



# CHELTENHAM

## BOROUGH COUNCIL

### Notice of a meeting of Overview & Scrutiny Committee

**Monday, 1 April 2019**  
**6.00 pm**  
**Pittville Room - Municipal Offices**

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

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

### Agenda

<b>1.</b>		<b>APOLOGIES</b>	
<b>2.</b>		<b>DECLARATIONS OF INTEREST</b>	
<b>3.</b>		<b>MINUTES OF THE LAST MEETING</b> To approve the minutes of the meeting held on 11 February 2019.	(Pages 3 - 8)
<b>4.</b>		<b>PUBLIC AND MEMBER QUESTIONS, CALLS FOR ACTIONS AND PETITIONS</b> Questions must be received no later than 12 noon on Tuesday 26 March 2019	
<b>5.</b>		<b>MATTERS REFERRED TO COMMITTEE</b>	
<b>6.</b>	1810	<b>FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED</b> <a href="#">Gloucestershire Health and Care O&amp;S Committee</a> meetings on 20 February 2019 and on 5 March 2019 – update from Councillor Horwood  <a href="#">Gloucestershire Economic Growth Scrutiny Committee</a> – meetings on 14 February 2019 and 20 March 2019 – update from Councillor Paul McCloskey  <a href="#">Police and Crime Panel</a> on 15 March 2019 - update from Councillor Jonny Brownstein	

<b>7.</b>	1825	<b>CABINET BRIEFING</b> 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.	
<b>8.</b>	1835	<b>REVIEW OF OVERVIEW AND SCRUTINY</b> Presentation and discussion on the scope of the future Overview and Scrutiny review	(Pages 9 - 28)
<b>9.</b>	1935	<b>NEW SCRUTINY REGISTRATION FORMS</b> To consider new scrutiny registration forms.	
<b>10.</b>	1940	<b>REVIEW OF SCRUTINY WORKPLAN</b> Review of the workplan and prioritisation of any new items	(Pages 29 - 32)
<b>11.</b>	1945	<b>DATE OF NEXT MEETING</b> The next meeting of the Overview and Scrutiny Committee is on 3 June 2019	

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### Overview & Scrutiny Committee

**Monday, 11th February, 2019**

**6.00 - 8.55 pm**

<b>Attendees</b>	
<b>Councillors:</b>	Chris Mason (Chair), Klara Sudbury (Vice-Chair), Sandra Holliday, Paul Baker, Dilys Barrell, Iain Dobie, Jo Stafford, Dennis Parsons and David Willingham (Reserve)
<b>Also in attendance:</b>	Tim Atkins and Pauline Hartree

### Minutes

**1. APOLOGIES**

Apologies were received from Councillors Payne and Wilkinson. The Chair welcomed Councillor Willingham as substitute for Councillor Wilkinson

**2. DECLARATIONS OF INTEREST**

Councillor Dobie declared that he is a member of the Health and Care Overview and Scrutiny Committee.

**3. MINUTES OF THE LAST MEETING**

It was RESOLVED that the minutes of the meeting held on 14 January 2019 be agreed and signed as an accurate record.

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

There were no questions.

**5. MATTERS REFERRED TO COMMITTEE**

The Chair reminded members of the motion passed at council on 21 January 2019 and made it clear that this committee has no statutory powers. As the proposer of the motion, the Chair invited Councillor Clucas to provide background and context, the key points of which were:

- The concerns of 57 senior doctors in relation to general surgery proposals put forward by Gloucestershire Hospitals NHS Foundation Trust (GHNHSFT) had been raised at the Health and Care Overview and Scrutiny Committee on 13 November 2018.
- It had been drawn to her attention that doctors would suffer consequences if concerns were raised.
- The Health and Care Overview and Scrutiny Committee is meeting on 20 February 2019 to further discuss the proposals
- She welcomed the opportunity for Overview and Scrutiny members to hear the concerns of the doctors.

Following agreement by members of the committee, the Chair invited Mr Tony Goodman, a representative of the 57 doctors who signed the letter dated 29

October 2018 to the Gloucestershire Hospitals NHSFT, to share their concerns. Mr Goodman particularly highlighted the following:

- There are widely held concerns across many clinical areas and specialities, including nursing and ancillary staff as well as doctors, about the future of the Cheltenham Hospital site and the provision of services
- The signatories to the letter of 29 October 2018 believe that the proposed move of both emergency and in-patient general surgery out of Cheltenham General represents a fundamental downgrading of the hospital site and compromises a number of other services
- The proposals are contrary to the principle of separation of elective and emergency care and fails to allow dedicated development of both aspects.
- Emphasised that there is agreement that A&E should be centred at Gloucester Hospital.
- Major concerns that this cannot be regarded as a pilot as it will cause other services to change which would be very difficult to reverse. The belief is that this is not a pilot, but a reconfiguration.
- The proposed move will result in Cheltenham General Hospital becoming a day surgery centre for general, colorectal and upper GI surgery, with no in-patient elective general surgery service.
- The vision of a co-ordinated and co-located GI centre is lost and makes the move of in-patient gastroenterology to CGH less sustainable in the longer term
- Work towards an elective/emergency split was recommended to the Trust but this has not been followed up.

Mr Goodman gave a number of examples to illustrate the potential effect on the bed base and the potential increase in the number of patients needing to be transferred between the Cheltenham and Gloucester hospitals.. He also explained the differences between elective and emergency services.

In response to a question from a member, Mr Goodman stated that when patients need to be moved between sites it could compromise recovery. He also explained that once a pilot is in place when services have been moved, and teams dispersed, it is difficult to reverse.

A member asked if the pilot will increase bed capacity in Gloucestershire as a whole to which Mr Goodman responded that he felt that if anything, capacity would be reduced.

Members then heard from Mr Simon Lanceley, the Trust's Director of Strategy and Transformation who welcomed the scrutiny of the committee. Mr Lanceley presented the following key points:

- There is overwhelming clinical support for the centralisation of emergency general surgery at Gloucestershire Royal Hospital. It is agreed that 'do nothing' is not an option.
- The difference of opinion is around the location where complex elective general surgical patients should be treated. Discussions have been ongoing since 2011 but no agreement has been reached. A task and finish group was established to define the options appraisal benefit criteria
- 'Option 4' is not off the table. Further meetings with the independent chair of the panel that conducted the options appraisal are being held in March.

## Page 5

- The current model of emergency general surgery does not meet national standards and the Trust is falling behind the best centres nationally. This impacts on patients' experience outcomes and adversely affects the ability to attract and retain the best staff.
- The dispersal of staff for the pilot is not unusual; the Trust is a single entity and staff move between sites all the time.
- If the pilot doesn't work, other options will be considered. The pilot being proposed reflects the only option that can be implemented in a timeframe commensurate with the current risks.
- The pilot will be evaluated and, is temporary and reversible; any substantive and permanent change is subject to public consultation

In support of the pilot, Mr Simon Dwerryhouse (surgeon) described the typical experience of two patients under the current and proposed staffing models and the significant benefits to the patient of the pilot model which will also help to reduce hospital admissions, with the consequent impact on the bed base.

In response to a member question, Mr Lanceley confirmed that the Trust Board leadership team work flexibly across both sites and clarified that 'option 2' was the highest scoring in the task and finish options appraisal.

A member raised the doctors' concerns about their employment if they spoke out against the pilot. Ms Lee, Chief Executive of the GHNHSFT, shared the very recent Care Quality Commission feedback on the open and transparent culture within the Trust. She and the Chair of their Board had written to all staff to emphasise their commitment that every voice will be heard. Ms Lee also confirmed that this pilot has no bearing on the future of A&E services at Cheltenham as there is more work to do on this.

The Chair questioned how the success of the model is going to be measured. Mr Lanceley explained that key performance indicators have come out of the options and that between 10 and 12 is optimum; these will be discussed at the Health and Care Overview and Scrutiny Committee. The Chair expressed concern that key performance indicators had not been established before the pilot started and felt that 10-12 key performance indicators may be too few.

Given concerns that staff may leave as a consequence of the pilot, a member asked whether fewer doctors would jeopardise the success of the pilot. Ms Lee stated that there are consequences being felt now as staff look for best practice and the Trust is currently falling behind the best centres nationally.

The Chair thanked all participants for their contributions.

Following discussion, the following was agreed:

- The committee has fulfilled the council motion
- It had been a very useful and helpful discussion, the key points of which Councillor Dobie will share with the Health and Care Overview and Scrutiny Committee on 20 February 2019
- Members of the committee have concerns that the pilot will not be reversible
- Members stress the need for full public consultation and a robust evaluation process before making the changes permanent

- 'Option 4' must be fully considered – it was noted that the National Lead for the Getting It Right First Time programme is helping them with this work
- This minute will be shared with the Health and Care Overview and Scrutiny Committee
- Members of this committee share the issues and concerns raised in Councillor Steve Jordan's letter to the Chair of Health and Care Overview and Scrutiny Committee

### **6. FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED**

Councillor Horwood's note of the Gloucestershire Health and Care Overview and Scrutiny Committee (HCOSC) had been circulated with the agenda. He confirmed that there is a special meeting of HCOSC on 20 February to discuss the proposed changes to general surgery.

Councillor Horwood particularly pointed out the latest vacancy information as this had been raised at a previous meeting of this committee. A member added that it is helpful to keep vacancy rates under review. Councillor Horwood confirmed that staffing information in relation to South Western Ambulance Services NHS Foundation Trust will be considered at a future HCOSC meeting.

Councillor Horwood also highlighted the award of the contract for the provision of support for adult carers to PeoplePlus. He asked that if any member has any particular issues with service provision to let him know.

In response to Councillor Brownlee's note following the Police and Crime Panel, whilst welcoming the increase in the precept, Councillor Willingham expressed his concern about the overall drop in funding for police services.

### **7. CABINET BRIEFING**

Councillor Jordan had little to report on from Cabinet, but confirmed he had received a letter from County Councillor Nigel Moor regarding the fine income from the Boots Corner trial – he will share this with members.

A member requested that congratulations be passed to Cheltenham BID for the Light up Cheltenham event, which Councillor Jordan confirmed he'd be happy to pass on.

### **8. LGA PEER REVIEW FEEDBACK REPORT AND DRAFT CORPORATE PLAN**

The council's strategy and engagement manager, Mr Gibson, set the scene for the feedback from the recent Local Government Association peer review, particularly highlighting the priorities. Members raised the following points and questions:

- Strengthen the role of backbenchers – what is the vision? Councillor Jordan reported that there are discussions ongoing regarding champions for particular areas of work
- Backbenchers – difficult for them to be engaged
- Backbenchers – skills and professional know-how could be better used
- Role of scrutiny need strengthening
- Directorships – Councillor Jordan looking at this later in the year
- Can be proud of what we're doing

- Relationships with Gloucestershire County Council are improving. We are working well together in some areas such as safeguarding and highways infrastructure but service specifics can sometimes fall down
- Capacity – are we taking on too much?
- Important to be aspirational, but this must reflect resources and capacity
- Need to understand capacity properly; too many projects could result in losing focus
- Importance of leadership
- Resourcing of task and finish groups/cabinet members working groups – these are important but should match resources
- Importance of prioritising when working at capacity

Mr Gibson introduced the draft new look corporate plan and invited comments. This will be going to council on 25 March 2019. Members shared the following thoughts:

- To thrive we need to attract and retain young people
- More coverage of health and wellbeing
- Cyber Park – think big
- More on environmental issues, including the work of community groups
- Take in to account the impact on the town of Brexit/online retail and other external influences
- How will priorities be measured

Mr Gibson reminded members that this is pitched at a high level, but that detailed service and actions plans are being developed. The corporate plan builds on the feedback from the peer review and focuses on fewer priorities which make a difference.

### **9. REVIEW OF SCRUTINY WORKPLAN**

The workplan was noted by members.

The scrutiny request form regarding Severn Trent Water – circulated with the agenda – will be considered for inclusion at the next meeting once officers' comments have been added.

The Chair advised members that the briefing session on 'travellers and other unlawful occupants of council land' is scheduled for 27 March 2019.

### **10. DATE OF NEXT MEETING**

The next meeting is on Monday 1 April 2019

Chris Mason  
**Chairman**

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# ***Discussion Paper***

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## **Overview and Scrutiny Committee 1 April 2019**

### **Overview and Scrutiny Review**

#### **1. Why has this come to scrutiny?**

- 1.1 Effective Overview and Scrutiny (O&S) is a vital part of local democracy as it plays a key role in holding the Cabinet, officers and the wider council to account. The last review of Overview & Scrutiny was held in 2013 following the implementation of the new scrutiny arrangements where the structure changed to one O&S Committee from three, with the introduction of scrutiny task groups.
- 1.1 Since then O&S has taken on board a specific recommendation from the LGA peer review of 2014 relating to how scrutiny might reappraise its work programme with particular reference to the opportunity to play a part in scrutinising the progress of critical projects. More recently O&S has considered the recommendation from the LGA peer review of 2018 to strengthen the role of Members which included reviewing the role of backbenchers.
- 1.2 Members of O&S have now expressed a wish for a further review of the work of Overview and Scrutiny and this meeting provides Members with an initial opportunity to discuss their views on how overview and scrutiny is working now and how it could be improved. This will then inform, along with the forthcoming training, the scope of any review of the committee if that is something that Members wish to pursue.

#### **2 Background**

- 2.1 The specific functions of Overview and Scrutiny are set out in Part 3 C of the Constitution which is attached to this report at Appendix 1. The role of the committee is to plan and coordinate the overview and scrutiny function across the authority. It commissions scrutiny task groups to carry out the detailed work ensuring that they have clear terms of reference. It is also responsible for receiving and determining how call-ins of Cabinet decisions should be dealt with.
- 2.2 Scrutiny should be a powerful tool to enable all Members of the Council who are not part of the Executive to hold the Cabinet to account on behalf of the electorate but also to act as a critical friend in helping to develop new policies and ideas. It is important that scrutiny makes a difference and achieves positive outcomes for the people of Cheltenham.
- 2.3 Overview and Scrutiny has brought together cross party scrutiny task groups on a range of different topics such as the recent Urban Gulls scrutiny task group. These task groups have each met over a series of months with a lead officer and facilitating officer supporting them at every stage. The different task groups have engaged a number of people who have a close understanding of what is happening in our local community. The groups have compiled evidence from these witnesses, collected statistics, considered similar reports prepared by other councils and deliberated over options for improvement. They have been able to scope out the problems and come up with suggested solutions to the issues which face our communities to create a comprehensive report to Cabinet.

- 2.4 A new Chair of O&S was appointed at Annual and Selection Council in May 2018 and as Members are aware the Chair is always held by an opposition Member. O&S committee is supported by a dedicated democracy officer. Where scrutiny task groups are set up these are supported by a lead officer and facilitating officer (the latter being a democracy officer). Other relevant officers are invited to attend scrutiny task groups where necessary.
- 2.5 The work plan is considered by the Chair, Vice Chair and a Member from the PAB group (Chair's group) prior to each O&S meeting from which the agenda for subsequent meetings are shaped. The Chair's group also considers directly any Scrutiny Registration Forms and the Cabinet Forward Plan. The Chair's group is supported by the dedicated Democracy Officer.
- 2.6 The Chair's group has recently raised concerns specifically with regard to resourcing (outside of the DSU team) and the capacity within the authority to support the work of O&S, in addition, the recent LGA Peer review report also recommended that a review of the role of backbenchers should take place as it *"could add political capacity"*. As a first step to providing additional capacity/support to O&S, and to bring about consistency in lead officer support for the Chair's Group and the committee, Executive Leadership Team (ELT) support will be provided by the Executive Director – People and Change, substituted by the Executive Director – Finance and Assets when required. This will come into effect from 1 April 2019.
- 2.7 It is proposed that the ELT lead will be able to provide a level of organisational oversight which is missing from the current arrangements. It is accepted that this single change will not address the resourcing issues entirely but the role will include working with the O&S Chairs group to ensure that the agreed work plan is comprehensive and deliverable and any potential issues with regard to resourcing from across the council are highlighted and addressed at the earliest opportunity.

### **3 Approach**

- 3.1 In order to properly scope a review of Overview and Scrutiny, the initial views of the committee Members will be sought at this meeting. The Chief Executive will be present for the discussion as will the Leader and both will be invited to contribute.
- 3.2 In order to inform the scope of any review it would be helpful for Members to consider and discuss :
- What they believe currently works and why
  - What they believe does not work and why
  - What improvements/outcomes would they wish to see following the conclusion of any review
- 3.3 It is proposed that the training arranged for 1 May 2019 will also inform the scope of the full review and members of the committee may also wish to consider who the council might approach to conduct such a review with the LGA being happy to support the Council in the implementation the peer review recommendations.

### **4 Consultation**

- 4.1 In undertaking any review the proposal would be that O&S Committee Members, Group Leaders, Leader/Cabinet Members and other council members would be engaged with to understand their views on O&S.

4.2 The Chair of O&S has put in place arrangements for an external provider to deliver specific O&S training to Members of the committee and this has been arranged for 1 May 2019 to cover :

- practical work e.g. to consider the criteria used to develop work programmes;
- explore when to use task and finish groups;
- prepare a typical project scope and put together a questioning strategy on a possible piece of work
- possibly use a previous agenda item to reflect on their experience and develop their approach based upon information and insights shared by the facilitator
- possibly explore cultural and behavioural issues, as appropriate, perhaps when exploring challenges for Scrutiny in relation to party politics, holding to account and scrutiny of policies and performance

It could also incorporate any training requirements raised by Members in this initial discussion.

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<b>Appendices</b>	1	Overview and Scrutiny Functions Part C of the Constitution
	2	Corporate Plan
<b>Contact Officer</b>		Bev Thomas, Democracy Officer <a href="mailto:democratic.services@cheltenham.gov.uk">democratic.services@cheltenham.gov.uk</a>
<b>Accountability</b>		Cabinet Member Corporate Services
<b>Scrutiny Function</b>		Overview and Scrutiny Committee

## Specific functions set out in Part 3 C of the Constitution

Table 3

<b>OVERVIEW &amp; SCRUTINY COMMITTEE</b>
<b>Functions</b>
<b>General</b>
Agree the Overview & Scrutiny (O&S) workplan taking into account corporate priorities, the forward plan, issues of local concern and available resources
Establish standing or ad hoc sub-committees as required and set the size and high level terms of reference
Establish time-limited scrutiny task groups (STGs) to carry out in-depth reviews of a particular issue, set the size and high level terms of reference and agree reporting lines (to the Committee or its sub-committee) for recommendations
Establish the Budget STG, set the size and high level terms of reference and agree reporting lines (to the Committee, its sub-committee or Cabinet) for recommendations
Nominate Members to Cabinet working groups when representatives of O&S are requested
Receive recommendations from STGs and forward to Cabinet, Council, committee or the appropriate body (including commissioning boards)
Promote good practice for O&S across the Authority
Promote the development of member skills and competencies in O&S
<b>Scrutiny</b>
Consider call-ins <sup>1</sup> , including call in of any decisions under Joint Arrangements and decide appropriate action (including the establishment of STGs) and carry out any other actions covered by the Overview and Scrutiny Rules
Receive any councillor calls for action and petitions referred to O&S and decide appropriate action
Question Cabinet Members, committees, the Chief Executive, Executive Directors, Directors or representatives under joint arrangements regarding decisions taken, service delivery, initiatives or projects
Question, call for and gather evidence from any external person or organisation (with their consent)
Make reports and recommendations to Cabinet, Council, a committee or an external body arising from the outcome of the scrutiny process
<b>Policy review and development</b>
Receive and comment on plans, strategies, policies and budget proposals that comprise the Budget and the Policy Framework <sup>2</sup>
Contribute to the monitoring, review and ongoing improvement of services provided either directly by the Authority or on behalf of the Authority (using sub-committees or STGs as appropriate)
Monitor the implementation of any O&S recommendations accepted by Cabinet or other bodies
Build appropriate relationships with other parts of the Authority, external bodies and the public to facilitate effective scrutiny
Participate in joint scrutiny with other authorities and work with other authorities in Gloucestershire to strengthen the scrutiny role in respect of partnerships
<b>Crime and disorder</b>
Consider any crime and disorder matters <sup>3</sup>

<sup>1</sup> Rule 14 Overview & Scrutiny Rules (see Part 4D)

<sup>2</sup> In accordance with Rule 2 Budget & Policy Framework Rules (see Part 4G)

<sup>3</sup> Under s19 Police and Justice Act 2006 the Authority must specify a committee to deal with such matters

# 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)



# ***Welcome***

Welcome to Cheltenham Borough Council's corporate plan which sets out our intentions about what we are going to focus on and the reasons why.

Our starting point for our plan is Cheltenham's place vision which is a collective commitment of the Council and its partners to ensure that Cheltenham is a place where everyone thrives, supported by a thriving economy, a thriving cultural offer and thriving communities. We have made sure that the commitments in this plan support this vision.

Our corporate plan will guide us on our journey over the next three years through defining what we are trying to achieve - our purpose, how we will go about our work - our principles, and what we are going to focus on over the next three years - our priorities.

The production of our plan has involved a wide range of staff, elected members and external partners to ensure that our key priorities are the things that will make the biggest difference to Cheltenham's communities, businesses and residents.

***WE HOPE YOU ENJOY READING ABOUT OUR PLANS FOR THE FUTURE.***





極度乾燥 (しなさい)  
**Superdry Store.**

# Our principles

The delivery of this corporate plan will be guided by the following 6 principles:



We will achieve inclusive growth so all our communities can benefit and prosper from investments made in the borough.



We will provide strategic co-ordination across Cheltenham's agencies, partnerships and networks to drive the delivery of the Place Vision.



We will be commercially focused where needed and become financially self-sufficient to ensure we can continue to achieve value for money for the taxpayer.



We will work in ways that encourage equal collaboration at all levels and we will take time to listen, understand and respect each other to ensure what we do is appropriate and empowering.



We will use data and technology, including insight from our customers, residents, businesses and visitors to help us make the right business decisions.



We will invest in and develop our people so they can continue to provide excellent services and are prepared to meet the opportunities and challenges ahead.

# Key priority

## MAKING CHELTENHAM THE CYBER CAPITAL OF THE UK

We will work towards making Cheltenham the cyber capital of the UK; a national first, which will deliver investment in homes, jobs, infrastructure and enable the Council to deliver inclusive growth for our communities.



Working with others we will attract cyber related businesses and secure Cheltenham's position as a cyber and digital innovation hub for the UK.



We will secure the investment needed to ensure successful delivery of the Cyber Park and supporting infrastructure, investing today to create the jobs for tomorrow.



We will ensure that all our communities benefit from future investments by working with them to regenerate their neighbourhoods and improve their living, working, education and leisure facilities.

### HOW SUCCESS WILL BE MEASURED

- Securing the investment and approval to create a Cyber capital for the UK
- Through measuring the social value of investments made.

# Cyber Central Vision



**Environmentally innovative**  
An ecologically friendly development that is restorative to its natural surroundings\_

**Healthy**  
A green and biodiverse development that encourages physical and mental wellbeing\_

**Inclusive**  
A transformational development that creates strong communities\_

**A smart ecosystem**  
A connected community that is digitally, environmentally and socially intelligent\_

**Diverse living options**  
An inclusive community in the region of 3000 homes that provides varied, affordable and flexible tenancies\_

**Intense and tranquil**  
A vibrant and thriving community located within a unique landscape setting\_

**Connected**  
An accessible development that is physically, digitally and culturally integrated\_

**A world-class campus**  
A collaborative community that brings together leading cyber businesses and innovators alongside academic facilities dedicated to cyber and digital technologies\_

**A 24/7 campus**  
A dynamic community that integrates a diverse mixture of uses and people\_

- / A new cyber capital for the UK
- / A catalyst for growth and change in Gloucestershire
- / A pioneering new community for Cheltenham



# Key priority

## CONTINUING THE REVITALISATION AND IMPROVEMENT OF OUR VIBRANT TOWN CENTRE AND PUBLIC SPACES

Deliver a number of Town Centre and wider public enhancements that will continue the revitalisation of the town ensuring its longer-term viability as a retail and cultural destination.



We will continue to invest in our high street and public spaces for the benefit of people living, working and visiting Cheltenham.



We will work with partners to develop a cultural strategy that will build on what is best about our current offer and make the most of future opportunities, national and international, to ensure a wider social benefit.



Work collaboratively to develop and gain approval for a new Cheltenham transport plan including support for cycling and walking projects that will also improve local air quality and health in the town.

### HOW SUCCESS WILL BE MEASURED

- Work with partners to produce a cultural strategy for Cheltenham to maximise opportunities.
- Increases in the visitor economy
- Higher retail occupancy rates

# Key priority

## ACHIEVING A CLEANER AND GREENER SUSTAINABLE ENVIRONMENT FOR RESIDENTS, BUSINESSES AND VISITORS

Deliver enhancements to our waste, recycling, street cleaning and grounds maintenance services and improve the way we commission these services.



Deliver a modern, fit for purpose strategic waste facility and an improved recycling centre to support more efficient and environmentally friendly management of waste and recycling services that also supports economic regeneration.



Implement improvements to the recycling service available to residents, businesses and visitors by reviewing existing services and generate additional income through commercial opportunities to reinvest in waste and recycling services.



Review street cleansing and grounds maintenance, and implement innovative service improvements to support the revitalisation of the town centre whilst also working with local amenity and friends of groups to enhance our public spaces, parks and gardens.

### HOW SUCCESS WILL BE MEASURED

- Increase in public satisfaction
- Number of our parks that have Green Flag status
- Increase in recycling rates





# Key priority

## INCREASING THE SUPPLY OF HOUSING AND INVESTING TO BUILD RESILIENT COMMUNITIES

We will be seeking new opportunities to bring in additional resources e.g. introduction of Cheltenham lottery as well as leveraging more value from our assets and commissioned providers to deliver our £100m housing investment plan.



We will continue to work with our partners to proactively tackle homelessness and rough sleeping.



We will work with partners and Cheltenham Borough Homes to increase the supply of affordable homes across the borough and enable more private rented homes to be let on a long term basis. We will develop plans for the delivery of new homes and sustainable improvements to the west of Cheltenham.



With our partners we will develop a community-based approach that achieves inclusive growth and tackles inequality to ensure all our communities benefit from the improvements and investments we make.

### HOW SUCCESS WILL BE MEASURED

- Work with partners to increase the supply of new homes in the Borough
- Measure social value of community investments made
- Number of successful homelessness preventions

# Key priority

## DELIVERING SERVICES TO MEET THE NEEDS OF OUR RESIDENTS AND COMMUNITIES

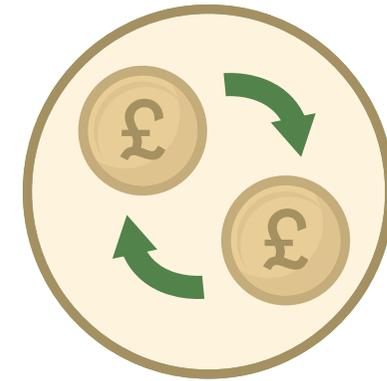
Improve the way services and information are accessed by residents and businesses by maximising new technology opportunities and different ways of working. The outcome of which will contribute towards our financial self-sufficiency.



Increased self-service options to allow customers to do business with the Council 24/7 enabling quick and efficient transactions.



Streamlined customer journeys increasing customer satisfaction and creating efficiencies.



The Council to become financially self-sufficient to help ensure sustainable investment in high quality front-line services

### HOW SUCCESS WILL BE MEASURED

- The Council has become financially self-sufficient
- More residents transacting with the Council through self-service channels
- Improved resident satisfaction with services





Overview and Scrutiny Committee  
2018/2019 workplan

Item	Outcome	What is required?	Author/presenter
<b>Meeting date: 1 April 2019 (report deadline: 20 March 2019)</b>			
Review of overview and scrutiny	Scoping of the review the role of O&S	Presentation and discussion	Pat Pratley, Chief Executive Darren Knight, Executive Director and O&S lead officer Richard Gibson, Strategy and Engagement Manager
<b>Meeting date: 3 June 2019 (report deadline: 22 May 2019)</b>			
Connecting Cheltenham	Update on Connecting Cheltenham proposals	Briefing note	Ken Dale Townscape Manager
Gloucestershire Airport Ltd	Update on the governance review and opportunity to meet the board	Presentation and discussion	Peter Hibberd Non Executive Director and Chair Mark Ryan Managing Director
The Cheltenham Trust	Update from The Cheltenham Trust	Presentation and discussion	The Cheltenham Trust
End of year performance	Consider performance and comment as necessary	Discussion	Richard Gibson Strategy and Engagement Manager
<b>Meeting date: 1 July 2019 (report deadline: 19 June 2019)</b>			
UBICO annual report and performance	Annual report and performance	Presentation and discussion	Gareth Edmundson, Ubico MD Karen Watson Client Manager, Environmental Services
High Street and Boots Corner public realm design concept	Update on the project	Briefing note	Ken Dale Townscape Manager
Severn Trent Water	Briefing on emergency planning arrangements and repair statistics	Briefing and discussion	Sam Harris, Resilience Specialist Severn Trent Water

Overview and Scrutiny Committee  
2018/2019 workplan

			Bryan Parsons, CBC District Emergency Planning Liaison Officer
North Place	Update on North Place	Briefing note	Paul Jones Executive Director, Finance and Assets
Health and Wellbeing strategy – the role of O&S	The new health and wellbeing strategy will focus on a more joined-up approach to promoting health and wellbeing	Presentation and discussion	Richard Gibson Strategy and Engagement Manager
<b>Meeting date: 9 September 2019* (report deadline: 28 August 2019)</b> *date subject to Council approval on 25 <sup>th</sup> March			
Indices of deprivation	Deprivation and inequality in Cheltenham	To be confirmed	To be confirmed
Urban Gulls	Briefing on success of implemented measures and plans for the following year	Briefing Note	Mark Nelson Enforcement Manager

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Items for future meetings (a date to be established)			
Police and Crime Commissioner	Invite the P&CC along to give an overview of performance and highlight any issues		Martin Surl <i>(to be confirmed)</i>
Events	Update on events policy and process	Briefing note	To be confirmed
Gloucestershire 2050	Update on Gloucestershire 2050	Briefing	Councillor Jordan
Network Rail, GWR & British Transport Police	Representatives of relevant organisations to attend O&S	Discussion	Network Rail, GWR and BTP
NHS – integrated locality board	Update on integrated locality board	Presentation and questions	tbc

Annual Items		
Budget proposals (for coming year)	January	Chair, Budget Scrutiny Working Group
Draft Corporate Plan	February	Richard Gibson, Strategy and Engagement Manager
End of year performance review	June	Richard Gibson, Strategy and Engagement Manager
Scrutiny annual report	September	Democracy Officer
Publica annual report	tbc	Dave Brooks (Chair) and David Neudegg (MD)
UBICO annual report	July	

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Quarter 2 performance review	November	Richard Gibson, Strategy and Engagement Manager
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Briefing sessions/seminars

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Travellers and other unlawful occupants of council land	Members' briefing session (DSU to make necessary arrangements and to communicate to members nearer the time)	27 March 2019	Mark Nelson, Built Environment Enforcement Manager John Rowley, Senior Planning Policy Officer
CBH Masterplan	<b>A member seminar</b> arranged at the request of the O&S Committee (DSU to make necessary arrangements and to communicate to members nearer the time)	11 October 2019	Paul Stephenson and Peter Hatch (CBH)