



CHEL TENHAM

BOROUGH COUNCIL

Notice of a meeting of Overview & Scrutiny Committee

Monday, 12 January 2015
6.00 pm
Pittville Room - Municipal Offices

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

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

Agenda

1.	APOLOGIES Councillor Ryder	
2.	DECLARATIONS OF INTEREST	
3.	MINUTES OF THE LAST MEETING 03 November 2014	(Pages 1 - 8)
4.	PUBLIC AND MEMBER QUESTIONS, CALLS FOR ACTIONS AND PETITIONS	
5.	MATTERS REFERRED TO COMMITTEE	
6.	FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED Gloucestershire Health Community and Care O&S Committee (16 December) and Gloucestershire Economic Growth O&S Committee (18 December) – update from Councillor Clucas Police and Crime Panel (6 November) - update from Councillor Murch	
7.	CABINET BRIEFING An update from the Cabinet on key issues for Cabinet Members which may be of interest to Overview and Scrutiny and may inform the O&S workplan	(Pages 9 - 10)
8.	BUDGET RECOMMENDATIONS 2015-16	

		Report of the Budget Scrutiny Working Group – to follow	
9.		LGA PEER REVIEW Report of the Democratic Services Manager	(Pages 11 - 22)
10.		MEMBERS' ICT POLICY Report of the scrutiny task group chaired by Councillor Matt Babbage with a covering report prepared by the Democratic Services Manager	(Pages 23 - 40)
11.		PUBLIC ART PANEL SCRUTINY TASK GROUP Report of the scrutiny task group from Councillor John Payne with a covering report prepared by the Democratic Services Manager	(Pages 41 - 56)
12.		SCRUTINY OF PROJECTS Discussion paper by the Democracy Officer	(Pages 57 - 62)
13.		UPDATES FROM SCRUTINY TASK GROUPS	(Pages 63 - 64)
14.		REVIEW OF SCRUTINY WORKPLAN	(Pages 65 - 68)
15.		DATE OF NEXT MEETING 2 March 2015	

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Overview & Scrutiny Committee

Monday, 3rd November, 2014

6.00 - 8.25 pm

Attendees	
Councillors:	Tim Harman (Chair), Colin Hay (Vice-Chair), Nigel Britter, Chris Mason, Dan Murch, John Payne, Chris Ryder and Max Wilkinson
Also in attendance:	Councillor Steve Jordan (Leader of the Council), Councillor Jon Walklett (Cabinet Member Corporate Services), Fiona Warin (Green Space and Allotment Officer), Jeremy Williamson (Cheltenham Development Task Force) and Shirin Wotherspoon (One Legal)

Minutes

1. APOLOGIES

Councillor McCloskey had given her apologies.

2. DECLARATIONS OF INTEREST

No interests were declared.

3. MINUTES OF THE LAST MEETING

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

Upon a vote it was unanimously

RESOLVED that the minutes of the meeting held on the 8 September 2014 be agreed and signed as an accurate record.

4. PUBLIC AND MEMBER QUESTIONS, CALLS FOR ACTION AND PETIITONS

None were received.

5. MATTERS REFERRED TO COMMITTEE

No matters had been referred to the committee.

6. FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED

Councillor McCloskey had been unable to attend the meeting and as such had provided a written update (attached at Appendix 1).

The Chairman updated the committee on the recent meeting of the Gloucestershire County Scrutiny Group. The Chairman had attended this meeting, along with the Democratic Services Manager and all districts were represented except for Stroud, though admittedly they did not have a scrutiny committee. The group received a presentation from the County Council on the badger cull review. The review had focussed on the social and economic impact of the cull and those involved had recently been invited to London to

give a talk on the review to the Secretary of State. What had become apparent from the review of the districts was that each approached scrutiny differently, with Cotswolds having decided to merge Scrutiny and Audit Committee. The question of joint scrutiny by those involved in the 2020 project had been discussed and whilst each district was comfortable that this was being scrutinised locally, there was agreement that there was a need to come together to undertake joint scrutiny effectively.

Councillor Hay hoped that Stroud District Council were being invited to meetings of the group despite having alternative governance arrangements (no scrutiny committee), especially if councils were to undertake more joint working. He confirmed that the Gloucestershire Economic Growth Overview and Scrutiny Committee had held their first meeting and as Chairman of the committee, though Councillor Clucas was the representative for CBC, he felt that the meeting had gone well. Members were keen and the feeling was that they wanted to be a critical friend to the Local Enterprise Partnership. There was a lot of money in the county and members wanted to be assured that this was delivering for business in all areas and as such the committee would be scrutinising the growth deal. In terms of economic development at district level, this remained the responsibility of each district council.

7. CABINET BRIEFING

The Cabinet Member Corporate Services had been asked to attend and provide an update on two items scheduled on the forward plan; Information Security Policy (IPS) and revised Procurement Strategy. He started by explaining that the IPS had been created between this council and the shared service partner, Forest of Dean District Council and covered a multitude of things including; security passes, PSN compliance and the modern.gov app to name a few. This process had taken longer than initially anticipated and as such it was likely that this would be taken to Cabinet in December rather than November. The Procurement Strategy was periodically updated to reflect current regulations and legislation and this too would not be ready for the November Cabinet meeting, but would more likely be taken to the February or March meeting. The business case for GO Shared Services had identified significant savings in relation to banking charges and the Cabinet Member Corporate Services would soon be in a position to report some good news on this matter.

Members raised concerns that in an effort to achieve economies of scale and circumvent the OJEU rules, large scale contracts were being created, for which small local contractors were unable to bid. These members queried whether it was possible to create smaller scale contracts which would allow local contractors to bid for work and whether any research had been undertaken into the cost effectiveness of doing this. The Cabinet Member would raise these queries with the appropriate officer.

The Leader talked through a briefing which had been circulated as a supplement to the agenda and highlighted topics that might be of interest to O&S. He confirmed that the report of the Deprivation scrutiny task group had recently been considered by Cabinet and thanked those members, some of whom had since left the council, for their efforts. Work on the Cheltenham Economic Development Strategy would be undertaken by Athey Consulting and was due for completion by the end of the year, to fit in with the Cheltenham Plan programme which had recently been agreed. The Leader apologised that he

had been unable to attend the last meeting and as such missed the discussion regarding the company articles for Ubico. He confirmed that these had now been agreed to allow for other partner councils to join. With regard to the Member Observer status, it was for this council to decide whether it wanted to continue to have an observer at Board meetings and the suggestion was that this matter could be discussed further by the Leader, Cabinet Member Clean and Green Environment and the Chairman of O&S. The Leader queried whether an annual presentation to all members would be acceptable.

Councillor Hay voiced his disappointment at the decision not to appoint a politician as a Board Member. His feeling was that an elected member would be best placed to share public opinion at the Board level. He welcomed the suggestion of a public AGM.

A number of members felt that these discussions had reinforced the need to ensure that all members fully understood the various arrangements that were now in place, where powers lay, etc. It was proposed that a member session should be arranged which mapped out who had powers and where.

8. ALLOTMENTS SCRUTINY TASK GROUP

The Green Space and Allotment Officer had been invited to provide an update to the committee on progress against the recommendations of the scrutiny task group. For the benefit of new members, she explained that in 2011 the council was facing a massive increase to the waiting lists for allotments. The council had drawn up a strategy for the identification of land and following a mapping exercise, a large site at Weavers Field was identified. A number of observations, as to how and when the site was being used, were undertaken and with no more than four people using the site at any one time, it was felt that there was scope for the addition of allotments. This proposition proved very unpopular and gave rise to a number of questions regarding provision. A scrutiny task group was set up to look at a number of issues including, sites, turnover, waiting lists and legal issues. The report was taken to Cabinet in 2012 and an update was provided to O&S earlier this year. She then highlighted some of the progress against the recommendations as set out in the discussion paper.

The Green Space and Allotment Officer provided the following responses to member questions;

- Most allotment sites owned by CBC were statutory sites and as such permission from the Secretary of State would be required before these sites could be used for any other purpose. To her knowledge, no existing allotment sites were under threat.
- She was aware not aware of any enquiries having been made by any of the people that had expressed an interest in the proposed allotments at Priors Farm. She suggested that this was latent demand, had allotments been sited on their doorstep, as none of the 80 had applied for the Midwinter site.
- The infrastructure of all sites was improved in the recent past and as such there weren't many, if any, further improvements that could be made and as such, the decision had been taken to hold on to the £600k from the Midwinter sale, until new sites had been identified.

- Admittedly, sites created by developers were likely to be smaller than those created by the council, given that it was more cost effective for the council to create one larger site, than a number of smaller sites. This was not included in the policy as this was not strictly a preference of the council.
- There were not stand pipes to each plot and the taps were switched off over winter to avoid frozen pipes. Allotment holders were encouraged to collect rain water and funding had been secured to provide 150 water butts and guttering, though many allotment holders had their own arrangements in place.
- The Hayden Road site was the main site used by groups.
- Over the years the average age of allotment holders had reduced, as had the size of plot required by most. The council had adopted a flexible approach with regard to the size of plots being given, reducing plot sizes as required.
- There were currently just under 200 people on the waiting list, with all those in the North of Cheltenham having only applied this year. The issue, as had always been the case, was the South of Cheltenham. Turnover was very low and people tended to hold on for a specific site, with all but 2 people having been on the waiting list since 2009.
- The running cost of allotments was subsidised by council tax payers. Whilst the obligation to provide an allotment to people residing within a parish was with the parish council, the borough council did not refuse applications from people living within a parish. Supply and demand for the whole borough would be addressed in conjunction with the parish councils in the next allotment strategy.

Councillor Hay was aware that some people were under the misconception that unless land had the new protections, they would not be protected by the old. This was incorrect.

The Chairman thanked the Green Space and Allotment Officer for her attendance and the update that she had provided.

9. CHELTENHAM SPA RAILWAY STATION

Jeremy Williamson from the Cheltenham Development Task Force talked through some slides (Appendix 2) which he hoped members would find useful in explaining the current situation with regard to the Cheltenham Spa Railway Station and the vision for the future.

He explained that there had been no major upgrades to the station for some 60 years. The station had a restricted up and down, uni-directional two track layout; one track north, one track south and no way of crossing between. This restrictive layout caused major delays in the event of a train failure and meant that the entire network had to close for 7 minutes to allow terminating services to cross the line. As an indication of scale, there were 94 Cross Country train services daily and in addition to this, terminating services and freight trains and 1,812,624 passenger journeys were recorded in 2011/12.

The LEP Strategic economic Plan notes that there is: - Limited direct train services to London; High car dependence; High levels of commuting within the County. The formation of the Gloucestershire Local Transport Board created an

opportunity for third parties to identify and submit bids towards localised priorities and this resulted in the development of a bid with the following components:- two new platforms that would accommodate the future anticipated passenger growth and critically improve performance by separating terminating from through trains (They would also be designed to cater for the Intercity express trains to be introduced in 2017); a completely new hub layout with a proper bus interchange, cycle facilities and a 2 story car park (to help alleviate parking issues); new passenger facilities within a new concourse. Members were shown a virtual tour of what the changes would achieve, which he felt reflected upgrades which had been undertaken to a number of stations.

An initial bid for £3.3m of the anticipated £20m spend, was secured from the Gloucestershire Local Transport Board. However, Network Rail and First Great Western subsequently felt that the additional bay platforms could not be delivered within control period 5 (a railway operating financial structure) so this element was deleted and a new bid submitted. The revised bid for £1.95m of an estimated £10m spend was submitted and whilst it scored highly, only £1.1m was awarded initially and after further negotiation with GLTB this was raised to c£1.5m. The rail industry has secured funding from Access for All and the National Stations Improvement Programme and whilst it is hoped to be worth £2-3m, these sums had not yet been confirmed. A further bid had been made, with the support of Sustrans from the Department for Transport Cycle-Rail initiative, which would assist delivery of the connection of the Honeybourne Line southwards to Lansdown. This would immediately open up cycle connectivity to the south and an interface with the 10 minute X94 Stagecoach service. This would also align with another ambition/bidding process to create a 4 mile Cheltenham-Bishops Cleeve cycle route. The LEP Growth Fund round 2 (or top-up) recently called for projects so a bid was submitted for £10m to fund the bay platforms. This was never expected to be successful as it did not meet the delivery criteria in terms of timescale and it was inevitably unsuccessful, but it was felt important to note future potential, as an important County wide project; Cheltenham is by far the busiest station in the County. First Great Western would be awarded the franchise in the new year and this would hold their position for a further 3.5 years. The LTP3 was out for consultation and it was noted that it mentioned rail in great detail compared to earlier versions. The publication of the Western Route Survey also supported many of the ambitions for Cheltenham and actually acknowledged the capacity issue posed by Cheltenham., .

The proposals fruition would allow for door to door journeys, growth and ultimately, an improved customer experience.

Jeremy Williamson gave the following response to member questions;

- IEP trains formed part of the proposal for the wider Western network. These trains were longer, quieter and the engines were located underneath, which allowed for more passengers.
- The GLTB had devised a complex scoring system and the initial bid had ranked third. The amended bid was resubmitted and this was ranked at fifth. The assumption had been that this would secure the total sum of the bid (£1.95m) however, the GLTB announced that bids ranked at fourth, fifth and sixth would instead be given £1.1m each. After interventions and lobbying the offer was revised to £1.5m.

- The GLTB members include two County councillors, one LEP and one district council representative. The LEP member had abstained from the vote.
- Consideration was given to the relocation of the station at an early stage and was soon discounted. The land, to the North of Cheltenham, was not owned by Network Rail, had already been earmarked for development and was still outside of the town centre.
- He did not agree that the option being proposed would be more expensive as a result of the cut. By using the existing typography, it would be hidden by the cutting.

Asked if and how a scrutiny task group could support or benefit the process, Jeremy suggested that it could help form the boroughs formal response to the LTP3 and Western Route Study.

The Chairman thanked Jeremy for his attendance.

10. LGA PEER REVIEW

The Chairman introduced this discussion paper which summarised the feedback which had been received from the peer team (Appendix 3).

The Democracy Officer referred members to the letter from the LGA Peer Team which had been circulated as a supplement to the agenda and the action plan which had been circulated at the start of the meeting.

Action point 3; reflect how to use the considerable talents that members bring. Members of the committee felt that the actions as set out on the plan were appropriate and no further actions were required. They felt that it was sensible to approach members with skills or interests in a particular topic, however, asked that all members continue to be invited to participate in task groups. Members felt that lead members had a role to play in ensuring that all members got involved, rather than a small number being involved time and time again.

Members felt that they needed more time to consider their response to the other action points and would send their comments to the Democracy Officer in due course. This item would be scheduled for further consideration at the next meeting of the committee.

11. UPDATES FROM SCRUTINY TASK GROUPS

The Democracy Officer provided the following additional information in support of the summary which had been circulated with the agenda.

The Review of Public Art Governance – a workshop for the Public Arts Panel and lead members from the O&S Committee had been arranged for the 12 November.

Cheltenham Spa Railway Station – links to the LTP3 and Western Route Study documents had been sent by email to the members of the task group. An initial meeting would be arranged in due course, though some members had expressed a preference for undertaking the main body of work by email.

Cycling and Walking – the next meeting of the task group was scheduled for the 6 November, however, it was possible that this meeting would need to be cancelled if the co-opted members were no longer able to attend. Officers would contact members of the group ASAP.

Members ICT Policy – it was agreed that a group be established to look at the policy which had been drafted and set out what members could expect in terms of ICT provision and support and in turn, what was expected from members. A small number of members would be invited to participate and it was again suggested that this could be done by email, rather than arranging meetings.

12. REVIEW OF SCRUTINY WORKPLAN

The committee reviewed the latest version of the work plan, which had been circulated with the agenda.

The work plan would be updated as necessary following this meeting and this would include gateway reviews of ongoing major projects.

Members were reminded that they could access the document via the intranet.

13. DATE OF NEXT MEETING

The next meeting was scheduled for Monday 12 January 2015.

Tim Harman
Chairman

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Briefing for Overview and Scrutiny Committee – 12th January 2015

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

2020

At the December meeting, Cabinet agreed to the next stage of the 2020 vision project. This will include developing the detailed business case for which services would be included in the 2020 partnership and which wouldn't. So far members involvement in 2020 has been through seminars. However, Cabinet is keen to know how members wish to be involved going forward, both in overall 2020 partnership work and in commissioning and monitoring any specific services that are subsequently included in the partnership.

Ubico

The meeting between relevant members to discuss on-going scrutiny of Ubico will be scheduled towards the end of January.

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Information/Discussion Paper

Overview and Scrutiny Committee

12 January 2015

LGA Peer Review

1. Why has this come to scrutiny?

- 1.1 In September 2014 the council invited a peer challenge team led by LGA to visit the council for 3 days to provide an external 'health-check' of the organisation. The peer challenge team were asked specifically to look at the effectiveness of the council's governance arrangements and scrutiny.
- 1.2 In carrying out their review they spoke to members of the Cabinet, O&S, partners, service managers, the Executive Board and other officers so they got a cross section of views. They also examined documents relating to O&S such as the annual report and workplan.
- 1.3 The peer challenge team fed back their findings in a presentation to officers and members on 19 September 2014 at the end of their visit. They formally wrote to the council setting out their conclusions and officers produced a covering report and action plan to accompany the peer team letter. This went to the last meeting of O&S and Cabinet in November 2014 and the peer team feedback can be viewed via this link;
https://democracy.cheltenham.gov.uk/documents/s13860/2014_11_11_CAB_LGA_peer_reveiw_Appendix_2.pdf
- 1.4 Members of O&S wanted to consider the action plan in more detail at their next meeting and Cabinet resolved to request the O&S Committee to oversee the monitoring of the action plan which they had approved. Cabinet also resolved that the LGA be requested to undertake a follow up review in six months' time and LGA have already responded positively to this request.
- 1.5 The challenge team made a number of recommendations and although the council is not bound in any way to action them, they can provide a valuable external insight into how the workings of the council could be improved. The action plan sets out how the council plans to address the points raised. Good progress is already being made on progressing this action plan and an updated version is attached as Appendix 1.

2. Specific recommendations regarding the scrutiny process

- 2.1 Overall the peer group concluded that scrutiny was working well under the new arrangements and these were a good starting point for further improvements to the

scrutiny process.

- 2.2 They were impressed by the achievements to date by scrutiny task groups which were set out in the annual report.
- 2.3 They commended the arrangements whereby scrutiny was chaired by a member of the opposition. They also commented that the Cabinet Members seemed to have respect for the work of O&S.
- 2.4 One improvement area that they identified was in the area of the scrutiny workprogramme which they felt needed to be rationalised. They would encourage members to feed into the process and challenge themselves when devising the work programme as to whether scrutiny is the best route for resolving an issue. With limited resources they suggested there may be a need for scrutiny to focus on the high value areas.
- 2.5 Another improvement area was the involvement of overview and scrutiny on key projects and some proposals have been brought back to this meeting in a separate report.
- 2.6 One of the issues they picked up from officers was that scrutiny could be very demanding on officer time so the input needed from officers for any particular review needed to be taken note of at the workplanning stage.
- 2.7 They also recommended that the council needed to make more use of the skills of the members and engage a wider group of members into the scrutiny process. Democratic Services are in the process of drafting a Member Skills Audit and this is attached as Appendix 2 for comment.

3. Next Steps

- 3.1 The committee are asked to consider how they intend to monitor the action plan and at what frequency. They may also like to consider whether there are any actions or initiatives they want to take a closer look at where they may be able to bring about further improvements e.g. governance and decision making, project management etc.

Background Papers	Report to Cabinet 11 November 2014 and report to O&S 3 November 2014
Contact Officer	Rosalind Reeves, Democratic Services Manager Rosalind.reeves@cheltenham.gov.uk 01242 774937
Accountability	Cabinet Member Corporate Services Chair of Overview and Scrutiny
Scrutiny Function	O&S Committee

Cheltenham Borough Council

Corporate peer challenge – 16 to 19 September 2014

Action plan – update as at end of December 2014

Key suggestion and ideas for consideration	Management Comments	Proposed action/Update	Lead officer
Align strategies and plans in line with your new corporate plan and then effectively communicate to all	The corporate strategy for 2015/18 is currently being developed.	In developing the new corporate strategy ensure alignment to existing strategies and plans. Once strategy is drafted and approved ensure that it is communicated clearly to stakeholders and employees. Looking to develop linkages between corporate strategy and procurement strategy	Richard Gibson Strategy and engagement strategy.
Consider longer term financial planning, greater level of sensitivity analysis and scenario planning	The council currently produces a three year plan on the basis that it is hard to estimate beyond this period. Production of a plan for a longer period which could cut across several borough and general election periods would be significant work. However the proposal is an interesting one which will be considered.	Obtain copy of the MTFs produced by Sevenoaks DC to ascertain the level of detail and to talk to the finance team to ascertain how it is prepared. BTG group to consider how scenario plans and sensitivity analysis can be used on the strategy to ensure that options are fully tested and understood. Contact has been made with the Chief Finance Officer at Sevenoaks District council with a view to discussing their approach to longer term forecasting of the MTFs in early 2015.	Mark Sheldon Director of resources
Reflect how to use the considerable talents that members bring	There is a wealth of talent within the member pool and they bring a range of skills and	Ask members to complete an audit of skills Cabinet to use this when setting up working	Rosalind Reeves Democratic

	<p>knowledge. Members are engaged in working groups both cabinet and scrutiny. Overview and scrutiny committee to consider what actions they feel are appropriate.</p>	<p>groups. Cabinet and managers to consider how members could be engaged on an informal basis through workshops to help support policy development Democratic Services have drafted a member skills questionnaire and are planning to pilot it with some members in the New Year.</p>	<p>services manager</p>
<p>Consider how scrutiny might reappraise its work programme with particular reference to the opportunity to play a part in scrutinising the progress of critical projects</p>	<p>The committee are considering the report at their meeting on 3 November and will consider the proposal</p>	<p>Discussions have taken place between officers from Democratic Services and the Business Development team and a report is being brought back to O&S in January on how O&S might get more involved in key projects.</p>	<p>Rosalind Reeves Democratic services manager</p>
<p>Clarify and communicate the purposes, accountabilities and key personnel for your range of delivery vehicles</p>	<p>This had already been identified by members and managers are taking steps to ensure that members are aware of the roles and accountabilities.</p>	<p>Appropriate member seminars and through useful information leaflets. A revised structure chart is being prepared by Democratic Services at the request of Members.</p>	<p>Pat Pratley Deputy CEX</p>
<p>Consider a fundamental review of project management, risk management and procurement</p>	<p>There have been reviews undertaken on both the AG&M project and the cemetery and crematorium – both of which provide useful lessons learnt as to whether it is the process, culture or application. The peer review team are right to suggest that given the direction of travel it is important to ensure that our risk management, procurement and project management processes are able to support the pace of change.</p>	<p>SLT/SM to have a session considering the lessons learnt from both the cemetery and crematorium project and the AG&M project and consider what lessons learnt mean for existing processes. Risk management training is already planned for all managers at the end of October. Consideration should be given to separate risk sub groups for key programmes and projects. 20 officers attended the risk management training in October 2014.</p>	<p>Mark Sheldon Director of resources</p>

		The Deputy Chief Executive, Director of Resources and the council's Business Development Manager have met with Gloucestershire County council to discuss their approach to project management with a view to sharing knowledge and experience and the potential for an officer workshop.	
Reassess how you manage the interface between priorities and capacity	The senior leadership team undertake a resource management process which reviews capacity and priorities. Given the pace of change and the reduction in capacity within the organisation it is agreed that it is important to undertake a review of our approach.	Reassess the approach to resource management to ensure that it is appropriate. The review to be aligned to the development of the new corporate strategy and to be in place by 31 March 2015. Work is underway to complete a resource review of the emerging corporate strategy. Ken Dale is also undertaking a review of the current resource management process with regard to major projects.	Ken Dale Business improvement manager
Consider ways to engage and consult more widely the public and customer through consultation	Consultation is undertaken on specific issues rather than a blanket approach on all services. This has been found to be more effective as it targets specific issues and is a more cost effective way of engaging with the public.	As part of the development of the corporate strategy for 2015/18 undertake a consultation exercise to ensure that there is wider engagement on the strategic direction of travel for the council. Residents' forum meeting for January to coincide with the budget consultation	Richard Gibson Strategy and engagement strategy.
Consider a staff survey and keep focus on staff morale through change	GO shared services have recently appointed a new head of HR. This will be discussed with her as to how best this could be achieved in an effective and meaningful way. Employees do have the ability to post comments on the intranet and this is a useful way of testing opinion on specific matters.	Employee sessions to be held in November and the idea of regular staff surveys or other means of engagement to be tested out with them at these sessions. Employee's sessions completed in November/December with a presentation from the Chief Executive on 2020 Vision and	Andrew North Chief Executive

		<p>REST and separate sessions on commitments and the new appraisal process where staff were encouraged to give their views.</p> <p>The council will be undertaking an employee engagement survey in the new year</p>	
Keep your IT requirements and plans front and centre	<p>Since the peer review was undertaken further work has been undertaken on the infrastructure of the network which has helped to stabilise the current systems.</p> <p>Support has been provided through our GO partners to assist the shared service in helping to improve the current infrastructure.</p>	<p>IT Business relationship manager post created for period of six months to support the shared service with service redesign and transformation.</p> <p>Rachel McKinnon seconded to this post till May 2015.</p> <p>The ICT restructure has been agreed and is now being implemented.</p> <p>More regular updates to users are being issued</p> <p>Infrastructure upgrades to stabilize the system has taken place with a major upgrade of the network planned for early 2015.</p> <p>Regular updates to SLT on progress</p>	Mark Sheldon Director of resources

Key messages from staff focus group	Management comments	Proposed action	Lead officer
Greater visibility of the senior team	As there are now fewer direct employees nearly all of which are based in the municipal offices this will be easier to manage	Employee sessions to be held in November and exec board to test out with employees as to what they want via visibility Employee sessions held in November/December 2014	Andrew North Chief Executive
Ensuring appraisals are effective and	Appraisal process has been updated. Session	Employee focus group to be set up to	Pat Pratley

make a difference to staff	held with service managers to get feedback on the process	ascertain how the process worked this year and what other improvements are required. Employee engagement on the revised appraisal process has been obtained through the November/December Cheltenham Futures employee sessions. Feedback is being collated and will be reviewed in the new year.	Deputy Chief Executive
Promote more effective working with members	Member/officer relationships are key to a successful organisation.	Training sessions have already been organised for employees on report writing, O&S and working with members Good feedback was received on the 6 sessions that were run for officers in October/December and some members attended as well.	Rosalind Reeves Democratic services manager
Develop a communication plan for change (you said...we did)	There is already the Cheltenham Futures programme which has a communication strand, and work is ongoing to develop an engagement and communication plan for 2020 Vision	Develop appropriate communication strategies for key change programmes	Pat Pratley Deputy Chief Executive

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Name:

The recent LGA peer review commented that there is a wealth of talent within the member pool, with a range of skills and knowledge and that the council should reflect how to use these considerable talents that our members bring.

DSU have therefore compiled the simple questionnaire below to try and audit this wealth of talent and to be able to use it for the benefit of the council. It will also help us to identify any training and development needs. We would therefore be most grateful if you could spare 5 minutes to complete and return to:

DSU, Room 128, Municipal Offices.

Please tick in the box most relevant to you.

Skills	<i>I have good skills and knowledge in this area that I could use to contribute to council work</i>	<i>I would welcome the opportunity to develop my skills and knowledge in this area by being involved in suitable events / working groups</i>	<i>I have little or no experience in this field</i>
Communication			
Public speaking & presenting			
Dealing with the media			
Negotiation			
Use of social media to engage more effectively with communities			
Organising people/events			
Chairing / Facilitating			
Working with the local community to resolve local issues			
Organising and running community events			

Name:

Skills	<i>I have good skills and knowledge in this area that I could use to contribute to council work</i>	<i>I would welcome the opportunity to develop my skills and knowledge in this area by being involved in suitable events / working groups</i>	<i>I have little or no experience in this field</i>
Business & partnerships			
Marketing & Business Development			
Strategic planning & vision			
Managing change			
Partnership working			
Engagement with the voluntary sector			
Procurement			
Health & safety			
Risk assessment and management			
Preparing a business case			
Commissioning services			
Scrutiny and monitoring performance			
Using IT			
Using Ipads, twitter, huddle etc			
Managing emails & word processing			
Creating presentations – powerpoint			
Using spreadsheets - excel			
Desk top publishing			
Finance			
Investment management and planning			
Budget setting & monitoring			
Corporate governance			

Name:

Skills	<i>I have good skills and knowledge in this area that I could use to contribute to council work</i>	<i>I would welcome the opportunity to develop my skills and knowledge in this area by being involved in suitable events / working groups</i>	<i>I have little or no experience in this field</i>
People management			
Motivating and getting best out of people			
Disciplinary procedures			
Recruitment and interview skills			
Mediation			
Giving feedback			
Influencing & persuasion			
Projects			
Experience of working on a project			
Project sponsorship			
Any other skills you have that don't feature on this list.			

Topics of Interest	<i>I have an interest in this topic</i>	<i>I have specialist knowledge on this topic</i>	<i>I have little or no interest in this field</i>
ICT			
Finance and Audit			
Environmental/sustainability issues			
Health & wellbeing			
Sport and leisure			

Name:

Topics of Interest	<i>I have an interest in this topic</i>	<i>I have specialist knowledge on this topic</i>	<i>I have little or no interest in this field</i>
The arts			
Entertainments/tourism			
Crime and disorder			
Economy and business			
Regeneration			
Strategy and business planning			
Media and communications			
Transport issues			
Regional and local planning			
European / international issues			
Democratic Engagement			
Training and Development			
Youth issues			
Other interests?			

**Cheltenham Borough Council
Overview & Scrutiny Committee**

12 January 2015

**Scrutiny Task Group Review – Members ICT
Covering Report**

Accountable member	Councillor Matt Babbage, Chair of Scrutiny Task Group
Accountable officer	Rosalind Reeves, Democratic Services Manager
Executive summary	At its meeting on 3 November 2014 Overview & Scrutiny Committee commenced a review of Members ICT. A Scrutiny Task Group was set up and the findings and recommendations of that Group are set out in detail in the attached Scrutiny Task Group Report.
Recommendations	<p>That Committee endorses the recommendations set out in the Scrutiny Task Group Report and recommends to Cabinet that:</p> <ol style="list-style-type: none"> 1. the Members’ ICT Policy is endorsed and publicised to all Members, thereby demonstrating Cabinet’s support for the move to paperless meetings 2. the recommendations in respect of Members signing up to the policy before accepting a council iPad (including the retrospective requirements) should be implemented by Democratic Services Manager, 3. the recommendation regarding encouraging Members to participate in training and development designed to enhance their use of ICT equipment and applications provided is taken forward by the Cabinet Member Corporate Services in liaison with ICT and Democratic Services, 4. the recommendation regarding Members’ ICT provision being kept under review in order to take advantage of new developments in technology is taken forward by the Cabinet Member Corporate Services in liaison with ICT and Democratic Services.

Financial implications	<p>The financial implications of the review are included in the attached report. There is a clear business case moving from paper copy for accessing committee papers to using iPads. If Members embrace the change, there could be printing savings in excess of £4,000 per annum.</p> <p>Contact officer: Mark Sheldon, mark.sheldon@cheltenham.gov.uk, 01242 264123</p>
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Legal implications	No legal implications arising from the recommendations. Contact officer: sarah.halliwell@teWKesbury.gov.uk, 01684 272692
HR implications (including learning and organisational development)	No HR implications arising directly from this report Contact officer: Julie McCarthy, HR Manager julie.mccarthy@cheltenham.gov.uk
Key risks	As set out in the report
Corporate and Community Plan implications	
Environmental and climate change implications	The move to paperless meetings delivers a financial saving on paper, but the environmental benefit is less clear since it is influenced by sourcing, manufacturing processes and energy use. Gill Morris, Client officer, gill.morris@cheltenham.gov.uk Tel: 01242 264229
Property/Asset Implications	The use of iPads in meetings will be reliant on Wi-Fi facilities being available in the meeting rooms.

1. Background

1.1 As set out in the report

2. Reasons for recommendations

2.1 The Overview and Scrutiny Committee were requested to set up a scrutiny task group to review the Members ICT policy and the business case for iPads.

3. Alternative options considered

3.1 There are a number of options to Members and the council and these are set out in the report.

4. Consultation and feedback

4.1 The Cabinet Member Corporate Services was involved in the review and Members views on ICT support has been sought.

5. Performance management –monitoring and review

5.1 The roll out of Members ICT will continue to be monitored by Democratic Services in liaison with ICT.

Report author	Contact officer: Rosalind Reeves, Democratic Services Manager, Rosalind.reeves@cheltenham.gov.uk, 01242 77 4937
Appendices	<ol style="list-style-type: none">1. Risk Assessment2. Task Group report
Background information	None

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
	If Members do not support the move to paperless meetings then the printing savings will not be achieved and the business case for the iPads will not be realised.	Rosalind Reeves	1/12/2014	3	3	9	Reduce	Get Cabinet support for the initiative via the Members ICT policy Get Members to sign an agreement before accepting the iPad.		RR	
	If Members are not clear on what ICT support is available they may not have the tools they require to support them in their role.	Rosalind Reeves		2	2	4	Accept	Continue to communicate to new and existing Members and offer training		RR	
Explanatory notes											
<p>Impact – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical)</p> <p>Likelihood – how likely is it that the risk will occur on a scale of 1-6 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability)</p> <p>Control - Either: Reduce / Accept / Transfer to 3rd party / Close</p>											



SCRUTINY TASK GROUP REPORT

MEMBERS' ICT REVIEW

DECEMBER 2014

1. INTRODUCTION

- 1.1 Members' ICT has come a long way since the early 2000s when council first applied for e government funding to enable the authority to issue laptops to its Members. ICT is now a part of all our lives and the council is keen to develop its use of ICT to enhance the effectiveness of both its staff and Members. It also aims to provide the public with improved facilities for accessing council services, inputting to the the democratic process and communicating with their elected representatives.
- 1.2 Details of the ICT services provided to Members and the expectation of Members in terms of its use, has always been covered in the Members induction pack and ICT training following their election. This has been extended to cover the use of remote access via Citrix and included the roll-out of iPads following the elections in May 2014.
- 1.3 As the iPad pilot progressed, it became clear that a document was needed which would set out clearly what was being provided for Members in terms of ICT and the expectation of them, particularly with regard to the loan of a council iPad and the move to paperless meetings.
- 1.4 The Democratic Services Manager worked with ICT, the Director of Resources and the Cabinet Member, Corporate Services, Councillor Jon Walklett, to produce a draft Members' ICT policy. In order to gain Members' support for the policy it was suggested that this could be reviewed by overview and scrutiny and this would also provide an opportunity for the business case for the iPad roll out to be scrutinised.
- 1.5 A scrutiny task group was initiated by the Overview and Scrutiny Committee at their meeting on 3 November 2014 for this purpose.
- 1.6 This report sets out the findings and recommendations arising from the scrutiny review by the scrutiny task group.

2. MEMBERSHIP AND TERMS OF REFERENCE

- 2.1 Membership of the task group:-

- Councillor Matt Babbage (Chair)
- Councillor Max Wilkinson
- Councillor John Payne
- Councillor Dan Murch
- Councillor Chris Mason

2.2 **Terms of reference agreed at our first meeting**

- To review the Members' ICT policy
- To scrutinise the business case for iPads
- To make recommendations to Cabinet as appropriate via the O&S Committee

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

3.1 The task group met on one occasion when we reviewed the draft policy and the business case for iPads. The officers involved are listed below and we thank them for their support.

- Rosalind Reeves, Democratic Services Manager, facilitator for the task group supported by Tess Beck, Democracy Assistant
- Mark Sheldon, Director of Resources and sponsor of the policy
- Dan Hares ICT

3.2 We would also thank the Cabinet Member Councillor Walklett for his contribution to our meeting and subsequent comments on our report.

4. **OUR FINDINGS**

The Members' ICT Policy

4.1 The task group were fully supportive of the draft policy that was made available to us at our meeting. We felt it provided clarity on the ICT provision for Members and made it clear what was expected of Members in their use of ICT. We also welcomed the introduction of a signed agreement to support the issue of a council iPad.

4.2 The task group were aware that there had been some issues arising from the pilot roll out of council iPads with some Members still expecting paper copies. We asked for the policy to be strengthened in this respect so it is absolutely clear that Members accepting a council iPad should not ask for copies of papers which had been circulated electronically. We acknowledge that this will be a difficult adjustment to make for some Members but without this the business case is not sustainable. For this reason it is important we support all Member through the change.

4.3 With this amendment the revised Members' ICT policy is attached as appendix 1 to this report and we recommend that it is adopted.

Use of Modern.gov for viewing agendas and papers

- 4.4 The Members ICT policy covers the use of the modern.gov app which is essential for reviewing the agendas for papers and meetings and hence enables the move to more paperless meetings. The members of the scrutiny task group had been using this app for some time and our experience is that it is a very powerful tool enabling Members to review and annotate papers in a similar way that they would have done with a paper copy.
- 4.5 We do acknowledge that it needs a certain amount of investment of an individual's time to familiarise themselves with the new tool and to adjust to this new method of working. We commended the training that has been provided by ICT and Democratic Services to assist with this and we want to encourage all Members to avail themselves of this training. This will enable them to be fully aware of the functionality of their iPad and the modern.gov app and how it can support them in their work.
- 4.6 The scrutiny task group also noted that currently Members could not access task group and working group meetings via the modern.gov app and these could only be made available electronically via the circulation of agenda packs via e-mail. We were advised by officers that these could be available to Members in the future on their iPad via the intranet and this facility can be made available to Members if they are accessing the council network via Citrix.

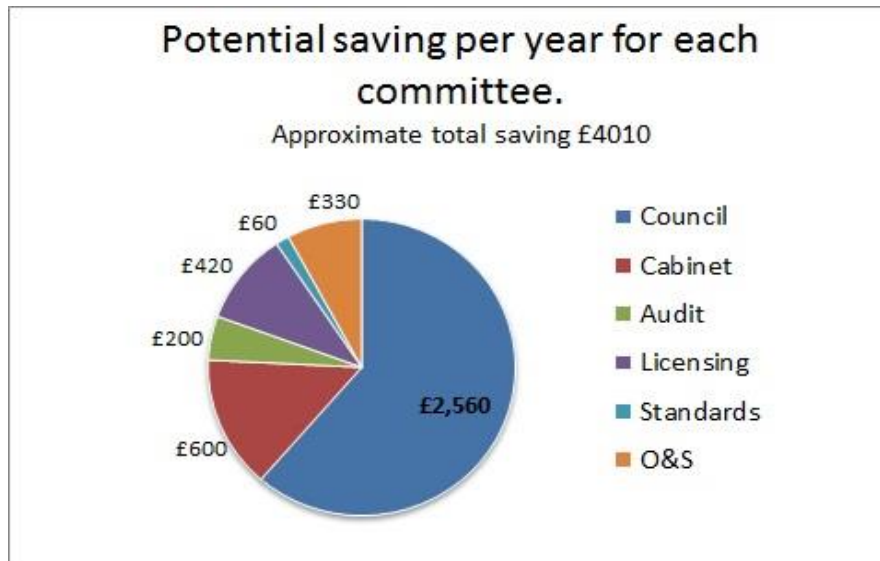
The iPad Business case

- 4.7 The scrutiny task group reviewed the business case for the roll-out of council iPads. This was quite straightforward and in summary the outlay of the cost in purchasing the council iPads is balanced by the savings in printing costs. The details are as follows:
- 4.8 The current cost of an iPad with the software is about £400 (with no 3G connectivity i.e. needs WiFi to connect to the internet) and has an expected life span of 3-4 years

On that basis the revenue cost of iPads on a rolling 3-4 year life cycle would be the cost of replacing an lpad for each member every 3.5 years on a rolling 4 year program
i.e. £400 every 3.5 years/3.5 * 40 Members per annum = £4570 per year.

With some contingency for lost or stolen equipment the replacement budget would need to be in the order of £5000 in the Democratic Services budget. It is assumed that any licensing costs would be picked up by ICT which has been the current practice.

4.9 An approximation of the number of sets of committee papers printed per annum can be estimated by looking at the number of Members and meetings for each of our main committees. It is difficult to assess the exact cost of printing committee papers as a lot of printing is done in-house and it is not directly itemised in the budget. However the potential savings from external off site printing across Council and its committees administered by Democratic Services is in the order of £4000.



4.10 These figures demonstrate a simple break-even point and if all Members were to receive electronic copies of committee papers there would be scope for achieving a saving in excess of £4000 per annum which would be sufficient to cover the costs of the iPad maintenance budget required. All of these committee papers could be viewed via the Modern.gov app.

4.11 These figures do not include the cost of printing Planning Committee papers. Currently this is done by Planning Administration rather than Democratic Services and they do all the printing in house rather than send them off site. This would be a lot cheaper than the off-site printing but involves more staff effort. They estimate that they do about 25 copies of papers each month with an average of 160 sides of printing. Initial discussions have been held with the service manager responsible for planning and they are committed to reviewing the situation in 2015.

4.12 The case for iPads is further enhanced when you consider the non-financial benefits:

- Ease of access to emails without having to log into Citrix, which improves Members' communication with both colleagues, officers and constituents
- Access to other applications approved by the council to support Members in their work
- Ability to save annotations and ease of navigation within the modern.gov app

- 4.13 It should be noted that paper copies would still need to be printed for the public, external representatives and officers attending the meeting. Currently there are no facilities for viewing confidential papers on the iPad so these would continue to be printed on pink paper hard copy. There is a modern.gov app available which will enable Members to view restricted papers on their iPad but this currently has a cost of £6,000 per annum whereas the modern.gov app to view public papers is available free to any councillor or member of the public. We would suggest this is looked at again so see if the price can be negotiated.

Future development

- 4.14 Technology never stands still so the task group identified the need for officers to keep abreast of new developments which could further support Members in their work and roll these out as appropriate.

5. CONSULTATION

- 5.1 During the course of this review we have consulted with officers involved in this issue. The Cabinet Member Corporate Services attended our meeting and had the opportunity to review our draft report.

6. RECOMMENDATIONS

- 6.1 Taking all our findings into consideration, the task group agreed a number of recommendations, namely that
- i. **The Members' ICT Policy is endorsed by Cabinet and publicised to all Members, thereby supporting the move to paperless meetings**
 - ii. **Members are required to sign up to the policy before accepting a council iPad and all Members currently in possession of one should be asked to sign up retrospectively to demonstrate their commitment to go paperless**
 - iii. **Members are encouraged to participate in training and development designed to enhance their use of ICT equipment and applications provided**
 - iv. **Members' ICT provision is kept under review in order to take advantage of new developments in technology**

7. PROGRESSING THE SCRUTINY RECOMMENDATIONS

- 7.1 The scrutiny task group acknowledged that the roll-out of Members' iPads had been temporarily halted whilst this review of the policy took place. We were conscious that the timing of this review meant that our recommendations would not go to O&S until the meeting on 12 January 2015 and Cabinet in February 2015. We did not wish the roll-out to be delayed until then. Therefore we indicated to the Cabinet Member that we would be supportive of the rollout continuing, but it should be emphasised to Members that when accepting an iPad they were committing to go paperless and they would be asked to retrospectively sign up to the policy once it has been agreed by Cabinet in February.

7.2 In conclusion the task group were confident that we had met our terms of reference are and we commend our recommendations to the Overview and Scrutiny Committee.

Report author	Councillor Matt Babbage, Chair of the scrutiny task group Contact officer: Rosalind Reeves, Democratic Services Manager, Rosalind.reeves@cheltenham.gov.uk, 01242 77 4937
Appendices	1. The Members' ICT Policy
Background information	1. None

MEMBERS ICT POLICY DRAFT

1. Introduction

1.1 The objective of Members ICT provision is:

- To maximise the effectiveness of Members in their role
- To enhance communications between Members, officers, partners and members of the public

1.2 Electronic communication is an essential part of the Member's role as a Councillor. It will be used to inform them of important information such as dates of meetings, Member briefings, training events and notification of minutes and agendas and there will be an assumption that Members will look at their accounts on a regular basis, preferably daily. Their council e-mail address will be made publicly available and members of the public may contact them via this means and would expect a prompt acknowledgement and timely response.

1.3 With the increasing use and access to mobile devices and the focus on reducing costs and protecting the environment, there will be an expectation that Members will view committee agendas and reports on line rather than require expensive printed hard copies. To this aim, the council is offering Members the loan of a council iPad or facilities to use their own iPad if they prefer.

2. The Objectives of the Members ICT Policy

- To ensure a common understanding of what facilities are provided by the Council and what is expected to be provided by the Member
- To ensure Members are clear on the expectations of themselves in their usage of ICT particularly with regard to data security
- To ensure members are clear on their commitment to moving towards paperless meetings if they accept a council iPad or use their own.
- To ensure Members are clear on what they can expect in terms of skills and training and where they can go to for support.

3. ICT Provision

3.1 The council will provide Members with the following ICT facilities:

- A logon access to the council network (upon completion of an Acceptable Use Policy form – this will be included in the ICT induction)
- A Cheltenham Borough Council e-mail account
- Access to the council's intranet (access to the Internet would be provided by the Member's own Internet provider - e.g. BT)
- Access to personal storage and shared areas as appropriate
- ICT's current version of Microsoft applications – which includes Word, Excel and PowerPoint
- Computers and printers available in the Members room and the political group rooms where Members can log on to the council network

- Use of other printers at the Municipal Offices for photocopying and printing from the network
- The loan of a council iPad OR the ability to have access to a council email account via a personal iPad or iPhone (providing it has the appropriate encryption facilities) and provision of the modern.gov app for reading committee papers.
- Wifi facilities available at the Municipal Offices for Members using their council iPad or their own equipment
- A facility for providing remote access to the council network via Members' own ICT equipment
- Each Member will be issued with their own personal ID pass giving access to the Municipal Offices and the Members Room.
- Access to the ICT Service Desk facility to assist Members with any issues associated with the above facilities
- Training and development to support Members in their use of the above facilities

3.2 It is assumed that members will have their own:

- Laptop, PC or other equipment suitable for home working (see the **Equipment minimum specification** section in Appendix 1)
- Printer (must be AirPrint enabled if they want to print directly from an iPad)
- Internet provider
- A broadband connection (2 MB as a minimum preferred) to support the remote access if required
- Paper, toner and other consumables required in use of the above (this is covered by the Members basic allowance)
- Facilities for resolving any issues with the Member's own equipment or service provider as this would not be the responsibility of the ICT Service Desk.

4. Information and Data Security

4.1 Before using any of these facilities, Members are required to attend an induction session which also covers the council's Information Security policy

4.2 The Data Protection/ ICT Security presentation can be found here along with links to the relevant security policies:

<http://intranet.glosdistricts.org/InformationSecurity/Default.aspx>

5. Use of iPads

5.1 Loan of a Council iPad

Any member can request the loan of a council iPad provided they are prepared to undertake to move to receiving committee papers electronically and sign up to the iPad agreement attached as Appendix 2 to this policy. This is essential as the business case for purchasing iPads from the Democratic Services budget depends on the savings made by reducing printed copies of committee papers. The expectation is that all committee papers will be circulated electronically as soon as possible. Members with a council iPad will not be expected to ask for paper copies of documents that have already been made available to them electronically.

5.2 The iPad will remain the property of the council and will be registered to the council so there will be restrictions on what Members can access and the applications that can be made available. It will be set up with a range of applications and settings relevant to the councillor role and these will include:

- access to council emails with 500MB of storage
- access to the council's intranet (though this is still under development)
- modern.gov committee app
- twitter
- basic Microsoft office read-only facilities as they become available

5.3 All appropriate licenses will be provided by ICT.

5.4 Requests for any additional applications may be submitted to ICT via Democratic Services and a valid business case needs to be made. For this reason some members may prefer to use their own equipment where there are no such restrictions.

5.5 Microsoft office is available on the council iPads which will enable Members to open and read Word and Excel attachments on their iPad but not edit them. The editing of these documents would require ICT to buy Microsoft 365. This is currently being investigated with plans to roll out at some future point. This policy will be updated as new facilities become available.

5.6 Training on using the iPad will be available from ICT on basic facilities and from Democratic Services on the modern.gov app.

5.7 Members will be responsible for the safekeeping of any council equipment issued to them and expected to treat it with appropriate care to avoid it being damaged or stolen. A case will be provided when the iPad is first supplied. Any damage or stolen equipment must be reported to the ICT Service Desk immediately so that any security wipes can be initiated.

5.8 Accessing Council emails via your own iPad or iPhone

Members requiring this facility will be able to bring their iPad or iPhone to ICT when officers from ICT will be available to help enable this. The license for this facility will be paid for by ICT.

5.9 It is a personal choice whether Members opt to use their own equipment and they will need to weigh up the advantages for themselves. Using their own equipment they will have no restrictions on the apps they choose to load onto their iPad or phone and they can buy the equipment that will suit all their requirements. e.g. the council would provide a basic model suitable for use on council business but the individual may wish to purchase equipment with a higher specification for playing games or watching films for example. Technology is also moving so quickly that buying their own equipment enables Members to upgrade their equipment more regularly than the three to four-year lifespan the council plans for. Members using their own iPad or iPhone will have to use a secure password every time they log on as would any Member using their council iPad.

5.10 iPads and iPhones have the security chip necessary for accessing secure Cheltenham Borough Council services via Airwatch. Android devices will need to have

the KNOX or KNOX2 encryption chip to be compatible. If in doubt, please consult the ICT Service Desk.

5.11 Members who already have their own iPad set up for secure access to Gloucestershire County Council email via Good, will not be able to use that same iPad to access Cheltenham Borough Council secured services via Airwatch. We would recommend the use of a Cheltenham Borough Council iPad in this case.

6. Accessing ICT facilities from a Member's home computer

Access to the facilities listed above can be provided to Members via an application ('Citrix') and ICT will advise Members on how to install this on their home equipment. (ICT may need to log on to the Member's PC remotely in order to facilitate this if there are any problems.) This application will allow the Member to gain access to the council's infrastructure, and in order to do this they will require a remote access token and licence, which will be paid for and provided by ICT.

7. ICT facilities available via the network

Email

ICT requires Members to use a Cheltenham Borough Council email address as it offers protection against spam emails and viruses and is supported by the ICT Service Desk. Members are expected to check it regularly. The email address takes the following format: cllr.firstname.lastname@cheltenham.gov.uk.

Due to security restrictions imposed by the Cabinet Office as part of the council's Public Service Network requirements, ICT will not allow Members to have any automatic diverts on their council emails to a private email address.

Microsoft Office Suite:

Microsoft Word – word processing
Microsoft Excel – spreadsheets
Microsoft PowerPoint – presentations
Microsoft Outlook – email, calendar, contacts, tasks

Internet – World Wide Web and access to modern.gov

Individual file storage area – U drive

Intranet – CBC internal web pages which includes access to:

- Staff directory – Includes contact details for all staff and councillors.
- Online forms, including a travel claim form and hospitality declaration.
- Access to modern.gov for facilities not available on the public version of the system via the internet e.g working group meeting agendas and reports
- The organisation structure
- Latest news and information

Council website addresses:

Cheltenham Borough Council	www.cheltenham.gov.uk
Arts & Crafts Museum website	www.artsandcrafts.org.uk
Art Gallery & Museum website	www.cheltenhammuseum.org.uk
Tourism website	www.visitcheltenham.gov.uk
Cheltenham Festivals website	www.cheltenhamfestivals.co.uk
Cheltenham Trust website	to be advised

8. Use of modern.gov

8.1 Modern.gov provides electronic delivery of democratic information including councillor details/activities and meetings as well as the Council's Constitution.

8.2 This system is the engine room of the democratic process. It speeds up the procedure for compiling agendas, reports and minutes and makes it easier for all Members of the Council, staff and members of the public to access such documents and information about the Council and its Committees.

8.3 The system is open for use by all and can be accessed through the Council's internet site. <http://www.cheltenham.gov.uk/> (councillors, meetings and decisions).

8.4 Training sessions are available to provide Members with an understanding of the key modern.gov features and this will be covered in the ICT induction session for new Members. This will cover how to gain access to reports, agendas, minutes and the forward plan, access registers of interests and view and download meeting calendars.

8.5 The Modern.gov app

This app can be downloaded free of charge from the modern.gov pages on the Council's website. It provides the facility for agendas and minutes for selected committees to be automatically downloaded to the user's iPad. Facilities will then enable the user to annotate the document with their comments and highlight any areas just as they would do with a hard copy set of papers.

8.6 Full training will be provided by Democratic services so that Members can be confident in going paperless to all meetings.

8.7 A modern.gov app is also available to purchase which will allow the user to access confidential papers which are not available on the free app. Currently pink papers will continue to be distributed in hard copy or by secure e-mail although this will be kept under review particularly if the price of the app was to come down.

8.8 For the time being Planning Committee papers will continue to be circulated hard copy due to the additional level of complexity for Planning and the large number of additional papers circulated but this will be reviewed in the early part of 2015.

9. Support & Training

9.1 ICT services are provided by a Shared service arrangement between Forest of Dean and Cheltenham Borough Council.

9.2 More information is available on ICT Training is available here:
<http://intranet.glosdistricts.org/Training/Default.aspx>

9.3 Ongoing support to councillors is offered by the ICT Service Desk, which is the first point of contact for any queries, training requests or problems that may be encountered.

10. ICT Services

The Service Desk is open Monday to Friday from 8.30 am to 5 pm on 01242 775000.

10.1 New Members will be provided with a network log on within 1 week of their election. This will allow access to council e-mails. ICT will aim to establish Members' remote working capability within 2 weeks of their election either by providing a council loaned iPad and/or a Citrix token.

10.2 Before using any of these facilities, councillors are required to attend an induction session which also covers the council's Information Security policy.

10.3 Members requiring the facility to receive council emails on their iPad or phone will be able to bring their iPad or iPhone to the Members Open Day or to one of the ICT training sessions and officers from ICT will be available to help enable this facility. This is the quickest way for new Members to be up and running with their council emails as soon as possible after the elections. If Members are coming in specifically about an iPad issue, they are advised to phone ahead to check if someone familiar with iPad support is available to assist.

Appendix 1 - Equipment minimum specification

The 'Citrix' application requires the following minimum specification for laptops and PCs:

- Windows Vista or later, (Windows 7 or above preferred).
- 1.5Ghz Processor
- 1GB RAM
- IE9 or above
- 2Mb Broadband/ADSL connection

If you wish to use your own device it must have the following:

- Apple - iOS 4.3 or later
- Android – KNOX or KNOX2 encryption chip

Vodafone and Orange discounts

Vodafone discounts of up to 20% off price plans are available for Elected Members, council employees, friends and family members. Details can be found on council intranet Social pages under employee discounts. You can email Vodafone at **info@vodafoneemployeeadvantage.co.uk** from home. Vodafone will send an automated reply with an embedded link to the discount page and application form which will require you to provide the payroll number allocated for the purposes of paying your members allowance.

If you take up this offer, it will be a personal arrangement between yourselves and Vodafone, so please contact Vodafone direct with any queries.

Appendix 2 – Agreement to support the issue of a Council Ipad

In taking receipt of a council iPad I accept the following conditions as a Member of Cheltenham Borough Council :

1. I will ensure the safekeeping of the iPad at all times and take every step to ensure it is not put at risk of being broken or stolen. Should this happen I will report it to ICT Service Desk at the first possible opportunity.
2. I understand the iPad is for my own personal use and will not let any other person have access to it. I will use a secure password every time I log in.
3. I understand that confidential or restricted information may be sent to me and I will treat any data in accordance with the data security policy and according to the Members' code of conduct. Any breaches of that security policy must be reported immediately to Democratic Services.
4. I understand that in accepting the iPad I am committed to the move to paperless meetings and I am prepared to receive papers electronically via the modern.gov app and take the iPad to meetings for that purpose. I will not ask for hard copies of papers that have been distributed electronically. I understand that I will continue to receive restricted papers for meetings in hard copy or by secure e-mail where there is a need.
5. I will commit to keeping my skills up to date and using new facilities as they become available on the iPad by attending training programmes when offered and/or making use of other training facilities.
6. I understand the first port of call for any technical problems with the iPad is the ICT Service Desk and I appreciate that the person who receives the call may need to refer it to a colleague with more expertise.
7. I understand that support for the modern.gov will be provided by Democratic services in the first instance but they may need to refer any technical problems to the providers of the system.
8. I understand that I am not allowed to put an automatic forward on my Cheltenham Borough Council email address to another email account.

On that basis I am happy to take ownership of the iPad.

Signed:

Councillor

Date:

**Cheltenham Borough Council
Overview & Scrutiny Committee**

12 January 2015

**Scrutiny Task Group Review – Public Art Panel
Covering Report**

Accountable member	Councillor John Payne, Member of Scrutiny Task Group
Accountable officer	Rosalind Reeves, Democratic Services Manager
Executive summary	At its meeting on 3 November 2014 Overview & Scrutiny Committee requested that a workshop be set up where scrutiny members could meet with members of the Public Art Panel to review the governance of the panel. Their findings and recommendations are set out in detail in the attached Scrutiny Task Group Report.
Recommendations	<p>That Committee endorses the recommendations set out in the Scrutiny Task Group Report and recommends that Cabinet :</p> <ul style="list-style-type: none"> i. Commends the achievements of the Public Art Panel to date in the support of Public Art in the borough. ii. Approves the revised terms of reference for the Public Art Panel as set out in the Appendix for adoption by the Public Art Panel at their next meeting and that the revised Terms shall be communicated to the organisations represented on the Public Art Panel. iii. Agrees that a representative from the Cheltenham Trust be invited to the Public Art Panel and if accepted, that the membership of the Public Art Panel be extended accordingly. iv. Agrees that the non- councillor membership of the Public Art Panel be formally appointed at the next meeting of the Public Art Panel and a review date set for 3 years hence in 2018 v. Allocates a sum not exceeding £6000 to enable the Director of Environmental & Regulatory to carry out a refresh of the Public Art Strategy. vi. Agrees that the Public Art Panel should be consultees on the Community Infrastructure Levy project. vii. Requests officers to review the project management process for Public Art with the council’s business development team. viii. Request Officers supporting the Public Art Panel to work with Democratic Services and One Legal to agree when and by whom decisions are being taken and which decisions should be published as part of the democratic process. ix. Requests the Townscape Manage to use the Members Briefing

following the Public Art Panel meetings to provide an update to all Councillors and make minutes of the Public Art Panel available on the intranet subject to any confidentiality.

<p>Financial implications</p>	<p>A review of the Public Art Strategy will cost in the region of £5000 to £6000. This may be funded by top slicing Section 106 receipts with the consent of the developers. If it cannot be financed from existing budgets, a request for additional funding will need to be made and approved by Cabinet.</p> <p>Contact officer: Mark Sheldon, mark.sheldon@cheltenham.gov.uk, 01242 264123</p>
<p>Legal implications</p>	<p>As an advisory body to the authority, the governance and decision making provisions applicable to the Public Art Panel are set out in the Council's constitution. The decision maker in respect of public art matters will vary depending on the circumstances under consideration. To assist the Public Art Panel, the report of the scrutiny task group identifies some important decision points within a project and suggests appropriate decision makers.</p> <p>Contact officer: shirin.wotherspoon@tewkesbury.gov.uk, 01684 272017</p>
<p>HR implications (including learning and organisational development)</p>	<p>The report recommends publishing Public Art decisions so this may mean additional work for the officer who supports the Public Art Panel.</p> <p>Contact officer: Julie McCarthy email: julie.mccarthy@cheltenham.gov.uk,</p>
<p>Key risks</p>	<p>As set out in the report</p>
<p>Corporate and Community Plan implications</p>	<p>Strengthening our communities</p>
<p>Environmental and climate change implications</p>	<p>None.</p>
<p>Property/Asset Implications</p>	<p>None.</p>

1. Background

1.1 As set out in the report

2. Reasons for recommendations

2.1 The Overview and Scrutiny Committee were requested to set up a scrutiny task group to review the governance of the Public Art Panel.

3. Alternative options considered

3.1 There are a number of options and these are set out in the report.

4. Consultation and feedback

4.1 The Cabinet Member Healthy Lifestyles and the Public Art Panel were involved in the review.

5. Performance management –monitoring and review

5.1 The Cabinet Member will continue to monitor the success of the new arrangements..

Report author	Contact officer: Rosalind Reeves, Democratic Services Manager, Rosalind.reeves@cheltenham.gov.uk, 01242 77 4937
Appendices	1. Risk Assessment 2. Task Group report
Background information	None

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
	If the governance arrangements for the panel are not made clear there may be confusion about the accountability for the delivery of public art and potential damage to the council's reputation if they are not delivered effectively	Wilf Tomaney	1/12/2014	2	3	6	Reduce	Get agreement to the revised terms of reference		RR	
<p>Explanatory notes</p> <p>Impact – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical)</p> <p>Likelihood – how likely is it that the risk will occur on a scale of 1-6 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability)</p> <p>Control - Either: Reduce / Accept / Transfer to 3rd party / Close</p>											



SCRUTINY TASK GROUP REPORT

PUBLIC ART PANEL

DECEMBER 2014

1. INTRODUCTION

- 1.1 The Cabinet Member Healthy Lifestyles, Councillor Rowena Hay, first suggested that the governance and accountability of the Public Art Panel was a suitable topic for scrutiny. A discussion paper was brought to the Overview and Scrutiny Committee on 8 September 2014 setting out the history of the panel and the findings of a previous review carried out by the Social and Community O&S Committee in 2011. The recommendations from that review were agreed by Cabinet at the time and good progress subsequently made in implementing them. These are available in the report which went to Overview and Scrutiny Committee in September 2014 if any member wishes to read the details.
- 1.2 These recommendations included the appointment of an independent lay member chair, agreed membership of the panel and a regular programme of meetings within the council's municipal calendar. Under these new arrangements the panel has gone on to demonstrate a successful track record in its support for the delivery of public art within the borough
- 1.3 At the O&S meeting in September, the Cabinet Member was keen to recognize the contribution made by the panel and emphasise that in her view it was working effectively. Her main concern was that as she had been designated as the Cabinet Lead Member for Public Art, she needed to understand the process for selecting and appointing panel members and have clarity with regard to the lines of authorisation for the spending decisions it reached. This was particularly relevant due to the level of section 106 funds earmarked for public art at any one time with total amounts typically in the order of £300,000, a considerable sum.
- 1.4 The O&S committee agreed that the best way to progress these governance issues would be to hold a joint workshop with members of the panel and scrutiny. Councillors Harman, Payne, Colin Hay and Ryder were nominated as the scrutiny members who would be invited to attend.
- 1.5 This workshop was held as the first item on the agenda of the Public Art Panel meeting on 12 November 2014. It was facilitated by the Democratic Services Manager, Rosalind Reeves. Two scrutiny members, namely Councillors Payne and Ryder were in attendance and the Townscape Manager, Wilf Tomaney was present to answer any questions and give guidance on the process.

- 1.6 There was further follow-up after the meeting with officers particularly with regard to the governance issues and decision-making process and Shirin Wotherspoon from One Legal gave guidance on the Constitution.
- 1.7 This report summarises conclusions from this work and makes a number of recommendations which can be forwarded to Cabinet.

2. MEMBERSHIP AND TERMS OF REFERENCE

2.1 Membership of the task group:-

- Councillor John Payne
- Councillor Chris Ryder

And with officer support from:

- Rosalind Reeves, Democratic Services Manager
- Wilf Tomaney, Townscape Manager
- Shirin Wotherspoon, Solicitor One Legal

2.2 Terms of reference

- To review the governance arrangements for the Public Art Panel with particular reference to the appointment and membership of the panel and its decision-making
- To make recommendations to Cabinet as appropriate via O&S Committee

3. OUR FINDINGS

The Achievements of the Public Art Panel

- 3.1 When the scrutiny members attended the meeting of the Public Art Panel we were impressed by the enthusiasm and commitment of the panel members. They give up their time on a voluntary basis to support Public Art in Cheltenham and have a successful track record of delivery. We commend them for their hard work and their contribution should be recognized by the Council.

Selection and Election of Panel Members

- 3.2 The terms of reference for the panel were set some time ago and we think they would benefit from a refresh. In particular the membership of the panel should be clearly set out and terms of office included. We have worked with officers to draft some revised terms of reference and these are attached as Appendix 1 to this report.
- 3.3 We welcome the continuation of a non-elected/councillor representative as chair to ensure some continuity but we suggest in the terms of reference that they are re-elected every three years. Ideally a new chair would then be elected but the existing chair could be re-elected for one further term before they must stand down as chair, though they could continue to remain on the panel as a representative of their organisation. Similar

conditions should also apply to co-optees. This will ensure that the panel is kept fresh with new ideas.

- 3.4 In particular we would draw attention to the fact that the majority of the membership are representatives from organisations. It is up to the organisations who they put forward but we suggest they refresh their membership every three years and the panel should consider implementing a system of suitable substitutes.
- 3.5 The terms of reference lists the organisations that are currently represented on the panel. If at any point the panel felt they would benefit from additional representation they could appoint an individual from an organisation as an additional co-optee. It is suggested that the number of potential co-optees be increased from 2 to 3.
- 3.6 The Cheltenham Trust has now been commissioned by the Council to deliver sports and leisure services for the borough. Although their brief does not specify public art as one of their deliverables we think the Trust could use Public Art to support some of their objectives in promoting awareness and understanding of visual arts. As a major organisation for arts in the town we think they should be invited to nominate a member to join the panel as their expertise could be very valuable.

The role of the panel in projects

- 3.7 As mentioned the panel is an 'advisory' panel. This is true in terms of their role in advising the Cabinet Member with responsibility for Public Art or any organisation wishing for advice and guidance in this field. However we do feel that the panel performs a wider role in that it assists the Director of Environmental & Regulatory Services with commissioning project managers to carry out public art projects and subsequently receiving progress updates and managing issues arising. We feel this important role needs to be made clear in the terms of reference.

Project Sponsors/ Budget holder and stakeholders

- 3.8 In performing this project review role, it is also important that the panel have a mechanism for reporting back progress to project sponsors, budget holders and stakeholders.
- 3.9 We are advised by one of the project managers from the Public Art Pool that they followed a project management process. We were keen to ask the panel what decisions they made on projects. In response the panel did not feel there were specific decision points but projects followed a due process and therefore evolved over the project life cycle.
- 3.10 Members familiar with the Prince2 methodology adopted within the authority, highlighted that this methodology would have key decision points along the way and a formal process for reporting to project sponsors. This would be set out in the project initiation document. We did not go into the detail of the project management methodology used in managing the public art projects but there should be similar decision points and key milestones which could be identified.
- 3.11 We feel it would be beneficial for some officers from the council's business development team to sit down with a representative from the Public Art Pool to better understand the project management structure adopted for Public Art projects and assist in identifying the milestones and decision points.

- 3.12 We think there is also an issue about accountability for the successful delivery of a public art project. Clearly the project manager has a contractual responsibility because they are being paid to deliver the project. We were keen to ask the panel the question “If a project got into trouble and the media started to ask questions who would be the individual who would stand up and be accountable?”
- 3.13 The panel responded that there was always likely to be a difference in public opinion on a particular piece of public art. That may be so but the question we were asking was relating to a more serious problem, for example if a project went seriously over budget, or the contracted artist went out of business for example. Who would be accountable in that case?
- 3.14 The scrutiny members were of the view that in this case it would be the project sponsor or budget holder that would need to be kept fully aware and would ultimately be accountable. This could be the Cabinet Member/Director of Environmental & Regulatory Services responsible for public art or the budget holder/Director.
- 3.15 This reporting mechanism needs to be made clear in the project initiation document which is then jointly agreed before work on the project commences. We feel this is essential to the successful management of a project.

Decision making

- 3.16 Within the authority there is a specific decision-making process which is set out in the Council's Constitution. The schemes of delegation set out which decisions must be made by Council, by Cabinet, those which can be taken by a Cabinet Member and those which are delegated to Directors/officers. There is a statutory requirement to publish Executive decisions made by the Cabinet or a Cabinet Member and there is also a statutory requirement to publish certain types of officer decision.
- 3.17 The first point to establish is that any decisions relating to public art projects which are being delivered on behalf of the authority would need to follow these procedures.
- 3.18 One Legal were very clear in their advice that decision making in respect of the Public Art Panel should be one of the following:

Cabinet	In respect of Key Decisions
Cabinet Member Healthy Lifestyles	Who has been delegated authority by the Leader to be the Cabinet Member for Public Art
The Director of Environmental & Regulatory Services	Who is the relevant Executive Board Lead Officer for the Public Art Panel
Officers	To whom the Director has sub- delegated authority. These decisions would be likely to be taken by the Townscape Manager who has responsibility for the budget for the section 106 money.

- 3.19 The authority has a statutory requirement to publish such decisions and they would need to be supported by the appropriate documentation, typically a report.

- 3.20 The challenge is deciding at which points in the life cycle of a public art project, these decisions need to be taken and formally recorded. We would suggest as a minimum the following decision points could be designated and the decision maker is indicated in brackets:
- i) Define the key roles and responsibilities i.e panel members, stakeholder, budget holder, relevant officer who will be consulted on and named in the project initiation document (Director/Officer)
 - ii) Agreement of a project initiation document which would set out roles and responsibilities and budget and authorises the project to proceed (Cabinet Member)
 - iii) Appointment of a project manager (Officer)
 - iv) Agreement of the project brief for potential artists prepared by the Project Manager (Director/Officer)
 - v) Selection of artist (Director/Officer)
 - vi)) Tenders and contracts (as required by the Contract Rules)

- 3.21 We are keen to stress that we do not want to create a burden of administration for the officers, project managers or the panel but we do feel it is essential to maintain a proper audit trail and indeed this is a statutory requirements where the authority's monies are being spent.

Dissemination of Information

- 3.22 We have already mentioned the need to keep project sponsors and budget holders updated on projects. We also think it is important for the Public Art Panel to promote their achievements to the wider group of Councillors. This could easily be achieved by officers supporting the panel including an update on the Members Briefing after each panel meeting.

- 3.23 Members could also request to have a copy of the minutes of the Panel or view the minutes on the intranet link.

Public Art Strategy

- 3.24 The Public Art Strategy forms a valuable document within the authority and for the panel, project managers and potential developers and sponsors. It was produced in 2004 and has not been updated since then and the panel are very keen that it should be updated with the involvement of the Public Art Pool. We think the authority should undertake this valuable piece of work by providing some resource and budget for the task. Officers will need to provide an estimate of the resources required but previous estimates have been in the order of £5000 to £6000. We understand that some councils have top sliced the section 106 funding to fund this sort of work. One Legal has confirmed that top slicing sums may be possible for future s106 agreements but it is not part of the current Public Art SPG policy. In those circumstances, owner/developers may not accept the obligation as a valid requirement.

Community Infrastructure Levy

- 3.25 The Government is introducing changes which will allow councils to develop a charging structure for a Community Infrastructure Levy which could replace Section 106 agreements. We understand that Cabinet has agreed in principle to ask officers to investigate the feasibility of charging such a levy. We have not gone into this in any detail but this may be an opportunity to change the way developers provide funding for public art. Therefore public art requirements should be considered as part of this feasibility study and the Public Art Panel should be consultees on the project although it

was accepted that such contributions are likely to be at the lower end of the list of levies.

4. CONSULTATION

- 4.1 During the course of this review we have consulted with officers involved in this issue. The Cabinet Member Healthy Lifestyles attended the meeting of O&S when this review was initiated and had the opportunity to review our draft report. We also met with members of the panel and sent out our report to members of the Public Art Panel for their comment.

5. RECOMMENDATIONS

- 5.1 Taking all our findings into consideration, the task group agreed a number of recommendations to Cabinet, namely that :
- i. **The Public Art Panel are commended for their achievements to date in the support of Public Art in the borough.**
 - ii. **The revised terms of reference for the Public Art Panel as set out in the Appendix be approved and adopted by the Public Art Panel at their next meeting and communicated to the organisations represented on the Public Art Panel.**
 - iii. **A representative from the Cheltenham Trust be invited to the Public Art Panel and if accepted, that the membership of the Public Art Panel be extended accordingly.**
 - iv. **The non-councillor membership of the Public Art Panel be formally appointed at the next meeting of the Public Art Panel and a review date set for 3 years hence in 2018.**
 - v. **A sum not exceeding £6000 be allocated to enable the Director of Environmental & Regulatory to carry out a refresh of the Public Art Strategy.**
 - vi. **The Public Art Panel should be consultees on the Community Infrastructure Levy project.**
 - vii. **The project management process for Public Art is reviewed with the council's business development team.**
 - viii. **Officers supporting the Public Art Panel work with Democratic Services and One Legal to agree when and by whom decisions are being taken and which decisions should be published as part of the democratic process.**
 - ix. **The Members Briefing following the Public Art Panel meetings is used to provide an update to all Councillors and minutes of the Public Art Panel are made available on the intranet subject to any confidentiality.**

6. PROGRESSING THE SCRUTINY RECOMMENDATIONS

- 6.1 The scrutiny task group will report to O&S on 12 January 2012 and to Cabinet in February.
- 6.2 In conclusion the task we are confident that we have met our terms of reference are and commend our recommendations to the Overview and Scrutiny Committee.

Report author	Councillor, Chair of the scrutiny task group Contact officer: Rosalind Reeves, Democratic Services Manager, Rosalind.reeves@cheltenham.gov.uk, 01242 77 4937
Appendices	1. The Public Art Panel revised terms of reference
Background information	1. Meeting of O&S 8 September 2014

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PUBLIC ART PANEL

TERMS OF REFERENCE

The Public Art Panel was originally set up to encourage the provision of public art within the borough by setting up an advisory group in which officers, Members and representatives of relevant organisations within the borough can meet to provide a consultation and discussion forum.

<p>Role</p>	<ol style="list-style-type: none"> 1. To provide appropriate direction and advice regarding the disposal of funding received via the Section 106 process; 2. To make recommendations to the appropriate Cabinet Member Director/Officer where Executive decisions are required as part of the Democratic process. These will then be formally published on the Council's website in the interests of transparency; 3. To subsequently keep the Cabinet Member informed of progress in implementing those decisions and bringing to their attention any key issues; 4. To provide guidance and support to anyone involved in projects containing elements of public art within the borough; 5. To undertake activity aimed at encouraging understanding and appreciation of public art through advocacy, education, training and promotional activity; 6. To encourage wider community involvement in terms of the siting and development of public art projects; 7. To advise on the choice of artists and the broad direction that the public art should take in order to maintain quality; and. 8. To advise the Director of Environmental & Regulatory Services on the commissioning of project managers or community groups to carry out public art projects with the panel acting as a project review board and keeping the relevant stakeholders, sponsors and budget holders up to date with progress.
<p>Status</p>	<p>An advisory group which assists the Director of Environmental & Regulatory Services with his public art commissioning and programme management responsibilities but has no budget of its own.</p>
<p>Membership</p>	<ul style="list-style-type: none"> • Two Cheltenham Borough Councillors <ul style="list-style-type: none"> - one should be a Member of the Planning Committee - one should be a Councillor with an interest in art and culture (ideally the Councillor representation should be cross party but this is not essential) <p>One representative from each of the following</p>

	<p>organisations:</p> <ul style="list-style-type: none"> • University of Gloucestershire Art department • Cheltenham Arts Council • Civic Society • GAVCA • Cheltenham Trust (to be invited) <ul style="list-style-type: none"> • Up to 3 co-optees which the panel may wish to appoint for a period of up to three years because of their specialist expertise or community representation. Co-optees may be re-appointed for a further 3 year term thereafter. <p>The members representing an organisation may be changed at any time by the organisation notifying the administrator of the panel. Each organisation may also nominate a substitute to attend the panel if their nominee cannot attend. Generally the panel will encourage organisations to nominate an individual for a period of at least three years but will welcome new nominees after that period in order to bring fresh ideas to the group.</p>
Chair	<p>The members of the panel will appoint a chair from its membership excluding the elected Members. They could be elected for a period of three years but will be eligible for re-election for a further three-year term after which they will retire. Although standing down as chair, the representative could, if their organisation agreed, continue to sit on the panel as a representative of their organisation.</p>
Officer support	<p>This will vary but the core support will be provided by</p> <ul style="list-style-type: none"> • Townscape Manager, E&RS • Parks development team, E&RS • Planning Administration, E&RS.
Public Art Pool	<p>A group of project managers with experience in delivering public art projects who are appointed by authorised officers of the council. They are available to the Public Art Panel to recommend to the Director of Environmental & Regulatory Services or Cabinet Member for selection for specific public art projects and any remuneration will be paid from the funds available for the project.</p> <p>A member of the pool cannot be a member of the Public Art Panel but they can attend meetings of the panel by invitation, typically to update the panel on any projects they are working on.</p>
Cabinet Member	<p>The Cabinet Member with responsibility for Public Art will receive agendas and minutes of the meeting and can attend meetings of the panel by invitation or with prior notification to the chair as an observer.</p>
Budget holders	<ul style="list-style-type: none"> • Director of E&RS is the budget holder for the section 106 money and the S106 agreements are worded to the effect that public art must be provided to the satisfaction of the director E&RS. • Cheltenham Development Task Force MD is the budget holder and the Cabinet Lead is the Cabinet Member Built Environment.

	<ul style="list-style-type: none"> • Cheltenham organisations seeking guidance from the panel e.g. Civic Society. • Other groups: bids for funding from various community groups are agreed by Cabinet and these groups may then ask the panel for assistance and advice.
Accountability	<ul style="list-style-type: none"> • Accountability to the Cabinet Member with responsibility for public art. • Accountability to the budget holder who has commissioned a work of public art through the panel.
Meetings	<ul style="list-style-type: none"> • Bi-Monthly . • Structured agendas, to include progress reports on the programme of projects. • Notes to be taken and action points monitored • Appropriate follow-up communications after the meeting to interested parties.
Conflicts of Interest	<ul style="list-style-type: none"> • Members must declare any interests or conflicts of interest in the business of the panel. • Where conflicts exist, panel members may be asked to leave the meeting for the agenda item.

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Information/Discussion Paper

Overview and Scrutiny Committee – 12 January 2015

Scrutiny of projects

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 Between 16 and 19 September 2014 an LGA peer challenge review was undertaken. Peer challenges are improvement-focussed and tailored to meet individual council's needs. They are designed to complement and add value to a council's own performance and improvement focus.
- 1.2 The peers used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read. The team provide feedback as critical friends, not as assessors, consultants or inspectors. They were very positive about the council saying that we have clear ambitions for place and are driven by the needs of the customer and community. They recognised that there is a clear demonstration of community leadership by members and an empowered organisational culture with a dedicated, passionate, focused and motivated workforce.
- 1.3 They did however make a number of suggestions as to how we could improve our performance and this included the suggestion that Scrutiny reappraise its work programme with particular reference to the opportunity to play a part in scrutinising the progress of critical programmes and projects (the term 'project' as used in this report should be interpreted as including both projects and programmes).
- 1.4 Overview and Scrutiny reviewed the findings at their 3 November meeting, but concluded that they needed more time to consider the action plan, which had not been available prior to the meeting itself. Members were invited to submit any comments by email, after the meeting. No feedback was received.
- 1.5 Given that the LGA is scheduled to undertake a follow up review in six months' time, officers used the period between meetings of the Overview and Scrutiny Committee to consider how efficient and effective scrutiny of critical projects could be undertaken in the future.

2. Summary of the Issue

- 2.1 In the past the committee has considered project updates at scheduled meetings; dates for which do not always dovetail well with significant milestones for projects. This results in one of the following scenarios; either information may be presented to the committee too late for the committee to have any influence on the decision being taken, or key reports on decisions coming up are not at a stage at which they can be shared outside of the project board. It has also proved difficult for O&S to add value

when it considered projects updates if it has had no previous involvement and has not been in a position to build up a knowledge and understanding of the project (e.g. a business case could be a large and complex document and it would prove difficult scrutinise effectively within a 30 minute slot at a scheduled meeting where other business was being considered).

3. Summary of evidence/information

- 3.1** Officers concluded that inviting one or two representatives of the committee to take part in gate reviews within major projects was one option for getting O&S more involved in the project life cycle. This would enable members to undertake timely scrutiny of up to date information as well as causing no unnecessary delay to the progress of a project.
- 3.2** A gate review is a process for reviewing key project decisions. It's based on the division of projects into stages with each stage separated by a 'gate' through which the project must pass. A gate review is undertaken at the request of the Project Sponsor to assess whether the project is ready to move to the next stage. The gate reviews are independently chaired.
- 3.3** CBC's gate review is a version of the central government 'gateway' process (which is mandatory for their major projects) adapted for the smaller sized projects CBC typically undertakes. Those involved in the process must commit to preparing for and attending a structured meeting in which key documents (e.g. a contract or a proposal to move to the next stage) are reviewed. At the close of the meeting attendees agree on a red/amber/green rating for the review. 'Green' indicates that the project can proceed, 'amber' that it can proceed subject to specified changes being made and / or risks being addressed, 'red' that it cannot proceed. In the event of an amber or red rating a follow-up meeting may be required.
- 3.4** By committing time to preparing for and participating in a gate review a representative of O&S could have the potential to make a valuable contribution and provide a fresh, independent view of the project.
- 3.5** The representative could alert the O&S Committee to any issues or simply provide an update at the next scheduled meeting of the committee. If there was anything that needed a more in depth scrutiny then a scrutiny task group could be set up by O&S either at the scheduled meeting or by convening a Sub-Committee if it was a more urgent matter. O&S could decide that briefings or updates at a regular or agreed interval basis, were sufficient (e.g. O&S could ask to consider the risk register for a particular project).
- 3.6** Members would continue to be given the option of participating in Cabinet Member working groups where they are performing a different role working in an advisory capacity.
- 3.7** The project initiation document (PID) would be revised to include an instruction to alert scrutiny to new projects classified as 'large, complex and high risk'. Scrutiny would consider the PID and the project's plans for gate reviews and would take a decision as to how it wished to be involved in that particular project. A representative would be nominated as necessary. The committee would reserve the right to adopt a different approach at any time.
- 3.8** The Business Development Manager and the projects sponsors that were consulted

were comfortable with the suggested approach, which integrated scrutiny into the existing processes and timescales.

3.9 The lead members of scrutiny (Councillors Harman, C. Hay and Payne) were consulted and in agreement that what was being proposed was sensible and would allow for effective scrutiny of critical projects.

3.10 The Cabinet Member Corporate Services, with accountability for Scrutiny, reviewed the report and consulted with his Cabinet colleagues. He considered that the other actions arising from the LGA peer review in relation to management of projects and prioritisation of the scrutiny work plan should be completed first before deciding how scrutiny should be more involved in projects.

4. Next Steps .

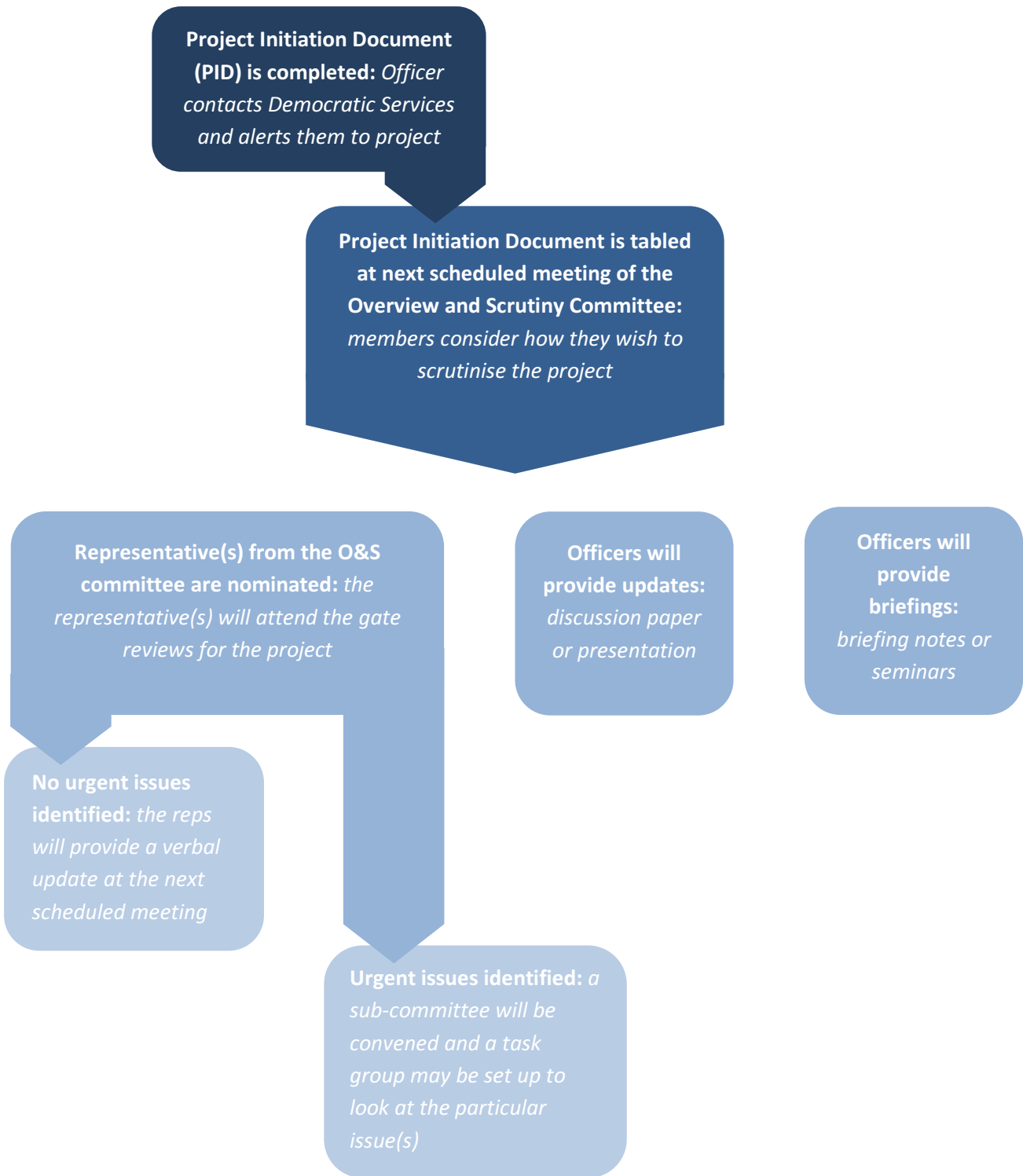
4.1 Members are asked to give their views at this meeting.

4.2 Scrutiny could consider requesting that Cabinet Members ensure that scrutiny is asked to nominate representatives to attend upcoming gate reviews for existing projects. This will give Members a better understanding of how the gate process works and how they might contribute more to projects in the future. This step could happen in parallel to any review of the project management processes that has been initiated.

Background Papers	LGA Peer review – O&S 3 November 2014
Contact Officer	Saira Malin, saira.malin@cheltenham.gov.uk , 01242 775153
Accountability	Cabinet Member Corporate Services, Councillor Jon Walklett

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Proposed approach for scrutinising (large, complex and high risk) projects in the future



The committee will reserve the right to change their approach at any time

Members of the committee will still be eligible to participate in Cabinet Member working groups which perform a different function (a sounding board for Cabinet Members)

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O&S Task group	Purpose	Status summary	Nominations/Membership (chairman in bold)	Facilitating Officer	Sponsoring Officer	Cabinet Member	Proposed by	Terms of Ref agreed by O&S	Recs to O&S	Report to Council	Report to Cabinet	Cabinet follow up	O&S Follow up scheduled
KEY TO COLOURS													
	Active STGs												
	On hold												
	Standing group												
	Not prioritised by O&S												
Review of Public Art Governance	To review the current structure of the Public Arts Panel and its accountability.	The Cabinet Member requested O&S set up a STG to look at the governance of the Public Art Panel, its membership and terms of office and accountability and review the implementation of the recommendations from the previous scrutiny review on this topic reported to Cabinet in December 2011. Workshop (12/11) held between Art Panel and representatives from O&S to discuss issues and agree governance arrangements. a report has been drafted for consideration by O&S on the 12/1.	Cllrs Sudbury and McCloskey if a task group goes ahead nominations from other groups will be sought	Rosalind Reeves	mike Redman	Healthy Lifestyles (Cllr R Hay)	Cabinet Member Healthy Lifestyles, Cllr R Hay	n/a	Jan-14				
Cheltenham Railway Station	To review the issues arising from the renewal of the Great Western Franchise in 2016. This would include understanding how this links with the proposals to refurbish the station.	The Leader suggested that O&S may want an STG to look at the franchise renewal and station improvements. The task group held their first meeting on the 24/11 and agreed to draft a response of the Western Route Study consultation. Given that the closing date was 9/01 a solution to having this approved by O&S and Cabinet was for the response to be taken as a motion at Council. This was approved on 15/12. The group will next meet, along with a rep from TravelWatch south west and the Chamber of Commerce on 8/01.	Cllr Clucas, Murch, Whyborn , and Wilkinson, Payne and Mason	Saira Malin	Exec Board	Leader (Cllr Jordan) and Development and Safety (Cllr McKinlay)	Leader, Cllr Jordan	Sep-14					
Cycling and Walking	To review the facilities for cycling and walking in the town.	O&S at its July meeting agreed to set up a STG to look at this issue. The timing was appropriate as any new road networks in Cheltenham currently being planned should be designed to facilitate cycling and walking. First meeting held on the 15/10 and task group agreed approach. The group last met on the 8/12 and are scheduled to meet again on the 20/01.	Cllrs Harman, Murch, Willimans, Wilkinson and Lillywhite	Bev Thomas / Tess Beck	Exec Board	Development and Safety (Cllr McKinlay)	Cllr Max Wilkinson	Sep-14					
Members ICT Policy	To review and agree the Members ICT Policy.	O&S agreed to establish the STG on 03/11. No terms of reference agreed. Draft policy was considered by the task group at their meeting on 24/11. minor amendments agreed. This is scheduled on the 12/01 O&S agenda and will then go to Cabinet in February.	Cllrs Payne, Wilkinson, Murch, Babbage and Nelson	Rosalind Reeves	Exec Board	Corporate Services (Cllr Walklett)	tbc	n/a	Jan-14				
Budget scrutiny working group	The working group's role is to develop the budget process, support the development of Members' scrutiny role and to consider ideas from Members for reducing the budget gap.	The working group has a schedule of meetings arranged throughout the year. The new members held their first meeting on 10/07/2014 when the Chief Executive attended to outline his vision and the group considered the financial implications of Vision 20/20.	Cllrs Babbage, Nelson, Payne, Thornton, Whyborn, Wilkinson Cabinet Member Finance to attend by invitation.	Rosalind Reeves	Mark Sheldon	Finance (Cllr Rawson)	Council	May-12	Jan-14	Feb-14	Jan-14		
Pub Closures	Council on 26/3/2012 debated a motion proposed by Councillor Colin Hay regarding his concern about the number of pub closures across Gloucestershire and in Cheltenham in particular. Council passed a resolution to "Investigate the adoption of the Public House viability test and develop policies to protect public houses and community assets" and referred it to O&S.	O&S at its July meeting agreed to set up a STG to look at this issue which would then potentially produce recommendations which could be fed into the work on the Cheltenham Local Plan to be carried out by the JCS and Planning and Liaison Group. Other recommendations may arise. Membership complete. First meeting of group (to agree the draft ambitions and outcomes for the review) has yet to be arranged as awaiting confirmation of availability. The question of whether this is a priority topic was raised at the recent O&S briefing and this should be discussed at the next meeting of the committee (03/11). Colin Hay (25/11) said that he would contact members and arrange the first meeting.	Cllr Hay, Baker, Regan and Payne			Development and Safety (Cllr McKinlay)	Cllr Colin Hay						

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O&S Committee 2014/15 work plan

Item	Outcome	What is required?	Lead Officer
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Meeting date: 12 January 2015 (report deadline: 30 December)			
Budget recommendations (2015-16)	Review recommendations of the budget scrutiny working group	Comments/ Decision	Budget Scrutiny Working Group
LGA Peer Review	Consider action plan	Comments/ Decision	Rosalind Reeves, Democratic Services Manager
Project reviews	Consider proposal for future scrutiny of projects	Comments	Saira Malin, Democracy Officer
Public Art Panel Governance	Consider the recommendations of the scrutiny task group	Comments/ Decision	Rosalind Reeves, Democratic Services Manager
Members ICT Policy	Consider recommendations of the scrutiny task group	Comments/ Decision	Rosalind Reeves, Democratic Services Manager
Meeting date: 2 March (report deadline: 18 February)			
Draft Corporate Strategy 2020	Consider the draft Corporate Strategy 2020 and comment as necessary	Comments	Richard Gibson, Strategy and Engagement Manager
Quarter 3 performance review	Consider quarter 3 performance and comment as necessary	Comments	Richard Gibson, Strategy and Engagement Manager
Public Art Panel	Consider results of workshop	Comments/ Decision	Rosalind Reeves, Democratic Services Manager
Meeting date: 27 April (report deadline: 15 April)			
Dog Fouling STG	12 month follow up on recommendations (April 2014)	Comments	tbc
Deprivation STG	6 month follow up on recommendations (October 2014)	Comments	Cllr Rowena Hay, Cabinet Member Healthy Lifestyles
Meeting date: 29 July (report deadline: 19 June)			
End of year performance review	Consider the end of year performance and comment as necessary	Tbc	Richard Gibson, Strategy and Engagement Manager

O&S Committee 2014/15 work plan

Item	Outcome	What is required?	Lead Officer
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Leisure and Culture Trust	6 months on from new arrangements	Comments	Tbc
Police Commissioner visit	Answer questions on Police and Crime Plan related issues – OPEN TO ALL MEMBERS	Q&A	Martin Surl, Police and Crime Commissioner for Gloucestershire

Items for future meetings (a date to be established)			
Cheltenham integrated transport	Look at issues (if any) that are identified by various scrutiny task groups once they have completed their work and consider how to take them forward	Tbc	Tbc
Severn Trent – lessons learnt	Invite Severn Trent back once works in Cheltenham are complete to discuss lessons learnt	Presentation	Paul Evans, Severn Trent
Lido Trust	An opportunity for members to better understand the current arrangements/performance	Presentation	Availability is to be confirmed

Annual Items		
Budget recommendations	January	Chair, Budget Scrutiny Working Group
Draft Corporate Strategy	March	Richard Gibson, Strategy and Engagement Manager
Quarter 3 performance review	March	Richard Gibson, Strategy and Engagement Manager
End of year performance review	June/July	Richard Gibson, Strategy and Engagement Manager

O&S Committee 2014/15 work plan

Item	Outcome	What is required?	Lead Officer
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Non scrutiny member working groups update	September	Democratic Services Manager
Quarter 2 performance review	November	Richard Gibson, Strategy and Engagement Manager

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