

## Overview & Scrutiny Committee

Monday, 1st April, 2019

6.00 - 8.00 pm

Attendees	
<b>Councillors:</b>	Chris Mason (Chair), Klara Sudbury (Vice-Chair), Sandra Holliday, John Payne, Paul Baker, Max Wilkinson, Dilys Barrell, Iain Dobie and Dennis Parsons

### Minutes

- 1. APOLOGIES**  
There were no apologies.
- 2. DECLARATIONS OF INTEREST**  
There were no declarations of interest.
- 3. MINUTES OF THE LAST MEETING**  
The minutes of the meeting held on 11 February were approved and signed as a correct record.
- 4. PUBLIC AND MEMBER QUESTIONS, CALLS FOR ACTIONS AND PETITIONS**  
There were none.
- 5. MATTERS REFERRED TO COMMITTEE**  
There were none.
- 6. FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED**  
Councillor Horwood circulated a written report he had prepared following a special meeting of the Gloucestershire Health and Care Overview and Scrutiny meeting on 20 February to discuss Gloucestershire walk-in services and general surgery only. The report also covered the scheduled meeting of HOSC which took place on 5 March. He went through the report in detail and the following points were raised by Members and responses given :
  - At the March meeting of the County Council a proposal to split scrutiny of health from social care and public health, due to the significant agenda of HOSC, was adopted resulting in the configuration of a health scrutiny committee and a social care scrutiny committee. (CHECK for terminology!). Some County Council Members felt that this ran contrary to what was happening nationally. Councillor Horwood, as CBC representative on HOSC, assumed he would remain on the Health Scrutiny Committee. Members proposed, with the agreement of the Leader, (who was in attendance), that the Leader write to the County

Council jointly with the Chair of O&S to express their concerns about splitting health from care from the HOSC.

- Concern was expressed by a Member that the Gloucestershire Clinical Commissioning Group would be interpreting the NHS new plan for joined up care in a local context. Cllr Horwood suggested that the NHS would undertake further engagement and consultation and suggested that O&S write to the Clinical Commissioning Group to come to an O&S meeting and talk about the long term plan, both nationally and locally.

The report of Councillor McCloskey on the GEGSC was noted. It was noted that Councillor Brownstein had not provided a report on this occasion.

## **7. CABINET BRIEFING**

The Leader informed the meeting that the County Council had recently undertaken a review of the scrutiny process and one proposal was to amend the remit of the Gloucestershire Economic Growth Overview and Scrutiny Committee to include the environment portfolio. This proposal had been made without consultation with the districts so he reported that he had raised this directly with the County Council as a concern. That said, the County Council did not adopt this change at their Council meeting.

Members expressed concerns however with the decision by the County Council to split health and social care/public health and the impact this would have on district representation. They felt this was a reduction in the power of scrutiny which GCC had approved without consultation. It was agreed that this would be included in the aforementioned joint letter from the Leader and Chair of O&S.

The Leader then made reference to the enquiry from some O&S Members with regard to the spending of the £800k fine income from Boots Corner and the letter received from the County Council Cabinet Member. He explained that this would be a reducing income stream and the letter from Councillor Moor had confirmed it would be spent in Cheltenham with the priority on making the transport system function. In addition, the fines income was being used to fund the Clarence Street/Clarence Parade changes and any surplus would be spent in consultation with CBC in the normal way. Whilst this was a positive commitment the Leader was unsure as to what it meant in reality.

Some Members believed that the changes at Clarence Street/Parade were budgeted for as part of the original TRO and highlighted that funds should be more targeted at upgrading cycle paths and pavements.

The Leader clarified that the CTP had been funded by the sustainable local transport fund which had been allocated in early 2012. However, he was unsure of the remaining funds and had not seen an itemised spend to date. One Member felt that the letter from Councillor Moor was dismissive and unsatisfactory with no reference that the spend of the fines income would be on the upgrade of pedestrian and cycle facilities in the town as originally

suggested. It was proposed that further clarification be sought from the County with a request that information be presented in terms of a balance sheet to enable Members to see where the fine income was being spent and to see what funds remained. They felt that it was important to maximise sustainable transport around the town. Members agreed that as the Leader had written to Councillor Moor in the first instance that he be requested to write again to seek further clarification.

When asked who would fund the changes if, at the end of phase 4 of the CTP, it was decided that it was not viable and therefore the system reverted back, the Leader stated that the TRO order would not be implemented and would lapse after the 18 month trial. He questioned however, whether this scenario would actually incur a huge amount of cost.

## **8. REVIEW OF OVERVIEW AND SCRUTINY**

The Chair gave an introduction to the item as outlined in the attached report and informed Members that Darren Knight, Executive Director People and Change, would now be supporting Overview and Scrutiny as the Executive Leadership Team champion. This would enable scrutiny to move forward in a more structured way.

The Chief Executive, Pat Pratley, made reference to the attached report and explained that the last review of overview and scrutiny took place in 2011 with a review of the new arrangements taking place in 2013. It was now deemed timely to undertake a further review of scrutiny arrangements. As the Chair had already explained the Executive Leadership Team would now provide direct support and organisational oversight to the scrutiny Chair's group via the Executive Director People and Change, Darren Knight, to be deputised by the Executive Director Finance and Assets, Paul Jones. This represented an obvious and definite commitment from the senior officer leadership of the authority and would assist in scoping the review of scrutiny.

The Executive Director People and Change, Darren Knight and the Strategy and Engagement Manager, Richard Gibson, then gave Members a presentation, the slides of which are attached to these minutes for information.

The Executive Director People and Change included in his presentation one proposal whereby the Chairs Group could set up a matrix for the O&S workplan and suggest some major cross cutting themes for O&S to consider. This could be prepared for the start of the year, i.e. the September meeting. The aim would still be to provide flexibility to address new suggestions by Members but would identify any resourcing issues going forward and thereby provide a more structured way of working.

The following points were raised by Members:

- Some Members felt that they were already fully aware of what was important to residents due to case work and therefore generating topics

for scrutiny was not an issue. Scrutiny registration forms were a means of addressing such concerns as this involved an officer response and a consideration of resource implications. The problem was that scrutiny did not have the resource available to it at the right level in order to address issues proposed in a timely and effective manner which had in turn an impact on council tax payers and the electorate.

- The Chair supported the proposal to plan out the bigger issues as an option for O&S to consider as he could see how this would to a degree prevent slippage by providing a robustness to the structure of work.
- A Member believed that there was not parity of esteem in terms of how Cabinet Members were supported by officers compared to Scrutiny Members. Scrutiny was a statutory function of the authority and she felt it was not working well. There were currently 20 items on the workplan which needed progressing and many of these were known issues and events of concern for residents.
- A Member requested that the scope of O&S be extended to include scrutiny of services with a focus on community issues. He gave the example of requesting private schools in the borough to explain what charitable activities they undertook in the community.
- A Member asked whether the implications of Brexit on the strategy for Cheltenham, in particular the cyber hub agenda and the aspiration to be competing with London for talent had been considered ? This was especially important given that Cheltenham was more diverse than other parts of the county in terms of numbers of EU nationals who worked in technology or education. It was hoped that international talent be attracted to make the cyber hub successful ?

Following the initial discussion the Chair reiterated that the work plan framework to be established would be owned by the committee and therefore O&S would still be determining the content. The option suggested would assist in identifying, at an early stage, the work programme and would build in flexibility.

The Chief Executive acknowledged the frustrations of some Members. She emphasised the importance of having a balanced programme of work which could be planned for during the year. Whilst resource would always have to be considered, by bringing the Executive Leadership Team into the process early conversations could be held to ensure there was minimal slippage in the plan. There would equally be an investigation into why some topics were being postponed, particularly with reference to scrutiny request forms. She did highlight that since the last scrutiny review the number of commissioned services had grown considerably and this would need to be considered as part of the review of O&S. She expressed her commitment that ELT would do everything it could to support O&S in the development of its work.

The Chief Executive then elaborated that ad hoc requests were more difficult to attend to due to limited resource but proposed that every scrutiny request form would now be directed to ELT which met on a weekly basis. ELT would commit

to responding to scrutiny with how it intended to meet the request and where possible would do its best to put in the resource where they were required.

Further comments raised by Members :

- Some Members felt it was a good committee and had challenged and asked difficult questions at times.
- A mix between scheduled and spontaneous issues was welcomed and giving the Chair's group more time to schedule was important.
- Members welcomed the support of ELT in scrutiny to help drive things forward.
- The question was raised as to how scrutiny was engaging with BEM communities.
- A Member questioned why the committee was limited to 7 meetings per year and expressed concern about the balance between a predetermined and a spontaneous agenda. Flexibility was key.
- A Member referred to a House of Commons Select Committee report from December 2017 with regard to scrutiny and its ability to report to the full Council and the need for scrutiny briefings to be supported by officers. Democratic Services would undertake to ascertain whether there was a constitutional right for scrutiny briefings to be submitted to Council.
- Greater parity of esteem was sought by a Member but it was acknowledged that this was the start of the process and the review definitely needed to happen.
- A Member welcomed the 10 prompts suggested in the presentation. Whilst these were useful it did not prevent things from arising for discussion in an ad hoc manner.

The Executive Director People and Change made reference to the LGA best practice for scrutiny and the suggested form of criteria to help scrutiny set the work programme for the year. He emphasised that this was one suggestion for the committee to consider going forward.

In responding to the discussion the Chief Executive expressed her concern that a Member felt that there was not parity of esteem between officers and Members of the Council. It was unacceptable that she should feel like that. Officers were there for all 40 Members and she assured the Member that there was parity of esteem.

The Chair thanked officers for their presentations and suggestions which could be considered as part of the review and following the scheduled training on 1 May. The scope for the review would be worked up by the Chair's group.

Members proposed and agreed that an additional meeting of O&S should be diarised in May to consider the scope for the review. This would follow on from the O&S training already scheduled for 1 May.

**9. NEW SCRUTINY REGISTRATION FORMS**

There were none.

**10. REVIEW OF SCRUTINY WORKPLAN**

The Chair took the opportunity to feedback on the recent seminar O&S had held with regard to travellers. He explained that one of the outcomes was to invite a high ranking police officer to come to the next O&S meeting to explain to Members what powers they have available to them and at what point they would implement them. It would appear that the process the council has to follow was significantly more onerous. Members agreed that the way forward would be to invite the police inspector to address the committee in this regard on both policy and operational issues in respect of travellers.

In terms of the work plan, it was suggested by the Chair, and supported by Members, that Gloucestershire Airport could be invited to address all Members on the available member seminar date of Monday, April 29. Democratic Services would ascertain whether this was possible.

The Executive Director People and Change undertook to provide an update to Members on Events at the next O&S meeting on 3 June.

**11. DATE OF NEXT MEETING**

Members were reminded of the scrutiny training arranged for 1 May.

Members requested that an additional meeting of O&S to discuss the review of scrutiny be arranged for May. Democratic Services would liaise with Members and schedule a date accordingly.

The next formal meeting would take place on Monday 3 June 2019.

Chris Mason  
**Chairman**

# Overview and Scrutiny

## Cheltenham needs and our response (potential areas of interest for Scrutiny)

1 April 2019

# Contents

- Some key facts about Cheltenham
- Key issues and challenges for Cheltenham
- Place vision and its delivery
- How we are responding: CBC / partnerships
- CBC - structure, commissioned providers, priorities peer challenge recommendations and other challenges
- Our partnerships - their key issues and priorities

# Cheltenham some key facts.....

Population of 117,000 (2017 mid-year estimate):

- 0-19s = 22.5% (E+W = 23.6%)
- 20-64s = 58.5% (E+W = 58.2%)
- 65+ = 19% (E+W = 18.2%)

Ethnicity:

- White British = 88.3% (E+W = 79.8%)
- Black & minority ethnic = 11.7% (E+W = 20.2%)
- Born outside UK = 11.2% (E+W = 13.8%)

Religion:

- Christian (58.7%), No religion (30.8%), Muslim (0.9%), Hindu (0.8%)

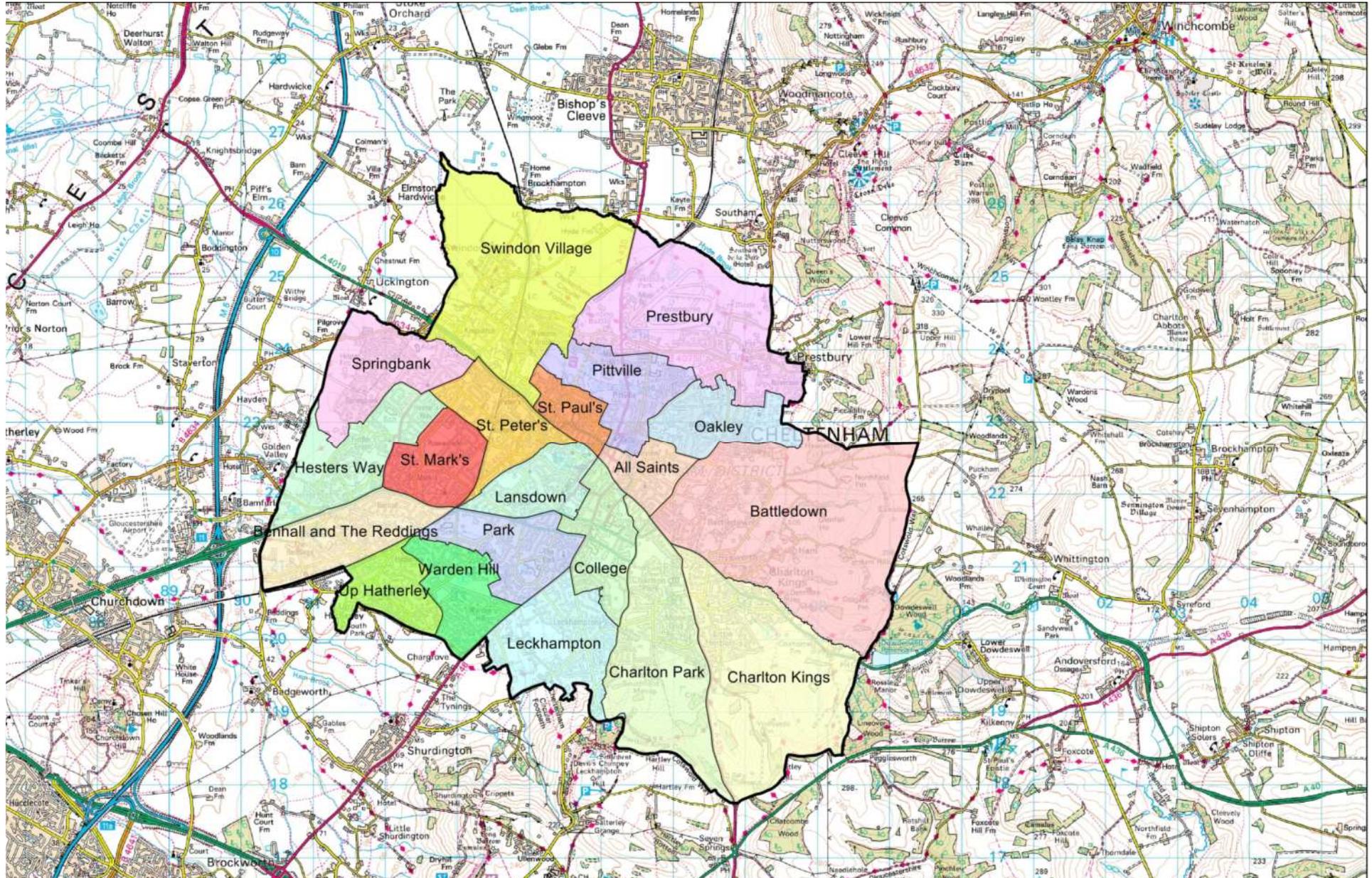
51,000 households

Current claimant rate = 1.8% / Hesters Way = 4.1%

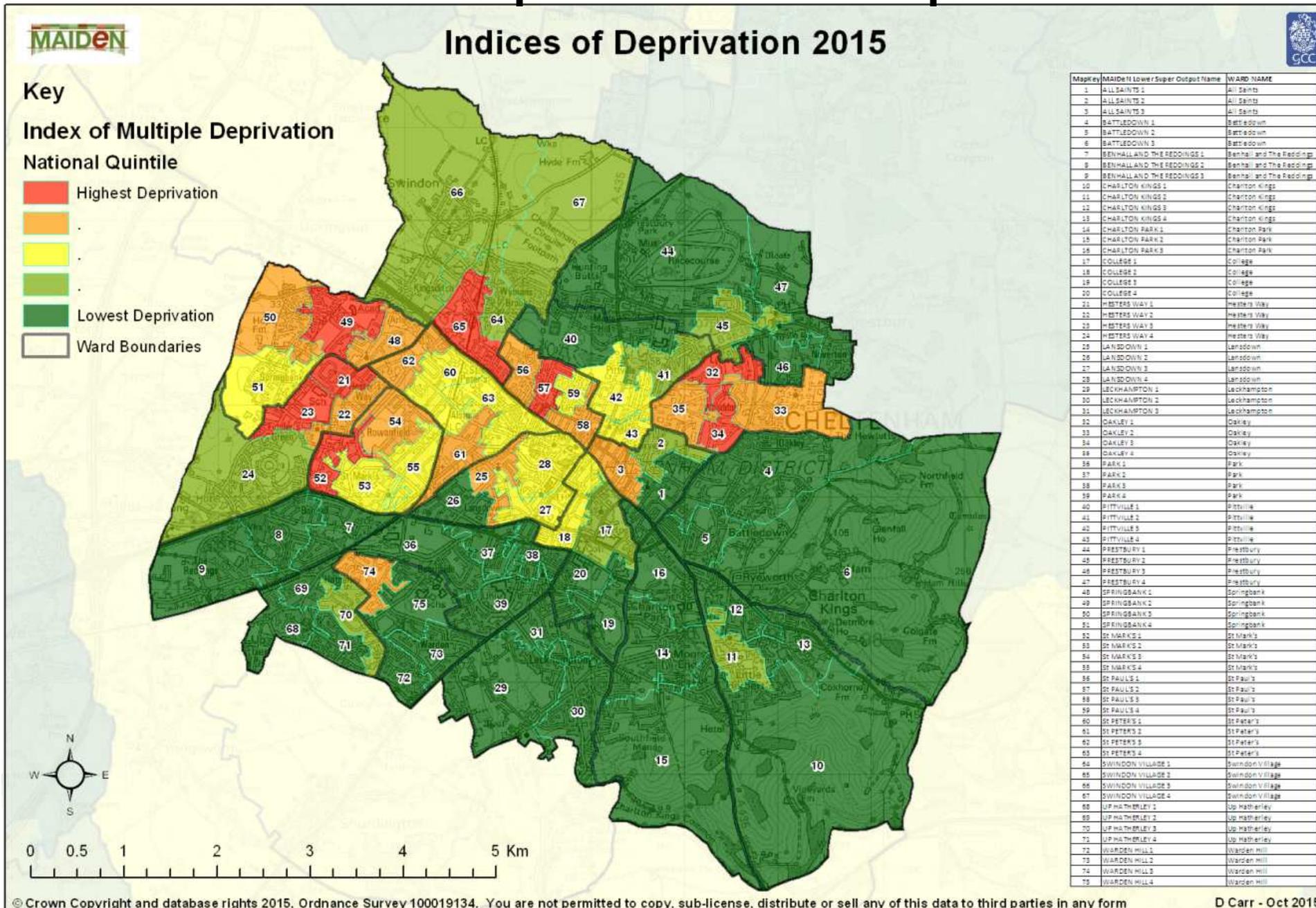
Lots more from Inform on GCC website

New needs assessment to be produced July 2019

# Cheltenham and its wards



# Cheltenham pattern of deprivation



# Proportion of Children Living in Poverty

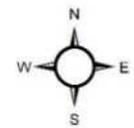
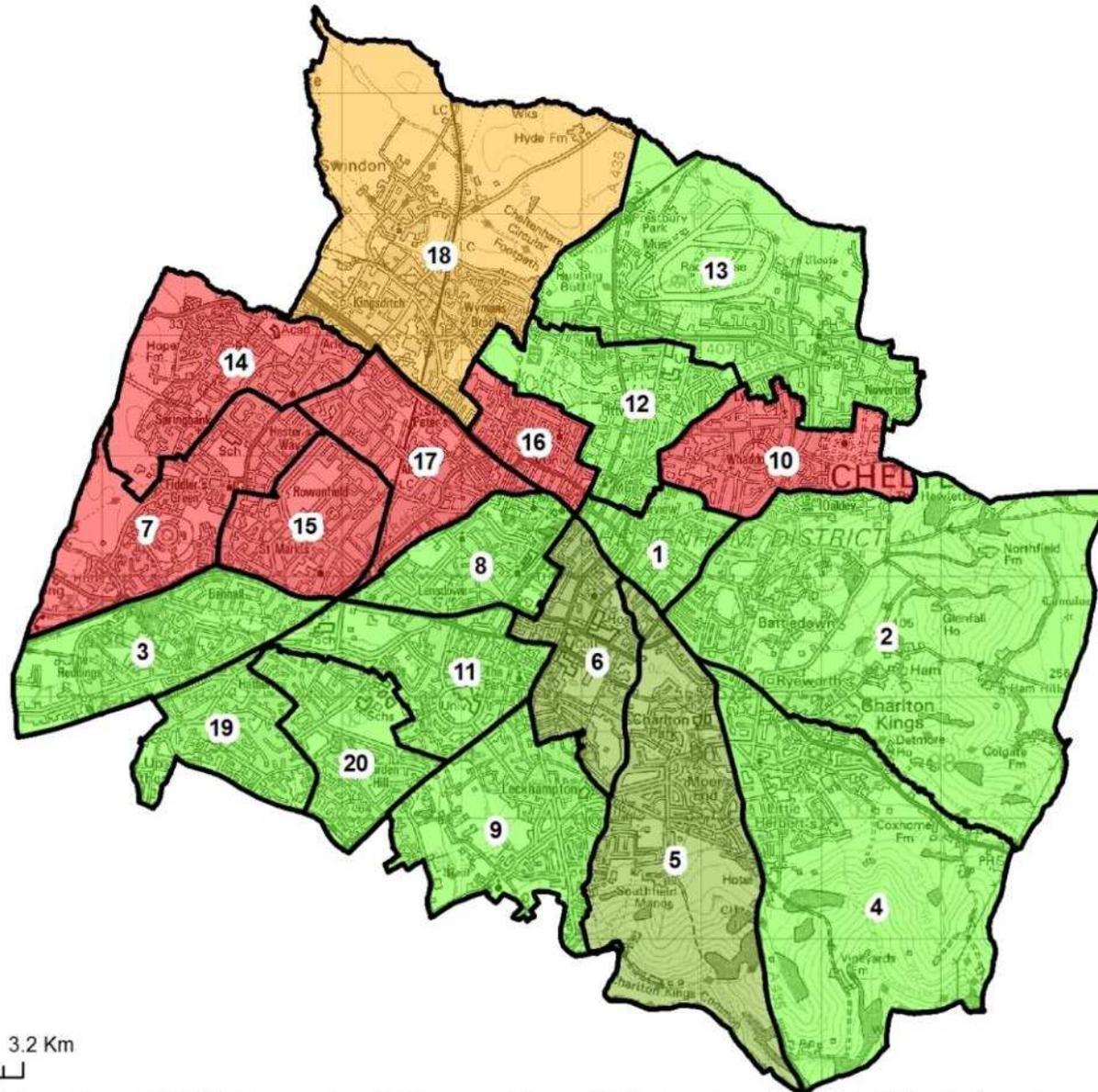
### Key to map

#### Percent

- 0 - 3.7%
- 3.8 - 13.7%
- 13.8 - 18.0%
- 18.1 - 28.7%

Cheltenham wards

ID	Ward
1	All Saints
2	Battledown
3	Benhall and The Reddings
4	Charlton Kings
5	Charlton Park
6	College
7	Hesters Way
8	Lansdown
9	Leckhampton
10	Oakley
11	Park
12	Pittville
13	Prestbury
14	Springbank
15	St Mark's
16	St Paul's
17	St Peter's
18	Swindon Village
19	Up Hatherley
20	Warden Hill



# Cheltenham Place Vision - Some key issues

## Community

- Tackling inequality
- Ageing population and loss of young people
- Providing more affordable housing

## Economy

- Increasing economic growth rate
- More employment land supply
- Access to high quality jobs
- Access to education & skills

## Culture

- Promoting & marketing Chelt
- Addressing funding challenges for cultural assets and providers
- Creating a vibrant town where young people want live

# Cheltenham Place Vision

Agreed by Council March 2018

**Businesses and their workforces thrive.  
Culture and creativity thrive.  
Our people and our communities thrive.  
Cheltenham is a place where everyone thrives.**

**Our ambitions and actions for Cheltenham:**

**Ambition: Cheltenham enables business growth by being better connected**

**Actions: a focus on cyber-innovation, transport, education & skills**

**Ambition: Internationally renowned for its culture, heritage, food and sport**

**Actions: a focus on the Town Hall & Leisure-at, Marketing Chelt, public realm**

**Ambition: Champions physical and mental wellbeing**

**Actions: a focus on housing, safeguarding, social sustainability**

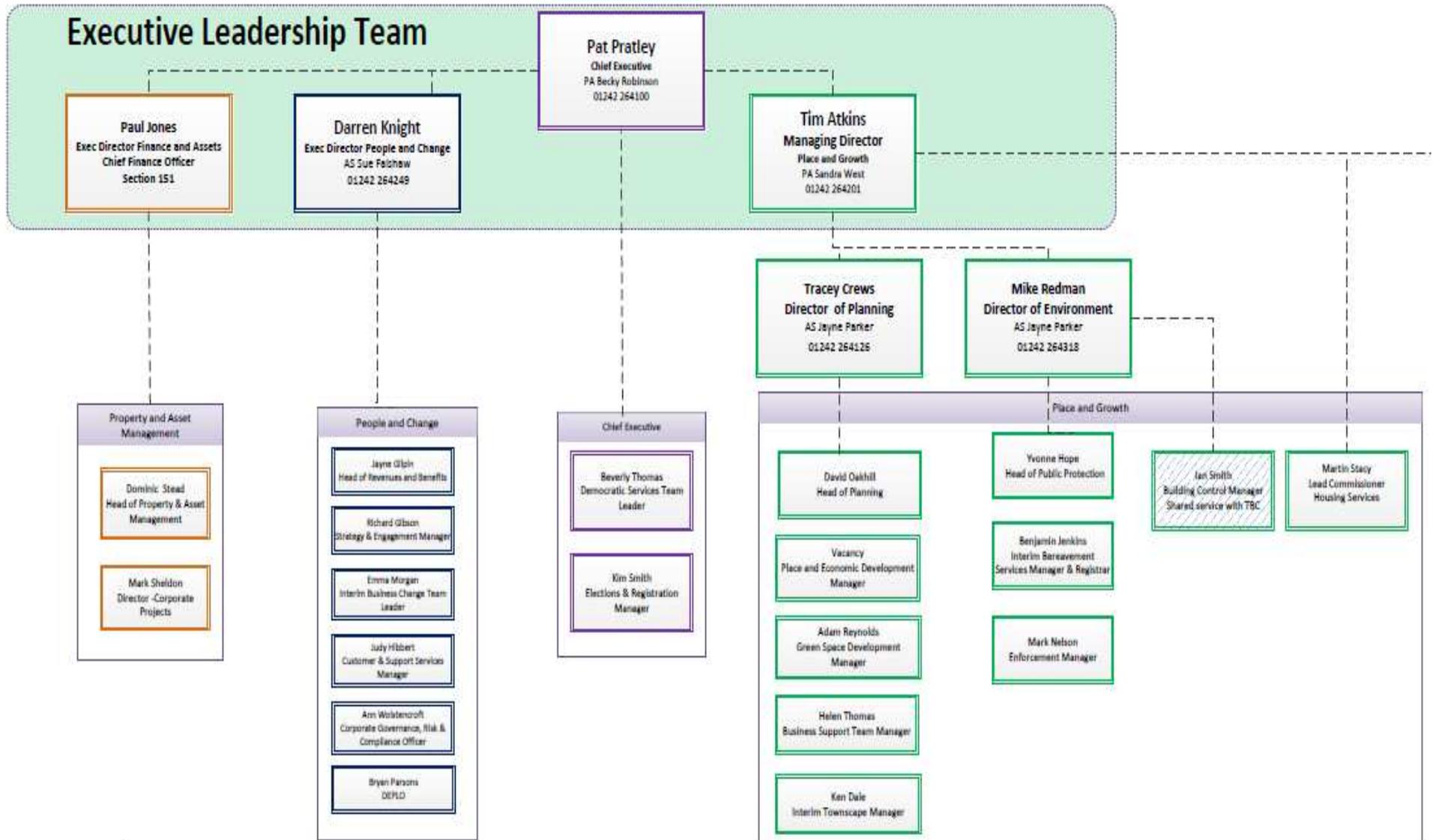
# How we are responding

- Cheltenham Borough Council
- Our partnerships

# Cheltenham Borough Council

- Officer structure
- Commissioned partners
- Priorities
- Peer Review Challenges
- Some other challenges

# Structure



# Our commissioned partners



Exec Board Lead  
Paul Jones

Lead Commissioner  
Paul Jones

South West  
Audit Partnership  
[www.southwestaudit.co.uk](http://www.southwestaudit.co.uk)

Lucy Cater  
Assistant Director

Counter Fraud Unit

Emma Cathcart  
Counter Fraud Manager

Exec Board Lead  
Tim Atkins

Lead Commissioner  
Karen Watson (Acting)

Ubico  
Local Authority Waste Company  
[www.ubico.co.uk](http://www.ubico.co.uk)

Gareth Edmondson  
Managing Director Ubico Ltd

Beth Boughton  
Head of Operations

Simon Cluley  
Senior Operations  
Manager

Ralph Pullin  
Operations Manager

John Hayes  
Commercial Director

Michael Penney  
Senior Operations  
Manager

Exec Board Lead  
Darren Knight

Lead Commissioner  
Richard Gibson

Cheltenham Trust  
Charitable Trust  
[www.cheltenhamtrust.org.uk](http://www.cheltenhamtrust.org.uk)

Julie Finch  
CEO Cheltenham Trust

Riah Pryor  
Director of  
Engagement and  
Programme

Iain Wilkinson  
Interim Finance  
Director

Exec Board Lead  
Tim Atkins

Lead Commissioner  
Martin Stacy

Cheltenham Borough Homes  
ALMO  
[www.cheltborohomes.org](http://www.cheltborohomes.org)

Paul Stephenson  
Chief Executive

Steve Slater  
Executive Director  
Finance and  
Resources

Peter Hatch  
Executive Director  
Property & Community

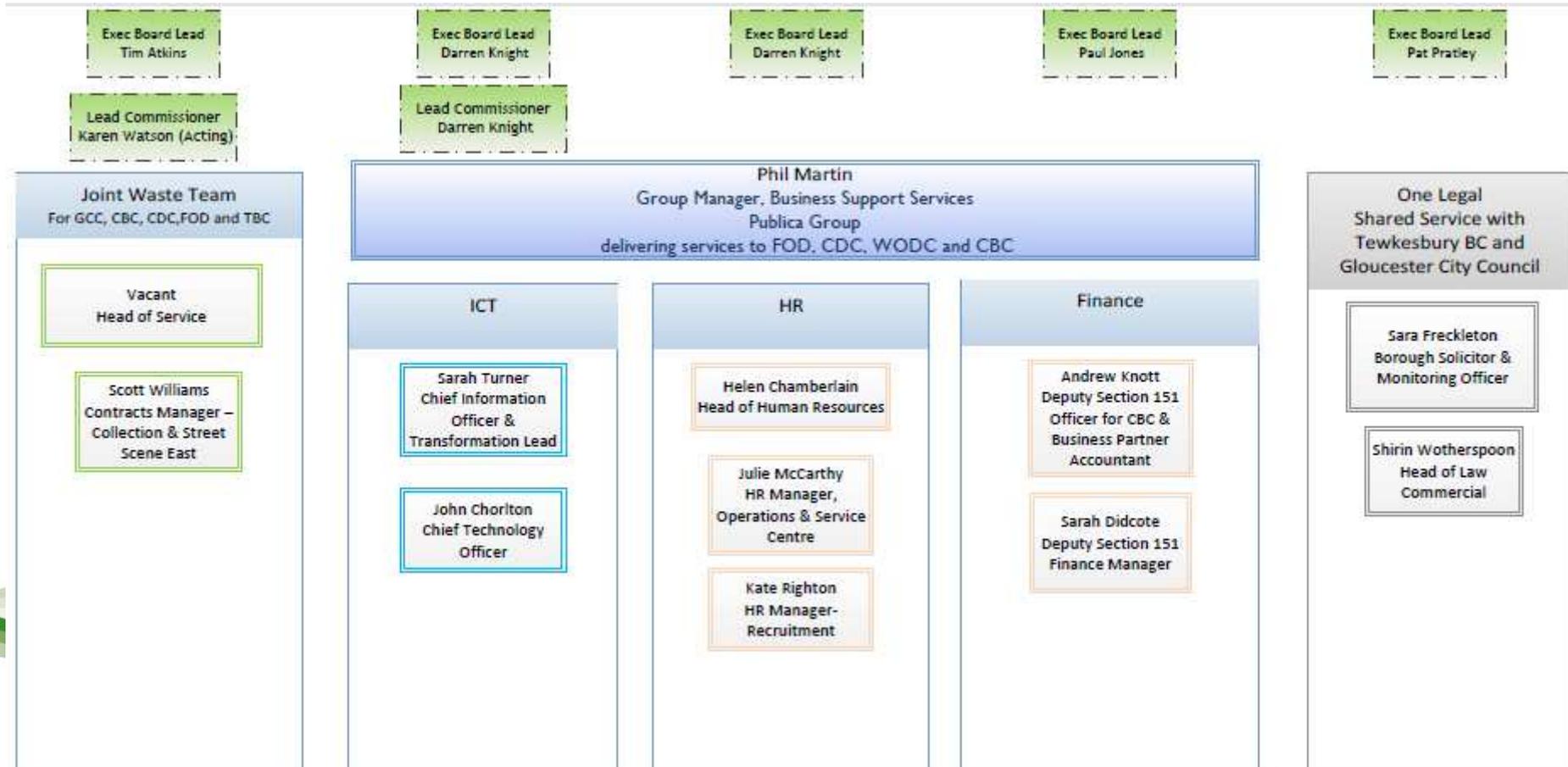
# Our commissioned partners



# PUBLICICA



The legal service to Gloucester City, Cheltenham and Tewkesbury Borough Council



# Corporate Plan

## 2019-23

We want to make Cheltenham an even greater place for all; a place that is celebrated for its strong economy, its vibrant cultural offer and a place where our communities benefit from inclusive growth.



**CHELTENHAM**  
BOROUGH COUNCIL

Follow our progress:  
[www.cheltenham.gov.uk](http://www.cheltenham.gov.uk)



### Five corporate priorities:

- Making Cheltenham the Cyber-Capital of the UK.
- Continuing the revitalisation and improvement of our vibrant town centre and public spaces.
- Achieving a cleaner and greener sustainable environment for residents and visitors.
- Increasing the supply of housing and investing to build resilient communities.
- Delivering services to meet the needs of our residents and communities.

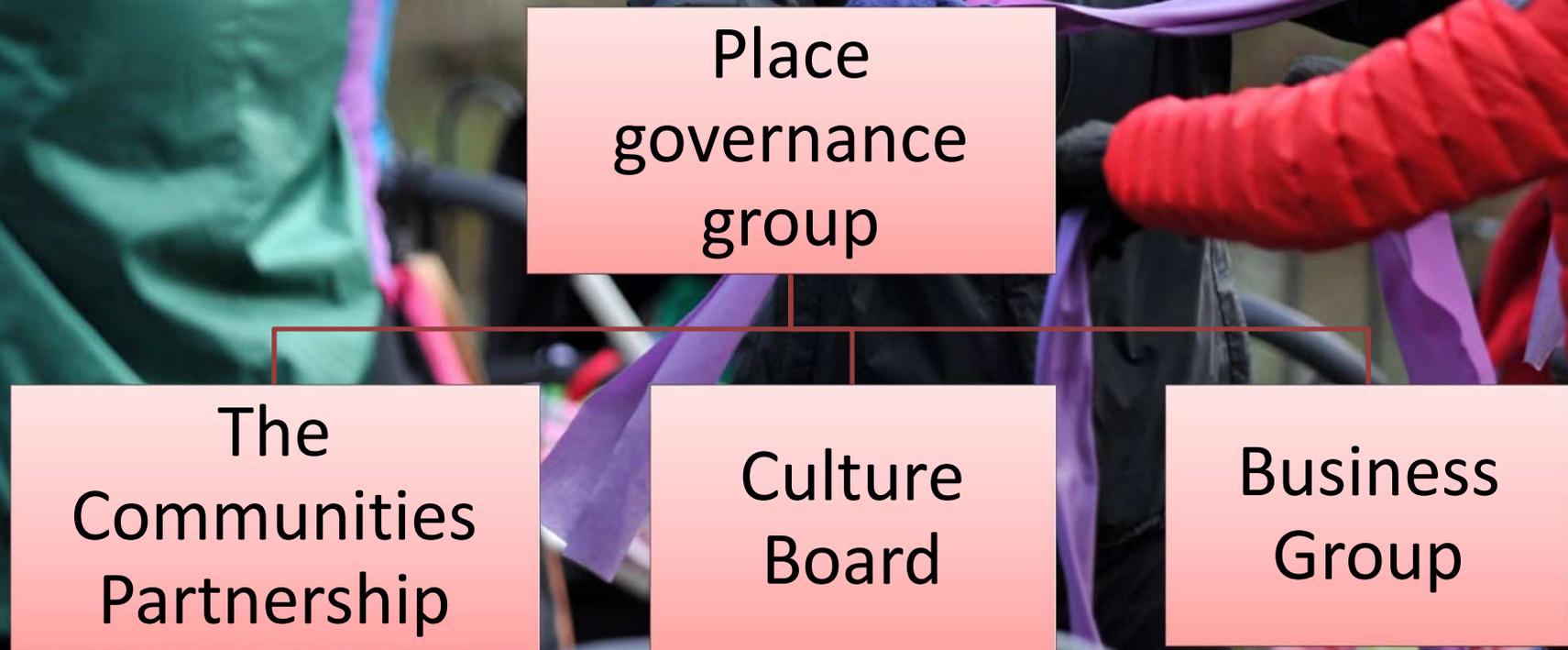
# Peer Review challenges

- Be clear what you want and prioritise.
- Strengthen contract management arrangements.
- Devise a coherent programme around regeneration and deprivation with nominated leads.
- Strengthen governance and project management arrangements for the Cyber Park.
- Continue to invest in and further improve the relationship with Gloucestershire County Council.
- Sustain the momentum that has been generated by the modernisation programme.
- Housing delivery will need focus and capacity.
- Review inherent financial risks and build levels of reserves to withstand future uncertainty.
- Develop an economic growth / skills strategy; engaging in this with local businesses and linking with business marketing.
- Strengthen the role of members.
- Strengthen Place Governance.

# Some other challenges - CBC

- Brexit – leadership role for CBC
- Accommodation
- Modernisation
- Investment in our key infrastructure (IT, buildings)
- Wellbeing – staff and members
- Demonstrating value for money

# How our partnerships are helping us deliver our place vision



# Key issues for the partnerships

The  
Communities  
Partnership



Moors, Intensive Engagement – Hesters Way,  
Oakley, Safeguarding, hate crime, Inspiring Families  
Community strategy

Culture Board

Economic Impact Study / Cultural Strategy

Business  
Group

Cyber Central / Inclusive Growth Strategy

# Bringing it all together

Potential areas of interest for Scrutiny:

- Key facts about Cheltenham
- Key needs, issues and challenges for Cheltenham
- Place vision and its delivery
- CBC - our priorities, relationships with commissioned providers, peer challenge recommendations and other challenges
- Our partnerships - their key issues and priorities

# Questions / comments

# Overview & Scrutiny Committee

Darren Knight CMgr FCMI CMICS  
Executive Director of People & Change

# Background



“Overview and scrutiny committees were established in English and Welsh local authorities by the [Local Government Act 2000](#).

They were intended as a counterweight to the new executive structures created by that Act (elected mayors or leaders and cabinets).

Their role was to develop and review policy and make recommendations to the council

Today, the legislative provisions for overview and scrutiny committees for England can be found in the [Localism Act 2011](#)”

# Purpose of Scrutiny



- The purpose of scrutiny is ultimately to improve the lives of local people through improved public services.
- To justify the resources allocated to scrutiny it is important to be able to demonstrate that scrutiny work adds value and makes a difference to local people
- Is to influence the policies and decisions made by the council and other organisations involved in delivering public services
- The scrutiny committee gathers evidence on issues affecting local people and makes recommendations based on its findings
- Scrutiny can investigate any issue which affects the local area or the area's inhabitants

# Legal Powers



Generally, a scrutiny committee has the legal power to:

- require that the council makes information available to it, both in the form of written reports and by officer and cabinet member attendance at committee meetings
- require that the cabinet responds to its recommendations within a set time frame

# Effective Scrutiny



- Before undertaking any scrutiny work it is important to think about not only scrutiny's legal powers but also about how to build a positive working relationship with those who are the subject of scrutiny's recommendations.
- This ensures a much higher chance of scrutiny's recommendations being implemented.
- Effective scrutiny work relies on scrutiny's 'soft' influencing power, as it has no formal power to compel anyone to make changes
- Developing the conditions necessary for working effectively with the council's executive and officers, and any other relevant partner organisations.

# Work Programming



Programming is the planning stage of scrutiny, where there are clear criteria for the selection of subjects and agenda items

Scrutiny is seen as impartial and stays separate from party politics.

The challenge for scrutiny councilors is to use your political skills and understanding of the needs of local people to shape the discussions,

Officers should see scrutiny as an essential partner in improving services, where non-executive councilors can help them to better understand local people and make robust judgements about priorities

# Adding Value



A scrutiny review is successful if it fulfils one or more of the following conditions:

- it meets the objectives set out by the scrutiny committee
- Feedback from the public shows that they think there has been the service improvement they desired
- the work has helped to achieve corporate or partnership priorities
- there is a return on investment, demonstrating scrutiny's impact and outcomes in financial terms.

The impact scrutiny has can be measured in two ways:

1. **Outputs** – quantitative expressions of the activities being reviewed, for example 'waste bin collections have increased to 10,000 every week'. These can be expressed in financial terms to show return on investment
2. **Outcomes** – what stakeholders experience as a result of the review, for example if the local community recognises an improvement. The council and its partners could also be stakeholders, for example where scrutiny recommendations relate to internal processes

# Effective Scrutiny Involves



- Effective work programming Positive relationships
- Effective research and analysis.
- Effective meetings Specific recommendations
- Good monitoring and evaluation

# Support for O & S



To ensure consistency of lead officer support for the Chair's Group and the committee, Executive Leadership Team support will be provided by the Executive Director of People & Change and substituted by the Executive Director of Finance & Assets

An ELT lead will:

- Provide a level of organisational oversight, which is missing from the current arrangements
- Will work with O&S Chairs Group to ensure that the agreed work-plan is comprehensive, deliverable and likely to add value
- Highlight any potential resourcing issues at the earliest opportunity
- Champion O & S internally?

# Considerations



- 7 O & S meetings a year?
- 2 subjects per meeting?
- Resources
- O&S planning session ahead of the new year
- Subjects could be themed?
  - Horizon
  - VFM
  - Performance and risk
  - Council motions
  - Community issues
  - Financial
  - Policy development
  - Commissioned services
  - Corporate plan
  - Major projects/programmes
  - Free slots