



CHELTENHAM

BOROUGH COUNCIL

Notice of a meeting of Overview & Scrutiny Committee

Monday, 7 June 2021

6.00 pm

Council Chamber - Municipal Offices

(An 'introduction to scrutiny' session is scheduled for 5.00pm)

Membership	
Councillors:	Chris Mason (Chair), Alex Hegenbarth (Vice-Chair), Dilys Barrell, Nigel Britter, Wendy Flynn, Alisha Lewis, Emma Nelson, John Payne, Julie Sankey and Jo Stafford

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

Agenda

1.		APOLOGIES Councillor Sankey. The Leader has also given her apologies, and the Deputy Leader will attend in her place.	
2.		DECLARATIONS OF INTEREST	
3.		MINUTES OF THE LAST MEETING	(Pages 3 - 12)
4.		PUBLIC AND MEMBER QUESTIONS, CALLS FOR ACTIONS AND PETITIONS	
5.		MATTERS REFERRED TO COMMITTEE	
6.	6.05pm	SOLACE Louise Boyle, Team Leader (Solace), Martin Stacy, Lead Commissioner - Housing Services, Environmental and Regulatory Services (CBC) and Paul Tuckey (CBH) Objective: consider performance of service and any benchmarking, also how Covid has impacted what they do (also understand the process and timeframes from initial engagement with a rough sleeper, through to that individual being rehoused)	(Pages 13 - 20)

7.	6.35pm	<p>O&S REVIEW SCRUTINY TASK GROUP - FINAL REPORT Councillor Payne, Chair of the scrutiny task group</p> <p>Objective: consider and agree the actions and timescales being proposed by the task group following their consideration of the Campbell Tickell recommendations</p>	(Pages 21 - 44)
8.	6.50pm	<p>CABINET BRIEFING Councillor Jeffries, Deputy Leader</p> <p>Objective: understand the revised Cabinet portfolio(s) and ask any questions (summary sheet to follow)</p>	
9.		REVIEW OF SCRUTINY WORK PLAN	
10.		<p>LOCAL GOVERNMENT ACT 1972 - EXEMPT INFORMATION The committee is recommended to approve the following resolution:-</p> <p>“That in accordance with Section 100A(4) Local Government Act 1972 the public be excluded from the meeting for the remaining agenda items as it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public are present there will be disclosed to them exempt information as defined in paragraph 3, Part (1) Schedule (12A) Local Government Act 1972, namely:</p> <p>Paragraph 3; Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p>	
11.	7.05pm	<p>NORTH PLACE AND PORTLAND STREET Paul Jones, Executive Director – Finance & Assets</p> <p>Objective: Understand the current status of North Place and Portland Street.</p>	(Pages 45 - 50)
12.		<p>DATE OF NEXT MEETING 5 July 2021</p>	

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Overview & Scrutiny Committee

**Monday, 19th April, 2021
6.00 - 7.25 pm**

Attendees	
Councillors:	Chris Mason (Chair), Paul Baker, Dilys Barrell, Nigel Britter, Iain Dobie, Martin Horwood, John Payne and Jo Stafford
Also in attendance:	Sarah Farooqi (One Legal), Sara Freckleton (One Legal), Councillor Hay (Leader) David Jackson (Marketing Cheltenham), Darren Knight (Executive Director - People & Change) and Gill Morris (Client Officer)

Minutes**1. APOLOGIES**

There were no apologies.

The Chair acknowledged that the committee membership could change following the upcoming elections and took the opportunity to thank everyone, including Councillors Holliday and Sudbury, for their hard work and support.

2. DECLARATIONS OF INTEREST

No interests were declared.

3. MINUTES OF THE LAST MEETING

The minutes of the last meeting were circulated with the agenda.

Upon a vote it was unanimously

RESOLVED that the minutes of the meeting held on the 8 March 2021, be agreed and signed as an accurate record.

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

None were received.

5. MATTERS REFERRED TO COMMITTEE

No matters had been referred to the committee.

6. ONE LEGAL

The Chairman reminded members that this was an opportunity for members to understand what One Legal was doing well, where there were priorities for improvement and how the quality of service was measured. He welcomed the Borough Solicitor and Head of Law – Litigation and Business Development from One Legal, as well as Darren Knight as the Commissioning Officer and Gill Morris, the Client Officer from CBC.

Page 4

The Borough Solicitor welcomed the opportunity to come and speak to members about One Legal and having circulated a paper with the agenda, outlined some key points. One Legal started in 2009 and at that time was a shared service between CBC and Tewkesbury Borough Council, the main drivers for which were cost savings, which proved quite substantial for both authorities and importantly, to build resilience. The service had grown over the years with Gloucester City joining in 2015 and then in October last year, Stroud District. In addition, One Legal provided legal support to other organisations and related bodies including Cheltenham Borough Homes (CBH), Ubico and the Police and the charges to these organisations supported the budget and costs to the partner councils. Governance was provided in the form of the Joint Management Liaison Group (JMLG) which comprised of two members and one senior officer from each of the partner authorities. As an organisation, One Legal currently had 35 permanent members of staff, an increase from 16 in 2009 and it was noted that there were vacant posts which they were in the process of recruiting.

In the past, as well as having carried out all of their day to day tasks (property sales, purchases, leases, licenses, procurement, litigation and planning) they had also supported and provided advice to all of the partners and various committees (Licensing and Planning). It had been a challenging 12 months for everyone, not least because of having to get to grips with working from home but also maintaining the day job at the same time as responding to the additional challenges brought on by the pandemic, which had given rise to interpretation of a myriad of regulations and other related advice. Also, over the last year they had been working on developing a new case management system, as well as having, as mentioned, welcomed Stroud District to the partnership. Particular projects of importance to CBC on which they have worked and advised included major redevelopment regeneration projects such as the CBC and CBH new build programme and some major and complex land transactions such as Maud's Elm and the Minster Innovation Project, as well as having provided support in relation to anti-social behaviour and supported the development of planning policies, development management and in resisting the High Court challenge to the local plan.

Looking forward their current priorities included reviewing the business plan and completing the implementation of the new case management system and once that had been done they would devise, with partners and the JMLG, their key performance indicators. A new development which had the support of the JMLG was a review of the Operating Model for the service and this was in recognition of the exponential changes that had taken place since the partnership was originally established in 2009, in the nature of local authority legal work and client demand. This review would develop an operating model that reflected the business that the partnership authorities currently required and put One Legal in a position to best meet the challenges and demands of all of its partners and bodies that it does work for over the next 5 -10 years.

The Borough Solicitor and Head of Law gave the following responses to member questions:

- One Legal was the first shared service in the county and actually the first shared legal service in the region; so the decision to establish it was undoubtedly an innovative one. There was however, no premium for

new joiner. Instead, a business case was developed for any potential new partners and if there were costs related to their joining then they were paid separately to the cost of providing the legal service. One Legal received the legal budget, staff and vacancies (staff would TUPE over) and the business plan would include detailed costs for any management or other charges that had to flow from the decision; this all forms part of the business case.

- One Legal did have a strong local authority bias and in fact had undertaken work for other local authorities, including every other local authority in this county and actually also worked for Herefordshire some years back. Forest of Dean and Cotswolds district councils were considering the future of their legal services but One Legal did not advertise for new business, it is all word of mouth at the moment. The question of whether they could become too big formed part of the reason why they were revisiting their operating model because, in fact, in terms of management capacity they had less now than they did when they started in 2009 (and the service has doubled in size). They needed to look at what they already had before they could consider taking on any other partners and this formed part of the rationale for having the review.
- Client demands had changed, as had their expertise and One Legal were carrying vacancies in one particular area, so there was an element of pressure in terms of capacity. Again, this was why the review of the operating model was so important in establishing what would be possible and sustainable over the next 5-10 years, minimising the need for external legal expenses which was required at the moment, as there were major projects which they simply did not have the capacity to support. Going forward it was hoped that the new operating model would allow One Legal capacity to bring more in house.
- There were no teams for each authority, it was one combined team and this was how they achieved increased resilience. The team was divided into different areas of law, but there is a lead lawyer for each partner; Sarah Farooqi was the lead liaison officer for Cheltenham but the entire team worked across the whole partnership.
- Conflicts were managed within the team, with different officers assigned to different authorities and it was noted that these conflicts were very rare. The agreement stated that where a conflict is identified which One Legal were unable to deal with in-house and one partner had to engage external legal services, the partnership will pay for it so that no one party is disadvantaged by a conflict having to be managed this way. There were also robust protocols and protection measures in place meaning that access to certain files on the computer system could be restricted as necessary.
- Parish council conduct and interests went with the Monitoring Officer role held by the Borough Solicitor. There was nothing within the rules to prevent One Legal from providing legal services to parish councils, but they simply did not have the resources to be able to offer that to all the parish councils within the partner areas; there were far more in Stroud

Page 6

and Tewkesbury than in Cheltenham and Gloucester. However, One Legal recognised that there was a gap in the market having been approached by numerous parish councils, a number of times. If the partner authorities wanted to be brave and resource it then there would be nothing to prevent One Legal from being able to offer this service, but current resources would not allow for it.

- The budget was based on the amount legal of spend that the authorities bring with them combined and then a percentage was calculated based on that amount. This will need to be reviewed if One Legal were to take on work that was currently being externalised in terms of major projects, as these wouldn't fall evenly between the partners, so the charging mechanism would need to be reviewed. There had been some growth over the years and this had been paid for with income, which at the lower level had consistently been exceeded to offset the cost to the partners, but the target had now been increased to a very ambitious £300k a year. Day to day work was included within the percentage price, but project work and any major legal issues would be charged as extraordinary work and the authority would either pay for the backfill of day-to-day work or pay to get the work commissioned.
- One Legal did previously produce KPIs but the JMLG felt that they were no longer relevant and as such there had been none for the last two years, though this was being reviewed in tandem with the new case management system. One Legal do send out questionnaires to client officers and there were occasionally issues that came to their attention, but generally satisfaction levels were high.
- Priority tensions were negotiated with the officers from the individual authorities in order to establish which in fact should take priority, though it was rare for this to happen and fortunately the priorities tended to follow each other rather than converge. It was noted that compliance with the court directions tended to be the priority.
- There was no appetite for time charging in 2009 or indeed still as it was felt that this resulted in a delay in which legal advice was sought. However, One Legal did record their time and did have target hours set, and do charge actual time for third party clients at a differential rate depending on experience of the lawyer. It would be possible to provide this information but it would take some time to pull together and the new case management system would provide better management information, more easily. It was also the case that from time to time One Legal worked on shared files, Covid regulations was an example, where a piece of work was shared across all partners.
- Attracting and retaining staff was a challenge shared by all local authorities, though One Legal had successfully recruited 9-10 new members of staff over the last year, of all levels, including paralegals, which presented opportunities to members of the team. A key element of the new operating model would be how to attract and retain quality staff, as well as succession planning

The Executive Director – People & Change, as the lead commissioner explained that from the council perspective One Legal provided a good reliable service. He was pleased that investment was being made in the case management system, which would undoubtedly be hugely beneficial to them. An updated operating model would also enable them to address salary challenges and allow for more opportunities to grow third party income, whilst being able to support the councils with more complex legal matters that came with councils being more commercial and complex.

As the client officer, Gill Morris' role was about service improvement and she has a very good relationship with One Legal and they always welcomed feedback and try and respond positively. She was working closely with them on the case management system and offered support in other areas where needed. She assured members that One Legal wanted to improve and she felt that it was positive that they recognised that the council was evolving and wanted to move forward with us.

The Chair thanked officers for their attendance and for what he felt had been a really useful overview of the One Legal service and asked that they come back in 12 months to present KPIs and update on the new operating model.

7. MARKETING CHELTENHAM

The Chairman reminded members that they had invited Marketing Cheltenham to come back to the committee to discuss performance and outcomes, as well as the return on investment, ahead of a potential second phase of delivery beyond July 2021.

David Jackson, the Manager at Marketing Cheltenham (MC) referred members to the paper that had been circulated with the agenda. This would be taken as read but he reminded members that he had attended a meeting back in February 2020 and had been invited back to discuss performance, which was timely as MC was nearing end of current term.

Reflecting on the last year, post covid, things had changed significantly, but pre covid both financially and operationally MC were delivering well; almost on budget with significantly higher expenditure in the second year reflecting the full staffing contingent.

He apologised that the link to KPIS within the report did not work, though these were subsequently emailed to members and are included at Appendix 1.

The KPIs showed that delivery was coming on as well in terms of economic value of tourism and the visitor economy, and the hospitality sector which had grown 18% between 2014-15 and 2018-19 and 6% in the last year of operation. They also included some marketing KPIs around website traffic, social media, income generation and other areas of their operations. Post March 2020 things changed considerably. With the visitor economy and hospitality sector having been amongst the hardest hit by the pandemic and with it a lot of the products or propositions were closed and struggling.

MC quickly pivoted into a number of other CBC corporate priorities including covid recovery communications, business support and grants, the Golden Valley development and launched the new inward investment platform 'Moving

to Cheltenham'. This as well as supporting the wider economic recovery and post covid response (reopening the high street safely fund, supporting the BID with their renewal ballot in July 2021 and much of marketing and communications for the Recovery Task Force. Generally speaking, MC had needed to act nimbly over the last year and rethink their model and approach, which he felt in many ways demonstrated the value of the team and MC to be a valuable resource for CBC in terms of delivery, if not just visitor economy KPIs, but also some of the broader recovery agenda that has come to the fore in the last 12 months.

In recognition that the current funding commitment (first phase) from CBC was coming to an end, which had been synchronised with the BID term, there were ongoing discussions with ELT and partners to agree an extension of a further year. This would allow for the lessons learnt to form part of a wider review of MC and what form and function it would take going forward, though it was generally acknowledged that this would be broadened to embrace a wider economic agenda and communications efforts.

David Jackson gave the following responses to member questions:

- The scope and purpose of MC was being discussed as part of the service review and generally there was a view that operating as a purely visitor economy focused body was too narrow a function. MC had a team of five, which was not an insignificant size compared to other similar towns and cities. As the pandemic hit there was more focus on inward investment, though this was a function of place marketing in terms of image projection and the value of the Cheltenham proposition. MC has some inherent skill set within the team that came from a more tourism focus, but given the challenges faced by the visitor economy over the past year, their intended delivery plans had changed considerably, reflective of a broader focus going forward. They plan to increase their focus on things like the Minster Exchange and Golden Valley in terms of presenting Cheltenham as a place to do business and for its quality of life, including connectivity and schooling, as well as attracting visitors.
- He felt that retail was rarely the sole driver for visitors outside of the catchment and the impact of the pandemic on the retail offer in Cheltenham had yet to be seen, but Cheltenham was largely on par with the national average and it was the wider offer that provided a more valuable proposition.
- Footfall was monitored through four co-commissioned cameras around town centre, monitored by the BID. They monitored footfall throughout the high street and Promenade and measuring footfall on an hourly, daily, weekly or monthly basis. He felt that they had a reasonably good handle on this, particularly from a trend standpoint, as they had comparable data from previous years.
- He agreed that there was a need to promote the wider region and reassured members that MC had strong relationships with other centres in Gloucestershire in terms of inward investment. The 'Moving to

Cheltenham' site was a daughter site to the GFirstLEP's 'Invest in Gloucestershire' site. He also alerted members to the fact that the county level Tourism Partnership had launched a tourism strategy, a first for the county, which looked to extend stays in the area by promoting various attractions across the region. Oversees marketing tended to focus on the area as a whole (leading with the Cotswolds), rather than individual towns.

- There were some 150 cafes and restaurants listed on the MC website, which he felt was probably the largest number on any tourism website, and though some did fall outside the boundaries of Cheltenham, he felt it was important that we present as good a proposition as possible.

A member congratulated MC on the professionalism of what they produced, but felt strongly that Cheltenham, as a town, should not lose focus on the tourist economy given the huge amount of competition from other towns and cities.

The Chair thanked David for his attendance and asked that he come back in a year to demonstrate how things had moved on.

8. RISK AND PERFORMANCE

The Chairman explained that due to technical issues, this item would have to be deferred until the next meeting.

The Executive Director – People & Change, apologised to the committee, he had hoped to share real time scorecards with them, but was currently unable to load the system to be able to share it.

9. FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED

An update on the 23/03 meeting of the Police and Crime Panel had been circulated prior to the meeting by email and this was attached at Appendix 2. Members were asked to contact Councillor Brownsteen directly with any questions or comments.

No further written updates had been received.

Councillor Horwood was invited to provide a verbal update on the 22/03 meeting of the Health Overview and Scrutiny Committee (HOSC). He started by apologising for not having produced a written briefing on the special meeting of HOSC on the 22 March. He explained that family member had been taken unwell and had as a consequence been the focus of much of his time over the last weeks. The decision for the HOSC was whether to take any particular action in relation to the Fit for the Future proposals, these the large scale changes that we had discussed a number of times, including the closure of 24 acute medical beds and the shifting of the acute medical take to Gloucester, the closure of vascular surgery at Cheltenham, the reconfiguration of general surgery, which was still under consideration but would probably result in this and undoubtedly emergency surgery to Gloucester, as well as other services. Still a major change and in his view probably the most major downgrade in services in Cheltenham that we had seen. There was a lot of discussion at the special meeting and a lot of criticism about the timing of this and the fact that it had been done during the pandemic. Not simply because of the difficulties of being able to ensure robust public consultation, but actually because there were

a lot of lessons to be learned from the pandemic, which really ought to inform the reconfiguration of services. Despite numerous reassurances given at that meeting, he was still of the view, and this had been supported by data produced by BBC Radio Gloucestershire from a Freedom of Information request about covid related deaths, which showed that there had been quite a lot of unavoidable deaths in Gloucester, from the centralisation of surgery at Gloucester (which was a red site, meaning a covid risk site, rather than a green site, like Cheltenham) which would suggest that making a permanent shift to Gloucester might not be the best idea. There were also questions about whether there was bed capacity at Gloucester and they were reassured that the South West Clinical Senate, the independent internal panel that having looked at this last year had expressed a lot of doubts, was now reassured that the 'bed test' was met. They were then, somewhat contradictorily, told that the final model for general surgery had not yet be agreed and because he personally couldn't reconcile the two things, he had moved to recommend that the County Council refer the matter to the Secretary of State. Whilst he had been supported by a number of other councillors, but unfortunately not enough and ultimately the proposals were given the green light by HOSC. He felt that there were still a number of questions about how this was going to be done and they were told that planning for implementation would now start, but that the changes themselves would take place over a number of years and that they would endeavour to do their best to ensure that there was indeed capacity at Gloucester before services were moved across. With this now a commitment on a strategic level, it left him in a quandary as to how CBC comment on the decision, given that it couldn't be challenged, by us at least.

The Chair noted his disappointment that despite the concerns raised by this council on behalf of its residents, it seemed to him that they had been completely dismissed by the Trust.

Councillor Horwood advised that there had been support from other district representatives, in particular from the East of the county, the Cotswolds and Stroud, who were equally concerned about these changes and about the timing of the reconfiguration. It was noted that these concerns did not appear to be shared by representatives from Tewkesbury, the Forest of Dean or Gloucester and there was somewhat of a regional split in terms of the vote. He queried whether we should make common calls with Stroud and Cotswold district councils to see whether there were some further representations which could be made direct to the Department of Health, or some of the other NHS bodies, like the South West Clinical Senate or the Getting It Right First Time (GIRFT) Team to raise further concerns about this, regardless of what the HOSC had said.

10. CABINET BRIEFING

The Leader explained that she hadn't submitted a written update as at the time of publication there was little for her to update on. One thing worth mentioning, though she didn't have much information at this stage, was the Western Gateway bid for nuclear fusion based down near Oldbury and Berkley. She advised that this had come somewhat from left field as GCC had only liaised with Stroud District Council who would be directly affected, and had not consulted any other districts. She had requested that members be briefed as soon as possible after the elections so that our members were up to speed on an issue that wouldn't directly impact us, but would in terms of the wider

Gloucestershire area. The Chair agreed that this was an issue that members should know more about and looked forward to a future briefing.

11. UPDATES FROM SCRUTINY TASK GROUPS

Councillor Payne, as Chair of the O&S Review task group, updated the committee on progress. He reminded members that following the Campbell Tickell review and recommendations, the committee had asked him to Chair a task group to look at how the recommendations should be actioned. He acknowledged that the pandemic had slowed progress, and apologised that for reasons outside of his control, he had been prevented from attending any meetings, other than the very first; though the Democracy Officer had kept him informed of progress. The group had now agreed all actions and the Democracy Officer was in the process of finalising the draft report. This was likely to be tabled at the next meeting and in view of the fact that the composition of the committee could possibly have changed following the elections, he felt it was important that the minutes of the final meeting form the main body of the report, or be attached as an appendix, as he felt that they captured the thought and careful consideration that had been given to each of the recommendations. He took this opportunity to thank the other members of the task group for their efforts and the Officers for their hard work.

Councillor Barrell commented that she, along with Councillor McCloskey, had been a member of this group and had both been really impressed with the documentation that had been produced by Officers and thanked them for their support.

The Executive Director – People & Change, as lead officer for the committee, had seen real improvement over the last 18 months and thanked members for their positive feedback.

12. REVIEW OF SCRUTINY WORKPLAN

The work plan had been circulated with the agenda and the Chair advised that the agenda for the next meeting would be agreed by the lead members, next week.

13. LOCAL GOVERNMENT ACT 1972 - EXEMPT INFORMATION

Upon a vote it was unanimously

RESOLVED that in accordance with Section 100A(4) Local Government Act 1972 the public be excluded from the meeting for the remaining agenda items as it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public are present there will be disclosed to them exempt information as defined in paragraph 3, Part (1) Schedule (12A) Local Government Act 1972, namely:

Paragraph 3; Information relating to the financial or business affairs of any particular person (including the authority holding that information)

At this point the live stream was ended.

14. EXEMPT MINUTES OF THE LAST MEETING

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

Upon a vote it was unanimously

RESOLVED that the exempt minutes of the meeting held on the 8 March 2021, be agreed and signed as an accurate record.

15. DATE OF NEXT MEETING

The next meeting was scheduled for 7 June 2021.

Chris Mason
Chairman

Information / Discussion Paper

Cheltenham Borough Council

Overview and Scrutiny Committee - 7 June 2021

SOLACE

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?

The committee wanted to understand how Solace is performing generally (include any benchmarking) and how it has been impacted by Covid – also understand the process for housing rough sleepers in Cheltenham, from initial engagement by Solace to being rehoused (by CBC/CBH) and identify opportunities for improvement.

2. Overview of performance by Solace

Background (for existing and new Members):

To provide a little background information on the team for existing and new members, Solace are a multi-agency team operating across Cheltenham and Gloucester. In each team there is a Case Officer, (employed by either Cheltenham Borough Council or Gloucester City Council depending on which team they are in), a PC and a PCSCO (both seconded into Solace from Gloucestershire Constabulary). There is an overarching Team Leader, (employed by Gloucester City Council) who oversees both teams and links in with management at each agency.

Previously Solace was based only in Gloucester and was made urban wide to include Cheltenham from February 2018.

Each partner involved in setting up Solace across both areas agreed that teams were in place to be:

- A council and police partnership to **tackle anti-social behaviour** through partner agency working;
- It **supports people** to take responsibility for their actions, and challenges those who don't;
- To **improve outcomes** for victims, offenders, communities and agencies.

It was also agreed that the Solace team would accept cases on the following priorities:

- Anti-social behaviour assessed as high risk to the victim and/or having a high impact upon the community
- Partnership priorities as agreed between Gloucestershire Constabulary, Gloucester City Council and Cheltenham Borough Council, which require a multi-agency response
- Support for cases where urgent civil action is required (e.g. closure orders)
- Anti-social behaviour assessed as medium risk that would:
 - Benefit from a multi-agency response, and/or
 - Has a significant potential to escalate
- Support for all other cases where civil enforcement action is being considered (e.g. criminal behaviour orders and civil injunction)

If the team receive complaints of ASB which do not meet the priorities for Solace, as set above, we would undertake one of the following where appropriate:

- Provided with advice from a member of the team and the complaint record for information only
- Passed to another team to investigate e.g. other council teams e.g. Community Protection Officers (CBC), enviro-crime/environmental health team at CBC or GCC Cheltenham Borough Homes, Gloucester City Homes, Police or another housing provider

Key figures:

Since Solace became urban wide across both Gloucester and Cheltenham, the following are a range of figures to demonstrate our performance since February 2018. Unless stated otherwise, each of the below are linked to the Cheltenham team only:

- February 2018 – April 2021 = Cheltenham Solace team have dealt with 166 separate cases
 - These are broken down by priority as follows:
 - ASB high risk to victim/community = 26
 - Partnership case – agreed multi-agency response = 16
 - Urgent civil action required = 3
 - ASB medium risk – multi-agency response needed or risk of escalation = 60
 - Support other civil enforcement = 9
 - ASB public space = 35
 - Un-classified = 17 (NB – our case management system HUB has been refined over time, so initially cases were recorded not as un-classified until we amended it with the software company to have them recorded as the breakdown above)
- KPI – reduce repeat victims of ASB: since February 2018 we have had 22 repeat victims (this is an average of 7.3 per year equalling to an average of 0.6 repeat victims in each month)
- KPIs of: provide an holistic approach to resolving ASB, increase public confidence and to provide sustainable long-term solutions to resolving ASB can be evidenced by the following:
 - Since February 2018 – April 2021 = 252 cases have been closed with no need for legal action (NB – this is for Gloucester and Cheltenham teams combined)
- There are times where enforcement is necessary, the following provides an overview of our enforcement in Cheltenham from February 2018 – April 2021:
 - Civil injunctions = 25 granted
 - Closure orders:
 - 4 full closure orders
 - 3 partial closure orders

3. Impact of Covid on the work of the team

In line with many other teams from Cheltenham Borough Council and partner agencies, as a result of working during the Covid-19 pandemic:

- Our Case Officer and Team Leader have been predominantly working from home (for our Team Leader this has been for health related reasons). This has been undertaken under the H&S criteria as set out for home working
- Our PCSO and PC have in line with the strict H&S assessments and requirements as set out by Gloucestershire Constabulary, been able to continue to work from the police station
- We have been able to continue all of our multi-agency meetings we took part in before the pandemic by moving them online to Microsoft Teams. This has been hugely beneficial as it has allowed us to maintain our team working as well as keeping in touch with vital partners
- We have also been able to, once the rules permitted and in a Covid secure way, utilise the Municipal Offices for further joint working with, for example, the Cheltenham Borough Council Neighbourhood Team. This has been a great benefit.
- We have continued to take on all cases we would have done before the pandemic, just with alterations in e.g. not being able to visit people at home perhaps, but we have overcome this by phone/Teams/Skype
- We have been able to continue to make all necessary referrals we would have done before for any person who needed one as well as link in with partners on a one to one basis for updates on engagement on cases
- We have been able to take all legal actions we would have before the pandemic, this has meant taking statements from witnesses, (whether they be members of the public or partner agencies), over the phone. All our applications have gone ahead through One Legal as per usual, with many court hearings being made over the internet on Teams/Skype
- If we have needed to serve legal or court paperwork on individuals, this has been done by following our bespoke risk assessment with all appropriate PPE or by working in conjunction with our team who have been located in the Gloucestershire Constabulary stations

4. Process for housing rough sleepers in Cheltenham, from initial engagement by Solace to being rehoused (by CBC/CBH)

Input from Solace:

One element of our work is engaging with people in our borough who are causing ASB through their activities which is heavily linked to them being either homelessness, rough sleeping or begging.

Solace work on an “engage – support – enforce” model. We must stress that the later part of the enforcement side is only made where there is persistent and continuing ASB and where a person has refused to engage with all offers of support to address the root cause of their behaviour. The enforcement is not undertaken where the person is not causing any ASB through their actions.

The steps we take are as follows: (this links to pre-Covid where most of our work for engagement was face to face):

- As a team, via colleagues or partners, we become aware of a person rough sleeping, presenting as homeless or begging in the borough
- We aim to engage face to face with them to ascertain as much information about them as they are willing to give at that time
- We work directly out in the borough with P3 outreach team early mornings and later at night, these visits may be as a result of a Streelink referral (references to this are made later in the document). Again, this is to initially engage with the person
 - At this first stage, an initial letter of concern is given to them, this explains how they can gain help, where they can go to for support day to day for e.g. food or

clothes as well as for housing options/to make a homelessness application and if needed for substance misuse support. It also serves as an initial warning of ASB and that we are asking them to engage with the services they require:

- At this stage we would also make initial checks with partners of “Change, Grow, Live (CGL), Housing Options and START meeting leads (meeting to discuss partnership agency referrals for placements in supported accommodation) to check if the person is already in receipt of any support
- If they are not on the notes for each agency, we can make them aware of them and that they are in need of support
- We will also raise the person at our monthly meeting where all partners discuss those causing ASB in the borough and at what stage their engagement is at
- If we continue to see a person in the borough we will regularly speak with them and remind them of the offers of support/referrals made and that we would ask them to engage with these
- If we then continue to see them committing ASB and there is a confirmation of no engagement from them, we will again speak to them face to face to explain this and issue a final warning letter
- A fully sufficient period of time is granted to give people every opportunity to engage and if we know they are making a pathway to engaging, we view this as a positive step and would place any plans for taking a case further, on pause to allow for full engagement
- Should the ASB have continued and been persistent in nature over a period of time, with no meaningful engagement with support agencies to address the root cause of the ASB, we will gather statements from the necessary partners. The lead officer from Solace will also write an overarching statement detailing all offers of support and referrals made. This is then submitted to our solicitor at One Legal who then presents the case to a Judge in Gloucester County Court
 - It is worth noting that in order to apply for an injunction – we must demonstrate that alarm, harassment or distress is being caused by the person and their actions
 - The burden of proof at the application stage is the civil standard of “on balance of probability”
 - We must also be able to link any condition we request to evidence of activity/behaviour
 - The overall decision on the granting of an order is made by a County Court Judge
 - Any breaches must be proven to the criminal standard of “beyond all reasonable doubt” and we are not able to present breaches with anonymous statements, all statements must be from a named person and signed

During the pandemic, the entire County convened a “homelessness cell” which the Solace Team Leader was part of each week. In response to the governments “Everyone In” programme a CEAP (Covid-19 Emergency Accommodation Protocol) was set up to ensure that rough sleepers were accommodated and protected during this time. This involved the provision of accommodation, food and on call support for hotel staff. Following this an ongoing commitment was also made to find housing solutions for all the people housed as part of the CEAP protocol.

Through the extremely hard work of all partners involved, CEAP housed people in line with lockdown rules in a number of different locations. This meant there were so few people out either begging or rough sleeping. Our aim shifted to making referrals and assisting people to get accommodation under CEAP.

Overall, a lot of people who we engage with will have very complex needs and lifestyles, they may have had these complexities for many years e.g. substance misuse, mental health issues from time in the forces or from trauma for example. As a result, engagement from them is not

always immediate, it takes time and there is no way of predicting how long a person will take to meaningfully engage with services who are in place to help them.

As well as all of the complexities, people always have the option to refuse offers of help/accommodation, but we along with partners will continue to work with them and make offers or referrals.

Input from Housing Strategy and Enabling Officer at Cheltenham Borough Council and Housing Options team at Cheltenham Borough Homes:

In terms of assessing people, options surrounding accommodation and housing people who are homeless, this is covered below by the team mentioned in italics above:

- Tackling homelessness and rough sleeping is a key priority of Cheltenham Borough Council and a key outcome of the Housing, Homelessness and Rough Sleeping Strategy 2018-2023 and Cheltenham Borough Council have a range of measures in place to help support people who are homeless and sleeping rough.
- Along with the 5 other districts within Gloucestershire, Gloucestershire County Council, The Clinical Commissioning Group and the Police and Crime Commissioner Cheltenham Borough Council jointly commission an assertive outreach service which is provided by the charity P3.
- This service works with some of the county's most vulnerable individuals and will respond to streetlink referrals for people who are new to sleeping on the streets as well as supporting longer term rough sleepers with complex needs and will support people into the homeless pathway as quickly as possible.
- Streetlink is an extremely quick and effective action that anyone can take to refer a street homeless individual to the team, who will then quickly find, verify, and build relationships with clients to enable people to access appropriate accommodation, support, and healthcare, and to begin their journey into longer term sustained housing. People can contact the outreach team by visiting www.streetlink.org.uk, downloading the Street link app, or calling 0300 500 0914.
- There are two somewhere safe to stay hubs in central Gloucester and central Cheltenham which are staffed 24 hours a day, seven days a week which provides a safe environment away for people to stay from the street. On arrival to the hub, staff rapidly assess a person's needs and design a personal housing plan to explore suitable housing options and pathways for the client.
- Individuals are fully assessed at the hubs including identifying specialist support for complex needs such as mental health problems and substance misuse. This service brings together all relevant partners so that whatever the solution is, it can be designed based on an individual's needs
- Alongside accessing the hubs when someone has been verified as rough sleeping the outreach team will also refer the client to Cheltenham Borough Home's Housing Options team via the 'duty to refer' process for a Personal Housing Plan to be put in place.
- The Housing options team have specialist intervention officers who work with a range of partners to explore a range of suitable housing options for people rough sleeping and ensure the support needs of people rough sleeping are being addressed. Housing options can include the provision of emergency accommodation (based on individual circumstances), referrals to accommodation based support services (including the assessment centre), assistance regarding accessing social housing via the choice based lettings system Homeseeker Plus and advice and assistance to access accommodation in the private rented sector.
- The Housing Options Team also exercise a power to accommodate which is for rough sleepers with little or no support needs where clients can be placed directly into temporary accommodation, regardless of whether or not they have a priority need. This ensures that rough sleepers who have become homeless through no fault of their own

in Cheltenham, and who are able to live independently because they have few or no support needs, are not precluded from accommodation.

- CBC along with the 5 other districts in Gloucestershire also have a Severe Weather Emergency Protocol to support people off the streets during periods of extreme weather and ensures that during periods where the temperature is extremely cold (0 or below for 3 consecutive nights or minus 3 for one night) or when there is an amber weather warning which would detrimentally affect anyone rough sleeping such as high winds, snow, ice etc. everyone rough sleeping is offered to be referred into accommodation.
- Please see the Homeless Infographic at Appendix 1, which gives further information on the range of support available for people rough sleeping across the county

Background Papers

n/a

Contact Officer

Louise Boyle, Solace Team Leader

Accountability

Councillor Collins, Cabinet Member Housing

There is help out there

Have you noticed someone sleeping rough?

Yes

No

You can get in touch with...

That may be because...



StreetLink offers the public a means to act when they see someone sleeping rough, and is the first step someone can take to ensure rough sleepers are connected to the local services and support available to them.

Download the app | www.streetlink.org.uk | 0300 500 0914

P3 Outreach Team
Respond to Streetlink referrals from the public as well as actively finding, and working with, people who are sleeping rough.

Community based support



P3 Community Support
Promoting independent living, and helping people in crisis
0800 168 2443
(Cheltenham, Cotswolds, Stroud)



Greensquare
Community support, for 'sofa surfers' and people at risk of homelessness.
01452 726950
(Gloucester, Forest of Dean, Tewkesbury)

Somewhere safe to stay hubs



Cheltenham homeless hub



Gloucester homeless hub

Council Housing Teams

Gloucester • 01452 396396 • homeless.team@gloucester.gov.uk
Gloucester City Council, The Gateway, 92-96 Westgate Street, Gloucester GL1 2PE

Cheltenham • 01242 387615 • housingoptions@cbh.org
Cheltenham Borough Council, Municipal Offices, Promenade, Cheltenham GL50 9SA

Forest of Dean • 01594 812309 • housing.advice@fdean.gov.uk
Forest of Dean District Council, High Street, Coleford GL16 8HG

Tewkesbury • 01684 272212 • housingadvice@tewkesbury.gov.uk
Tewkesbury Borough Council, Public Services Centre, Gloucester Road, Tewkesbury GL20 5TT

Cotswold • 01285 623301 • housingadvice@cotswold.gov.uk
Cotswold District Council, Trinity Road, Cirencester GL7 1PX

Stroud • 01453 754078 • housing.advice@stroud.gov.uk
Stroud District Council, Ebley Wharf, Ebley Mill, Stroud GL5 4UB



Change Grow Live (CGL)
Substance misuse service, with dedicated outreach worker.
01452 223014



P3 Drop-ins and assessment centres
Drop-in advice and help for homeless.
P3 hub: 01452 221698/01242 576002
P3 centre 08081 786003



Homeless Healthcare
specialist physical and mental healthcare for homeless people
01452 521898



Time To Heal
works with homeless people in Hospital, preventing people being discharged to the street



Emergency Duty Team
On hand evenings and weekends
01452 614194



Established local volunteer groups and homeless charities



START Supported housing
Accommodation with on-site support



ACTION Glos (SIB service)
working with long-term homeless people with complex needs



Severe Weather Protocol
Partnership providing extra emergency accommodation to keep people safe in severe weather



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**Cheltenham Borough Council
Overview & Scrutiny Committee
7 June 2021**

**Scrutiny Task Group Review – Overview & Scrutiny Review
Covering Report**

Accountable Member	Councillor John Payne, Chair of Scrutiny Task Group
Accountable Officer	Saira Malin, Democracy Officer
Executive Summary	<p>In 2019 the Overview and Scrutiny Committee commissioned Campbell Tickell to assess the current arrangements and ways of working in the context of the Statutory Guidance and make recommendations about how the committee could be more effective and how resources could be better focussed or increased</p> <p>Campbell Tickell presented their initial findings in January 2020, before submitting their final report, including a range of recommendations, in February 2020.</p> <p>The O&S Committee accepted the recommendations and established a task group to devise an action plan in response to the recommendations.</p> <p>Progress was delayed as the organisation prioritised delivery of critical services during the pandemic.</p> <p>The task group report (at Appendix 1) sets out their deliberations and the actions being proposed by the task group are summarised at Appendix 1 (of the task group report).</p>
Recommendations	That the Overview and Scrutiny Committee accept the proposed responses to the Campbell Tickell recommendations (see Appendix 1 of the task group report).

Financial implications	<p>None arising from the report or recommendation.</p> <p>Contact officer: Gemma Bell, Head of Finance gemma.bell@cheltenham.gov.uk 01242 264124</p>
Legal implications	<p>None arising from the report or recommendation.</p> <p>Contact officer: One Legal – legal.services@tewkesbury.gov.uk 01684 272012</p>

<p>HR implications (including learning and organisational development)</p>	<p>Contact officer: Julie McCarthy, HR Manager Publica Group limited working on behalf of Cheltenham BC julie.mccarthy@publicagroup.uk 01242 264355</p>
<p>Corporate and Community Plan implications</p>	<p>Accepting the proposed responses to the Campbell Tickell recommendations will help support the effective management of the council's scrutiny process</p> <p>Contact officer: richard.gibson@cheltenham.gov.uk 01242 264280</p>
<p>Environmental and climate change implications</p>	<p>There are no direct implications arising from the responses given to the Campbell Tickell recommendations. With reference to recommendation 4, O&S members may find it beneficial to undertake carbon literacy training when it is available to support them in their committee role.</p> <p>Contact officer: gill.morris@cheltenham.gov.uk 01242 264229</p>
<p>Property/Asset Implications</p>	<p>There are no implications arising from this report.</p> <p>Contact officer: simon.hodges@cheltenham.gov.uk</p>
<p>Report author</p>	<p>Contact officer: saira.malin@cheltenham.gov.uk 01242 264129</p>
<p>Appendices</p>	<p>1. Scrutiny Task Group Report and Appendices</p>



Cheltenham Borough Council

Scrutiny Task Group Report

Overview and Scrutiny Review

March 2021

OVERVIEW AND SCRUTINY REVIEW

APRIL 2021

1. INTRODUCTION

- 1.1 In 2019 Campbell Tickell (CT) were commissioned to undertake a review of the Overview & Scrutiny (O&S) Committee.
- 1.2 The review was conducted through a combination of desktops reviews of governance and constitutional documentation, interviews with officers, committee members and the leader of the council and observation of a committee meeting.
- 1.3 CT presented their initial findings in January 2020, before submitting their final report, including a range of recommendations aimed at improving the effectiveness of the scrutiny function, in February 2020.
- 1.4 The O&S Committee felt that a task group should devise an action plan in response to the recommendations that had been made by CT.
- 1.5 Progress was delayed as the organisation prioritised delivery of critical services during the pandemic.
- 1.6 This report sets out the deliberations and recommendations arising from the scrutiny review by the task group.

2. MEMBERSHIP AND TERMS OF REFERENCE

2.1 Membership of the task group:-

- Councillor John Payne (Chair)
- Councillor Dilys Barrell
- Councillor Paul McCloskey
- Councillor Dennis Parsons (stood down from the group after the first meeting)

2.2 Terms of reference agreed by the O&S Committee:

- Consider the CT recommendations
- Agree actions to deliver the desired outcomes
- Propose timescales for the completion of these actions/outcomes

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

- 3.1 The scope of the review was simple, in that the CT recommendations had been accepted by O&S and the task group simply needed to consider if and how they could be actioned, as well as outlining proposed timescales.
- 3.2 The group only met (virtually) twice, with in-depth discussions with the Chair between meetings.




- 3.3 Progress was seriously impacted by the pandemic. Progress was delayed as the organisation prioritised delivery of critical services during the pandemic.
- 3.4 The group was supported by the following officers:
- Darren Knight, Executive Director People & Change and sponsor of the scrutiny task group
 - Saira Malin, Democracy Officer and facilitator of the scrutiny task group
- 3.5 Members would like to thank Darren Knight and Saira Malin for the support they provided to the group.
- 3.6 The task group reviewed the following evidence:
- The report produced by Campbell Tickell, which outlined their findings and included 19 recommendations
 - Draft responses to the 19 recommendations, produced by the Democracy Officer, which included various examples from other sources and advice in terms of process.

4. OUR DELIBERATIONS ON THE CAMPBELL TICKELL RECOMMENDATIONS

- 4.1 The group considered each recommendation in turn, before agreeing upon the response and timescales to be proposed to the O&S Committee (shown below in *italics*).
- 4.2 **Recommendation 1: Develop and agree a single, clear and measureable definition of the role and purpose of the committee, used consistently in all documentation.**
- 4.3 The group reviewed a number of existing CBC definitions and descriptions of the committee, as well as examples from a variety of other sources. The Democracy Officer had proposed a draft description, largely based on that included in the statutory guidance produced in May 2019:
- 4.4 *The Overview and Scrutiny have statutory powers to scrutinise decisions the executive is planning to take, those it plans to implement, and those that have already been taken or implemented. The Overview and Scrutiny committee can enable improvements to be made to policies or the implementation of those policies and also have an important role to play in developing policy and **improving** performance.*

The Overview and Scrutiny Committee will:

- *Provide constructive 'critical friend' challenge to the executive;*
 - *Amplify the voices and concerns of the public;*
 - *Be led by independent people who take responsibility for their role; and*
 - *Drive improvement in public services in Cheltenham.*
- 


- 4.5 Members were satisfied that the draft definition of the role and purpose of the committee, which they felt both clear and measurable, but asked that the word 'improving' be added (shown above in bold).
- 4.6 Once agreed by O&S the new definition would replace any previous versions and be used consistently in all documentation.
- 4.7 **Recommendation 2: Develop a specific role description for the committee chair to include skills, attributes and key responsibilities.**
- 4.8 The group agreed with the Democracy Officers suggestion that it would be helpful to have a general role description for committee members, as well as a more specific one for the Chair. The group considered the draft role description for committee members:
- 4.9 *The Overview and Scrutiny Committee will, unless agreed by Council, reflect the political proportionality (make-up) of the council.*

Members of the executive cannot be members of scrutiny.

Members should be able to act impartially, to work as part of a group and be committed to improving public services in Cheltenham. They will require listening and questioning skills and some experience of risk and project management would be beneficial.

*Members will be offered induction training when they take up their role, so that they **have clarity as to the purpose of their role and the remit of Overview and Scrutiny** and ongoing training, so that they can carry out their responsibilities effectively.*

- 4.10 The Executive Director People & Change suggested that we include reference to the overall objective of the induction training being that members understand the remit of O&S, as well as giving clarity as to the purpose of their role. The group welcomed this addition, which is shown above in bold.
- 4.11 The group then considered the draft role description for the Chair:
- 4.12 *The Chair plays a leadership role on a scrutiny committee as they are largely responsible for establishing its profile, influence and ways of working. The Chair should possess the same attributes as those outlined for the wider membership of the committee (paragraph x), as well as having the ability to lead and build a sense of teamwork and consensus among committee members. Specific skills include:*

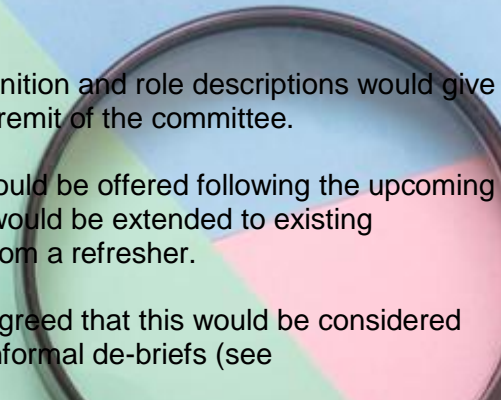
- *A good understanding of the strategic importance of the scrutiny function within the council*
 - *A clear understanding of the terms of reference for the committee*
 - *Advanced chairing skills*
 - *Advanced communication skills (public speaking, listening and questioning)*
 - *The ability to weigh-up evidence and make recommendations based upon that evidence*
 - ***Be fair and balanced, ensuring the objectivity of the committee***
- 

- *Having an understanding of the challenges facing the overview and scrutiny function*
- *Being able to cultivate constructive relationships with the executive, senior officers and partners*
- *Being a champion of the scrutiny function*

Their key responsibilities will include:

- *Ensure the committee focusses on matters of strategic importance or concerns of the public, where a trend exists*
- *Develop a clear understanding of the terms of reference for the committee*
- *Preside over the agenda and work plan setting process*
- *Encourage effective contributions from all members of the committee and constructive challenge of decisions makers*
- *Ensure the committee fulfils its responsibilities effectively by working with officers to identify training needs as required*
- *Report to Council at least once a year, or as required*
- *Exercise their right as Chair of overview and scrutiny to call-in decisions, waive the right to call-in and agree special urgency requests, where necessary*

It is noted that the chair would be offered support and appropriate training, as necessary.

- 4.13 The group felt it was important to include something around the need for the chair to be fair and balanced. This is shown above in bold.
- 4.14 Whilst they accepted the proposed role description, they did feel that it would be challenging for a member to encompass all of the skills and attributes outlined within it. The group were assured that training would be available where necessary.
- 4.15 Once approved by the O&S Committee, the two role descriptions would be included on the website, in updated scrutiny guides and as part of the Introduction to Scrutiny training which was scheduled immediately before the June meeting of the O&S Committee.
- 4.16 **Recommendation 3: Consider how members of the committee can be suitably supported and trained to be skilled and effective in their role and clearly understand the purpose of the committee and their contribution to it.**
- 4.17 The group were confident that the draft definition and role descriptions would give clarity to members about their role and the remit of the committee.
- 4.18 Officers confirmed that induction training would be offered following the upcoming elections and that as always, an invitation would be extended to existing members who felt that they would benefit from a refresher.
- 4.19 In terms of ongoing training needs, it was agreed that this would be considered on a regular basis, as part of the planned informal de-briefs (see Recommendation 19).
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- 4.20 *Once agreed, the committee definition will provide a clear understanding to the purpose of the committee and how members should contribute to it.*

The brief outline of committee membership will make clear the necessary attributes that are required of members that sit on the committee.

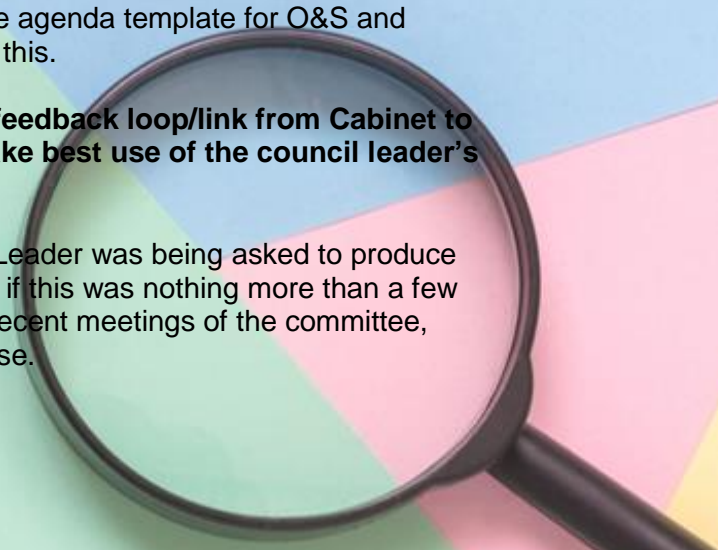
Induction training will be offered to all new members, as well as existing members that feel that they would benefit from a refresher.


*Ongoing training has always been offered, **but there will be a regular discussion about training needs as part of the informal de-brief at the end of each meeting.***

Scrutiny guides will be updated and reissued to members of the committee.

- 4.21 The informal de-brief has been added to the agenda template for O&S and induction training is going at the moment, following the recent elections.
- 4.22 **Recommendation 4: Arrange focused training for all members, perhaps within a scheduled meeting, specifically on how to be an effective Overview and Scrutiny Committee member. Possible areas for training include how to promote and build visibility of scrutiny, and how to effectively challenge and scrutinise information and decisions.**
- 4.23 The group fully supported the suggestion by the Executive Director, that training needs be considered by the committee on an ongoing basis, as part of the informal de-brief that would be scheduled at the end of each meeting. They agreed that this would enable the committee to take a proactive role in identifying targeted training on specific areas. As for how and when the training would be held, this would be for the committee to decide on a case by case basis.
- 4.24 *The committee will decide if and what training members would benefit from based on any gaps in knowledge or skills, as part of the informal de-brief that will be scheduled at the end of each meeting.*

Any training could then be held within a scheduled meeting, though this would have to be decided upon prior to agenda items being scheduled as there have been previous complaints about adding these sessions on to a meeting with an already full agenda.

- 4.25 The informal de-brief has been added to the agenda template for O&S and training needs will be considered as part of this.
- 4.26 **Recommendation 5: Introduce a formal feedback loop/link from Cabinet to Overview and Scrutiny Committee to make best use of the council leader's attendance at committee.**
- 4.27 The Democracy Officer confirmed that the Leader was being asked to produce something in advance of the meeting, even if this was nothing more than a few bullet points. The group, having attended recent meetings of the committee, were satisfied that this was routinely the case.
- 

- 4.28 The script produced for the Chair of O&S now included a prompt to ask members to raise specific topics for the Leader to include in future briefings.
- 4.29 *The Leader is advised that written updates, even a few bullet points, are now mandatory in advance of the meeting and the Chair, will invite members to ask the Leader to provide information on specific topics in upcoming briefings.*
- 4.30 No further action was required.
- 4.31 **Recommendation 6: Review and determine how enquiry topics are to be identified; should they be focused on the delivery of the council's corporate plan? This would make better use of finite resources and help negate possible tension between Cabinet and the committee.**
- 4.32 The group felt it was important to have a criteria against which possible topics should be considered, but were also clear that the committee should not be prevented from being able to consider issues which were raised by the public, whilst accepting that scrutiny was not the appropriate place to raise low level ward issues. What they aimed to avoid was a criteria that was overly restrictive. They also felt that the criteria should include something about alternative options i.e. seminars, briefings, etc.
- 4.33 On the subject of seminars, they queried, where a seminar was considered to be a more appropriate setting for consideration of an issue, why these seminars could not be open to the public and felt that the committee should lean instinctively towards openness. The Democracy Officer suggested that it would not always be appropriate to have the public along to these meetings, given the information that might be shared (in person or virtually), but this could be considered on a case by case basis.
- 4.34 The proposed criteria:
- *Is it a corporate priority?*
 - *Is it an issue that whilst not a corporate priority, is of concern to a number of residents; is there a sufficient degree of representation?*
 - *Does the committee have any influence, or is another committee/body better placed to scrutinise the issue?*
 - *Would the topic be better served as a seminar, task group, briefing, etc.?*
- 4.35 Should it be accepted by the O&S Committee, the criteria would be used to assess proposed agenda items going forward.
- 4.36 **Recommendation 7: Consider how the Chair and committee members can extend the committee's visibility within the council.**
- 4.37 The group were reminded that the committee tabled an annual report at Council, which summarised what it had achieved in the previous year. They were also assured that the wider membership of the council were routinely invited to not only attend, but also to participate, on topics that affected the town as a whole.
- 

4.38 The Executive Director confirmed that the Comms Team were now more active on social media and were promoting Council, Cabinet, Overview & Scrutiny and Audit, Compliance & Governance meetings and agenda items.

4.39 *The committee produce an annual report which summarises the accomplishments of the O&S Committee from the previous year and this is presented at Council.*

Invitations to attend and participate, are routinely extended to the wider membership of the council, where topics are of borough-wide interest.

Meetings and specific agenda items where applicable, are promoted on social media by the Comms Team.

4.40 No further action is required.

4.41 **Recommendation 8: Although dedicated resource to the committee has improved and is valued, general officer support needs to be better focused and respect demonstrated for the role and value of the committee.**

4.42 The group, including the Executive Director, took the opportunity to praise the work of the Democracy Officer and felt that there had been a marked improvement in terms of support for the committee since her return from maternity leave, owing to her knowledge and experience.

4.43 The Democracy Officer appreciated the positive feedback but noted that the recommendation highlighted general officer support and respect for the committee, which she felt had improved greatly with the involvement, knowledge and support of the Executive Director People & Change, which she had personally welcomed and was very appreciative of.

4.44 *The dedicated resource to the committee by the Democracy Officer continues, and this is welcomed by members.*

The involvement of the Executive Director People & Change has resulted in positive change in terms of the commitment of officers more generally, to the scrutiny process.

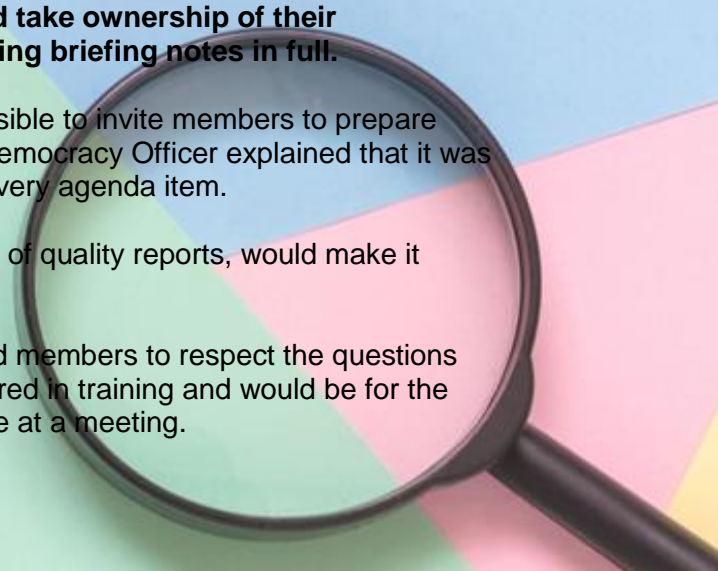
4.45 No further action was required.

4.46 **Recommendation 9: All members should take ownership of their contribution at meetings, including reading briefing notes in full.**

4.47 The group queried whether it would be possible to invite members to prepare questions in advance for each item. The Democracy Officer explained that it was unrealistic for her to be able to do this for every agenda item.

4.48 Members agreed that the timely publication of quality reports, would make it easier for members to read them in full.

4.49 They did feel that it was important to remind members to respect the questions and opinions of others. This could be covered in training and would be for the Chair to raise, if there was a particular issue at a meeting.



- 4.50 *Late reports are by exception only and with officers advised that reports should be no more than 4 sides, meaning timely publication of good quality reports.*

Reports are also being taken as read, with the Chairman reminding members about the objective for each item and an introduction from officers with a focus on key points only, or specifically what they want from the committee. This means that members need to have read the papers beforehand.

The Chair will invite all members to contribute and members are expected to respect the questions and opinions of others.

- 4.51 No further action was required.

- 4.52 **Recommendation 10: Report writers and presenters need to be given clearer briefs, expectations and time frames – and this needs to be robustly adhered to and managed by the Chair.**

- 4.53 The Democracy Officer assured members that report writers and presenters were also given guidance on the objective for each item and any specifics they need to cover in their paper and continued to be provided with clear guidance in terms of how long their particular item would have and how this was split between introduction (5 minutes) and Q&A.

- 4.54 The Democracy Officer confirmed that she now alerted the Chair when an item was nearing its time limit and in turn, the Chair would make the committee/guests aware of the need to be succinct and conclude the item on schedule.

- 4.55 The group had attended recent meetings of the O&S Committee and felt that time management in terms of the agenda planning and at the meeting itself, had improved and was working well.

- 4.56 *Report writers and presenters are given guidance on the objective for each item and any specifics they need to cover in their paper, as well as being asked to provide as much information as is needed, without exceeding 4 sides.*

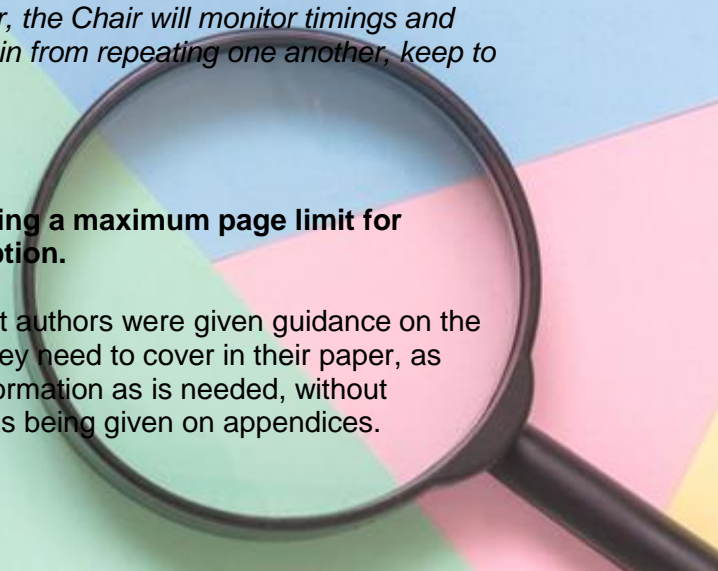
They are also given an estimated start time, definitive time limit and reminded that any introduction should be limited to 5 minutes, with the remaining time being dedicated to question and comments from members.

With assistance from the Democracy officer, the Chair will monitor timings and where necessary, remind members to refrain from repeating one another, keep to topic and be succinct.

- 4.57 No further action is required.

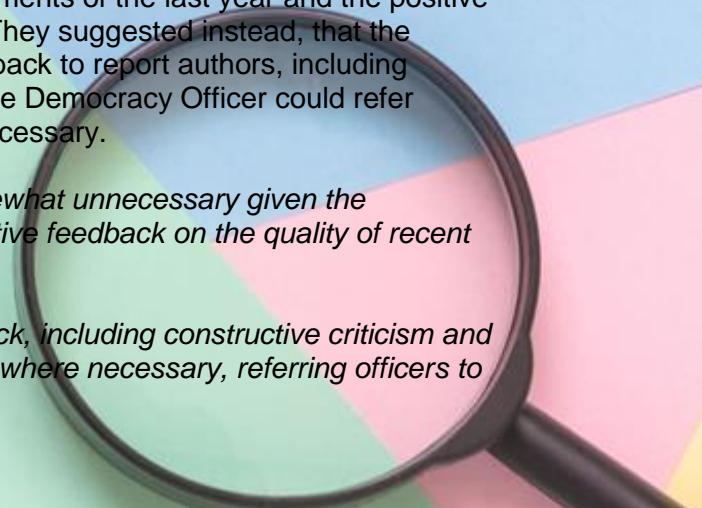
- 4.58 **Recommendation 11: Consider introducing a maximum page limit for reports with use of appendices by exception.**


- 4.59 The Democracy officer reiterated that report authors were given guidance on the objective for each item and any specifics they need to cover in their paper, as well as being asked to provide as much information as is needed, without exceeding 4 sides. However, no advice was being given on appendices.




- 4.60 The group were comfortable that appendices were not routinely included and only where it made sense to include them, and suggested that this should be conveyed to report authors.
- 4.61 *Report authors are given guidance on the objective for each item and any specifics they need to cover in their paper, as well as being asked to provide as much information as is needed, without exceeding 4 sides. This would be amended to include advice on the inclusion of appendices, only where necessary.*
- 4.62 No further action is required.
- 4.63 **Recommendation 12: Consider training for officers on PowerPoint presentation in order to maximise the benefit obtained by the committee.**
- 4.64 The Executive Director advised that officer training on PowerPoint presentations was planned to take place by the end of June and that the aim was for self-contained and engaging PowerPoint presentations. However, these would come to O&S by exception.
- 4.65 *PowerPoint training for officers will be arranged by the end of June 2021.*
- 4.66 The Executive Director People & Change will arrange this.
- 4.67 **Recommendation 13: The Chair should sense-check all papers before dispatch.**
- 4.68 The Democracy Officer raised concerns over how realistic this would be, given the current deadlines. She explained that the report deadline is 12 noon on a Wednesday, with the statutory publication deadline of Friday (the week before the week of the meeting). It would leave a very small window of time to allow the chair to review the reports, give feedback and then have the report author make any changes. If this were to be adopted, the deadline for scrutiny would need to be earlier than it currently is, which would mean that in cases where meetings were only 4 weeks apart, the agenda for the second meeting would need to be agreed, before the first meeting had been held. This would in turn limit the ability of the committee to consider emerging issues.
- 4.69 The group agreed that this seemed unworkable and suggested it was also somewhat unnecessary, given the improvements of the last year and the positive feedback on the quality of reports of late. They suggested instead, that the committee should continue to provide feedback to report authors, including constructive criticism and suggested that the Democracy Officer could refer report authors to good examples, where necessary.
- 4.70 *This was unworkable and considered somewhat unnecessary given the improvements of the last year and the positive feedback on the quality of recent reports.*

The committee will continue to give feedback, including constructive criticism and the Democracy Officer will provide support where necessary, referring officers to good examples of reports.



- 4.71 No further action was required.
- 4.72 **Recommendation 14: Ensure that all committee members are encouraged to contribute and feel comfortable doing so.**
- 4.73 The group was confident that once a clear and concise definition had been agreed, members would have clarity as to the remit of the committee and their role as a member and that this would result in members having more confidence to make comments and ask questions. With training and guidance providing additional confidence.
- 4.74 The group acknowledged the role of the Chair and wanted to put on record that Councillor Mason was an effective chair, who did indeed encourage all members to contribute.
- 4.75 *A clear and concise definition for the committee, along with updated guidance and member training, will provide clarity to members as to the remit of the committee and their role, resulting in members who have the confidence to make comments or ask questions.*
- 4.76 No further action was required.
- 4.77 **Recommendation 15: Introduce a front cover sheet for each committee report/agenda item to provide clarity on the purpose of the report, why it is coming to committee and what action the committee is being asked to take. This should be made available to report authors after agenda planning meeting. The Chair should use this to 'top and tail' each agenda item at meeting and can also be useful for minutes.**
- 4.78 The Democracy Officer advised that she had started including the objective for each item on the agenda, as well as asking the Chair to remind the committee of this, as part of his introduction to each item.
- 4.79 The group felt that this was not only sufficient, but also the most effective way of reminding people why something was on the agenda and the front cover sheet was therefore unnecessary.
- 4.80 *The objective for each item will continue to be included on the agenda and the Chair will continue to remind the committee of this objective, as part of his introduction to each item.*
- 4.81 No further action is required.
- 4.82 **Recommendation 16: Introduce an action tracker so that all decisions/actions made by the committee can be tracked at each meeting. This should also include tracking of recommendations to Cabinet or other committees/groups.**
- 4.83 The group were reminded about Clearview, the council's new risk and performance monitoring software.
- 

- 4.84 The CT recommendations had already been added to this system, which would allow for action tracking and monitoring of the agreed actions and the group felt that this was a sensible approach.
- 4.85 *The Clearview system would be used to monitor and track any recommendations.*
- 4.86 Clearview would be updated to reflect the actions that had been agreed by the O&S Committee.
- 4.87 **Recommendation 17: Re-order agenda (recognising issues with public attendance) between items for scrutiny and items for overview in order to make better use of meeting time and member energy.**
- 4.88 The Democracy Officer explained that out of courtesy, guests of the committee were scheduled earlier on the agenda, with the exception of exempt items, which were scheduled at the end of agendas given that the public were required to leave the meeting.
- 4.89 *External guests or topics of public interest will continue to be scheduled at the start of the agenda and because the public are excluded for exempt business, these items will continue to be scheduled at the end of the agenda.*
- 4.90 No further action is required.
- 4.91 **Recommendation 18: Re-introduce maximum meeting time of two hours, attending carefully to agenda planning, quality of reports, length of presentations, management of external speakers, etc.**
- 4.92 Officers confirmed that the chairs group planned the agenda based on a two hour time limit.
- 4.93 Report authors/guests were given clear guidance in terms of how long their particular item would have and how this was split between introduction and Q&A. They were also given guidance on the objective for each item and any specifics they needed to cover in their paper. In addition to this, they were advised that they should aim to limit their papers to four sides, whilst including sufficient detail.
- 4.94 The Democracy Officer confirmed that she now alerted the Chair when an item was nearing its time limit and in turn, the Chair would make the committee/guests aware of the need to be succinct and conclude the item on schedule.
- 4.95 The group felt that improved agenda planning was evident from recent meetings and commended the Chair for the way in which he managed these meetings.
- 4.96 *The two hour limit has been re-introduced. The agenda setting meeting gives focus to the length of the agenda, Officers are given clear advise as to timings and the Chair takes a far more proactive role in managing these within the meeting.*
- 4.97 No further action is required.
- 

- 4.98 **Recommendation 19: Introduce a wrap up session at the end of each meeting to consider 'positives and negatives' from meeting.**
- 4.99 The group felt that there should be an informal de-brief at the end of each meeting, giving members the opportunity to reflect on what had gone well and identify opportunities for improvement and possible training needs.
- 4.100 The group wanted this to be informal and as such are proposing that the short discussion should take place once the stream (during virtual meetings) has stopped, but before the webex meeting is ended. They were clear that this should be a short discussion, acknowledging that the chairs group could discuss issues in more detail, if required.
- 4.101 *An informal de-brief (for members only) has been added to the agenda template for the O&S Committee. This will be an opportunity for the committee to reflect on what has gone well and identify any opportunities for improvement or possible training needs. The de-brief itself will be a short discussion only and the chairs group will consider any issues in more detail.*
- 4.102 No further action is required.

5. CONSULTATION

- 5.1 It was not considered necessary to consult beyond the task group, given that the recommendations of the Campbell Tickell had already been accepted by the Overview & Scrutiny Committee. The task group had simply been asked to agree actions to deliver the desired outcomes and propose timescales for the completion of these actions/outcomes.

6. PROPOSED ACTIONS AND TIMESCALES

- 6.1 The proposed actions for each of the 19 CT recommendations are outlined above (*in italics*), but have been summarised in table form for convenience (Appendix 1).
- 6.2 12 of the 19 CT recommendations have already been actioned and the task group suggests that 1 is not progressed for the reasons outlined above and in the table at Appendix 1.
- 6.3 Timescales for the remaining recommendations, is based on the proposed actions being agreed by the O&S Committee and Officers then making the necessary changes/arrangements.

7. PROGRESSING THE CAMPBELL TICKELL RECOMMENDATIONS

- 7.1 As previously mentioned, 12 of the 19 recommendations have already been actioned.

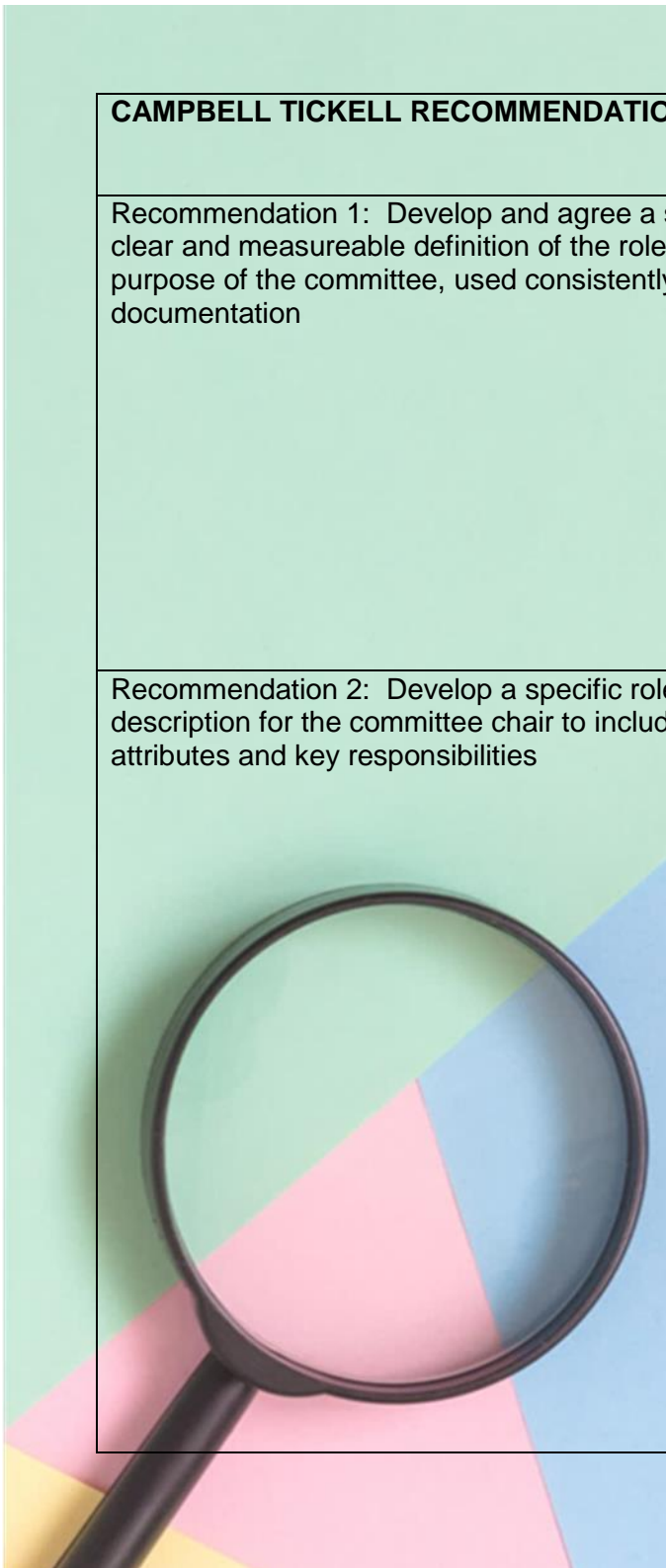


- 7.2 The remaining recommendations will be actioned once agreed by the O&S Committee.
- 7.3 All 19 recommendations were added to Clearview when the CT report and recommendations were approved by the O&S Committee in February 2020 and will be updated once the O&S Committee has approved the proposed actions.
- 7.4 The target for completion will be the end of June 2021.
- 7.5 The Clearview system will then be used to monitor and demonstrate progress to the committee in real time.
- 7.6 The Democracy Officer will work on updating existing scrutiny guides to reflect any changes.

Report author	Councillor John Payne, Chair of the scrutiny task group Contact officer: Saira Malin, Democracy Officer saira.malin@cheltenham.gov.uk, 01242 26 4129
Appendices	<ol style="list-style-type: none">1. Proposed actions/timescales2. The One page strategy for this review
Background information	<ol style="list-style-type: none">1. Campbell Tickell report (date) ADD LINK



CAMPBELL TICKELL RECOMMENDATION:	TASK GROUP AGREED ACTION:	TARGET FOR COMPLETION:
<p>Recommendation 1: Develop and agree a single, clear and measureable definition of the role and purpose of the committee, used consistently in all documentation</p>	<p><i>The Overview and Scrutiny have statutory powers to scrutinise decisions the executive is planning to take, those it plans to implement, and those that have already been taken or implemented. The Overview and Scrutiny committee can enable improvements to be made to policies or the implementation of those policies and also have an important role to play in developing policy and improving performance.</i></p> <p><i>The Overview and Scrutiny Committee will:</i></p> <ul style="list-style-type: none"> • <i>Provide constructive ‘critical friend’ challenge to the executive;</i> • <i>Amplify the voices and concerns of the public;</i> • <i>Be led by independent people who take responsibility for their role; and</i> • <i>Drive improvement in public services in Cheltenham.</i> 	<p>JUNE 2021</p>
<p>Recommendation 2: Develop a specific role description for the committee chair to include skills, attributes and key responsibilities</p>	<p><i>The Chair plays a leadership role on a scrutiny committee as they are largely responsible for establishing its profile, influence and ways of working. The Chair should possess the same attributes as those outlined for the wider membership of the committee (paragraph x), as well as having the ability to lead and build a sense of teamwork and consensus among committee members.</i></p> <p><i>Specific skills include:</i></p> <ul style="list-style-type: none"> • <i>A good understanding of the strategic importance of the scrutiny function within the council</i> • <i>A clear understanding of the terms of reference for the committee</i> • <i>Advanced chairing skills</i> • <i>Advanced communication skills (public speaking, listening and questioning)</i> • <i>The ability to weigh-up evidence and make recommendations based upon that evidence</i> • <i>Be fair and balanced, ensuring the objectivity of the committee</i> • <i>Having an understanding of the challenges facing the overview and scrutiny function</i> 	<p>JUNE 2021</p>



- *Being able to cultivate constructive relationships with the executive, senior officers and partners*
- *Being a champion of the scrutiny function*

Their key responsibilities will include:

- *Ensure the committee focusses on matters of strategic importance or concerns of the public, where a trend exists*
- *Develop a clear understanding of the terms of reference for the committee*
- *Preside over the agenda and work plan setting process*
- *Encourage effective contributions from all members of the committee and constructive challenge of decisions makers*
- *Ensure the committee fulfils its responsibilities effectively by working with officers to identify training needs as required*
- *Report to Council at least once a year, or as required*
- *Exercise their right as Chair of overview and scrutiny to call-in decisions, waive the right to call-in and agree special urgency requests, where necessary*

It is noted that the chair would be offered support and appropriate training, as necessary.

The task group also agreed that it would be helpful to have a general role description for committee members:

The Overview and Scrutiny Committee will, unless agreed by Council, reflect the political proportionality (make-up) of the council.

Members of the executive cannot be members of scrutiny.

Members should be able to act impartially, to work as part of a group and be committed to improving public services in Cheltenham. They will require listening and questioning skills and some experience of risk and project management would be beneficial.

	<p><i>Members will be offered induction training when they take up their role, so that they have clarity as to the purpose of their role and the remit of Overview and Scrutiny and ongoing training, so that they can carry out their responsibilities effectively.</i></p>	
<p>Recommendation 3: Consider how members of the committee can be suitably supported and trained to be skilled and effective in their role and clearly understand the purpose of the committee and their contribution to it</p>	<p><i>Once agreed, the committee definition will provide a clear understanding to the purpose of the committee and how members should contribute to it.</i></p> <p><i>The brief outline of committee membership will make clear the necessary attributes that are required of members that sit on the committee.</i></p> <p><i>Induction training will be offered to all new members, as well as existing members that feel that they would benefit from a refresher.</i></p> <p><i>Ongoing training has always been offered, but there will be a regular discussion about training needs as part of the informal de-brief at the end of each meeting.</i></p>	<p>JUNE 2021</p>
<p>Recommendation 4: Arrange focused training for all members, perhaps within a scheduled meeting, specifically on how to be an effective Overview and Scrutiny Committee member. Possible areas for training include how to promote and build visibility of scrutiny, and how to effectively challenge and scrutinise information and decisions</p>	<p><i>The committee will decide if and what training members would benefit from based on any gaps in knowledge or skills, as part of the informal de-brief that will be scheduled at the end of each meeting.</i></p> <p><i>Any training could then be held within a scheduled meeting, though this would have to be decided upon prior to agenda items being scheduled as there have been previous complaints about adding these sessions on to a meeting with an already full agenda.</i></p>	<p>COMPLETE</p>
<p>Recommendation 5: Introduce a formal feedback loop/link from Cabinet to Overview and Scrutiny Committee to make best use of the council leader's attendance at committee</p>	<p><i>The Leader is advised that written updates, even a few bullet points, are now mandatory in advance of the meeting and members will be invited to ask for information on specific topics in upcoming briefings.</i></p>	<p>COMPLETE</p>
<p>Recommendation 6: Review and determine how enquiry topics are to be identified; should they be focused on the delivery of the council's corporate plan? This would make better use of finite resources and help negate possible tension between Cabinet and the committee</p>	<ul style="list-style-type: none"> • <i>Is it a corporate priority?</i> • <i>Is it an issue that whilst not a corporate priority, is of concern to a number of residents; is there a sufficient degree of representation?</i> • <i>Does the committee have any influence, or is another committee/body better placed to scrutinise the issue?</i> • <i>Would the topic be better served as a seminar, task group, briefing, etc.?</i> 	<p>JUNE 2021</p>

<p>Recommendation 7: Consider how the Chair and committee members can extend the committee's visibility within the council</p>	<p><i>The committee produce an annual report which summarises the accomplishments of the O&S Committee from the previous year and this is presented at Council.</i></p> <p><i>Invitations to attend and participate, are routinely extended to the wider membership of the council, where topics are of borough-wide interest.</i></p> <p><i>Meetings and specific agenda items where applicable, are promoted on social media by the Comms Team.</i></p>	<p>COMPLETE</p>
<p>Recommendation 8: Although dedicated resource to the committee has improved and is valued, general officer support needs to be better focused and respect demonstrated for the role and value of the committee</p>	<p><i>The dedicated resource to the committee by the Democracy Officer continues, and this is welcomed by members.</i></p> <p><i>The involvement of the Executive Director People & Change has resulted in positive change in terms of the commitment of officers more generally, to the scrutiny process.</i></p>	<p>COMPLETE</p>
<p>Recommendation 9: All members should take ownership of their contribution at meetings, including reading briefing notes in full</p>	<p><i>Late reports are by exception only and with officers advised that reports should be no more than 4 sides, meaning timely publication of good quality reports.</i></p> <p><i>Reports are also being taken as read, with the Chairman reminding members about the objective for each item and an introduction from officers with a focus on key points only, or specifically what they want from the committee. This means that members need to have read the papers beforehand.</i></p> <p><i>The Chair will invite all members to contribute and members are expected to respect the questions and opinions of others.</i></p>	<p>COMPLETE</p>
<p>Recommendation 10: Report writers and presenters need to be given clearer briefs, expectations and time frames – and this needs to be robustly adhered to and managed by the Chair</p>	<p><i>Report writers and presenters are given guidance on the objective for each item and any specifics they need to cover in their paper, as well as being asked to provide as much information as is needed, without exceeding 4 sides.</i></p> <p><i>They are also given an estimated start time, definitive time limit and reminded that any introduction should be limited to 5 minutes, with the remaining time being dedicated to question and comments from members.</i></p> <p><i>With assistance from the Democracy Officer, the Chair will monitor timings and where necessary, remind members to refrain from repeating one another, keep to topic and be succinct.</i></p>	<p>COMPLETE</p>

Recommendation 11: Consider introducing a maximum page limit for reports with use of appendices by exception	<i>Report authors are given guidance on the objective for each item and any specifics they need to cover in their paper, as well as being asked to provide as much information as is needed, without exceeding 4 sides. This would be amended to include advice on the inclusion of appendices, only where necessary.</i>	COMPLETE
Recommendation 12: Consider training for officers on PowerPoint presentation in order to maximise the benefit obtained by the committee	<i>PowerPoint training for officers will be arranged by the end of June.</i>	JUNE 2021
Recommendation 13: The Chair should sense-check all papers before dispatch	<i>This was unworkable and considered somewhat unnecessary given the improvements of the last year and the positive feedback on the quality of recent reports.</i> <i>The committee will continue to give feedback, including constructive criticism and the Democracy Officer will provide support where necessary, referring officers to good examples of reports.</i>	N/A
Recommendation 14: Ensure that all committee members are encouraged to contribute and feel comfortable doing so	<i>A clear and concise definition for the committee, along with updated guidance and member training, will provide clarity to members as to the remit of the committee and their role, resulting in members who have the confidence to make comments or ask questions.</i>	COMPLETE
Recommendation 15: Introduce a front cover sheet for each committee report/agenda item to provide clarity on the purpose of the report, why it is coming to committee and what action the committee is being asked to take. This should be made available to report authors after agenda planning meeting. The Chair should use this to 'top and tail' each agenda item at meeting and can also be useful for minutes.	<i>The objective for each item will continue to be included on the agenda and the Chair will continue to remind the committee of this objective, as part of his introduction to each item.</i>	COMPELTE
Recommendation 16: Introduce an action tracker so that all decisions/actions made by the committee can be tracked at each meeting. This should also include tracking of recommendations to Cabinet or other committees/groups	<i>The Clearview system would be used to monitor and track any recommendations.</i>	POST JUNE MEETING
Recommendation 17: Re-order agenda (recognising issues with public attendance) between items for	<i>External guests or topics of public interest will continue to be scheduled at the start of the agenda and because the public are excluded for exempt business, these items will continue to be scheduled at the end of the agenda.</i>	COMPLETE

scrutiny and items for overview in order to make better use of meeting time and member energy		
Recommendation 18: Re-introduce maximum meeting time of two hours, attending carefully to agenda planning, quality of reports, length of presentations, management of external speakers, etc	<i>The two hour limit has been re-introduced. The agenda setting meeting gives focus to the length of the agenda, Officers are given clear advise as to timings and the Chair takes a far more proactive role in managing these within the meeting.</i>	COMPLETE
Recommendation 19: Introduce a wrap up session at the end of each meeting to consider 'positives and negatives' from meeting	<i>An informal de-brief (for members only) will be scheduled at the end of each meeting. This will be an opportunity for the committee to reflect on what has gone well and identify any opportunities for improvement or possible training needs. The de-brief itself will be a short discussion only and the chairs group will consider any issues in more detail.</i>	COMPLETE



SCRUTINY REVIEW – ONE PAGE STRATEGY

FOR COMPLETION BY THE OVERVIEW AND SCRUTINY COMMITTEE	
Broad topic area	Review of Overview and Scrutiny
Specific topic area	Campbell Tickell (CT) were commissioned to undertake a review of the O&S Committee. CT have made a range of recommendations aimed at improving the effectiveness of the scrutiny function. The O&S Committee felt that a task group should devise an action plan in response to the recommendations that have been made.
Ambitions for the review	Having considered each of the recommendations made by CT, a range of actions will be agreed.
Outcomes	<ul style="list-style-type: none"> - Consider the CT recommendations - Agree actions to deliver the desired outcomes - Propose timescales for the completion of these actions/outcomes
How long should the review take?	TBC
Recommendations to be reported to:	Overview and Scrutiny
FOR COMPLETION BY OFFICERS	
Members	Councillors Payne and Parsons (so far)
Officers experts and witnesses	TBC
Sponsoring officer	Darren Knight, Executive Director of People and Change
Facilitator	Saira Malin, Democracy Officer
Cabinet Member	Corporate Services (Cllr Hegenbarth)
FOR COMPLETION BY THE SCRUTINY TASK GROUP	
Are there any current issues with performance?	
Co-optees	
Other consultees	
Background information	
Suggested method of approach	
How will we involve the public/media? Or at what stages	

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