ENV 05B - HLF grant application outcome	Sat-30-Apr-16	Mark Sheldon		As above
	ENV 05C - Commence War Memorial restoration	Tue-31-May-16	Mark Sheldon		Memorial restoration complete. The peripheral project for lighting and interpretation is on-going. The planning application to replace the lamps has been approved and an application for the installation of interpretation boards has been submitted.
	ENV 05D - Complete War memorial restoration	Fri-30-Sep-16	Mark Sheldon		Restoration work complete though some residual work to replace the lamps and install interpretation boards will now be undertaken
	ENV 05E - Commence WW1 commemoration programme	Sat-30-Sep-17	Mark Sheldon		£89,400 has now been secured from the Heritage Lottery Fund to support a wide range of commemoration activity to start in 2018
	ENV 05F - Close WW1 commemoration programme - War Memorial dedication ceremony	Fri-30-Nov-18	Mark Sheldon		The restored war memorial was officially revealed to the public at the Battle of Britain event on 18 September
ENV 06 - We will progress the building of the new Crematorium building	ENV 06A - Appoint design team	Thu-30-Jun-16	Mike Redman		Key members of design team in place - Principal Contractor and Architect
	ENV 06B - Submit main planning application	Fri-31-Mar-17	Mike Redman		Achieved 11th April 17
	ENV 06C - Target completion date for new crematorium building	Tue-31-Oct-17	Mike Redman		The new agreed target date for completion is 31st May 2019. This commitment has been carried forward into the 2017-18 corporate strategy action plan as project ENV 5

Sustain and grow Cheltenham's economic and cultural vitality

What are our plans to deliver this outcome in 2016-17?

Priority Action	Key Milestone	End Date	Lead	Progress
ECON 01 - We will work in partnership with key stakeholders to develop a longer term strategy for place making and growth	ECON 01A - Draft Strategy	Fri-30-Sep-16	Tim Atkins	 Council agreed a place-making vision, four values and four outcomes at its meeting on 27 March
	ECON 01B - Consultation Complete	Tue-31-Jan-17	Tim Atkins	 The engagement plan has been developed and was agreed as part of the Cabinet report
	ECON 01C - Approved by Cabinet	Fri-31-Mar-17	Tim Atkins	 The vision was signed off informally by cabinet ahead of it going to full council at the end of March
ECON 02 - We will develop our strategic approach to tourism, work with the tourism partnership to ensure that there is alignment behind the strategy and agree appropriate delivery mechanisms	ECON 02A - Tourism Development Officer in-place	Thu-30-Jun-16	Tim Atkins	 Tourism development consultant appointed and in place
	ECON 02B - Commence implementation of key priorities	Thu-30-Jun-16	Tim Atkins	 Implementation of key priorities underway - under the following headings: Stakeholder Communication, Research, Strategy, Business Model, Funding, Planning, Brand Development. Action carried forward into 2017-18 action plan
	ECON 02C - Establish Tourism Task Force	Fri-30-Sep-16	Tim Atkins	 Agreement to run tourism project through already established Tourism Partnership; action carried forward into 2017-18 action plan
	ECON 02D - Report back to Cabinet on year 2 work plan	Sat-31-Dec-16	Tim Atkins	 Update report presented to cabinet on 8 November 2016
ECON 03 - We will undertake a ballot of town centre businesses on the establishment of a Business Improvement District and assist in its establishment if the ballot is positive	ECON 03A - CBC support for new BID company if 'YES' vote secured	Thu-31-Aug-17	Tim Atkins	 Business Improvement District now fully operational
	ECON 03B - Measures to remove Late Night Levy if 'YES' vote secured	Sat-31-Mar-18	Tim Atkins	 Council on 24 Feb agreed that the Late Night Levy should cease to apply in Cheltenham from 31 March 2017
ECON 04 - We will support delivery of the Cheltenham Development Taskforce business plan	ECON 04A - Conclusion of and progress towards delivery on various key sites and themes - Brewery II	Mon-31-Jul-17	Jeremy Williamson	 High Street link opened as planned. Block 2A fully let; positive impact upon original Brewery scheme and block 2B currently being marketed.
	ECON 04B - Conclusion of and progress towards delivery on various key sites and themes - Beechwood	Mon-31-Jul-17	Jeremy Williamson	 Demolition works completed and re-construction has begun. Shell & core targeted for delivery Sept 2017 followed by major shop fit.
	ECON 04C - Conclusion of and progress towards delivery on various key sites and themes - Regency Place	Sun-31-Dec-17	Jeremy Williamson	 Housing progressing as planned. Shop unit handover subject to clarification. Albion Street road changes deemed successful.
	ECON 04D - Conclusion of and progress towards delivery on various key sites and themes - North Place	Sat-31-Mar-18	David Roberts	 On-going liaison between property services and owners to bring forward a development. Now managed as a corporate project with monthly updates to the senior leadership team
	ECON 04E - Conclusion of and progress towards delivery on various key sites and themes - Cheltenham Transport Plan - highways	Thu-31-Aug-17	Jeremy Williamson	 Phase 2 (Imperial Square North) implemented; positive liaison with businesses impacted due to offer of alternative parking. Traffic monitoring to begin May 2017 to measure impact and undertake any necessary mitigation as necessary. If deemed successful then this allows for next phases including a trial at Boots Corner - to begin summer 2017. Action identified at ENV3 in 2017-18 corporate strategy.
	ECON 04F - Conclusion of and progress towards delivery on various key sites and themes - Cheltenham Spa station	Thu-31-May-18	Jeremy Williamson	 GWR progressing stakeholder meetings and will also be co-ordinating meetings over race week impact of proposals. Noted that 2017 race week saw 90,000 race goers transported from railway station to racecourse by Stagecoach. Hoping to see revised proposals and delivery timeline within next few months
	ECON 04G - Conclusion of and progress towards delivery on various key sites and themes - Public realm upgrades	Sat-31-Mar-18	Jeremy Williamson	 CBC/GCC continue to meet to agree project plan and funding delivery. Delivery needs to coincide with JLP opening potentially spring 2018. ESIF bid progressing to round 2 which could assist with High Street SuDs/greening/biodiversity strategy. Identified by Action ENV2 in 2017-18 Corporate Plan. Public realm projects led by Townscape team.
	ECON 04H - To support Director Resources with the implementation of the accommodation strategy	Sat-31-Mar-18	Jeremy Williamson	 continue to provide support for options and maintain interest in MO
	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 - To have reviewed the potential projects which support the delivery of the business plan targets for the Trust	Sun-31-Jul-16	Mark Sheldon
ECON 05B - To have scoped, tendered and evaluated the initial feasibility study into the redevelopment of the Town Hall		Fri-30-Sep-16	Mark Sheldon	 The work to scope and tender the initial feasibility work for the Town Hall is complete and the Joint Commissioning Group is now able to make a decision about the consultant it wishes to work with
ECON 05C - To have made an application for external funding of the redevelopment of the Town Hall		Sat-31-Dec-16	Mark Sheldon	 The revised timescale of March 2018 was included in the 2017-18 corporate strategy.

<p>ECON 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, having regard to the Council's overall financial position, environmental and tourism objectives</p>	<p>ECON 06A - Develop options in consultation with the Car Parking Working Group, including input from key stakeholders, including GCC and private car park operators</p>	<p>Mon-31-Oct-16</p>	<p>Mike Redman</p>		<p>First phase consultation complete; currently tendering for support to develop the strategy</p>
	<p>ECON 06B - Liaise with GCC regarding delivery options , having regard to any opportunities arising as a result of the devolution agenda</p>	<p>Fri-30-Jun-17</p>	<p>Mike Redman</p>		<p>GCC has participated in Car Parking Working group meetings and provided input to the emerging strategy being suggested by our consultants. In tandem with this, the county has been pursuing its own strategy with a focus on on-street provision and we are working to ensure alignment, particularly around pricing. The strategy will now go to Cabinet in June 2017</p>
	<p>ECON 06C - Undertake public consultation where appropriate to the implementation of emerging options</p>	<p>Tue-31-Jan-17</p>	<p>Mike Redman</p>		<p>Extensive consultation has taken place with key stakeholders in relation to the emerging parking strategy for the town, including both on-line and face to face consultation with harder to reach groups with specific user needs. The car parking working group has included invited representatives from the business community and county council and there has also been contact with private car parking operators.</p>
	<p>ECON 06D - Report to Cabinet regarding recommended option(s) and associated action plan</p>	<p>Fri-30-Jun-17</p>	<p>Mike Redman</p>		<p>The recommended parking strategy is going to cabinet on 13 June 2017.</p>

People live in strong, safe and healthy communities

What are our plans to deliver this outcome in 2016-17?

Priority Action	Key Milestone	End Date	Lead	Progress
COM 01 - Work with CBH to deliver more houses for rent on HRA sites	COM 01A - Council approval to build on Garage Phase 2 sites	Sun-30-Apr-17	Martin Stacy	 10 new affordable homes have been built on Swindon Road, with priority being given to Armed Forces Veterans. These homes have now been filled, all of which by Veterans. A further 3 homes are currently underway at Rowanfield Exchange and will be completed later this year. In addition, 4 homes have been acquired from the open market using right to buy receipts, with a fifth (and final) property identified and our offer accepted.
	COM 01B - Council approval to build on Garage Phase 3 sites plus other miscellaneous sites	Fri-31-Mar-17	Martin Stacy	 Council has given authority to build on the following sites: Hesters Way Road Kingsmead Avenue, Beaufort Road and Newton Road, subject to various rights of way issues being addressed, and with the potential of up to 16 new homes being delivered. We are currently working with residents to resolve outstanding rights of way issues. All have now appointed solicitors, as requested and reasonable progress is being made - though the nature of these discussions is that it is often protracted.
COM 02 - Explore opportunities for creating more homes for veterans	COM 02A - Project scope agreed and embedded within CBC-CBH new build Joint Programme Board	Fri-31-Mar-17	Martin Stacy	 Project completed. All 10 homes at the Swindon Road new build site were allocated to armed forces veterans as part of the Homes for Veterans project.
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	COM 03A - Monitor outcome of the government consultation and review considering an extension of the national mandatory HMO licensing regime	Sat-31-Dec-16	Mike Redman	 The government responded favourably to the extension of HMO licensing following their consultation paper "Houses in multiple occupation and residential property licensing reforms" and has indicated an intention to legislate to extend mandatory licensing to all HMO's occupied by five or more persons, regardless of the number of storeys within the property. The enforcement team is reviewing staffing arrangements in expectation of an increased need for inspections and the opportunity to cover additional costs from a corresponding increase in HMO license fee income.
	COM 03B - Alongside monitoring the government's extended mandatory HMO licensing regime, utilise the emerging Cheltenham Plan to provide opportunities to frame new planning policies and strategies, to help improve the quality of HMO's, working with the University of Gloucestershire to inform the Council's overall HMO strategy	Fri-31-Mar-17	Mike Redman	 This action is now being pursued in relation to the emerging Cheltenham Plan, which is critical to applying controls on HMO numbers through an Article 4 direction.
	COM 03C - Consider the feasibility and resourcing implications of introducing Article 4 direction(s) to limit the percentage of HMO accommodation currently leading to community imbalance and related loss of amenity in some parts of the town	Fri-31-Mar-17	Philip Stephenson	 HMO survey work in St. Pauls is now complete and whilst a number of issues have been identified, there is insufficient evidence of poor conditions or anti-social behaviour to justify blanket licensing of private rented sector accommodation, much of which is now likely to be covered by a proposed extension to the national mandatory HMO licensing requirements. Further HMO survey and enforcement work is now taking place in the All Saints Ward and the potential for an Article 4 direction is being pursued through the Cheltenham Plan process. Timescale is linked to Cheltenham Plan preparation, program managed via Planning and Liaison Member Working Group. Action for 2017-18 will be managed at the service level, albeit the Cheltenham Plan is identified as action ENV1 in 2017-18 corporate strategy.
	COM 03D - Report to Cabinet on the options for extending activity relating to the enforcement of standards in private rented sector accommodation	Mon-31-Jul-17	Mike Redman	 The survey work undertaken in St. Pauls (and now on-going in All Saints) will identify any need for additional enforcement; options will be reviewed on completion of the survey, in tandem with a review of actions being taken to improve standards in the private rented sector more generally. A report to Cabinet is still on target for July 2017, to include proposals for further action in relation to long term empty homes in the private sector.
COM 04 - Prepare for update housing and homelessness strategy in 2017	COM 04A - Scope out engagement arrangements with relevant stakeholders to help inform the development of the strategy	Fri-31-Mar-17	Martin Stacy	 Project carried forward into 2017-18 corporate strategy action plan. Work about to start on gathering evidence on current needs, agreeing key strategic priorities and themes, followed by conversations with relevant stakeholders.
COM 05 - We will update our safeguarding policy to reflect our wider work to safeguard people including recognition of domestic abuse and sexual violence, hate crime and modern slavery	COM 05A - Draft report to Cabinet	Sun-31-Jul-16	Richard Gibson	 A briefing note was taken to cabinet in December to notify members that current strategy will be extended for a further year. This is so that we can align the new policy with the county-wide domestic abuse concordat (yet to be published), the county-wide anti-slavery strategy and the new county-wide hate crime strategy
	COM 05B - Staff consultation sessions	Fri-30-Sep-16	Richard Gibson	 Staff training sessions held on safeguarding vulnerable adults and modern slavery. Additional staff sessions will be held as part of the development of the final safeguarding handbook.
	COM 05C - Final report to Cabinet	Wed-30-Nov-16	Richard Gibson	 Project carried forward into 2017-18 corporate strategy - The final updated safeguarding policy in the autumn and this will be a joint district policy led by the district safeguarding network
	COM 05D - Publication of DHRs	Sun-31-Jul-16	Richard Gibson	 Our first Domestic Homicide Review into the death of a local woman was published on 17 October 2016. Our second Domestic Homicide Review, the draft report has been issued to the Home Office for quality assurance purposes - they have indicated that cannot review this until August 2017
	COM 05E - Development of partnership response	Mon-31-Oct-16	Richard Gibson	 The first DHR was published with an agreed action plan that will be monitored by the Cheltenham Strategic Leadership Group

COM 06 - We will work in partnership with Gloucestershire Constabulary to review town centre CCTV provision and associated monitoring arrangements	COM 06A - Work with the Police & Crime Commissioner to consider the impact of the closure of Lansdown Road police station on the provision of town centre CCTV monitoring	Page 16 Fri-30-Sep-16	Mike Redman		The fibre-optic link has now been moved to the monitoring site at Waterwells
	COM 06B - Review the provision and need for upgrading of the town centre CCTV system, having regard to the delivery of our priority outcomes, including crime reduction	Fri-31-Mar-17	Mike Redman		Project carried forward into 2017-18 corporate strategy. Currently in consultation with the Police and PCC about the future provision of CCTV in the town centre. A draft project initiation document has been produced.
COM 07 - Enable a range of community building and celebration events through taking a facilitative role to working with community groups and organisations	COM 07A - Coordinate & deliver the Children's Festival	Tue-31-May-16	Richard Gibson		Children's Festival successfully delivered; 10 different partners contributed with over 1,500 children and their families attending
	COM 07B - Coordinate & deliver the Midsummer Fiesta	Sun-31-Jul-16	Richard Gibson		Midsummer Fiesta successfully held on 2 July 2016; a few thousand attended the event which is Cheltenham's only free festival
	COM 07C - Support Black History Month	Mon-31-Oct-16	Richard Gibson		Black History Month was successfully delivered by the African Community Foundation, supported by officers from CBC and a community pride grant
	COM 07D - World Mental Health Day	Mon-31-Oct-16	Richard Gibson		CBC helped raise awareness of emotional wellbeing and mental health issues at an event on World Mental Health Day on 10 October 2016. This included handing out leaflets in the town centre and launching Heads Up at an evening seminar
	COM 07E - Support Inter-Faith week	Wed-30-Nov-16	Richard Gibson		This year's Inter-faith event was held on Thursday 17th November. This year's theme was 'People of Sanctuary' and is an exploration of faith and the refugee crisis. The event was open to all and brought together different faith and non-faith communities to strengthen good inter faith relations
	COM 07F - Support Holocaust Memorial Day	Tue-31-Jan-17	Richard Gibson		CBC supported the HMD commemoration Committee event that was held in the Municipal Offices on January 26th 2017
	COM 07G - Support LGBT history month	Tue-28-Feb-17	Richard Gibson		CBC helped support the LGBT partnership with their plans for LGBT history month in February 2017
COM 08 - Develop a commissioning approach to tackling a range of health and wellbeing issues in Cheltenham such as tackling obesity, reducing alcohol harm and improving mental health	COM 08A - Agree specifications	Sat-30-Apr-16	Richard Gibson		Health Inequality Grants have been awarded to Gloucestershire University to develop a Strategy for the smart commissioning of our alcohol harm outcome, plus a grant to Cheltenham West End Partnership to understand the risks posed to young people, aged between 12 and 18, who are congregating in the town centre that might be at risk of negative influences such as alcohol, drugs, inappropriate sexual activity and grooming.
	COM 08B - Commissioned providers in place	Thu-30-Jun-16	Richard Gibson		As above; 2 providers in place
	COM 08C - Report to Chelt Partnerships on progress	Sat-31-Dec-16	Richard Gibson		Both projects have reported to the partnerships
COM 09 - Progress cycling & walking options as a result of the work of the O+S task group	COM 09A - Establish Advisory Group	Sat-30-Apr-16	Wilf Tomaney		Cllr Wilkinson identified as Member Cycling Champion. First meeting took place March.
	COM 09B - Produce a delivery plan for the various recommendations	Fri-30-Mar-18	Wilf Tomaney		Cycling and Walking Advisory Group now in place to act as a sounding board and support for key initiatives. Action will not produce a delivery plan as anticipated, but will support the following activities; * input to Cheltenham Plan * oversee preparation of walking and cycling strategy - milestone extended to March 2018 to reflect agreement of corporate strategy at Council * review possible funding streams. Group are currently inputting into innovation in cycling and walking competition - deadline June 2017. Activity of preparation of walking and cycling strategy - action identified in 2017-18 corporate plan ENV3 Cheltenham Transport Plan. Wider activities of the Advisory Group to be managed at service level
	COM 09C - Installation of contra-flow cycle lane in Winchcombe St with rearrangement of the Albion St junction	Wed-31-Aug-16	Wilf Tomaney		Completed on target.
COM 10 - Commissioning review of Shopmobility	COM 10A - Agreement to procurement process	Wed-31-Aug-16	Wilf Tomaney		First early market engagement exercise (July 2016) produced no submissions. A second early market engagement exercise (October 2016) produced 1 expression of interest. Following recent recruitment of Place and Economic development Manager, this project has now been restarted and given limited interest to market testing alternative options are being explored. A new timescale will be agreed with lead member in due course. Action will be delivered at service level for 2017-18.
	COM 10B - Award of contract	Fri-30-Sep-16	Wilf Tomaney		Project on hold. A new project timetable will be agreed with the lead member as such the RAG status has been changed to green as project will be refreshed. Action will be delivered at service level for 2017-18.
	COM 10C - Implementation of service	Fri-31-Mar-17	Wilf Tomaney		Project on hold. A new project timetable will be agreed with the lead member as such the RAG status has been changed to green as project will be refreshed. Action will be delivered at service level for 2017-18.

Our council can continue to facilitate the delivery of our outcomes for both Cheltenham and its residents

What are our plans to deliver this outcome in 2016-17?

Priority Action	Key Milestone	End Date	Lead	Progress	
VFM 01 - We will work with our 2020 partners to implement agreed shared services from April 2016	VFM 01A - Cabinet to consider a business case for a local authority company governance model	Sun-31-Jul-16	Pat Pratley		Legal agreements are in the process of being finalised. CBC Council approved withdrawal of employment matters from the Joint Committee wef 1 April 2016. Council approved s151 Officer appointment and designation wef 28 March 2017. Work on specifications taking place.
	VFM 01B - To have reviewed the capacity for provision of strategic property advice	Sun-31-Jul-16	Mark Sheldon		Following a review work is now underway to develop a revised structure which addresses need to for more strategic support to deliver the MTFS targets, development of the investment property portfolio, support key capital projects as well as taking a more commercial approach to service delivery. A new post for a programme manager to support delivery of commercial activity has now been recruited to.
	VFM 01C - To have developed and agreed a shared Customer Access strategy to support the development of the customer services	Fri-31-Mar-17	Mark Sheldon		The transformation of customer services is now a work stream within the Organisational Development Programme. An initial 'opportunities assessment' review is being scoped which may identify opportunities for intervention which drive customer services transformation. PED transformation includes significant work on customer interaction.
VFM 02 - We will work with our Gloucestershire partners to develop an implementation plan for the delivery of the devolution agreement	VFM 02A - Agree with GCC proposals for devolved Cheltenham input on a range of highways matters	Sat-30-Apr-16	Pat Pratley		Discussions with regard to Cheltenham highway matters continue and are probably better placed now within the context of the creation of Cheltenham's Place Strategy and Parking Strategy and spatial planning concepts which emerge from those strategic reviews.
	VFM 02B – Devolution deal presented to individual councils and organisations for approval VFM 02C - Public consultation VFM 02D - Reaffirm proposals post-election VFM 02E - Submit to government VFM 02F - Shadow arrangements	Sat-30-Apr-16	Pat Pratley		The government's focus following the referendum has been on progressing existing devolution deals with Whitehall capacity diverted towards the process for leaving the EU. Gloucestershire's devolution asks were recently reviewed by KMPG with a focus on a longer term vision for Gloucestershire, infrastructure and housing, skills and employability, and public service reform in the areas of health and community safety. Leadership Gloucestershire have tasked officers to produce a resourcing plan to deliver on key elements that could be progressed without a formal devolution deal - in particular the planning and infrastructure work needs to be scoped because it is considered that this work will require the most significant additional resource. A group of officers is leading on this scoping work led by the Chief Executive of Tewkesbury Borough Council and including CBC's Director - Planning. Any options with regard to any public service reform which may emerge from the current work on devolution, would be subject to consultation before any changes were implemented.
VFM 03 - We will deliver our Accommodation Strategy which delivers more modern, flexible and cost-effective office accommodation	VFM 03A - Establish future space needs and those of our partners	Thu-30-Jun-16	Mark Sheldon		This project has been carried forward into the 2017-18 corporate strategy action plan as project VFM 4. An updated space audit has been deferred pending the development and piloting of smart/flexible working in order to inform the methodology for revisiting future space needs.
	VFM 03B - Determined the strategy for relocation from and the redevelopment of the Municipal Offices	Thu-30-Jun-16	Mark Sheldon		This project has been carried forward into the 2017-18 corporate strategy action plan as project VFM 4. The existing strategy for relocation from and redevelopment of the Municipal Offices is being reviewed as a result of the development of the wider 'place shaping' strategy which includes the opportunity for a more significant regeneration proposal which considers the Municipal Offices in its wider setting. The potential for a larger redevelopment footprint and the creation of a planning framework to support the wider place making aspiration is being developed over the next 2/3 months. The impact on the current strategy, timelines and MTFS targets has yet to be fully assessed.
	VFM 03C - Undertake consultation of redevelopment proposals	Sun-31-Jul-16	Mark Sheldon		This project has been carried forward into the 2017-18 corporate strategy action plan as project VFM 4.
	VFM 03D - Prepared a marking pack to support the process of finding a joint venture (JV) partner to deliver the accommodation strategy	Fri-30-Sep-16	Mark Sheldon		This project has been carried forward into the 2017-18 corporate strategy action plan as project VFM 4.
	VFM 03E - Evaluated options and enter into a contract for a JV partner	Sat-31-Dec-16	Mark Sheldon		This project has been carried forward into the 2017-18 corporate strategy action plan as project VFM 4.
VFM 04 - Asset Management Plan	VFM 04A - Agreed a revised AMP including parameters and terms of reference to support decision making in respect of enhancing the Investment Property portfolio	Sat-30-Apr-16	Mark Sheldon		In December 2016, the Council approved a report allocating £1m of reserves plus the potential of a further £9m of borrowing to support the development of the investment property portfolio.
	VFM 04B - Agree a revised policy of support to the third sector	Sun-31-Jul-16	Mark Sheldon		A revised policy was finalised and agreed by the Cabinet in December 2016.
VFM 05 - We will implement the 'Bridging the Gap' programme and budget strategy for meeting the MTFS funding gap	VFM 05A - Identify further savings / income to close gap for 2017/18 and residual MTFS budget gap	Fri-31-Mar-17	Paul Jones		Revised MTFS agreed by Cabinet at its meeting on 11 October. New 5 pronged approach to bridging the gap: Regulatory & Environmental Services Transformation Rolling Approach to Commissioned Services Review of Accommodation Economic Growth / Investment Service Cuts

Cheltenham Borough Council
Overview and Scrutiny – 26 June 2017
Scrutiny Task Group Review – Street People covering report

Accountable member	Councillor Tim Harman, Chair of Overview and Scrutiny Committee
Accountable officer	Saira Malin, Democracy Officer
Executive summary	<p>In June 2016 the Overview & Scrutiny Committee agreed the one page strategy for a task group set up to review the perceived increase in the number of street people in Cheltenham. The group was tasked with establishing the extent of the problem, understanding the responsibilities and powers of Cheltenham Borough Council to address any issues and assessing the support networks which were currently in place and giving consideration to whether these could be more effective.</p> <p>The findings and recommendations of the task group are set out in detail in the attached Scrutiny Task Group Report and if approved, the recommendations will be tabled with Cabinet on the 11 July 2017.</p> <p>It should be noted that Cabinet, at the 11 April 2017 meeting, agreed for Cheltenham to join the Solace Partnership. The task group were in full support of this decision, given the conclusions it had already drawn on the issue.</p>
Recommendations	<p>That the Overview and Scrutiny Committee endorse the task group recommendations as set out in the task group report (Appendix 1 and also outlined below)</p> <p>Overview and Scrutiny Committee recommends:</p> <ol style="list-style-type: none"> 1. Reducing the number of street people in Cheltenham should be a priority for this authority, benefiting not only the street people but also residents and local businesses, as well as the town itself. 2. An integrated, co-ordinated multi-agency approach is required, with close partnership working and appropriate information sharing. 3. This authority is well placed to assume a co-ordinating role. 4. The adoption of a Project SOLACE model or similar approach in Cheltenham.

Financial implications	<p>There are no financial implications arising from this report. The council's financial and resourcing contributions to the Solace Partnership is within existing budgets, as detailed in the Cabinet report for the proposal to implement Solace, dated 11th April 2017.</p> <p>Contact officer: Sarah Didcote, sarah.didcote@cheltenham.gov.uk, 01242 264125</p>
Legal implications	<p><i>There are no legal implications arising from this report. There are a variety of legal options available to the Council in relation to tackling street people and this is outlined in the report.</i></p> <p>Contact officer: Vikki Fennell, vikki.fennell@tewkesbury.gov.uk 01684 272015</p>
HR implications (including learning and organisational development)	<p>Further to Cabinet having approved Cheltenham Borough Council (CBC) joining the Project Solace Partnership, there will be close partnership working and appropriate information sharing going forward in this regard. The Anti-Social Behaviour Officer employed by CBC will be part of the Solace Partnership.</p> <p>Contact officer: Carmel Togher, carmel.togher@cheltenham.gov.uk, 01242 775215</p>
Key risks	<ul style="list-style-type: none"> • If the council does not effectively respond to low level ASB, this is likely to lead to an increase in more serious crime. • If the council through Solace does not suitably support vulnerable people who experience or commit antisocial behaviour, then it may be challenged about failing in its duty of care.
Corporate and Community Plan implications	<p>The implementation of the Project Solace approach in Cheltenham is a commitment in the 2017-18 corporate strategy action plan with the key milestone being the consideration of a business case by June 2017. This was signed off by Cabinet on April 2017.</p> <p>Contact officer: Richard.Gibson@cheltenham.gov.uk</p>
Environmental and climate change implications	<p>Street begging and homelessness are detrimental to the town centre environment and contribute to public fears about crime and anti-social behaviour. Solace aims to help tackle this issue through targeted support and enforcement activities.</p> <p>There is likely to be a positive (albeit hard to measure) impact on the council's carbon emissions due to fewer officer journeys in relation to investigations, evidence gathering, victim support and multi-agency meetings as Solace will co-ordinate this activity. DOES GILL WANT TO AMEND THIS FROM THE CABINET REPORT?</p> <p>Contact officer: Gill.Morris@cheltenham.gov.uk</p>
Property/Asset Implications	<p>Solace would provide the council with better co-ordinated resource to manage ASB or crime arising on its land and property. The respective officers will be co-located within the police contact centre which is situated in the former tourist information centre and not within any CBC operational space.</p> <p>Contact officer: David.Roberts@cheltenham.gov.uk</p>

Report author	Contact officer: Saira.Malin@cheltenham.gov.uk, 01242 774937
Appendices	1. Task Group report (including appendices)
Background information	1. Cabinet report on Project SOLACE (11 April 2017)



SCRUTINY TASK GROUP REPORT

STREET PEOPLE

APRIL 2017

1. INTRODUCTION

- 1.1 Concerns had been expressed by members of the public and local businesses regarding a perceived increase in the number of 'street people' in Cheltenham, specifically the high street, promenade and surrounding areas. The Overview and Scrutiny committee felt that the issue would benefit from a scrutiny review.
- 1.2 The start of the review was postponed to allow for the 2016 elections.
- 1.3 This report sets out the findings and recommendations arising from the review undertaken by the scrutiny task group.

2. MEMBERSHIP AND TERMS OF REFERENCE

2.1 Membership of the task group:-

- Councillor Louis Savage (Chair)
- Councillor Colin Hay
- Councillor Chris Nelson
- Councillor Dennis Parsons
- Councillor John Payne
- Councillor Simon Wheeler

2.2 Councillor Savage would like to put on record his thanks to his colleagues on the task group.

2.3 The one page strategy for this task group was agreed by the Overview and Scrutiny Committee in June 2016 and this is attached as Appendix 1. The ambitions for the review were as follows:

- Establish the extent ***and nature** of the problem in Cheltenham (****town centre**) and how it compares to other areas.
- Understand what responsibilities and powers Cheltenham Borough Council has to address any issues.
- Consider the impact that this increase (or perceived) increase has on Cheltenham.
- Assess the support networks currently in place and consider if they could be more effective.
- (Possibly) consider if the state of some private housing is at the cause of some of the issues.

2.4 The task group made minor amendments to the ambitions that had been set by the Overview and Scrutiny Committee. The task group wanted to ***establish the cause of the problem as well as the extent and **consider issues across the town, including Pittville Park and Bath Road, rather than simply the town centre area.**

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

3.1 The task group met on three occasions between September 2016 and February 2017 and spoke to a range of experts who all contributed to the discussions and were able to

respond to members questions or provide additional information outside of meetings. These officers and experts included:

- Sarah Clark, Public and Environmental Health Team Leader (CBC)
- Richard Gibson, Strategy and Engagement Manager (CBC)
- Saira Malin, Facilitator for this task group (CBC)
- Martin Stacy, Lead Commissioner - Housing Services (CBC)
- Lisa Jones, Community Protection Officer (CBC)
- Caroline Sutcliffe, Housing Strategy and Enabling Officer (CBC)
- Tracy Brown, Partnership Team Leader (CBC)
- Mary Apperly (Cheltenham Housing Aid Centre)
- Kevan Blackadder (Cheltenham BID)
- Craig Fraser (YMCA)
- PC Mark Love (Gloucestershire Constabulary)
- PC Fran O'Liffe (Gloucestershire Constabulary)
- Emily Jones, Senior Community Safety Officer (Project SOLACE)
- Justin Brennan, ASB Officer (Project SOLACE)

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

The Cabinet Member Housing and Cabinet Member Development & Safety were provided with a copy of the draft report and invited to make comment.

4. WHAT WE DID

4.1 The following paragraphs describe the areas covered in and outside of meetings:

4.2 26 September 2016

The task group met with officers from the borough council.

The group discussed the One Page Strategy document which had been agreed by the Overview and Scrutiny Committee and members of the task group suggested some minor amendments to the ambitions. The task group wanted to establish the cause of the problem as well as the extent and also wanted to consider issues across the town, rather than simply focus the town centre area.

The title 'street people' was a umbrella term used to describe various individuals' behaviour in public spaces, including but not limited to, people sleeping rough, begging, using drugs, engaging in anti-social behaviour and mental health issues. Street people may fall into one, several or none of these categories and indeed may move between them all.

Officers explained the responsibilities Cheltenham Borough Council had to address any issues, which included a statutory duty to address and reduce crime and anti-social behaviour under Section 17 of the Crime and Disorder Act, as well as outlining the legal options available to the authority. These included Civil Injunctions, Community Protection Orders, Criminal behaviour Orders and the power to impose Public Spaces Protection Orders which could include restrictions on begging.

Officers gave a brief overview of the accountabilities of partners including the Police and other outreach service, and explained that the existing 'Street People Group' brought together representatives from a broad range of partners and allowed for the sharing of data and intelligence. The purpose of the street people group is to check individuals have been engaged with and supported (eg with housing or medical needs). In a few cases, warnings or formal enforcement are necessary to address and prevent antisocial behaviour and crime.

The task group were provided with data on Anti-Social Behaviour (ASB) complaints. The figures showed that the number of 'street people' related complaints received by the ASB service in the first half of 2016 had already exceeded the number received in 2015 in its entirety and demonstrated that the primary demand related to street people behaviours such as public drinking, rough sleeping and begging.

Members were not surprised that ASB complaints in relation to street people had increased as it had been their own suspicion that there were now more in Cheltenham than there had been in previous years. As well as having concerns about the welfare of street people, the group had concerns about the impact that this had on residents and visitors to the town.

The group acknowledged that street people presented a wide variety and complexity of issues and that these issues were not always quickly and/or easily solved.

Members agreed that it would be useful for them to meet with partners to identify areas which they felt could be more effective.

The minor amendments to the ambitions for the review were approved by the Lead Members of the Overview and Scrutiny Committee (Councillors Harman, Payne and Walklett).

4.3 14 November 2016 (workshop)

Representatives from Cheltenham Housing Aid Centre (CHAC), Cheltenham BID, the YMCA, Gloucestershire Constabulary and Cheltenham Borough Council met with the task group.

The task group were given an overview of 'Supporting People', a government initiative providing housing related support to vulnerable people. GCC funded the accommodation, which in Cheltenham was provided by the YMCA and Stonham Housing and each of the district councils funded the outreach work which was delivered by St Mungo's. CHAC co-ordinated the START meetings and provided specialist housing advice and support to those with drug and alcohol issues, mental health issues and those that were homeless or at risk of becoming homeless.

It was clear, based on the data and evidence given by representatives from the Police, Cheltenham Borough Council and CHAC, that a large proportion of the individuals begging in Cheltenham were not in fact homeless and were instead begging to fund a drug addiction or buy alcohol and/or causing a nuisance (littering, urinating, defecating). Gloucester City Council, as part of a multi-agency team named Project Solace had identified individuals that moved between Cheltenham and Gloucester.

However, some of those that were sleeping rough had been evicted from supported accommodation as they had failed to manage their tenancy and were required to wait 6

weeks before being able to access supported housing again through the START process. Representatives explained that supported housing proved unsuitable for a small number of people with highly complex and challenging needs because of a lack of suitable accommodation. The group felt that the absence of a dual diagnosis pathway only added to the issue.

Under the Vagrancy Act 1824, aggressive begging was an offence and could result in a fine, however, failure to pay the fine would be an issue for the magistrates court. The two Police Officers that met with the group were openly exasperated by the lack of police powers to tackle persistent beggars who were known to them, not to be homeless. There was consensus amongst the group that the Vagrancy Act was outdated and support for tougher laws to make it easier for Police to arrest aggressive beggars.

One of the legal options available to Cheltenham Borough Council was the power to impose a Public Spaces Protection Order (PSPO) which could include restrictions on begging, but this did not represent a complete solution as the primary penalty for a breach is a fine – this might encourage the very behaviour the council and partners would want to restrict – begging.

Some representatives voiced concerns that, up to this point, mental health assessments were not routinely being carried out on-street, until an individual had successfully engaged with addiction services, though some of these individuals were unable to do this without any initial mental health support. However, the group were advised that Gloucestershire County Council had re-commissioned their drug and alcohol outreach program and appointed a national organisation called Change, Grow, Live (CGL) who would start work in January 2017.

The group discussed the benefits of an awareness campaign which encouraged members of the public not to give money to people on the street and instead donate it to an appropriate charity. This was a message being shared by the multi-agency team involved in Project Solace. Members of the task group were of the view that any such campaign would need to be an ongoing campaign rather than a one-off campaign, in order for it to be at all successful.

Having touched on some of the successes that Gloucester City had achieved as part of Project Solace, members agreed that they needed to meet with representatives of the project to better understand how it operated, whether its successes could be replicated in Cheltenham and whether this was a viable options based on the resources required.

4.4 1 February 2017

Emily Jones (Gloucester City Council) and Justin Brennan (Gloucestershire Constabulary), representatives of Project Solace met with the task group.

Managed by Gloucester City Council and Gloucestershire Constabulary and delivered by a team of three, including two Police Officers who were on secondment, Project Solace tackled cross-tenure and public space ASB. Engaging with those that took responsibility for their actions and supporting these individuals to address the root causes of anti-social behaviour in a co-ordinated way. Where engagement and support failed and anti-social behaviour persisted, enforcement was taken, but this was always a last resort. Daily patrols were carried out by the team, though not always necessarily by uniformed Police Officers and it was suggested that the act of challenging the behaviour, in itself, had helped to reduce the numbers vastly. Fortnightly meetings were attended by the Police,

Benefits Team, Social Housing groups, the Probation Service, 2gether Trust and CGL and these meetings and this exchange of data had unmasked a number of untruths (individuals claiming to be homeless when they were not and some who claimed to be engaging with certain agencies when they were not). Whilst all vulnerable, there were two distinct groups: those with a home for whom begging was a lifestyle choice and rough sleepers who were on the streets as a result of circumstance. At the time that they met with the task group, there were 12 individuals being actively managed by Project Solace, at its peak this number was 30 and thus far enforcement action had only been taken against two individuals who had repeatedly refused to engage.

Emily Jones' view was that Street Aware was not achievable based on the Cheltenham's existing resource level but felt that Solace was, with the added benefit that unlike Street Aware, it addressed root causes rather than focussing on one issue. Borough Council Officers confirmed that discussions had taken place in relation to replicating SOLACE in Cheltenham and that a business case had been drafted and was currently being considered by the Managing Director for Place and Economic Development. The business case proposed that the ASB Officer post be increased from 0.6FTE to full-time and that this should be built into the base budget and could be met by a vacant post and that a shared ASB post (CBC, Gloucester City and Gloucestershire Constabulary) should be created. A bid had also been made to the Police and Crime Commissioners Fund which would allow for joint working (between Cheltenham Borough, Gloucester City and Gloucestershire Constabulary) and a shared database, for a period of 3 years. The decision on the funding application was due by the end of March and success with the bid would only strengthen the business case for Cheltenham joining Project SOLACE.

Officers confirmed that Gloucestershire County Council commissioned the supported housing provision for clients with high and complex support needs in Gloucestershire and whilst there was no requirement for individuals to be clean of drugs in order to secure supported housing, there was a 6 week 'cooling off' period applied to anyone that had been evicted, before they could be referred back into this accommodation. It was also noted that dogs were not permitted in any of the supported housing accommodation in Gloucestershire.

The group were mindful of the fact that the number of street people in Cheltenham was relatively low in comparison to the overall population. Members expressed concerns about how the public would view the disproportionate amount of time, energy and resources being spent, on what was a small number of individuals, some of whom persistently failed to engage with the best efforts of statutory agencies and charities. Overall though, they agreed that the issue needed to be addressed and felt that Project SOLACE represented a proven means of successfully doing this, for which Officers at the Borough Council had voiced their support.

5. OUR CONCLUSIONS

5.1 *Establish the extent and nature of the problem in Cheltenham and how it compares to other areas*

Generally there has been an upward trend in the number of street people in towns and cities across the country and the same is true for Cheltenham.

On an evening in October 2016 during the 'rough sleeper count', 11 rough sleepers were identified in Cheltenham, compared to the count which was last undertaken a few years

before, when only 2 had been counted. The 2016 count was replicated in the other 5 districts and 42 rough sleepers were identified across Gloucestershire, compared to 21 in 2015.

It is important to understand the different types of street people, and that many street people who appear homeless are in fact, not. 7 of the rough sleepers that were counted in Cheltenham in October 2016 were found not to be homeless.

With the growing numbers of street people in Cheltenham there has also been an increase in associated anti-social behaviours (street drinking, drug and substance misuse/dealing, etc).

The 3 homeless individuals that were counted in October were found to have returned to homelessness after having lost previous supported housing accommodation. The 6 week 'cooling off' period meant that these individuals could be homeless for at least 6 weeks.

5.2 *Understand what responsibilities and powers Cheltenham Borough Council has to address any issues.*

Cheltenham Borough Council helps find homeless people a suitable home and gives advice to people at risk of homelessness to help prevent them losing their home.

Along with the other 5 districts, CBC fund outreach work in support of Supporting People, a government initiative to provide housing related support to vulnerable people. Gloucestershire County Council fund the accommodation and in Cheltenham this is provided by the YMCA and Stonham Housing Association.

The council has a statutory responsibility to deal with anti-social behaviour and misuse of public space, including street drinking, drug and substance misuse/dealing are classified as a form of anti-social behaviour. The definition of antisocial behaviour is behaviour capable of causing harassment, alarm or distress. Recent legislation has expanded this definition to include nuisance and annoyance in certain settings. Anti-social behaviour which with a risk of imminent harm, and crimes (e.g. threats of violence or drug dealing) are dealt with by the Police.

Legal options available to the Council include Civil Injunctions, Community Protection Orders, Criminal Behaviour Orders (previously known as ASBOs) and the power to impose Public Space Protection Orders (PSPOs). PSPOs can include restrictions on begging and whilst this would be jointly enforceable by CBC and the Police, any breach would result in a fine being issued. The task group did not feel that this represented as complete or satisfactory solution.

The Borough Council works with other support agencies and enforcement agencies to address homelessness and anti-social behaviour.

It is important to note that rough sleeping and street based ASB are two separate issues that aren't necessarily connected.

5.3 *Consider the impact that this increase has on Cheltenham.*

It is obvious to elected members, residents, businesses and visitors alike, that the number of street people in Cheltenham has increased in recent years.

Whilst the number of ASB complaints relating to street people increased in 2016, there are only a small number of complainants.

Given the population of Cheltenham and the number of visitors that are attracted to the town, it would appear that people are generally apathetic to street people.

Undoubtedly, a reduction in the number of street people in Cheltenham would benefit not only the street people themselves, but also residents, local businesses and visitors, making the town safer and more attractive.

5.4 *Assess the support networks currently in place and consider if they could be more effective.*

There are multiple statutory agencies and third-sector organisations involved in managing street people.

The nature of ASB work means that a single complaint can have multiple victims, incidents, perpetrators and locations associated with it and consequently the resource required varies from case to case. It is widely recognised that ASB could not be tackled by a single and instead required a partnership approach.

The absolute numbers of rough sleepers in Cheltenham is small; all are known, or quickly become known, to support services and those that are genuinely homeless are offered assistance and accommodation.

There work undertaken to address non-homeless street people and the associated anti-social behaviours was co-ordinated by the ASB Officer and the increasing demands being placed on the council's ASB service was growing beyond the capacity of its one FTE officer.

Fines issued by the Police or as part of a PSPO (were one to be adopted which included begging as a restricted behaviour) were not considered an effective means of addressing these issues.

It was essential to find a sustainable, long-term solution to improve outcomes for those with drug and/or alcohol addictions as well as mental health issues.

The group felt that the adoption of a Project Solace model or similar approach to co-ordinated multi-agency working would improve outcomes for victims, offenders, communities and agencies.

5.5 *(Possibly) consider if the state of some private housing is at the cause of some of the issues.*

None of the evidence that the task group have seen or heard would suggest that the quality of private housing in the town is the reason why street people in Cheltenham are sleeping rough or begging. This view is based on the data and evidence provided by the Police, borough council officers and partners.

5.6 *Other relevant matters*

There is a need to educate members of the public about the best ways of supporting street people, for example by donating to relevant registered charities rather than giving money directly to individual street people. Towns and cities across the country have run similar

campaigns in recognition of the fact that some individuals are begging to fund a drug and/or alcohol addiction.

5 CONSULTATION

- 5.1** During the course of this review we have consulted with various experts involved in this issue.
- 5.2** The Cabinet Member Housing, Cabinet Member Development and Safety and OneLegal were given the opportunity to review our draft report.
- 5.3** On the 11 April 2017, Cabinet resolved that Cheltenham Borough Council should join the Solace partnership to tackle priority anti-social behaviour. This decision was welcomed by the task group, not only because it planned to make this very recommendation, but for the fact that the decision represented a solution to the issues that the task group had identified as part of its review.

6 RECOMMENDATIONS

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

Overview and Scrutiny Committee recommends:

- 1. Reducing the number of street people in Cheltenham should be a priority for this authority, benefiting not only the street people but also residents and local businesses, as well as the town itself.**
- 2. An integrated, co-ordinated multi-agency approach is required, with close partnership working and appropriate information sharing**
- 3. This authority is well placed to assume a co-ordinating role**
- 4. The adoption of a Project SOLACE model or a similar approach in Cheltenham**

6.2 PROGRESSING THE RECOMMENDATIONS

In terms of the reference set for us by the O&S committee, we feel confident that these have been met.

The group did not look at private accommodation as the data and evidence that was presented to the group by various statutory agencies and partners demonstrated no correlation between the condition of private accommodation and the number of street people in Cheltenham.

There was not enough evidence to support a recommendation either for or against the implementation of a PSPO which included begging as a restricted behaviour.

Given the decision taken on the 11 April 2017 to join the Solace partnership, the task group would suggest that progress and performance should be reviewed by the Overview and Scrutiny Committee in October 2017, rather than 6 months from the date of this report (June 2017).

Report author	Councillor Louis Savage, Chair of the scrutiny task group – Street People Contact officer: Saira Malin, Democracy Officer Saira.Malin@cheltenham.gov.uk, 01242 77 5153
Appendices	1. The One page strategy for this review
Background information	1. Cabinet report (11 April 2017)



SCRUTINY REVIEW – ONE PAGE STRATEGY

FOR COMPLETION BY THE OVERVIEW AND SCRUTINY COMMITTEE	
Broad topic area	Street People
Specific topic area	There is a perception that rough sleeping and begging in Cheltenham town centre has increased recently and we want to establish, if there has been an increase, why this is, as well as looking at the support networks that are in place and considering how they can be made more effective.
Ambitions for the review	<ul style="list-style-type: none"> • Establish the extent of the problem in Cheltenham and how it compares to other areas • Understand what responsibilities and powers Cheltenham Borough Council has to address any issues • Consider the impact that this increase (or perceived increase) has on Cheltenham • Assess the support networks currently in place and consider if they could be made more effective • (Possibly) consider if the state of some private housing is at the cause of some of these issues
Outcomes	The authority will have a better understanding of the issue(s) and can identify any areas which could be more effective
How long should the review take?	6 – 12 months
Recommendations to be reported to:	Cabinet
FOR COMPLETION BY OFFICERS	
Members	John Payne Louis Savage Dennis Parsons Simon Wheeler Chris Nelson Colin Hay
Officers, experts and witnesses	Sarah Clark, Public and Environmental Health Team Leader (CBC) Richard Gibson, Strategy and Engagement Manager (CBC) Martin Stacy, Lead Commissioner - Housing Services (CBC) Lisa Jones, Community Protection Officer (CBC) Caroline Sutcliffe, Housing Strategy and Enabling Officer (CBC)
Sponsoring officer	Exec Board
Facilitator	Saira Malin
Cabinet Member	Cabinet Member Housing (Cllr Jeffries) and Cabinet Member Development and Safety (Cllr McKinlay)
FOR COMPLETION BY THE SCRUTINY TASK GROUP	
Are there any current issues with	There are resource issues and there has been an increase in the number of ASB related complaints in the last year

performance?	
Co-optees	None
Other consultees	Cheltenham Housing Aid Centre Cheltenham BID YMCA Gloucestershire Constabulary Project SOLACE
Background information	ASB figures Project SOLACE performance data
Suggested method of approach	Workshop with various partners
How will we involve the public/media? Or at what stages	Tbc



SCRUTINY TOPIC REGISTRATION

Date:	
Name of person proposing topic:	Dennis Parsons
Contact:	07540 398914
Suggested title of topic:	Improving race meeting impact on local residents
What is the issue that scrutiny needs to address?	
<p>A number of residents have complained about (a) the toilet habits of racegoers returning from race meetings; (b) parking arrangements, particularly the practice of taxis ignoring the temporary parking restrictions in streets near the racecourse while waiting to pick up fares after the races; and (c) arrangements for clearing litter.</p> <p>The last of these was not an issue for this year's Festival event probably thanks to the Council's new policy of requiring licences for distributing leaflets and other promotional material on the route.</p> <p>Temporary toilet provision is a Borough Council matter. We license temporary roadside bars. Should there be a condition that the bar fund a temporary toilet? They are currently provided only for the Festival. The scrutiny group should consider whether they should be provided for other events.</p> <p>Parking is a County matter. The issues are whether there is a sufficient enforcement effort regarding taxis waiting for fares at the end of racedays; and whether the restrictions should operate on additional days. They currently operate for the Festival and the Open. CBC Licensing have a relationship with the taxi firms and they could bring their influence to bear on the waiting issue.</p>	
What do you feel could be achieved by a scrutiny review (outcomes)	
<p>A scrutiny group could engage with the main players and come up with recommendations for improvements in the problem areas. Importantly, it would also demonstrate to those members of the public most directly affected that this Council takes their concerns seriously and is looking for positive action to ensure that all residents can enjoy the benefits that having the home of jump racing brings.</p>	
If there a strict time constraint?	It would be good to have any changes in place in time for the Open in November or, better still, the Showcase in October
Is the topic important to the people of Cheltenham?	Yes particularly those on the pedestrian routes between the racecourse and the town centre.
Does the topic involve a poorly performing service or high public dissatisfaction with a service?	Both
Is it related to the Council's corporate objectives?	
Any other comments:	

OFFICER IMPLICATIONS (for office use only)

Date:	14 June 2017
Officer name:	Louis Krog
Officer title:	Licensing Team Leader
Contact:	01242264217, louis.krog@cheltenham.gov.uk
<p>Please give your comments on this proposed topics, for example is there any other similar review planned or in progress, are there any potential resources constraints etc</p>	
<p>Arrangements and planning relating to horse racing events and festivals span across a number of organisations including Cheltenham Borough Council, Gloucestershire County Council, Gloucestershire Constabulary and the racecourse.</p> <p>The main focus of planning and resourcing in relation to horse racing events focusses primarily on the Festival in March as it is by far the biggest of the racing events.</p> <p>There is however an emerging awareness that there has been continued growth in the popularity – and therefore attendance – of other racing events in the year particularly in November and January. For these racing meetings (i.e. not including March) there is no or very little planning and resource allocated.</p> <p>The working relationship between the various organisations mentioned above has substantially improved over the last couple of years to present a more coordinated approach to planning for race meetings. The outcomes we have achieved as a consequence of this were evident in 2017 with, for example, a noticeable reduction in the amount of littering.</p> <p>However, the demands of managing and planning for race meetings, particularly in light of its continued growth in popularity, remains challenging and places a substantial burden on limited officer resource. There is consensus that a review of planning arrangements is required to meet the increased resource demand of racing events. For example, toilet provision has become inadequate, similar with provision of waste disposal facilities, officer enforcement resource etc.</p> <p>Informally there is work ongoing with the racecourse, Cheltenham Borough Council, Gloucestershire County Council and Gloucestershire Constabulary to seeking improvements to the way horse racing events are managed and planned for.</p> <p>If this scrutiny topic were to be accepted, it needs highlighting that there is significant officer resource constraints that needs to be factored in.</p>	

O&S Committee 2017/18 work plan

Item	Outcome	What is required?	Lead Officer
------	---------	-------------------	--------------

Meeting date: 26 June 2017 (report deadline: 14 June)			
Police and Crime Commissioner	Q&A session on non-operational matters	Q&A session	Martin Surl, Police and Crime Commissioner
Place Strategy/BID update	Verbal update on how the Place Strategy will complement what BID are doing	Verbal update	Tim Atkins and Kevan Blackadder
End of year performance	Consider end of year performance and comment as necessary	Discussion paper	Richard Gibson, Strategy and Engagement Manager
Street People STG	Final report/recommendations of the task group	Report	Saira Malin / Councillor Savage
Meeting Date: 11 September 2017 (tbc) (report deadline: 30 August)			
Scrutiny annual report	Endorse the annual report and forward it to Council to be noted	Decision	Saira Malin, Democracy Officer
Cheltenham Guardians	Invited to discuss their work, including details of the India Protocol (CONFIRMED)	Presentation	Terry Howard, Chief Guardian
CBH?	Invited to discuss current performance (and topics including shared ownership and anti-social behaviour) AWAITING CONFIRMATION OF AVAILABILITY	Presentation	Peter Hatch, Executive Director – Property and Communities (CBH)
Charlton Kings Flood Action Group?	Flood management work to date / how flood risk is considered in relation to planning applications / can this body be consulted on applications where flooding is a consideration AWAITING CONFIRMATION OF AVAILABILITY	Presentation	Tbc
HMO survey	Consider the final report and recommendations and comment as necessary (deferred from June)	Discussion paper	Mark Nelson, Enforcement Manager

O&S Committee 2017/18 work plan

Item	Outcome	What is required?	Lead Officer
------	---------	-------------------	--------------

Meeting Date: 30 October 2017 (tbc) (report deadline: 18 October 2017)			
Ubico	New MD invited to meet the committee and discuss performance, the new recycling collection scheme and future priorities (CONFIRMED)	Presentation	Scott Williams, Client Officer and Gareth Edmondson, Managing Director
Meeting Date: 27 November 2017 (tbc) (report deadline: 15 November 2017)			
Quarter 2 performance review	Consider Q2 performance and comment as necessary	Discussion	Richard Gibson, Strategy and Engagement Manager
Meeting Date: 22 January 2018 (tbc) (report deadline: 10 January 2018)			
Budget recommendations	From the BSWG	Decision	Chair, BSWG
Meeting Date: 26 February 2018 (tbc) (report deadline: 14 February 2018)			
Draft Corporate Strategy	Consider the draft corporate strategy and comment as necessary	Discussion	Richard Gibson, Strategy and Engagement Manager
Meeting date: 23 April 2018 (tbc) (report deadline: 11 April 2018)			
Meeting Date: 25 June 2018 (tbc) (report deadline: 13 June 2018)			
End of year performance review	Consider the 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 2017/18 work plan

Item	Outcome	What is required?	Lead Officer
------	---------	-------------------	--------------

North Place	Further update as necessary		Tim Atkins, Managing Director of Place and Economic Development
Cheltenham Spa Railway Station STG	Review progress against recommendations 12 months on	12 months on from Cabinet response (not yet scheduled on forward plan)	
Cycling and Walking STG recommendations	Review progress (after 12 month review in Feb 2017)	Feb 18 – Sept 18	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
Quarter 2 performance review	November	Richard Gibson, Strategy and Engagement Manager

