



CHELTENHAM

BOROUGH COUNCIL

Notice of a meeting of Overview & Scrutiny Committee

Monday, 27 November 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 30 October 2017	(Pages 3 - 14)
4.	PUBLIC AND MEMBER QUESTIONS, CALLS FOR ACTIONS AND PETITIONS	
5.	MATTERS REFERRED TO COMMITTEE	
6.	CHARLTON KINGS FLOOD ACTION GROUP	
7.	QUARTER 2 PERFORMANCE Richard Gibson, Strategy and Engagement Manager	(Pages 15 - 26)
8.	PUBLIC REALM PLANTING STRATEGY To follow	
9.	FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED Police and Crime Panel (8 November) - written update from Councillor Helena McCloskey Gloucestershire Health and Care O&S Committee (14 November) – written update from Councillor Harvey	(Pages 27 - 30)

		There has been no meeting of the Gloucestershire Economic Growth O&S Committee since the last meeting of this committee	
10.		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	
11.		REVIEW OF SCRUTINY WORK PLAN	(Pages 31 - 34)
12.		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)	
13.		GLOUCESTERSHIRE AIRPORT LIMITED To follow	
14.		DATE OF NEXT MEETING 22 January 2018	
		BRIEFING NOTES (not for discussion) <ul style="list-style-type: none"> • Solace update • Crematorium Development Programme update 	

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Overview & Scrutiny Committee

Monday, 30th October, 2017

6.00 - 9.05 pm

Attendees	
Councillors:	Tim Harman (Chair), Jon Walklett (Vice-Chair), Colin Hay, Alex Hegenbarth, Chris Mason, Helena McCloskey, John Payne, Paul Baker and Max Wilkinson
Also in attendance:	Gareth Edmondson (Ubico), Peter Hatch (CBH), Councillor Steve Jordan (Leader), David Neudegg (Publica), Bryan Parsons (CBC), Caroline Walker (CBH) and Scott Williams (Joint Waste Team)

Minutes

DISRUPTION OF WATER SUPPLY

The Chairman advised that he had asked the Corporate Governance, Risk and Compliance Officer to produce a briefing on the disruption to water supply which had affected approximately 7000 properties in the town including GCHQ, 12 schools, doctors surgeries and residential nursing homes. This briefing (Appendix 1) had been circulated to members at the start of the meeting.

The Corporate Governance, Risk and Compliance Officer explained that he had had a further conversation with Severn Trent at 5pm, at which point they had advised that the supply to the vast majority of properties would be reinstated by 7pm, with the remainder expected to be completed by 1am. He noted that this would be a temporary fix as engineering was required at a location alongside the motorway and this would take more work. He felt that the Council procedures had been effective and took the opportunity to apologise for any past or future test messages, but stressed the importance of this testing in ensuring that processes remained relevant and contact information was up to date.

The following responses were given to member questions:

- All affected schools and doctors surgeries were due to reopen as usual tomorrow.
- Communication from Severn Trent had been very good after the council had been informed of the issue but the fact that it was not reported to them by Severn Trent was a cause for concern and would be revisited once the issue had been fully resolved. Had Severn Trent been in contact with the council earlier, then initial communications by the council could have been better. DCLG had been in attendance at the Tactical Command Group meetings and commented that this was unacceptable. It was, unfortunately, his experience that utility companies tended to be slow to report issues to the council.

- The text alert that was received 'from the Comms Team' was not clear as to which Comms Team, CBC or GCC and there was a suggestion that it would be helpful to include this in future alerts.

Members, including the Cabinet Member for Corporate Services, commended officers for their handling of communications on behalf of the council.

1. APOLOGIES

No apologies had been received. Councillor Holliday has advised that she would be late and ultimately did not attend.

2. DECLARATIONS OF INTEREST

No interests were declared.

3. MINUTES OF THE LAST MEETING

The minutes of the last meeting and those of a sub-committee had been circulated with the agenda.

Upon a vote it was unanimously

RESOLVED that the minutes of the sub-committee meeting held on the 30 August 2017 and the minutes of the committee meeting held on the 11 September 2017, 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

There had been no meetings of the Police and Crime Panel since the last meeting of this committee and the meeting of the Gloucestershire Scrutiny Group (20 October) had been cancelled.

A written update on the 12 September meeting of the Health and Care Scrutiny Committee (H&CSC) had been circulated with the agenda. A member queried why the briefing from Councillor Harvey did not include any reference to A&E and reiterated concerns he had raised at a recent council meeting regarding the current chair of O&S having taken a position as Cabinet Member at the county council. This was particularly relative to the topic of A&E as Councillor Harman was the Executive member of the Health and Wellbeing Board. This was an important issue for Cheltenham and he hoped that representatives were raising this issue, which appeared to be progressing with no suggestion of consultation. Having been a member of the H&CSC at the time when Cheltenham A&E was downgraded from a 24hr service, the committee had, in his view, dismissed the issue as a Cheltenham issue and almost, he felt, treated him with contempt for having raised it. The Chairman reassured members that A&E had not been discussed at the 12 September meeting, which has instead focussed on the Forest of Dean and stressed that the H&CSC held the statutory role to scrutinise Health. The Chairman was aware that the Leader was going to be

raising this issue as part of the Cabinet Briefing and suggested that this discussion could continue under that item.

A written update on the 19 October meeting of the Gloucestershire Economic Growth Scrutiny Committee had been circulated separately to the agenda. Members commended the update that had been produced by Councillor McCloskey and a member who has also attended the Tewkesbury Borough presentation commented that Mike Dawson, the Chief Executive, had been particularly vocal about his support for modular houses, which as well as being of fantastic quality, also allowed for entire estates to be erected over the period of a weekend.

7. CABINET BRIEFING

The Chairman thanked the Leader for having produced a written briefing, which had been circulated with the agenda.

Further to the briefing on Devolution, the Leader updated that he would be attending a meeting with GCC the following day to discuss a local devolution deal. He suggested that public realm works to the High Street could be used as a test case for any such deal.

Following on from the discussion on A&E, he confirmed that Cabinet had planned to raise this very issue at their next meeting (7 November) at which point it was likely they would have asked O&S to decide how they felt this issue should be taken forward. He felt that the motion debate at Council had been useful in as much as it had resulted in an agreed position; with a letter having been sent calling on the Chair of the Trust to confirm that any proposals in relation to the future of Cheltenham's A&E would be discussed with the council and shared with the people of Cheltenham, but now members needed to decide how Cheltenham could be best represented as part of future discussions.

The Leader referred members to the briefing note on deprivation at the back of their agenda packs and suggested that the committee might want to consider how it could get a better understanding of the impact of this issue.

The Leader gave the following responses to member questions:

- All districts were consulted on what kind of local devolution deal they would be interested in and Cheltenham responded by asking for maximum involvement. However, other districts had different views. As stated in the written briefing, there had been no formal response to these proposals since May 2017, tomorrow represented the first opportunity to discuss the matter further. Informally, there had been a suggestion that the High Street could be used as a test case, but there were some finer details to resolve before this could be taken forward.
- The Leader did not feel that a devolution deal (for Gloucestershire) from central government was now likely. However, Gloucestershire had expressed an interest in the 100% Business rate Retention pilot since Government had agreed to the continuation of the 'no detriment clause' which guaranteed that selected areas would not be worse off as a result of having participated in the pilot. If accepted as a pilot, Council approval would be required. The local devolution deal was separate.

- He would feedback the outcome of the 2050 discussions as part of future Cabinet Briefings.
- His suggestion was that the Trust should be invited to present their plans to the committee, allowing members to ask questions.
- He confirmed that Alex Chalk, MP, had been included in communications about A&E.

A member felt that the committee should establish a task group to look at the issue of deprivation. A number of organisations had done a lot of work and spent a lot of money over the last 20 years and it was possible that the figures weren't improving as people were getting jobs and moving out of these areas and others were moving in. He felt that the group should reevaluate what worked and ultimately, the real measure of success. The lead members would discuss this further at a later date.

The Chairman accepted that the Health and Wellbeing Board (which leads on improving the co-ordination of commissioning across Health, Social Care and Public Health services and brings together elected members, leaders from the NHS, social care, Police and the voluntary and community sector to work together and support one another to improve the health and wellbeing of the local population and reduce health inequalities) was seen by some as little more than a sounding board rather than providing the level of challenge that it should. He reminded members that the Gloucestershire Health and Care O&S Committee, on which Cheltenham had an elected representative (Councillor Harvey), held the statutory responsibility for scrutinising the NHS Trust. In view of this, he suggested that at this stage, rather than establishing a task group, the NHS Trust instead, be invited to present their proposals to all CBC elected members as part of a member seminar. Members of the committee agreed with the proposal to arrange a member seminar. Officers would contact the relevant people at the NHS Trust and Gloucestershire Clinical Commissioning Group and extend an invitation accordingly.

8. CBH

Peter Hatch, the Executive Director of Property and Communities and Caroline Walker, Head of Community Services, from Cheltenham Borough Homes introduced themselves to the committee. They talked through a PowerPoint presentation (Appendix 3) and key points included:

- The organisation had recently adopted three new aims: Great Homes; Stronger Communities and; Inspired People and under each of these aims were delivery targets.
- CBH managed 4,460 and 600 leasehold homes and had handed over 3 new council owned homes this year alone, with another 6 planned before March 2018.
- With an annual rent and service charge income of nearly £20m and current arrears of only 1.34% (£259k), CBH were performing well in spite of the challenges being posed by welfare reforms.
- Satisfaction levels across a number of areas were high.
- On average there were only 35 properties at any one time that were empty and awaiting new tenants. Most homes were re-let within 17 days.

- CBH worked with the Police, CBC and were looking forward to working with Project Solace in the near future, to work to stop ASB, whilst supporting people to stay in their homes. As of the end of September there were 458 live ASB cases, though this included a broad range of issues and so far this year 98% of closed cases have been resolved by the safer estates team, with 100% of customers being satisfied with the outcome.
- To date in 2017, legal action had been taken in 30 cases, including possession, injunctions and tenancy demotion.
- CBH owned 16 Shared Ownership properties and oversaw 27 CBC Shared Ownership and sheltered properties, as well as 500 leaseholders.
- There had been 28 RTB sales in 2016/17.
- Shared ownership was a relatively new undertaking for CBH and their processes were evolving, which included the development of a Shared Ownership Handbook. 61% of those in leasehold and shared ownership properties were satisfied with the services provided by CBH. The sector average was 64%
- Universal Credit would pose a significant challenge to CBH when roll – out was completed. Their experience with the small number of customers for whom it had already been rolled out was that they required a high level of support and CBH would not have the resources to offer this same level of support to everyone that would ultimately be affected.
- CBH had historically and continued to find it difficult to recruit staff to their technical and compliance teams.
- Tight restrictions on the use of RTB receipts (including not being able to buy ex-authority properties) and a shortage of suitable land in Cheltenham posed a significant challenge to CBH and meant that they had to buy on the open market, which did not necessarily represent good value for money when compared to building new homes.
- The emerging issue of drugs, vulnerability and Dangerous Drug Networks paired with the resource issues being faced by the Police, did make aligning priorities and addressing issues quite challenging at times.

The following responses were given to member questions:

- Dangerous Drug Networks were an emerging issue and CBH and the Police worked together when a property was identified; whether by neighbours or CBH staff. Closure Orders allowed the tenant to be treated as a vulnerable person and moved to an alternative address for a period of 3 months and Tenant Liaison Officers would work with the individual on a 1-2-1 basis to help prevent it happening again. However, predicting where this might happen next was a challenge and CBH were working hard to identify vulnerable people through a risk assessment process.
- Shared ownership had placed different demands on CBH which admittedly they were not entirely prepared for, but having acknowledged this someone was now in place to manage issues. There is a market for shared ownership in Cheltenham and there would be an emphasis on

the customer service needs of those in shared ownership properties over the next 12 months.

- In terms of the damage caused to the HUB in St. Paul's there could have been no way to have pre-empted what happened that morning as all intelligence was focussed on another property in the area. CBH had worked closely with the Police and one culprit has been successfully identified. CBH were proud of their response to the vandalism, in as much as planned events were able to be held at alternative venues. The HUB had been used a lot during the recent half term and would soon have shutters which would prevent similar vandalism in the future.
- CBH promoted autonomy in their staff which it was felt inspired them to do the best job they could do for the organisation and its customers. All staff were subject to an annual appraisal, which resulted in a development plan, which had recently given a new emphasis to self-development.
- All staff received basic safeguarding training, with relevant staff, some of whom made thousands of visits to people's homes a year, subject to enhanced training. Staff would record any concerns and dedicated safeguarding resource would review concerns and refer all cases to Gloucestershire County Council. If the Council threshold was not met then the issue(s) would be managed locally and discussed as part of the safeguarding forum, which provided an opportunity for shared learning.
- CBH undertake a range of customer satisfaction surveys. Transactional surveys, taken on completion of every repair, were supplemented by bi-annual survey results. A third party company undertook the bi-annual survey.
- CBH were currently supporting approximately 50 people that were affected by Universal Credit, though they were predicting that once fully rolled-out, this would be approximately 1800 customers. Whilst some resource had been built up over the last 2 years, the level of support currently being provided to 50 would be difficult to replicate for 1800.
- No RTB receipts had been returned but this was not to say that adhering to strict government restrictions had not proved very challenging.
- In order to develop the new corporate aims, CBH had established a working group consisting of a cross section of staff; this working group had devised a number of values as well as innovative ways of conveying these values, including singing, poems, etc. There was then a company-wide vote on the values, which resulted in four new values being adopted that will underpin the aims.
- The number of properties which met the decent homes standard currently stood at over 99% and a programme was being put together to address the standard of prefabs in the town, though it was unlikely it would be possible to get these properties up to 100%. If a customer makes numerous refusals, the property would be removed from the Decent Homes list until the property became void.
- Again in terms of satisfaction figures on ASB, transactional surveys were undertaken with those that had reported ASB ad 100% were happy with the outcome, the figure of 63% had been generated from the bi-annual survey of all customers.
- CBH were asked to explore taking on private tenancies, managing tenancies on behalf of others and establishing a building arm to the

company. The number of ASB cases was slowly rising but it was stressed that this figure covered a whole range of ASB reports

- Restorative justice represented a new approach to CBH and as such the organisation was currently developing its knowledge and skills in this area.

The Chairman thanked Peter and Caroline for having attended the meeting and asked that they pass on thanks for CBH staff for the job that they do.

9. UBICO

Gareth Edmundson, Managing Director of Ubico and Scott Williams, Client Officer from the Joint Waste Team, talked through a PowerPoint presentation (Appendix 4) and the key points included:

- The old waste and recycling service had been in place since 2011 and with the collection vehicles at the end of life and waste and recycling rounds inefficient due to additional properties, changes were required.
- An 18 month project (to implementation) was undertaken and 2 public consultations undertaken in 2016 helped to identify the improvements.
- Although collection frequencies had stayed the same, the new service launched on the 16 October included: an expansion of the recycling materials collected at the kerbside; collection days changing for the majority of residents; new refuse vehicles and; new reusable cardboard sacks.
- The service would take 6-8 weeks to bed-in but already a large proportion of residents had shown to be sorting their recycling appropriately.
- Additional benefits of the new scheme would include: built in resilience for breakdowns and less time waiting for missed collections, as well as less environmental impact as a result of reduced mileage.
- At present, Ubico had seven shareholding authorities, over 600 employees, they maintained and operated over 350 vehicles and projected turnover for 2017/18 was circa £30m.
- Ubico delivered a number of services for its clients which included grounds maintenance, trade waste and recycling, street cleaning and pest control amongst many others.
- A new management structure has resulted in there being two distinct aspects to the business: operational and commercial.
- 2017/18 milestones included, but were not limited to: implementing new terms and conditions, nurse led absence and Employee Assistance Program and recommissioning support services.
- After a period of growth it was felt that the existing corporate values required updating whilst ensuring that they were meaningful and helping staff across the partnerships feel part of Ubico. This would help embed the principles of: being safe; working together; improving communications and customer service and; renewing commitment to honesty and respect.
- The 2017/18 business plan commits Ubico to developing a strategy to achieve £1m turnover from external income thus resulting in greater returns to shareholders and a number of areas would be explored.

The following responses were given to member questions:

- Traditionally, the rebalancing of rounds was done every 7 years (based on vehicle renewal) and with the introduction of zoning this would be much easier in future. In actual fact some contingency had already been built in to accommodate for new developments.
- The new vehicles included cameras as well as trackers. As part of Gloucestershire wide Health & Safety forum, Ubico is supporting a scheme led by Biffa on reporting dangerous drivers, which Gareth had witnessed first-hand having accompanied some crews during their collections.
- During the first 6-8 weeks missed bins would not be reported until 3pm and collections made the next day but after this initial period had passed, supervisors would be able to simply radio the vehicle and the collection made the same day as far as possible.
- The new vehicles all had Euro 5 engines which was the most economical on the market at the moment and despite alternative options currently being considered for support vehicles, this would not be an option for the waste vehicles themselves given they weighed 26 tonnes.
- Once the bedding-in period was complete, the next step would be to look at the level of use of bring sites and see if improvements could be identified?
- Ubico offered a business recycling service for which there was a charge and as bring sites were not policed it was acknowledged that such sites were open to abuse by businesses.
- Staff had been given four separate briefings on the fact that cardboard bags and lids should be put into the recycling box after collection. It was felt that simplified values (i.e. taking pride in your work / take care) would allow for more effective debriefs of crews and it was noted that the better the standard to which a residents recycling had been sorted, the more beneficial this would be to crews and would minimise the time the vehicle/s spent blocking roads.
- A long and comprehensive communication campaign was undertaken ahead of the launch of the new scheme which aimed to make it clear to residents how the scheme would work. Despite some claims that it was complicated and would ultimately discourage people from recycling, a large number of people were presenting their recycling as was intended.
- It was envisaged that it would take another two months before it would be possible to get a real picture of whether the amount of waste going to landfill had reduced but it was noted that such data would need to be considered in the context of external factors which affected waste data on a year to year and even a season to season basis.
- Residents had been misinformed if they had been advised that they would lose any additional green bins that they had previously had, though the issue of side waste was one that would soon be reviewed.
- There were two targets, the Gloucestershire wide target which called for an increase in recycling of 60% across the county by 2020 and a Cheltenham self-imposed target of between 48-50% in recognition of the fact that urban areas could not achieve the same rates as rural areas. It was felt that the 60% target would be far more challenging to achieve given the measures that had already been put in place across the county.

- New compactors had been installed at the Swindon Road recycling centre. Ubico were aware of the issues that since arisen and were working to resolve them.
- A full review had been built into the service redesign project.
- Feedback from operatives in relation to the new vehicles had been very positive.

The Chairman allowed a member of the public to speak. The gentleman explained that he had recently moved from Pirton in Wiltshire which he felt had a model recycling centre. The site was clean and tidy and had two members of staff specifically charged with challenging the public to recycle anything that could be recycled rather than using general waste. He suggested that Swindon Road would benefit from staff doing the same.

The Chairman thanked Gareth and Scott for their attendance and suggested that it was too soon to judge how successful the new scheme was and the committee would instead wait to review the detail of the de-brief.

10. PUBLICA

David Neudegg, the Managing Director of Publica explained that he has been asked to attend the meeting to address two key points; any implications arising from the fact that CBC commissioned less services from Publica and future scrutiny arrangements. David talked through a PowerPoint presentation (Appendix 5) which covered the following key points:

- Publica would launch on the 1 November 2017.
- The company had 4 ambitions; to be a great provider: to be a great place to work; to be a growing and improving company and; to support our member councils deliver their ambitions.
- Service monitoring included: an Annual Service Plan which would be agreed with each Council in February/march and would set out service standards and any specific pieces of work; quarterly meetings with the Council's service commissioner and relevant portfolio holder; quarterly Client Officer Group meetings of Lead Commissioners and Publica to overall performance and strategic issues and; reports of the Client Officer Group would also be considered by the Member Liaison Group which would have representatives from each council.
- The formation of a Member Liaison Group had arisen from a suggestion by members at CBC as a means for back benchers to have an opportunity for informal involvement. The suggestion was that there would be 2-3 representatives from each council and the Terms of Reference for this group was being developed at the moment.
- Member Councils had a number of 'Reserved Powers' and these Reserved Powers required 75% approval by Member Councils. A procedure had been established with the aim of ensuring that any major decisions were reached unanimously.
- The Reserved Powers were exercised on behalf of each council by the Leader.
- It would be for each council to establish procedures to ensure transparency and scrutiny.

- The original structure of three companies had changed to just one, which would be simpler, cheaper and provided improved trading opportunities. All services had been moved to this company.
- CBC had equal voting rights on all reserved matters regardless of the value of business it had in the company.
- CBC would have the right, in the future and if it wished to, add services without requiring agreement from the other partners.

David Neudegg provided the following responses to member questions:

- Clients such as CBH, Ubico and the Trust would be treated the same as partner councils, simply without voting rights. Publica would be happy to attend Board meetings of any client, as required.
- The Annual Service Plan would match the Corporate Strategy and as such it was suggested that there would be merit in it being taken to O&S ahead of it being agreed, as was the case with the Corporate Strategy. However, this would be for each council to decide.
- Perhaps rather than having representatives from the Member Liaison Group attend O&S meetings to provide feedback it would be more sensible to circulate the minutes of those meetings.
- The Governance arrangements that had been put in place for Publica were based on those for Ubico, though the inclusion of the Member Liaison Group was an enhancement to those arrangements.

Some members voiced concerns that it was only at this late stage that the council was giving consideration to the kind of scrutiny arrangements that were required, feeling that this was something that should have been considered far earlier in the process. A member disagreed, stating that in simple terms, Publica was an evolution of GO Shared Services.

The committee were comfortable that opportunities for scrutiny, generally, would consist of an annual review of the draft Service Plan and sight of the minutes of the quarterly Member Liaison Group meetings. The lead members for the committee (Councillors Harman, Payne and Walklett) would give more thought to which decisions would be scrutinised and how.

On behalf of the committee, the Chairman thanked David Neudegg for this attendance.

11. REVIEW OF SCRUTINY WORKPLAN

The work plan had been circulated with the agenda.

Members were asked to review the items scheduled for consideration at the next meeting (27 November) given that two additional items had been added:

- Public realm planting and options for the Arle Nursery asset
- Gloucestershire Airport update

The committee agreed that the Solace and Cemetery and Crematorium items should be briefing notes given the limited progress that would be reported in November. This resulted in a far more manageable agenda for the November meeting.

There were no other changes to the work plan.

12. LOCAL GOVERNMENT ACT 1972 - EXEMPT INFORMATION
Upon a vote it was unanimously

RESOLVED 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(s) 3 and 7, 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)

Paragraph 7; Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

13. EXEMPT MINUTES

The exempt minutes of the sub-committee had been circulated with the agenda.

Upon a vote, by those that had attended the sub-committee meeting, it was unanimously

RESOLVED that the exempt minutes of the sub-committee meeting held on the 30 August 2017, be agreed and signed as an accurate record.

14. DATE OF NEXT MEETING

The next meeting was scheduled for the 27 November 2017.

Tim Harman
Chairman

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Information/Discussion Paper

Review of the council's performance at end of Quarter 2 (April to September 2017)

Overview and Scrutiny Committee – 27 November 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 quarter 2 (April to September 2017)
- 1.2 To make any comments and observations on the presentation of the performance information.
- 1.3 To make requests for further information where this might clarify understanding of corporate performance.

2. Background

- 2.1 The performance report takes information and data from our performance management system to provide elected members with an overview of how the council is performing. This enables elected members to input into discussions about how to resolve areas where there maybe performance concerns and also to recognise where performance is better than expected.
- 2.2 The report summarises how the council performed in regard to the published milestones, performance indicators and outcomes set out in the 2017-18 action plan that was agreed by Council on 27th March 2017
- 2.3 The performance report is attached as appendix A.

3. Q2 Performance Overview

- 3.1 In the 2017-18 action plan, we identified 84 milestones to track our progress. Out of these:
 - 19 (23%) are complete.
 - 22 (26%) are green and are on track to be delivered on time.
 - 41 (49%) are amber. Exec Board will work with Cabinet members to bring these projects back on track by the end of March 2018.
 - 2 (2%) are red.
- 3.2 The two red milestones relate to the council's accommodation strategy.

Action	Milestone	Date	R-A-G	Q2 commentary
VFM 4 Review CBC's accommodation requirements and options including the development of a potential public sector hub with other public sector partners	Evaluate options and develop business case	Sep-17	Red	On hold, pending the outcome of the Royal Well / Promenade planning framework consultancy which will determine the timeline for a relocation and redevelopment of the Municipal Offices.
	Make recommendations for delivery of preferred option	Oct-17	Red	As above

4. Next steps

- 4.1 The third quarter performance report will be available from end of January. The committee may therefore wish to have an update on Q3 performance at its meeting on 20 February 2017.

Background Papers	2017-18 Corporate Strategy action plan, Report to Council, 27 th March 2017.
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

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

Priority actions	Key milestones	Dates	Lead	R-A-G	Q2 Commentary (to end of Sept)
ENV 1 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	JCS adoption	Dec-17	Tracey Crews	Green	The inspector's report now published and adoption is permitted. On track for report to Council 11 December 2017
	Cheltenham Plan, part 1 and part 2 ready for submission	Dec-17	Tracey Crews	Green	Doing final site evidence work and making key decisions before Pre. Sub Plan to Council on Dec 11 2017
	Community infrastructure Levy adoption	Mar-18	Tracey Crews	Amber	CIL examination scheduled for January. Inspector's questions being addressed by the consultants
ENV 2 Vision for Cheltenham's town centre and its public realm	Work with stakeholders to develop a vision for the town centre including a significant upgrade of the public realm in the High Street	Apr-17	Tracey Crews	Green	Consultants Evans Jones appointed to complete stage 1 costings. PID drafted and agreed by SLT. Project timescales have been redefined within PID. RAG status reflects this timetable and key milestones.
	Consultation on vision	Jul-17	Tracey Crews	Green	This has been rescheduled for Cabinet in December for 2 reasons. Firstly consultants have been appointed to review municipal offices, Royal Well and Long Gardens/Prom, and secondly we were awaiting the appointment of new urban designer to help support this work stream.
	Report to cabinet on vision	Dec-17	Tracey Crews	Green	Now scheduled for December
	Implementation (part) of improvement works	Mar-18	Tracey Crews	Green	Need to be considered in context of project priorities and vision
ENV 3 Cheltenham Transport Plan	Phase 3 works prior to phase 4 Boots Corner, note 9 month trial extends beyond 2017/18)	Mar-18	Tim Atkins	Amber	Phase 3 is projected to be implemented in January 2018 and subject to traffic monitoring phase 4 (Boots Corner trial) will be implemented June 2018
	Cabinet agreement to car parking strategy	May-17	Mike Redman	Complete	Cabinet approved the new car parking strategy in June 2017.
	Cycling and walking strategy	Mar-18	Tracey Crews	Amber	Despite 2 rounds of advertisement for recruitment we have been unsuccessful in recruiting to post. Currently considering options of how this can be.

ENV 4 We will deliver CBC's commitments contained within the Joint Waste Committee plan and the Waste service redesign	Route optimisation and stakeholder engagement	Sep-17	Martin Stacy	Green	Route optimisation work has been completed and sense checked and a continuous media/comms campaign has been underway to promote awareness of the service changes.
	Implement new service	Sep-17	Martin Stacy	Amber	Implementation was launched as planned on 16th October, with the implementation period expected to last 4-6weeks as crews and residents become familiar with the new collection rounds. The current increase in activity for Ubico and customer services is within anticipated levels. The implementation of the project has required use of income from garden waste and anticipated from new textile sale arrangements, with the result that we are at, or close to, spending all additional income. At present there are no additional costs currently required or anticipated during the remaining implementation phase of this project.
	Review of bring sites	Sep-17	Martin Stacy	Amber	As at Q1.
ENV 5 We will progress the building of the new Crematorium	Obtain planning permission	May-17	Mike Redman	Complete	Planning consents from both CBC and TBC secured by 4th Aug 2017.
	Agree contracts for the construction of the new facility	May-17	Mike Redman	Complete	Contractual agreements for the main crematorium and road building were completed on 20th Sep 2017.
ENV 6 Project Solace implementation – shared approach to ASB with the police, CBC and Gloucester City	Approval of business cases	Jun-17	Tim Atkins	Complete	
ENV 7 Working with GCC to develop a sustainable approach to managing highway matters in Cheltenham	As part of the Highways Collaborative working consultation, work with GCC to increase local influence in the management of highways matters in Cheltenham	Mar-18	Tim Atkins	Green	This work is being led by GCC as the Highways Authority. Phase 1 on the consultation was completed in March 2017. The first stage of stage 2 has commenced. Although slightly behind the initial timeline – the project is progressing.

Sustain and grow Cheltenham's economic and cultural vitality

Priority actions	Key milestones	Dates	Lead	R-A-G	Q2 Commentary to end of Sept
ECON 1 We will work in partnership with key stakeholders to develop a longer term strategy for place making	Further engagement on place strategy	To Dec 2017	Richard Gibson	Amber	Workshop session undertaken with Cabinet/Board on 17.10.17 to understand Cabinet's aspirations for the place strategy so that this can shape future discussions with staff and partners enabling us to progress its development
	Implement key projects	Ongoing	Tracey Crews	Amber	This will be informed by next stages of place strategy and economic development action plan. Team is currently under resourced due to vacancy of Economic Development Manager, but interim (2 day a week) resource in place from GCC economic development team to help support the following: * Progress preparation of economic development action plan - statistical refresh of economic data, engagement with wider businesses, help define local ambitions and objectives * peer review of economic strategy and policies of Cheltenham Plan * Engage with GFirst LEP to support conversations on Cheltenham inward investment * Lead business engagement on place strategy
ECON 2 Promote cyber-growth	JCS strategic allocation	Autumn 2017	Tracey Crews	Green	Adoption due 11th of Dec 2017
	Implementation of Growth Deal 3 bid	Spring 2017	Tracey Crews	Amber	Key milestone will be finalisation of JCS - scheduled for adoption by mid-December 2017
	Engaging with cyber-partners	ongoing	Tracey Crews	Amber	On-going both with commercial interests and academia
ECON 3 CDTF to support CBC with delivery on various key sites and themes including	Brewery II	Jun-17	Tim Atkins	Complete	
	John Lewis	Spring 2018	Tim Atkins	Green	Target opening autumn 2018
	North Place	Ongoing	Tim Atkins	Amber	HCA HIF bid submitted for Portland Street; meanwhile negotiations continue with AB regarding North Place

	Cheltenham Spa station	By 2020	Tim Atkins	Green	Works to extend northbound platform on site and public consultation on remainder of scheme underway.
	Honeybourne Place	Summer 2019	Tim Atkins	Green	Works started August 2017 and are proceeding to plan.
ECON 4 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	Development of brand platform	Jul-17	Tim Atkins	Complete	Initial brand work complete. More detailed brand work to be undertaken as part of the 5 year strategy action plan.
	Develop a sustainable tourism business model	Jul-17	Tim Atkins	Green	Initial interim model operation. Marketing Cheltenham being operated by CBC via Tourism partnership supported by a number of stakeholders. Options for longer term delivery model being investigated – target date for report – July 18 (with options for future of TIC)
	Consultant to deliver 5yr tourism strategy to CBC	Jul-17	Tim Atkins	Complete	The strategy was approved by Cabinet on 11 July 2017
ECON 5 Work in partnership with cultural providers to support investment into Cheltenham's cultural assets including the Town Hall and leisure@	Appoint consultants to undertake master plan scoping study for options for re-purposing the Town Hall.	Jun-17	Mark Sheldon	Complete	Focus consultants appointed. Benchmark visits to other venues undertaken. Joint outcomes proposition agreed by the Joint Commissioning Group (CBC and TCT)
	Approve preferred option for the re-development of the Town Hall.	Mar-18	Mark Sheldon	Green	Concept ideas are being drafted which will be subject to stakeholder consultation.
	Procure contract for phase 1 redevelopment of leisure@	Jun-17	Mark Sheldon	Amber	External advice advocates that CBC should lead the project rather than TCT. Scheme is now subject to further due diligence work including clarification of project cost, affordability, project governance and procurement approach. A further Cabinet and Council decision in December 2017 is scheduled to agree the revised approach and scheme.
	Complete phase 1 scheme.	Jan-18	Mark Sheldon	Amber	Not started
ECON 6 Event infrastructure / commercial opportunities	Tour of Britain	Sep-17	Tracey Crews	Complete	Event successfully delivered.
	Events infrastructure project	Dec-17	Tracey Crews	Amber	Impact of resource to deliver the Tour of Britain has impacted on key milestones for the events infrastructure project. Project currently being reviewed.

People live in strong, safe and healthy communities

Priority actions	Key milestones	Dates	Lead	R-A-G	Q2 Commentary
COM 1 Work with CBH to build more houses for rent and support community regeneration projects	Discussion with CBH to identify priority estates	Jun-17	Martin Stacy	Amber	Meeting arranged with CBH and CBC (to include 151 Officer) for early November to consider HRA and GF land opportunities and to seek alignment on priority sites in the context of deliverability and VFM. More logical to take a holistic approach, incorporating GF land, so decisions have been dependent upon outcome of the GF land review, which is about to be completed prior to a report being presented to Asset Management Working Group.
COM 2 - Housing strategy and enabling	Refresh housing and homelessness strategy	Mar-18	Martin Stacy	Amber	Presentations and workshops have been held with key stakeholders who make up the council's Housing and Support Forum. The forum was well attended, with officers presenting on emerging evidence base and highlighting potential priorities in light of local pressures and national policy. Workshops focused on the forum highlighting other perceived gaps and priorities, with a particular focus on the needs and pathways of individuals with complex issues. There has been a delay in starting the first draft of the strategy as a result of other projects/workload pressures.
COM 3 Estates Regeneration approach in West Cheltenham	Milestones to be developed pending outcome of bid	Apr-17	Tracey Crews	Green	The master-planning exercise has begun and is on target to report in July 2018. A series of consultation events have taken place in Hesters Way. Engagement with stakeholders such as local members and neighbourhood groups was good but the response from the general public was disappointing. We plan more events that go out to the community. An emerging issue is the importance of Coronation Square to regeneration objectives.
COM 4 We will update our safeguarding policy to reflect our wider work to safeguard people including recognition of DA, hate crime and modern slavery	Updated policy to cabinet	Jul-17	Richard Gibson	Complete	The updated safeguarding policy was agreed by Cabinet on 10 October. In addition, we have now established an internal officer safeguarding group that met for the first time on 30 August and a cabinet member working group that is reviewing arrangements for safeguarding children following the Ofsted Inspection. This met for the first time on 25.10.17
COM 5 We will work in partnership with Gloucestershire Constabulary to review town centre CCTV provision and associated monitoring arrangements.	Review and update public realm CCTV coverage requirements.	Apr-17	Mike Redman	Amber	Tender process in progress in relation to Phase 1 of the project which will reinstate CCTV coverage along part of the Honeybourne Line between Cheltenham Spa station and the Jubilee footbridge. Specification being drawn up for the works required to upgrade town centre public realm CCTV cameras from analogue to digital. The extent of the coverage will be dependent on the assessed costs of the project relative to the available budgets.
	Determine the feasibility of linking into the Brewery quarter CCTV system.	Jun-17	Mike Redman	Amber	Under consideration as part of public realm CCTV project phase 2.
	Update and sign Data Sharing Agreements.	Sep-17	Mike Redman	Amber	Draft agreement still in discussion with Glos constabulary.
COM 6 Install a Changing places toilet facility in Pittville park and another in a town centre location.	Engagement with user groups	Apr-17	Mark Sheldon	Amber	Initial consultation completed. Pittville park option agreed. Options for town centre location identified and analysed. GCC have reviewed options and recommended a preferred option.

	Complete design & build	Mar-18	David Roberts	Amber	not started
COM 7 Enable a range of community building and celebration events through taking a facilitative role to working with community groups and organisations	Coordinate & deliver the Children's Festival	May-17	Richard Gibson	Complete	Successfully delivered; three day festival around the end of May bank holiday weekend
	Coordinate & deliver the Midsummer Fiesta	Jul-17	Richard Gibson	Complete	A very successful Fiesta held this year, 58 volunteers helped out, attendance was between 7 and 8,000 people, 70 stall holders, 21 acts, 45 ratings of 5 stars on facebook!
	Support Black History Month	Oct-17	Richard Gibson	Complete	BHM 2017 comprised 10 community events held over the month gave BME communities to opportunity to share their stories and experiences in recognition that our diverse history is something to be celebrated
	World Mental Health Day	Oct-17	Richard Gibson	Complete	WMH day was celebrated at an event at the Municipal Offices that also marked the end of Heads Up Cheltenham, our year long programme of events to raise awareness of mental health issues. The WMH event was attended by the Council's three elected mental health champions
	Support Inter-Faith week	Nov-17	Richard Gibson	Green	Plans underway for the Inter-Faith event to be held on 15.11.17
	Domestic abuse awareness week	Dec-17	Richard Gibson	Green	A number of events are planned for Cheltenham to make the 16 days of action including; The War on Women in Bosnia event on 2.11.17; GRASAC Reclaim the Night March on 24 November and a Soroptimists Event on 28 November - a forum on violence against women being held at the Muni
	Support Holocaust Memorial Day	Jan-18	Richard Gibson	Green	Preparations underway, the HMD committee are leading this with support from CBC
	LGBT history month	Feb-18	Richard Gibson	Amber	The local LGBT group are taking the lead on this with support from CBC
	International Women's Day	Mar-18	Richard Gibson	Amber	Plans underway to mark International Women's Day with an event at Pittville Pump Room on Saturday 10 March 2018. This will involve local schools, Everyman, the Trust, Armed Forces, Police and other employers.
COM 8 Organise a programme of events to mark the Centenary commemorations of the end of WW1.	Event co-ordinator recruitment	Jun-17	Richard Gibson	Green	Recruitment underway with the proposed start date of January 2018
	Website redevelopment	Oct-17	Richard Gibson	Amber	Work underway, Glos Uni are leading this with a launch date of Feb 2018
	Events programme Commences	Apr-18	Richard Gibson	Amber	to be developed
	Dedication Ceremony	Nov-18	Richard Gibson	Amber	to be developed
	Events programme completed	Dec-18	Richard Gibson	Amber	to be developed
COM 9 Undertake a community governance review to decide whether there should be a parish council for Pittville	Agreement to ToR	Mar-17	Richard Gibson	Complete	Council agreed revised terms of reference on 24 July
	Consultation	Jul-17	Richard Gibson	Complete	Consultation now completed with a closing date of 8 October. Over 3000 responses were received with an average turn-out of 32%
	Recommendations to council	Nov-17	Richard Gibson	Green	The consultation results will be considered by the working group that will meet on 21.11.17 to develop a set of recommendations for council

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

Priority actions	Key milestones	Dates	Lead	R-A-G	Q2 Commentary
VFM 1 Implementation of the PED Transformation project to provide a clear commercial focus for the division delivering the MTFS savings, smarter working and income streams will enable delivery of priority work-streams to assist in the delivery of the place strategy.	Implementation of a Business Management Framework	Jun-17	Tim Atkins	Complete	
	Design and production of management reporting suite	Jun-17	Tim Atkins	Complete	
	Development of a Marketing Strategy to identify internal and external business goals, leading to the production of a strategic plan.	Jul-17	Tim Atkins	Amber	
	Report on progress to cabinet	Jul-17	Tim Atkins	Complete	Need to review with Cabinet and set relevant new targets
VFM 2 2020 Partnership/Publica	Create and agree specifications for services delivered by Public Business Support Company.	Oct-17	Mark Sheldon	Green	Work underway to develop the legal agreement between partner councils and Publica to include specification of the functions to be provided, approach to annual service plans, service standards and KPI's
	Go live for new company	Oct-17	Pat Pratley	Green	Go live date remains at 1 November. Contract specification work progressing with workshop taking place on 9/10, meeting with lead members 19/10, Publica board meeting 20/10. Members' event being held at Cheltenham Racecourse 23/10.
VFM 3 Review the space needs of the current tenants at the Depot and develop a masterplan for its future use including investment needs and identify options for delivering savings or additional income to support the MTFS.	Evaluate future needs of current occupiers	Apr-17	Mark Sheldon	Amber	All users requirements are captured except for the T storage requirements for which work is underway.
	Identify and evaluate options for space use	Jun-17	Mark Sheldon	Amber	Business case completed which includes evaluation of financial modelling of a number of options.
	Make recommendations on masterplan proposal	Jul-17	Mark Sheldon	Amber	Initial proposals completed and presented to Executive Board who requested that other commercial opportunities be explored.
	Scope location options for a public sector hub for development of a business case	Apr-17	Mark Sheldon	Amber	Option for a public sector hub included as an option in the business case.
VFM 4 Review CBC's accommodation requirements and options including the development of a potential public sector hub with other public sector partners	Evaluate options and develop business case	Sep-17	Mark Sheldon	Red	On hold, pending the outcome of the Royal Well / Promenade planning framework consultancy which will determine timeline for a relocation and redevelopment of the Municipal Offices.
	Make recommendations for delivery of preferred option	Oct-17	Mark Sheldon	Red	as above
VFM 5 Review CBC's property portfolio and make recommendations for investment / disinvestment or development opportunities in order to deliver additional income to support the MTFS:	Review the nursery and make recommendations for its future including options for delivering existing or alternative planting regimes.	Jun-17	Mark Sheldon	Amber	Business case in development and options being modelled. Stakeholder engagement triggered a petition and a debate in council on 16/10/17 which provided a steer towards a change in planting approach which will be reflected in revised modelling of the business case.
	Strategic review of existing property portfolio.	Dec-17	Mark Sheldon	Amber	Review completed and considered by Executive Board. Review identifies assets which should be retained, reviewed or disposed of.

	Review of the existing property investment property portfolio and make recommendations for disinvestment and investment proposals to increase the size of the portfolio	Mar-18	Mark Sheldon	Amber	Review completed and considered by Executive Board. Recommendations will be considered by the AMWG.
	Review Airport Business strategy and make recommendations for improving the return on the shareholders' investment.	Mar-18	Mark Sheldon	Amber	The governance review is complete and agreed at a shareholder forum in September 2017. The 10 year business plan has been agreed. GAL proposed management structure presented and considered by shareholders who have made recommendations to GAL board. Changes to and recruitment of independent Non-Executive Directors roles underway.
VFM 6 Create an Organisation Development programme that supports the delivery of our vision for place, reflecting our values and behaviours and make recommendations as to how we support staff in transforming the organisation.	Conclude the review of the CBC senior management re-structure as proposed by Council in January 2016	Mar-18	Pat Pratley	Amber	Informal meetings have taken place with Chair of A&R, Leader, Group Leaders, informal cabinet. A&R committee scheduled for 7/12. Informal discussions with affected staff have also taken place
	Develop and approve an operating model and business case for customer service delivery across CBC including other potential partners	Sep-17	Mark Sheldon	Amber	Ignite commenced review. Executive Board consulted. Service managers' workshop scheduled for November 2017.
	Create and approve a programme which uses the results of the Investors in People re-accreditation so that staff have the relevant leadership and management capabilities to deliver the council's outcomes in the future	Jul-17	Mark Sheldon	Amber	OD support now secured to progress the more detailed planning in order to understand resourcing and phases
	Develop a business case for smarter/agile working initiatives, using the Place and ED Project as a pilot area, to support the creation of a more flexible working environment which meets the needs of the customer and CBC	May-17	Mark Sheldon	Amber	Initial phase 1 work underway. Revenues and Benefits team relocated. Scope of the project is being reviewed to consider the potential for a town centre, multi-agency, touch-down space.
VFM 7 Develop proposals for delivering a sustainable MTFs which closes the projected budget gap	Develop options for delivering additional savings or income	Jul-17	Paul Jones	Amber	The previous financial year delivered an under-spend of £571,443 which has been transferred to the budget strategy (support) reserve; this reserve now totals in excess of £2m which will enable a balanced budget to be set in 2018/19 and 2019/20 without the need for any cuts in services.
	Cabinet to approve budget strategy incorporating preferred approach to bridging the funding gap	Oct-17	Paul Jones	Amber	Through our new commercial strategy, investment in growth and regeneration, and strategic approach to maximising the potential of the Council's extensive asset portfolio, the Council has an ambition to be self-financing by 2022. The revised Medium Term Financial Strategy which will include the commercial strategy will be considered by Cabinet in December 2017.

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Chief Executive's Report

- Decision Log: Details of decisions are now included in the report rather than Panel members having to seek them out on the OPCC website. However some that were not considered to be in the public interest or commercially sensitive were omitted from the table. It was agreed that in future these should be available on pink papers.
- Complaints to the PCC: The number of complaints is beginning to rise and is 11% higher than in the same period last year. Data for this year to date show that 11% of complaints were from Cheltenham but they were fairly evenly spread over a number of categories.
- Crime: Crime is beginning to rise within Gloucestershire and across the country as a whole. However, within the Most Similar Group of Police Forces, Gloucestershire is performing well. Within the six districts, Cheltenham has significantly the highest crime figures with car crime up 55%.
- Commissioner's Fund: Applications for small grants (£5000 max) closed at the end of September. 24 applications were received of which 17% were from Cheltenham. The deadline for larger grants was 31st October.
- Court Estate: The Commissioner is offering land adjacent to Waterwells as a site for a new magistrates and crown court. Both of the existing courts are considered to be not fit for modern day purposes.
- Police Pay: The Commissioner has decided in the interest of fairness that all staff in the police service will receive the same increase as that announced by Government to uniformed officers (1% increase to basic pay and 1% non-consolidated bonus).
- Independent Custody Visits: A recruitment drive has increased the number of volunteers from six to thirteen. Visits are unannounced but data show that visits are only happening during the daytime working week and this needs to be addressed.
- Recruitment of Chief Constable: Currently underway. The panel will need to meet to ratify (or not) the appointment in due course.

"The Compassionate Approach"

This item focussed the environmental footprint of the Constabulary and its compassionate approach to animals. Electric vehicles were being introduced where they were feasible in relation to the work of the police and this had resulted in the 75% reduction in costs. Solar panels on Prism House will pay for themselves within 6½ years. An Environmental Risk Register and an Environmental Footprint Audit have been set up. Good quality care of horses and dogs is rigorously maintained.

Other Agenda Items

Other agenda items were the regular Police and Crime Plan Highlight Report and verbal updates on Child Protection and the reorganisation of the Force Control Room. Unfortunately I had to leave the meeting to attend a funeral before these items were discussed.

Cllr Helena McCloskey

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SUMMARY OF MAIN POINTS OF HOSC MEETING HELD ON TUESDAY 14TH NOVEMBER

O&S – 27 November 2017

There were 5 items on the agenda in the section for Scrutiny and three items for Information. As I have previously reported, I will summarise the main points of discussion in the Scrutiny section. Cllr Tim Harman, GCC Cabinet Member for Public Health was in his usual attendance sitting with his Director for Public Health Sarah Scott.

WINTER PLANNING – GLOUCESTERSHIRE CLINICAL COMMISSIONING GROUP (GCCG)

This was a meaty topic and covered the contingency planning for this winter. The discussion and debate lasted nearly 90 minutes. Key themes included

1. Flu jabs for all staff. News from health Australia suggested that a flu pandemic was likely to hit the northern hemisphere this winter. The Acute Trust reported that last year only 58% of staff had taken up the offer of flu jabs, already this year that figure was 76%.
2. Orthopaedic Trauma, the pilot scheme to transfer this discipline from CGH to GRH for the winter period 2017/18 had started on 20 October. This was the plan that was raised in the local media after it was leaked. Committee Members were assured that plans for this were open and transparent, yet HOSC members were only made aware of the initiative by the media coverage, an email explaining the rationale came later. It was noted that the presentation given to the HOSC omitted the word 'pilot' and on seeking assurance members were told that it was a pilot. Cllr Iain Dobie asked how the pilot would be measured and was told 'patient experience'. The Acute Trust were, even at this early stage, hopeful of dividends with the 'pilot' scheme as early indications saw less cancelled elective operations, but when queried by Cllr Dobie about the rate of success for unelected operations (e.g. from accidents and emergencies) I cannot recall if he received a satisfactory reply.
3. Cllr Dobie asked about the provision of a Mental Health suite at CGH A&E, GRH already had one, and was told that a Capital investment scheme had been applied for and that the Trust awaits an answer. Given that CGH was a much smaller unit, it was uncertain whether the bid would be successful.
4. The Acute Trust now used the O P E L suite of crisis level management codes, Operational Pressure Escalation Levels 1 through 4.
 - a. OPEL 1 was GREEN, normal working
 - b. OPEL 2 was AMBER, getting tricky
 - c. OPEL 3 was RED, we are struggling
 - d. OPEL 4 was BLACK, call in any cavalry you can find
5. The Stroud District rep raised an issue from a resident who worked as a Paramedic for the South West Ambulance Trust. Recently there was confusion at CGH A&E about ambulance admissions, hospital staff were aware of a recent initiative, but no one appeared to have informed the Ambulance staff, some patients either waited a long time for admission or were turned away. The Acute Trusts CEO assured the HOSC that everyone should have been aware and asked for more details so she could investigate further.

6. The Acute Trust were quizzed on reports that Emergency Dept staff levels had increased and the question was asked, should the A&E at CGH return to a full Level 1 consultant led unit. The Trust CEO replied that middle ranking doctors were the issue, and that they were still in short supply, so no, there were no plans to reopen CGH as a full Level 1 A&E. Note. No plans. Full stop.

I find this not only disappointing, but I have doubts that clinical reasons are behind the motivation. The Trust appears only to recruit for one site working, GRH, and given that the decision to downgrade CGH A&E to a Minor Injuries Unit between 2000-0800, was taken by the Trust in 2013, little or no progress has been made since then to recruit middle rank Emergency Doctors for CGH. It also concerns me that questions about the locations of Urgent Treatment Centres were met with our planning is not that progressed yet. It was revealed however, that a UTC would be in both GRH AND CGH, but the precise nature and level of care were not disclosed. For me, there is still too much semantics around CGH A&E being 'closed' or not. Clearly is it not yet 'closed', but the transfer of ancillary emergency care group like Orthopaedic Trauma could only mean one thing IMHO.

GCCG PERFORMANCE REPORT

The Stroud District HOSC rep raised an issue that had been brought to her attention. Apparently there had been a 'leak' that the Acute Trust was to transfer up to 900 staff to a 'private company'. Several questions were asked of the Trust and I asked for more information because this was the first I had heard of this and I made that point. The Trust CEO replied that her priority was to inform the staff concerned BEFORE she brought this to HOSC and she wouldn't change this. She commented further that it was not possible to second guess what the HOSC would be interested in. My response was that transferring staff out of the NHS to a private company was an easy issue to consider raising with HOSC as clearly some staff members would seek advice from elected representatives, not their soon to be non employer. Given TUPE and other sensitivities the matter was dropped but it does concern me that more and more events are happening and as a Scrutiny Committee we seem to hear about it after the fact. The recent merger of the 2Gether NHS Foundation Trust and the Gloucestershire Care Services NHS Trust was another example of the HLOSC finding out AFTER the fact.

Perhaps we should be renamed the Health and Care Overview and Hindsight Committee. The issue of moving 900 staff, referred to as 'retail' and 'catering' to another body will come back to HOSC.

Cllr Steve Harvey CBC rep to GCC HOSC

O&S Committee 2017/18 work plan

Item	Outcome	What is required?	Lead Officer
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Meeting Date: 27 November 2017 (report deadline: 15 November 2017)			
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 (deferred from September)	Presentation	John Hughes
Quarter 2 performance review	Consider Q2 performance and comment as necessary	Discussion paper	Richard Gibson, Strategy and Engagement Manager
Public realm planting strategy	Consider proposals ahead of Cabinet on the 5 December	Discussion paper	Mark Sheldon, Director Corporate Resources (tbc)
Gloucestershire Airport Ltd	Update on governance review and performance	Exempt document	Bryan Parsons (tbc)
Solace	Update on progress (further to Street People STG recommendations)	Briefing note (not for discussion)	Sarah Clark, Public and Environmental Health Team Leader
Crematorium redevelopment programme	Update on progress	Briefing note (not for discussion)	Ken Dale, Project Manager
Meeting Date: 22 January 2018 (report deadline: 10 January 2018)			
Budget recommendations	From the BSWG	Decision	Chair, BSWG
North Place	Further update as necessary (Tim Atkins to confirm)	January 2018 (tbc)	Tim Atkins, Managing Director of Place and Economic Development
Meeting Date: 26 February 2018 (report deadline: 14 February 2018)			
Draft Corporate Strategy	Consider the draft corporate strategy and comment as necessary	Discussion	Richard Gibson, Strategy and Engagement Manager

O&S Committee 2017/18 work plan

Item	Outcome	What is required?	Lead Officer
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Meeting date: 23 April 2018 (report deadline: 11 April 2018)

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Meeting Date: 25 June 2018 (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
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Items for future meetings (a date to be established)

North Place	Further update as necessary	Next could be Jan 2018	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
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O&S Committee 2017/18 work plan

Item	Outcome	What is required?	Lead Officer
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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

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Briefing Note

Committee name: Overview and Scrutiny
Committee

Date: 27 November 2017

Responsible officer: Sarah Clark

Solace

This note contains information to keep Members informed of matters relating to the work of the Cabinet or a committee but where no decisions from Members are needed.

If Members have questions relating to matters shown, they are asked to contact the Officer indicated.

1. Background

- 1.1. In April 2017, an Overview and Scrutiny Task Group about 'street people' made four recommendations, one of which was: **The adoption of a Project SOLACE model or a similar approach in Cheltenham**. NB – 'street people' can include rough sleepers (who can be homeless or housed); begging and public drinking. The STG recommendations were approved by Cabinet on 11th July 2014: https://democracy.cheltenham.gov.uk/documents/s22439/2017_07_11_CAB_Street_People_Covering_Report.pdf
- 1.2. Solace is a partnership between Cheltenham Borough Council, Gloucester City Council and Gloucestershire Constabulary, aimed at addressing high and medium risk antisocial behaviour (ASB). On 11th April 2017, Cabinet recommended the implementation of Solace in Cheltenham: <https://democracy.cheltenham.gov.uk/ieDecisionDetails.aspx?AllId=11828>
- 1.3. The information and intelligence the council has about Cheltenham street people indicates a significant number would meet the threshold for Solace action (based on risk and/or vulnerability).
- 1.4. However, due to prioritisation of resource at the highest risk cases, Solace will not be working with 'new' street people or those whose behaviour is not antisocial (or at least not to threshold where Solace would intervene). Therefore the council and its partners need to ensure that preventative work, engagement and support, and early interventions are suitably resourced and prioritised to avoid matter escalating into higher level crime and ASB that have a greater detrimental impact on communities and services. Please see para 3.6 for more information.

2. Solace implementation

- 2.1. A Solace team leader was recruited in the summer that will be shared between CBC, Gloucester City Council and the police. The successful candidate was CBC's Louise Boyle.
- 2.2. There have been significant delays in vetting the team leader due to lack of police vetting resource, but the team leader has now passed vetting and the ASB caseworkers will be next to be vetted. Individuals are not permitted access to police systems or information until such time as they pass vetting, so this has been a major constraint with implementation.

- 2.3. Louise Boyle resigned from her CBC post on 6th November and is on a three month notice period with managerial discretion to release her early. She is working part of her week at Gloucester City Council to prepare for the Cheltenham implementation and these 'banked hours' will be used to train her replacement at CBC if and when her current post is advertised.
- 2.4. CBC and police ICT officers continue to work together regarding police access to council Wi-Fi so Solace can operate from the municipal offices as an integrated team. The police cannot access their secure systems through CBC guest Wi-Fi but once an ICT solution is found, the physical arrangements and equipping of desks in CBC's agile space will be quick. A police ICT officer met some of the senior Solace team on 13th November to progress this, and options will be presented back to the Solace decision making forum.
- 2.5. It is anticipated that Solace will 'go live' in February 2017. Councillor Andrew McKinlay will be kept updated as the relevant Cabinet Member.

3. Current work with street people

- 3.1. The street people working group continues to meet on a monthly basis. Partners ensure street people are engaged through outreach work and supported if they have vulnerabilities. In particular support is given in accessing services such as housing, drug & alcohol treatment, financial, and physical and mental health. Where there is evidence of ASB/crime and/or where the individual refuses to engage with help and support, the council and police agree the use of formal enforcement powers.
- 3.2. The group, which is led by CBC, have so far achieved the following outcomes:
 - 34 referrals to Streetlink (homeless outreach service)
 - 22 Letters of concern issued including signposting to support
 - 3 Final warnings issued
 - 3 Civil injunctions served and another 3 pending.
- 3.3. Work is also underway to build an intranet knowledge base accompanied by training sessions, so that CBC Members and officers can raise their awareness of place-based ASB and low level crime, and know how to report it. This will include how to notify the council's outreach contractor about someone who is potentially homeless. The Public Protection team have recently been equipped with Iphones through the agile working project and will trial using these to report ASB so that safeguarding can occur faster; opportunities are seized to prevent ASB and crime happening or escalating; and to expedite evidence gathering where formal enforcement is necessary to protect Cheltenham's people and places.
- 3.4. Process flows for reports/complaints of rough sleeping and begging have been designed/refreshed and are included as appendices 1 and 2 respectively to provide assurance of the work being undertaken in this area. These process flows are continually improved so are subject to change.
- 3.5. Ideally, this work will be supported through online reporting forms available as mobile apps that create a back office service record or job. In order to be truly effective, the council and partners need to work with street people a considerable time before they approach the threshold for Solace intervention due to increased risk and/or vulnerability. Paragraph 6.3 describes an emerging project with this aim – subject to funding applications which will be determined by 1st April 2018. A full update will be provided through a Cabinet report by the Director of Environment (CBC's Enforcement Lead) later this winter.

4. Town centre enforcement trial (working name MEET: Multi-agency Engagement & Enforcement Team)

- 4.1. A project proposal has just been signed off by CBC's Executive Board which will focus on town centre engagement and enforcement, including street people activities (subject to funding from the Police and Crime Commissioner, Cheltenham Business Improvement District and the Late Night Levy Fund). The proposal is to co-locate three town centre Police Community Support Officers with a dedicated council enforcement officer in the council's new agile working space, where knowledge and data can be shared for a more effective and coordinated response to lower level ASB and crime. The agile working space will in effect become a town centre hub developing the Engage – Support – Enforce model that has been tested through the Street People working group of partners.
- 4.2. If funding is not secured, the project will be limited to encouraging CBC's own staff to increase ASB reporting by emailing or phoning in incidents, but there is a risk regarding the lack of resource available to receive these reports and coordinate a response. The funding priorities include a coordinator role and an online forms package.

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Background documents:

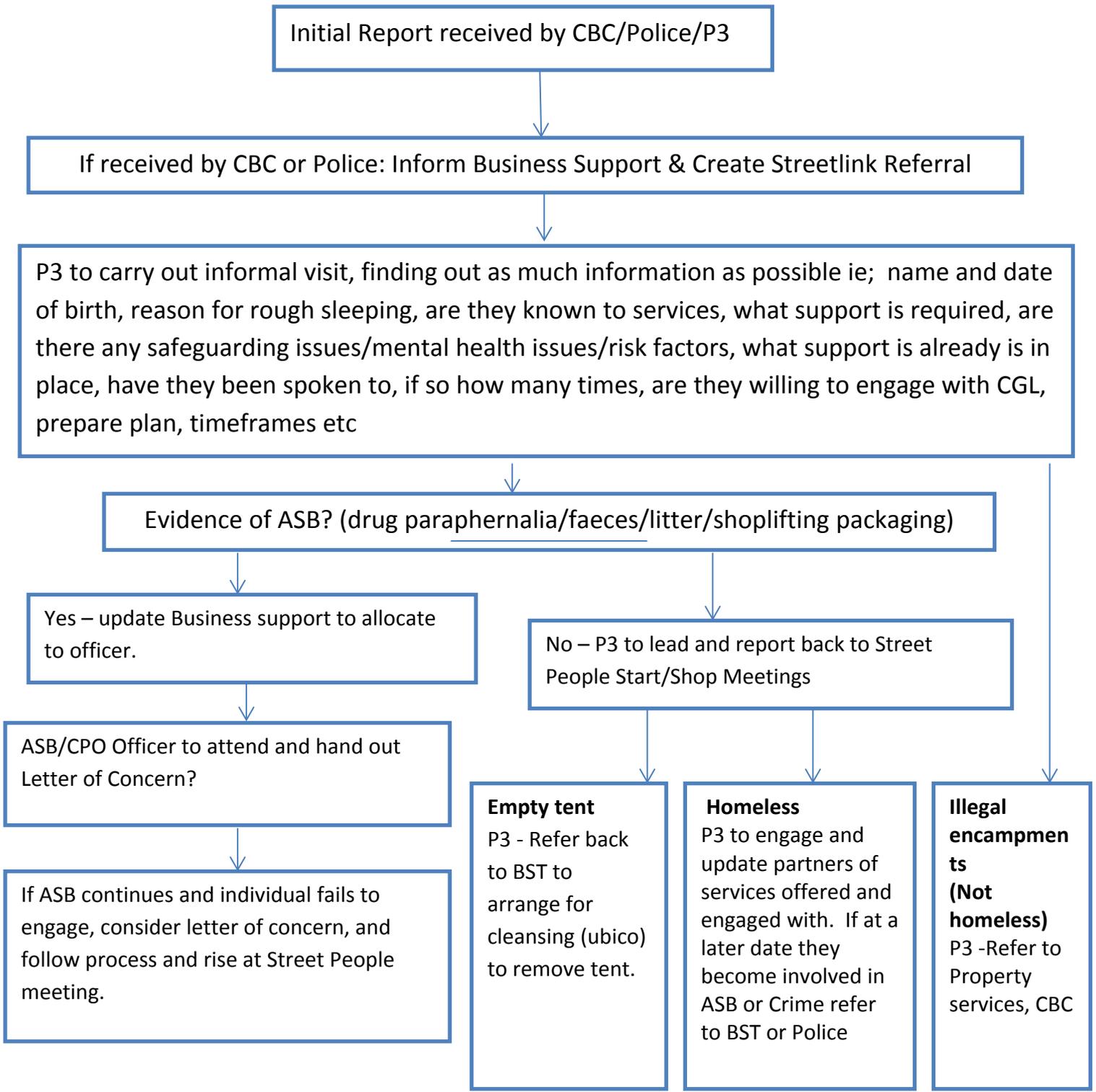
1. Street People STG report approved by Cabinet on 14.07.11:
https://democracy.cheltenham.gov.uk/documents/s22439/2017_07_11_CAB_Street_People_Covering_Report.pdf
2. Solace report approved by Cabinet on 11.04.17:
<https://democracy.cheltenham.gov.uk/ieDecisionDetails.aspx?AllId=11828>

Appendices:

- Appendix 1: Rough Sleeper engage-support-enforce procedure
- Appendix 2: Begging engage-support-enforce procedure

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Procedure for reports of rough sleepers



The street people meeting is the link to the effective partnership working to engage and support our Rough Sleepers, and enforcement if all else fails. This process is not set in stone, just an easy guide on what you should do if you come across someone rough sleeping who you are concerned about or who is causing you Harassment, Alarm and distress.

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Initial complaint received (Telephone, Report It, Email, in person)

BST to find out as much information as possible ie; are they known, if not, take full descriptions, what has happened, where, when, what was said to the complainant, have they any receptacles/containers/cupped hands, how did it make you feel, have they any photographs, are they willing to make a statement

BST to create uniform record and allocate to ASB Officer

ASB officer to carry out a visit and complete a letter of concern (LOC) finding out as much information as possible, who they are, are they known to services, what support are they in receipt of, what support do they need, are they accommodated, are there safeguarding issues/mental health, risk factors, are they involved in crime, advise them that begging is illegal, and what could happen if they continue, refer on to services

At this point it's about building up a relationship with the individual, engaging with them, trying to support them into positive activities. **If they refuse to sign, please note on form*

Second complaint received – BST to update the uniform record and inform ASB officer (again gathering as much information as possible)

Crime/Intel
Report to
Police

Drug & Alcohol
Refer to
CGL

Homeless
Refer to P3

Individual continues to engage in ASB & Crime and not engage with support services

ASB officer to carry out a second visit and complete a Final warning letter (FW) finding out as much further information as possible and again advising the individual that begging is illegal, and what could happen if they continue in this negative way.

Again this is about engaging with the individual but also informing them of the consequences of their behaviour if they continue to beg. **If they refuse to sign, please note on form*

Individual continues to engage in ASB & Crime and not engage with support services

Further complaints received – BST to update uniform and ASB officer

Submit a request for information from the police (CADA)

****if at any point the individual is involved in Criminal activity, and the behaviour is too serious for an injunction consider a Criminal Behaviour Order (CBO)***

ASB officer to update partners at Street People and agree action to be taken

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Briefing Notes

Committee name: Overview and Scrutiny

Date: 27 November 2017

Responsible officer: Mike Redman, Director of Environment

This note contains information to keep Members informed of matters relating to the work of the Cabinet or a committee but where no decisions from Members are needed.

If Members have questions relating to matters shown, they are asked to contact the Officer indicated.

Crematorium Development Programme Update

Background

The decision to build a new crematorium and chapel was taken by Cabinet and Council in September 2015 following difficulties experienced with operating new cremators in the existing crematorium and a public consultation on options for the future of the service. Further decisions to build a second new chapel were taken in March 2017. Once more, the plans were overwhelmingly supported by the public and major stakeholders such as funeral directors, ministers of religion and celebrants.

Following the agreement of designs, the programme has entered its construction phase with work beginning on site on 2nd October 2017.

The council has contracts with Willmott Dixon (WD), the principal contractors, and Pick Everard who are providing project management, quantity surveying and NEC Supervisor (largely relating to ensuring construction quality) roles.

The Overview and Scrutiny Committee has requested an update on the programme.

Progress

Since the last update to Overview and Scrutiny Committee in January 2017, the programme has completed its design phase. Designs were extended to incorporate the second new chapel and to reflect a Cabinet decision to build a new road outside the southern boundary of the current cemetery, which mourners will use to leave the new buildings.

Planning permissions have been granted by CBC, in relation to the new road and construction traffic route, and by Tewkesbury Borough within whose boundaries the new buildings are situated.

Willmott Dixon employed their engineering consultants, Hydrock, to evaluate the cremator market in the UK using an independent industry expert. Based on his findings, market leading suppliers were invited to submit tenders to WD. The tenders were assessed and the final selection was made following presentations to a team from WD, Hydrock and CBC, whose representatives were Garrie Dowling, Senior Property Surveyor and Rob Hainsworth, Bereavement Services Manager. Facultative Technologies (FT) emerged as the preferred choice, a result which pleased Rob Hainsworth, having received favourable reports about FT's reliability and customer service from the many of the crematorium managers he had spoken to during his research for the project.

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The design phase culminated in Willmott Dixon tendering the designs across its supply chain, enabling most pricing and timetabling elements to be confirmed. As anticipated, this led to a period of contract review during which we were able to negotiate and agree adjustments to the contract.

Following this review, the programme remains on budget (the amount agreed by Council in 2015 and the additional cost of the second chapel agreed by Council in 2017) and we are projecting a completion date in Spring 2019.

Preparations for beginning work on site took place throughout September and included a newsletter delivered to residents in the vicinity of the cemetery and notices placed at the main access points to the land affected. Our Bereavement Services Manager visited the residents most affected by the initial stages of the work and we continue to positively promote awareness of the work to the local community and to respond to concerns raised. Engagement with the media took place as construction began and resulted in excellent publicity for our programme.

Risks

As with any large and complex construction project risks inevitably remain and although many are now transferred to the contractor, we carry some significant risks which we cannot control. For example:

- There have been recent archaeological finds on parts of Priors Farm and whilst these have not yet affected us directly and we have already undertaken many surveys in the area, there is an ongoing watching brief on the construction of the new road. A major find would have a huge impact on our costs and timescales.
- There are several ecological issues in the area, notably the existence of a badger sett close to the route of the road. We need to conform to strict methods of working which protect the animals and complete works in the immediate vicinity of the sett within an ecological time window.
- Whilst we have undertaken several ground surveys, work on the main building area to the east of the current cemetery will not begin in earnest until the New Year and could uncover problems under the surface.
- Up to the time of writing we have been very fortunate with the weather, but of course, the winter period is only just beginning.

There are some other risks over which we have an element of control:

- A flood alleviation scheme is being developed by Gloucestershire County Council in the area with works planned on Priors Farm in the New Year. We are working with the County's project team to ensure that designs and working arrangements are compatible with the crematorium scheme and that we minimise the projects' combined impacts on recreation in the area.
- Whilst we have factored in internal resourcing costs to an extent, the pressure of other council-led projects is having a significant effect on staffing capacity and is the focus of continual monitoring.
- Some elements of the programme have not been fully detailed as yet, for example fixtures and fittings, and these remain subject to a level of price uncertainty.
- As with all programmes and projects, there is the potential for change to be introduced. Indeed, the programme team has already agreed several changes which will enhance the quality of the service. Inevitably though, change brings additional cost and the potential for delays. The programme has adopted a rigorous change management approach, with all changes identified and analysed before a decision is made to proceed (or not) by the core council team including the programme's Senior Responsible Officer (Mike Redman).

The programme has contingencies in place to deal with cost increases and time delays. A systematic monthly review is undertaken of risks, their likelihood, potential impact and the steps we are taking to mitigate. Where appropriate, a contingency sum is attached to each risk and the total

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contingency requirement across all risks is compared with the total contingency held in the budget. The programme's approach to risk has recently been audited by the South West Audit Partnership (SWAP) which has offered 'substantial assurance' – the highest level of assurance possible.

Nonetheless, some low likelihood, high impact risks have the potential to far exceed our contingencies if they materialise, an obvious example being a major archaeological find. Therefore, there remains a significant possibility that the programme may have to request additional funding from Cabinet or Council at some stage of the construction process.

Meanwhile, the existing cremators remain a source of serious concern due to their unreliable performance. Our maintenance engineers regularly service the equipment and carry out scheduled repairs as and when required, which is proving to be an expensive process. However, the staff are continually having to deal with the cremators' erratic performance and the need for unscheduled shutdowns for repairs. For example, we are currently experiencing a problem that has meant that one of the cremators has had to be taken out of action. This unscheduled work means the staff will have to work evenings and weekends in order to cope with all the appointments already booked. The staff of Bereavement Services are really looking forward to the new facility becoming available as soon as possible!

Plans

The current phase of construction involves the creation of a route for construction traffic across Prior's Farm and preparation for the permanent crematorium exit route.

It is expected that work on the buildings themselves will begin in the New Year, continuing throughout 2018 and into the following year, with a planned completion date in Spring 2019.

The programme continues to benefit from advice given by the Cabinet Member Working Group whose membership has experience of cemetery and crematorium matters dating back to the Overview and Scrutiny Committee's report on the installation of the current cremators.

The Programme Board is led by the Senior Responsible Officer, Mike Redman, Director of Environment and its membership includes Councillor Chris Coleman, Cabinet Member for Clean and Green Environment.

Members can view our website to keep up-to-date with progress as construction proceeds and view illustrations of the new buildings - <https://www.cheltenham.gov.uk/new-crem>.

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