

Overview & Scrutiny Committee

Monday, 26th November, 2018
6.00 - 8.05 pm

Attendees	
Councillors:	Chris Mason (Chair), Klara Sudbury (Vice-Chair), Sandra Holliday, John Payne, Paul Baker, Max Wilkinson, Dilys Barrell, Iain Dobie, Jo Stafford and Dennis Parsons
Also in attendance:	Pauline Hartree and Mike Redman

Minutes

1. APOLOGIES

There were no apologies.

Councillor Wilkinson joined the meeting at 6.10pm

2. DECLARATIONS OF INTEREST

There were no declarations of interest

3. MINUTES OF THE LAST MEETING

In response to a request from Gary Knight, the Chair of the Cheltenham Hackney Carriage Association, Councillor Mason (Chair) invited Mr Knight to put forward his amendment. Mr Knight would like it recorded in the minutes that the committee noted that S160, S161 and S164 of the Equalities Act 2010 are prospective and therefore not currently legislatively actionable by the council. Mr Knight emphasised that it is important that the council is fully aware of this.

Members of the committee requested that they approve the amendment to the draft minutes before they are formally approved.

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

There were no public or member questions.

5. FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED

Councillor Horwood's written update following the recent meeting of the Gloucestershire Health and Care Overview and Scrutiny Committee (HCOSC) was circulated at the meeting. Councillor Horwood drew attention to the latest performance reporting and was particularly pleased to note that the ambulance service is now meeting the 7 minute national target for response times across the county, with Cheltenham and Gloucester both now under 6 minutes on average.

The Clinical Commissioning Group (CCG) confirmed that the pilot integrated locality board covering Cheltenham and Winchcombe will start to engage with the Council in the next couple of weeks. The Chair requested that the council

write to the integrated locality board to invite them to attend a future O&S meeting.

Of particular concern to CBC councillors on the committee is the proposed reconfiguration of general surgery. A number of issues were raised at the meeting and a special meeting of the committee is being scheduled for December/early January to discuss this further.

In response to a question about workforce shortages at Cheltenham General Hospital, Councillor Horwood committed to updating members on this at the next meeting.

Councillor Dobie advised that he has seconded a motion at the next County Council meeting regarding the apparent downgrading of Cheltenham's walk-in services and noted that Cheltenham's MP has expressed concern.

Councillor Brownstein's written update on the recent Crime and Police Panel was noted. Councillor Brownstein was unable to attend this meeting of O&S so any specific questions from members will be directed to him following the meeting. Members requested that Councillor Brownstein attend the next meeting of O&S to provide more detail on the proposal from the Office of the Police and Crime Commissioner to take over governance of Gloucestershire Fire & Rescue Service.

The Chair advised members that there is no update from Councillor McCloskey as the Gloucestershire Economic Growth O&S Committee scheduled for 21 November 2018 had been cancelled.

6. CABINET BRIEFING

Councillor Jordan's written update had been circulated. In response to a question from Councillor Baker on the Green Infrastructure Pledge, to which all Gloucestershire councils had signed up, Councillor Jordan advised that more information can be found on the website here

<https://www.gloucestershirenature.org.uk/green-infrastructure-pledge>

7. UPDATES FROM SCRUTINY TASK GROUPS

Councillor Wilkinson introduced the update from the cycling and walking advisory group. A member asked if CBC will have input in to how funds arising from fines as part of the Boots Corner trial are allocated as they should be put in to improved cycleways. Councillor Wilkinson hoped to be involved in consultation regarding improvement to the Honeyborne/Lansdown cycleway but noted that Gloucestershire County Council has control over the funds. The Chair will ask the Leader of the Council to contact Gloucestershire County Council to request that Cheltenham Borough Council is consulted.

Jeremy Williamson, Cheltenham Development Task Force Managing Director introduced the update on the improvements to Cheltenham Railway Station,

particularly noting the slow progress to date resulting from the complexity of railway funding. Mr Williamson also drew particular attention to the ongoing work to finalise the plan for the cycle path link from the end of the Honeybourne Line to Lansdown Bridge which is seen as a key component of the improvements.

In response to a question regarding the main changes to the plan to improve facilities for walking and cycling, Mr Williamson advised that there is now a much better focus on the need to ensure access from the Honeybourne Line.

It was pointed out that there are continuing difficulties for passengers arriving at the station from the east of the town, as there is no park and ride facility and the journey by bus requires two changes. Mr Williamson acknowledged this, but said that improvements to the Lansdown Bridge cycle link would improve access.

It was pointed out that the Honeybourne/Lansdown Bridge cycle link was in the original plan and given the funding issues, it was suggested that Boots Corner fines funds could be an option for this work. Mr Williamson confirmed that the county and CBC are aligned on the need for this cycle link; a revised cost plan will be available by Christmas which will reveal the shortfall in funding.

8. REVIEW OF SCRUTINY WORKPLAN

Members noted the updated workplan. Councillor Parsons requested for assurance from the Chair that the scrutiny review of travellers and the illegal use of Council land would be scheduled as soon as possible. Mike Redman, Director of Environment, reminded members that an in depth scrutiny review would require input from already stretched resources. An update on this will be provided at the next meeting.

Councillor Wilkinson requested that the Gloucestershire Local Enterprise Partnership (LEP) be asked to cover cycling infrastructure as part of the Integrated Transport item scheduled for the April meeting.

9. URBAN GULLS SCRUTINY TASK GROUP

The Chair invited Councillor Sudbury to introduce the report of the Urban Gulls Scrutiny Task Group. Councillor Sudbury welcomed questions and comments on the report, but firstly thanked the members and officers on the Task Group for their work over the past few months.

Councillor Sudbury pointed out that of the recommendations, the £10,000 increase in the budget was not intended to cover all 19 recommendations. Rather it was envisaged that the cost of many of the recommendations such as litter bins, would be met from other budgets. The additional resource was needed to develop a media plan, meet any costs associated with purchase and use of a drone, produce a Supplementary Planning Document and create a leaflet aimed at businesses which would be distributed via email by local business organisations.

Councillor Sudbury shared with the committee a map showing the main locations where the urban gull population is most prevalent. Whilst acknowledging that it would be impossible to try and eradicate Cheltenham's

urban gull population as there is no single proven method for controlling them, the recommendations of the Task Group are intended to more effectively control the growth of the gull population in our town.

Members acknowledged and appreciated the work of the Task Group and particularly the comprehensive and detailed report brought to committee. Members raised the following points:

- Possibility of hiring/sharing a drone may be more cost effective than purchase;
- It is important to be clear to residents that the gulls cannot be eradicated;
- There are privacy concerns regarding the use of drones around residential properties;
- The Council does not have a statutory obligation to manage the urban gull population
- Support for the indirect approach, particularly the better management of food waste
- It would be helpful to have more evidence on the efficacy of egg oiling and of the activities undertaken within the current budget.

A member questioned whether egg oiling is effective. Councillor Sudbury advised that this is the method the Council currently uses and was not covered in the terms of reference for the working group.

In response to a question regarding the use of cherry pickers and the potential savings which could result from using drones, Councillor Barrell, a member of the Task Group, advised that the drone would be used to spot nests; currently a cherry picker is used to access nests which have been reported, but which in some cases are not there. It costs money to hire a cherry picker as well as considerable officer time and possible road closure to set one up. A cherry picker would still be needed to treat many nest, although not all are accessible from a cherry picker.

A member raised concerns about loss of privacy from the use of a drone. It was noted that many organisations already use a drone; Worcester trialled the use of a drone to find gulls nests this summer. A Council owned drone could be used for other aspects of the council's work. Also the Task Group had considered that it was important that any use of a drone was strictly controlled through appropriate policy

Members appreciated that part of the work of the Task Group was to learn more about urban gulls and how other councils tackle the issue.

In response to a member being unable to support recommendation 4 regarding enforcing property owners to gull proof their properties or have to treat nests on their property, Councillor Barrell clarified that this recommendation is being made as some organisations refuse access to their roofs.

Councillor Jordan reminded members that the report will go to cabinet on 4 December 2018 and that cabinet will prioritise the recommendations..

The Chair thanked the Task Group for their work and for the excellent and detailed report.

10. EVENTS

Jane Stovell, Project Manager, invited comments and questions on the update on the process for booking events on Council owned land, circulated with the agenda.

Members raised the following points and suggestions:

- The process for members could be simplified - what is needed is a simple process which enables councillors to be advised in a timely way of an application for an event to be held in their ward;
- A minimum of 4 weeks notice whenever possible is needed, before approving an event to allow councillors to consult in their wards if appropriate;
- The process should allow for councillor involvement from the outset to give the opportunity for residents' views to be represented;
- There should be an option to trigger consultation;
- As it is time-consuming to notify residents of events, is there a way of publicising applications for events.

Ms Stovell thanked members for their feedback which she will take back to the project team.

11. CORPORATE PLANNING

Richard Gibson, Strategy and Engagement Manager and Darren Knight, Executive Director of People and Change gave a presentation on the new corporate planning process and the cycle for the completion of the plan.

In response to a question regarding building a strategic relationship with GCHQ in relation to local business continuity resilience in relation to cyber, Councillor Jordan confirmed that this is ongoing

The following points were raised in relation to the corporate plan:

- Inequality is a big issue, but not fully recognised - what can we do to better understand the issues?
- Observation that despite low unemployment rates, Cheltenham needs to concentrate on providing high value employment.

In response to the Chair's comment that he feels there is a lack of engagement with businesses, Councillor Jordan acknowledged that although there is currently engagement with businesses, the method and approach needs to be improved, possibly through a business leaders' group.

12. QUARTER 2 PERFORMANCE

The quarter 2 performance report was noted by members. A concern was raised about the delay in progress on the air quality priority due to a shortfall in staffing resource, particularly given the importance of the air quality issues

related to the Cheltenham Transport Plan. Officers advised that significant work was taking place, but that air quality is an issue which spans municipal boundaries. The priority was recognised both locally and at a county level, where work has been taking place resulting in a report from the GCC scrutiny committee, which focuses on the health impacts. CBC will be working in partnership to help address the actions arising.

13. DATE OF NEXT MEETING

The next meeting is on Monday 14 January 2019

Chris Mason
Chairman

Gloucestershire Health & Care Overview & Scrutiny Committee

Written report from Cllr Martin Horwood to CBC overview & scrutiny committee 26 November 2018

Gloucestershire Health & Care Overview & Scrutiny Committee (HCOSC) met on 13 November. A complete, itemised video is available at https://gloucestershire.public-i.tv/core/portal/webcast_interactive/384377.

The main agenda items were:

- **Glos Safeguarding Adults Board (GSAB) annual report 2017/18**

GSAB highlighted reviews of the deaths of four **adolescents**, all of whom had suffered abuse or neglect in childhood and led high risk, chaotic lives but didn't necessarily meet criteria for adult social care. GSAB are going to try to address this and encourage the development of services for this population.

Cllr Dobie raised the issue of **training** in best safeguarding practice, specifically in the NHS trusts. GSAB reported 18500 staff trained but were concerned that so much of this was online. Cllr Hay emphasised the importance of **feedback** to those who report concerns.

- **Quarterly Public Health report**

Director of Public Health Sarah Scott reported a significant drop in **'Healthy Lifestyles'** service users reporting improvement in their mental wellbeing. GCC are addressing this.

She reported that the **drug and alcohol** service is experiencing greater demand but has a reduced budget.

Cllr Hay raised concerns about **childhood wellbeing** and it was highlighted that Cheltenham is above both national and county averages for permanent exclusions from school.

- **Quarterly Adult Social Care report**

HCOSC chair raised continuing and worsening 'red' markers on **needs reassessments for adults in long-term care**. GCC responded hoping that new systems would improve contact and give more accurate data but chair said it was frustrating not to have a clearer picture.

- **NHS Clinical Commissioning Group performance report**

CCG reported that the **ambulance** trust SWAST is finally meeting 7 minute national targets for response times across the county, although the fastest response times are in Cheltenham and Gloucester - both now under 6 minutes on average.

The CCG reported that **emergency waiting time targets** had been missed over much of the last quarter but met year to date and in the most recent week reported. I highlighted that disaggregated data showed Cheltenham consistently meeting the target and Gloucester almost always missing it, suggesting the service model still wasn't working, a worry in advance of the challenging winter period. The CCG said there were 'particular pressures' on GRH. The hospitals trust said that there was "mismatch of demand with resources" and suggested Gloucester's population were disadvantaged because there was better resource compared to demand at Cheltenham!

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Cancer targets (93% 2 weeks from GP to specialist, and 85% 62 days to treatment) were also being missed and the CCG identified backlogs and workforce issues as a particular problem.

Targets for access to **psychological therapies** were now 'on trajectory'.

- **Integrated Care System progress report**

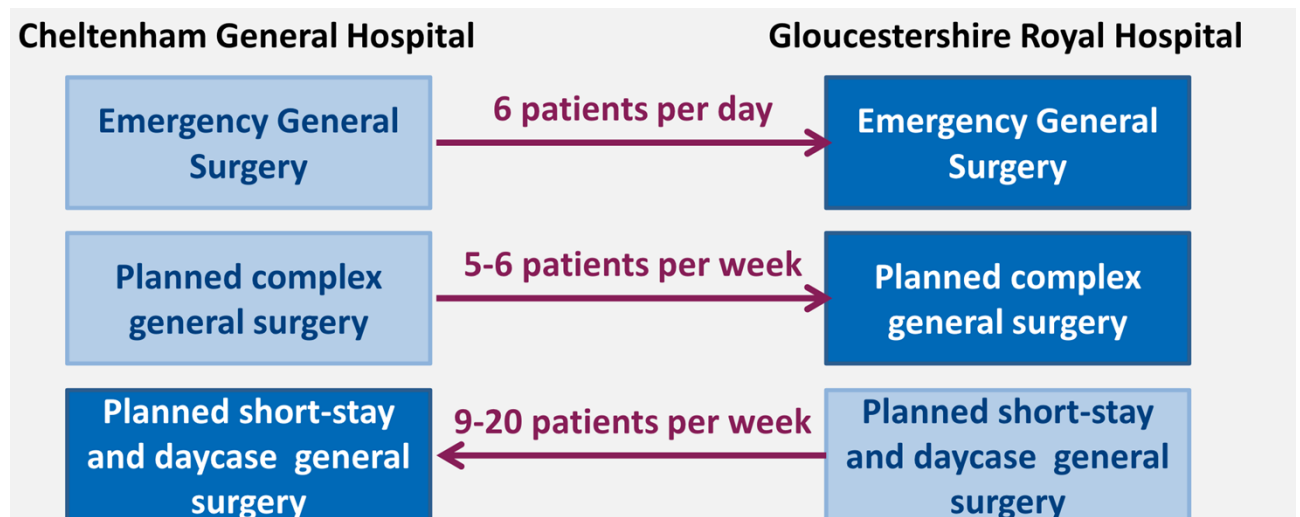
The CCG pilot **Integrated Locality Board** covering Cheltenham and Winchcombe (there was some discussion of sensible boundaries) had been established. I asked when and how it would begin to engage with CBC and was told by the CCG that all would be revealed "in the next couple of weeks".

CLlr Dobie asked about the successful **mental health acute response** street triage pilot (an integrated approach between 2gether and the Police) and whether it could be extended to Cheltenham. CCG replied full evaluation period had been extended and was still ongoing.

- **General surgery**

This is the proposed reconfiguration of **general surgery** (which actually means gastrointestinal and colorectal surgery - stomach, intestines & bowel, gall bladder, spleen and liver). The briefing paper was sent to HCOSC on 7 November, although the proposal was publicly revealed on 20 September and not reported to the previous HCOSC meeting on 11 September. 57 consultants have publicly written supporting the general principle but questioning whether the exact model is the safest option but the Trust said this was only "5% of their workforce".

The full papers are online at <http://glostext.gloucestershire.gov.uk/mgConvert2PDF.aspx?ID=49578> and a summary presentation is online at <http://glostext.gloucestershire.gov.uk/mgConvert2PDF.aspx?ID=49689> but in summary the proposal is:



The Trust said the drivers for change included an "inability to sustainably deliver national standards for emergency medical surgery", "unwarranted variation in patient experience" between Cheltenham and Gloucester and recommendations from two external reviews - the HCOSC has asked for copies of these, including other possible configuration options. A generic justification for centralising services was repeated verbally, which is that it enables

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the trust to create single centres of excellence enabling better training and more sub-specialism. Earlier public consultation suggested distance to travel was “important” but “lower priority”. Staffing would not change but both rotas for emergency and complex general surgery would be in GRH instead of one in GRH and one in CGH. It was suggested that planned surgery centralised in Cheltenham would suffer fewer cancellations.

This is now being presented as a pilot (so not yet requiring public consultation) to go live in September 2019. Pilot evaluation and public consultation on final change would follow this.

Issues raised by Cllr Dobie, myself and others (including Cllr Clucas as a guest speaker) included the implications for Cheltenham as a district general hospital and specifically its A&E, the safety of patients developing complications in Cheltenham who would have to be blue-lighted to Gloucester, lack of consultation with HCOSC, the reversibility of the ‘pilot’, the need to hear alternative professional views, the apparent ‘climate of fear’ amongst those opposed to the proposal within the trust, the inability to meet current standards and why this hadn’t been previously reported to HCOSC and the general risks of ever-increasing centralisation, including the pressure on capacity in the receiving hospital.

Gloucestershire Hospitals Trust, supported by the CCG, replied that this did not affect the viability of A&E in Cheltenham, that priority was being given to patient safety and the the service is “safe now” but not necessarily sustainably “optimal”. They said they had gone through an internal panel, an options appraisal process and senior leadership team decision and communicated it to staff before bringing it to HCOSC. Patient transfers were not required in the next 5 minutes “in the vast majority of cases” and operation and transfer to ITU in Cheltenham would still be possible.

HCOSC declined to support the proposal and agreed to issue a letter of concern and call an emergency meeting to further review the proposal. This is likely to happen before or soon after Christmas.

- **Interventional & community radiology**

Workforce shortages have forced an urgent reconfiguration of community radiology services, mainly affecting those provided in community hospitals in the south of the county.

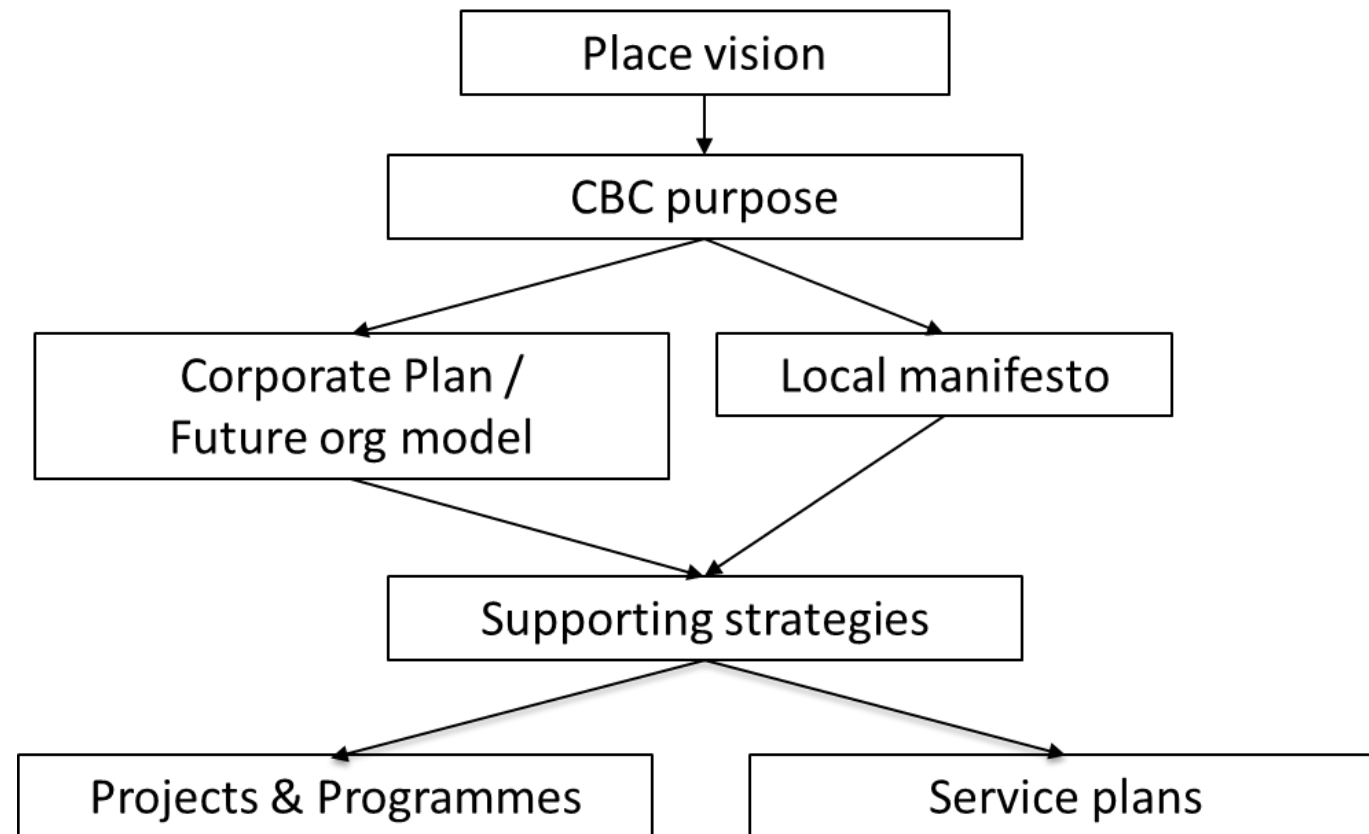
Cllr Martin Horwood
26 November 2018

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Corporate Plan Update



Corporate Planning Cycle



Corporate Plan Timeline



OUR PLACE VISION

CHELTENHAM - A PLACE WHERE EVERYONE THRIVES



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CHELTENHAM BOROUGH COUNCIL



Business

CBC enables businesses and their workforce to thrive



Culture

CBC enables culture and creativity to thrive



Community

CBC enables people and communities to thrive



Council

CBC supports a thriving Cheltenham

Our Purpose

“The reason for which something is done or created or for which something exists.”

To support the aspiration to make Cheltenham the best it can be

Working with partners and communities to develop and maintain a place where everyone can grow, thrive and feel safe



To protect and enhance the town. To create a town that people are proud of and feel part of

Making Cheltenham a great place to live, work or visit

Making Cheltenham the place where everyone would like to live

Working together to make Cheltenham thrive

Nike says, “If you have a body, you’re an athlete.” CBC purpose should be along lines of, “If you live or work in, or visit Cheltenham, you’re a part of it.”

Backing a thriving Cheltenham

Making Cheltenham a place where everybody thrives

Our Environment

Internal

- Resource challenges
- Our accommodation
- Our organisational structure
- Our workforce
- Our culture
- Our marketing / brand
- Our IT infrastructure
- Our approach to change
- How we communicate internally/externally
- Access to data and information
- How we work in partnership with others
- How we serve our customers

External

- National political uncertainty
- Brexit
- Pressure on budgets
- Ongoing reduction in funding
- Sustainable development
- Climate change
- Growth of Cyber
- Social Media
- Artificial Intelligence
- Demographics
- Rising inequality
- Wellbeing and mental health

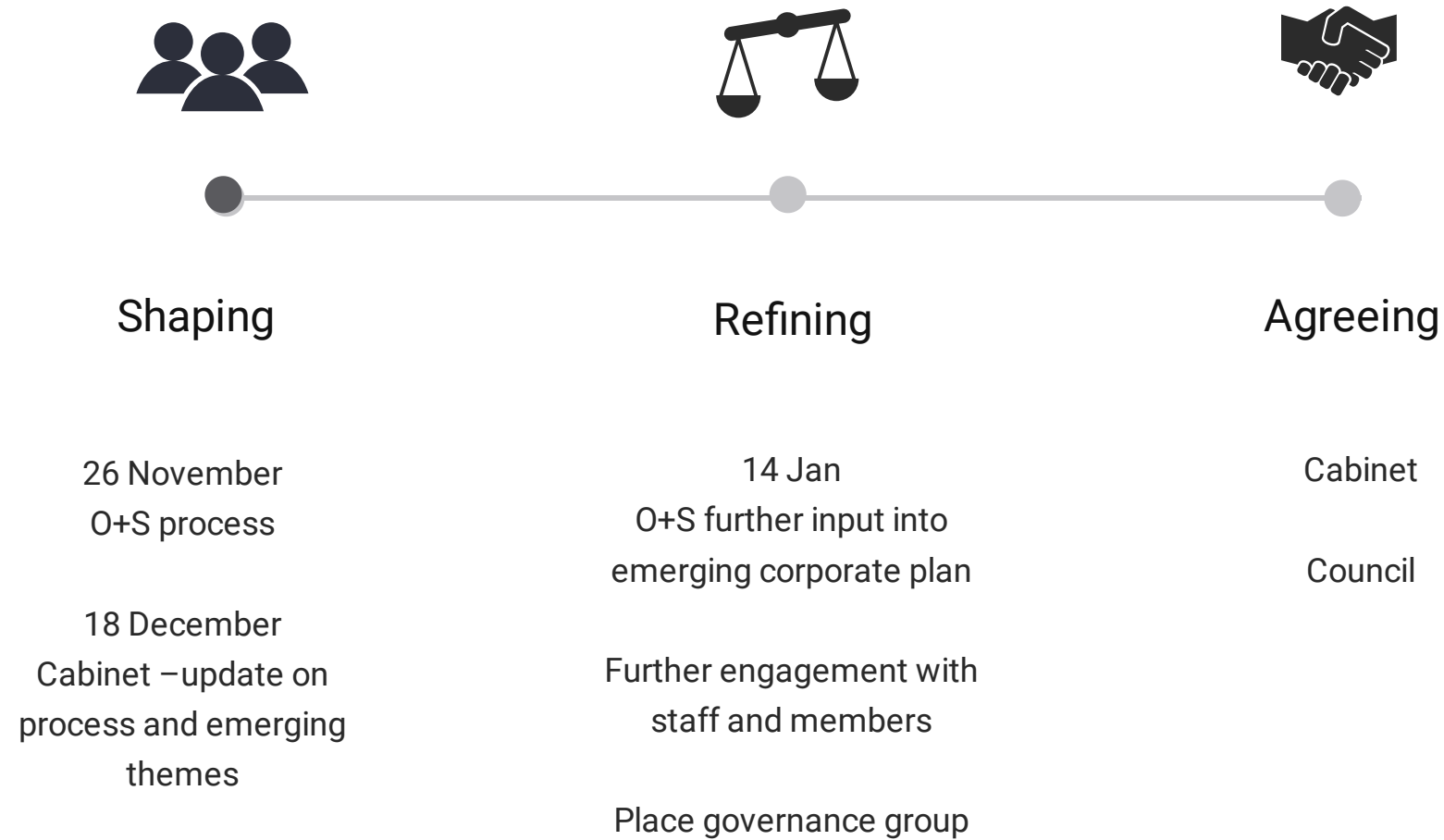
LGA Peer Review - Themes for Corporate Plan

Commissioning Create the framework for more robust contract management arrangements Be clear about the role of commissioned providers in being strategic enablers		Local Context Provide clarity, focus and a way to manage priorities Be based on engagement with residents Provide coherent programme of addressing inequalities		Leadership and Governance Create the framework for the modernisation programme Be clearer on expectations of staff, through a revised performance management and competency framework		
Capacity to Deliver Ensure that there is sufficient capacity to deliver priorities; both in terms of strategic capacity and in specialist areas to support priorities Define the role of key partners in providing capacity to deliver on major projects		Financial Provide the high level framework for our commercial strategy		Leadership - Place Ensure that sufficient strategic and programme capacity in place for cyber central Communicate our vision and develop resource capacity to achieve this Prioritise an economic growth strategy, engaging with local businesses and linking business marketing and wider communications		
Capacity		Modernisation Champion the transformative role of data in delivering modernisation Provide clarity on future direction of our accommodation strategy				
Clarity		Focus		Priorities		
				Cyber		
				Data		
				Performance		

Cheltenham Corporate Plan Possible Themes



Corporate Plan Timeline - Next Steps



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