



CHEL TENHAM

BOROUGH COUNCIL

Notice of a meeting of Overview & Scrutiny Committee

Monday, 6 September 2021
6.00 pm
Council Chamber - Municipal Offices

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	
2.		DECLARATIONS OF INTEREST	
3.		MINUTES OF THE LAST MEETING Minutes of 5th July meeting.	(Pages 5 - 14)
4.		PUBLIC AND MEMBER QUESTIONS, CALLS FOR ACTIONS AND PETITIONS	
5.	6.05 pm	MATTERS REFERRED TO COMMITTEE Objective: consider the Council motion from 19 th July where members agreed to 'Work with scrutiny to investigate ways the Borough Council can encourage more people to participate in future elections in Cheltenham'.	(Pages 15 - 16)
6.	6.10 pm	HOUSING AND REGENERATION STRATEGY David Oakhill, Senior Development Manager, Place & Growth Objective: understand the strategy for housing and regeneration (housing provision) and comment as necessary.	(Pages 17 - 22)
7.	6.45 pm	SCRUTINY TOPIC REGISTRATION FORM Councillor Willingham as proposer and Richard Gibson, Strategy and Engagement Manager regarding implications	(Pages 23 - 26)

		Objective: consider the topic request along with the implications provided by officers, and decide if and how O&S will consider the issue.	
8.	7.00 pm	SCRUTINY ANNUAL REPORT 2020/21 Darren Knight, Executive Director People & Change Objective: agree the Scrutiny Annual Report 2020/21 for noting by Council in October.	(Pages 27 - 40)
9.	7.10 pm	FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED Police and Crime Panel (7th July) – update from Councillor Brownsteen Gloucestershire Health O&S Committee (13th July) – update from Councillor Barrell The Gloucestershire Economic Growth O&S Committee has not met since the last meeting of this committee.	(Pages 41 - 46)
10.	7.20 pm	CABINET BRIEFING Councillor Hay, Leader of the Council Objective: An update from the Cabinet on key issues for Cabinet Members which may be of interest to Overview and Scrutiny and may inform the work plan	(Pages 47 - 48)
11.	7.25 pm	REVIEW OF SCRUTINY WORKPLAN	(Pages 49 - 54)
12.		LOCAL GOVERNMENT ACT 1972 - EXEMPT INFORMATION The committee is recommended to approve the following resolution:- “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).	
13.	7.30 pm	EXEMPT MINUTES To approve the exempt minutes of the meeting held on 5 th July	(Pages 55 - 60)
14.	7.35 pm	PROPERTY SERVICES RESOURCES Paul Jones, Executive Director Finance & Assets	(Pages 61 - 64)

15.		DATE OF NEXT MEETING 4th October 2021	
		Informal de-brief What went well? Can we identify opportunities for improvement or training needs?	

Contact Officer: Harry Mayo, Democracy Officer,
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Overview & Scrutiny Committee

Monday, 5th July, 2021

6.00 - 8.20 pm

Attendees	
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
Also in attendance:	Councillor Atherstone (Cabinet Member Culture, Wellbeing & Business), Jo Atkins (Thinktravel co-ordinator – GCC), Beth Boughton (MD - Ubico), Councillor Dobie (Cabinet Member Waste & Recycling & Street Services), Richard Gibson (Strategy & Engagement Manager), Councillor Hay (Leader), Rob Heath (Operations Director – Ubico), Gareth Jones (Senior Environmental Health Officer), Darren Knight (Executive Director People & Change) and Karen Watson (Client Officer)

Minutes

1. APOLOGIES

No apologies had been received.

2. DECLARATIONS OF INTEREST

No interests were declared.

3. MINUTES OF THE LAST MEETING

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

Upon a vote it was unanimously

RESOLVED that the minutes of the meeting held on the 7 June 2021, be agreed and signed as an accurate record.

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

None had been received.

5. MATTERS REFERRED TO COMMITTEE

No matters had been referred to the committee.

6. UBICO ANNUAL REPORT

The Chairman welcomed Beth Boughton (MD – Ubico), Rob Heath (Operations Director – Ubico), Karen Watson (Client Officer – CBC) and Councillor Dobie (Cabinet Member Waste & Recycling & Street Services). He thanked them for the report that had been circulated with the agenda and reminded members that this was an opportunity to review performance, understand any risks or

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opportunities currently facing Ubico, as well as consider how Gloucester City Council would be integrated.

Rob talked through some key performance data as shown in the Executive Summary of their performance report and along with Karen Watson, Client Officer, gave the following responses to member questions:

- Last year the council decided to make every effort to reduce the amount of glyphosate it used and members had supported this move for environmental reasons. As a result of covid and the vast reduction in footfall, paired with weather conditions, there had been more germination of seeds than would have usually been seen, which had resulted in prolific weed growth. The council avoided the use of glyphosates and instead undertook manual weed control with a weed ripper and a hired small pavement sweeper that came complete with a weed ripper arm. Members were assured that with the help the Gloucestershire Wildlife Trust, and input from many other authorities, all of whom were dealing with the same issues, all manner of alternatives had been explored, however, due to the scale of the task at hand, the plan for addressing weeds now included one glyphosate spray. This started in June, a month later than planned due to covid and would take 4-6 weeks to complete, with the weeds then being removed manually. Weed spraying was cheap but not good for the environment and manual weed removal was great for the environment but not cheap and therefore it was hoped that through a combination of as minimal as possible glyphosate usage and manual weed pulling, the 50% reduction that had been committed to, would be met this year. Ubico staff were to be commended for their hard work and the innovative ways in which they were approaching this job and people were urged to bear with them as they worked their way across the town, tackling the worst hit areas first. Members were advised that a further update would be circulated this week and next, and would include a map which outlined where spraying had taken place. It wasn't possible to give any firm dates for completion of this work, but members were invited to identify any areas that perhaps had not been spotted.
- Ubico had a robust process in place for dealing with overweight vehicles, monitoring and identifying where and when a vehicle should tip a street or two earlier on a particular route in order to avoid further instances and another process for crews that failed to act on this instruction. It was noted that with fortnightly collections, it would take the crew two weeks to get back to a particular street and members were assured that overweight vehicles did not invalidate the insurance; there was a tolerance of between 3% and 5% to allow for a certain scenarios including wet cardboard which weighed more, though it was also noted that Ubico worked to a zero tolerance.
- All domestic residual waste from the green wheelie bins went via a bulking station to Javelin Park, nothing at all went to landfill.
- Ubico had recently undertaken an audit of all communal waste, but policies were set by CBC rather than Ubico and the Client Officer, along with the Cabinet Member Waste & Recycling & Street Services and the

Chief Executive, had met with CBH to talk about the issue of communal waste. Cllr Dobie and Gareth Edmundson met with CBH recently to talk about communal waste and would be arranging a date for a walk around of St Pauls; looking particularly at 48 St Georges Street where this was a particular issue. Members' may have seen that Ubico were using pink stickers in an effort to reduce waste and guidance had been given to landlords, though this was now some years old and needed to be updated, but any solution would require buy-in from the community and member input into this would be very welcome.

- Every route had a risk assessment and part of this assessment was whether the particular road was suitable for loading from both sides, which some were and if members provided the details to Ubico, they could check and verify whether this was indeed the case for that particular road.
- The 'reported safety concerns' figures within the report, is near misses. Ubico had recently opened their own in-house training centre, and the training team worked closely with the health & safety team, so that they could respond quickly to emerging safety concerns and deliver appropriate training. Although the number of safety concerns were rising, this was driving down accidents, as it was highlighting issues that staff were coming up against and enabling Ubico to resolve them.

Beth went on to confirm that Gloucester City Council were set to join Ubico as a shareholder imminently, with the process well underway and that Ubico would then start delivering services very similar to what it does for Cheltenham from April 2022. She confirmed that there was a separate project team to deliver that mobilisation, which would continue beyond the April date to ensure a smooth integration and that core services to other partners were not impacted. She felt that the addition of Gloucester unlocked the whole of Gloucestershire, which opened up the possibility of synergies and efficiencies within the county, as well as cross-boundary working and shared services.

In terms of risks, Beth flagged diesel prices. When the budget for this year was set, prices were quite depressed, though an assumption was made that they would increase and indeed they were now increasing and there was a risk that prices may exceed the assumptions made within the budget; so this was something they were monitoring closely. An emerging risk, as of last week, was numbers being told to self-isolate or look after children who were having to. Whilst these numbers were nothing like the level of absence seen at the start of the pandemic, it was something that Ubico were keeping an eye on, though reported lockdown changes from July could resolve this issue. Another risk was the flu, with forecasts that the flu could be more impactful this year, and mitigate this risk and protect staff welfare, Ubico would be offering flu jabs to all staff were exploring how to offer this to the most remote of workers so that they too can easily access it.

People would be aware, given the press coverage, that there was a shortage of HGV drivers and that this was not unique to Ubico, but rather a national problem; with a shortage of around 70,000 drivers. It was suggested that the situation had been further impacted as a result of covid, with a backlog of 30,000 drivers waiting to be tested and compounded by the fact that following

brexit, a large number of HGV drivers had returned to their home countries. Rob explained that whilst this was a national issue, Ubico were starting to suffer slightly and were looking at ways of mitigating the risk. They had previously put people through an apprenticeship to get their HGV license, however they were no longer doing this as it changed, but were offering to train existing staff, loaders for example, to get them their LGV and move them to driving positions. They were also, along with the Client Officer, looking at pay for drivers, to see how they could be more competitive. There were some private companies currently advertising a better package, though he stressed that there were a range of other benefits to working for Ubico and that half of those that left, subsequently returned.

A number of members commended Ubico for the quality of their report and the quality of service they delivered and for their all their efforts throughout the pandemic.

No decision was required, but the committee looked forward to the 2022 performance report.

7. AIR QUALITY ACTION PLAN UPDATE AND SCHOOLS MONITORING PROJECT RESULTS

The Chairman welcomed Gareth Jones (Senior Environmental Health Officer – CBC) and a short time later, Jo Atkins (Thinktravel co-ordinator – GCC). He reminded members that as well as receiving an update on the revised Air Quality Action Plan, they would also be considering the results of the schools air quality monitoring and could discuss next steps.

Gareth Jones had circulated an update with the agenda, but summarised that the revised action plan was a statutory document that needed to be submitted to DEFRA by September and progress on this was reasonable. He had hoped to have received an update from the consultants today, which he would have shared with the committee, but unfortunately he hadn't received anything, but he did confirm that the plan would include ideas for addressing the air quality issue in the specific AQMA at the bottom of the high street. Given that a significant amount of pollution was caused by LGVs and Royal Mail operated a large fleet of LGVs from that area and were on record as having committed to improving their environmental performance, he was pleased to announce that he was due to meet with Royal Mail the following day. Members' may have seen media coverage that in Bristol, Royal Mail had, or were about to go entirely electric and it would be great if they could be persuaded to do the same in Cheltenham, and tomorrow would be the first step.

He referred members to the other report which was circulated with the agenda, which summarised the results from some survey work around three schools and highlighted that the results were actually quite confusing. They certainly didn't show the clear differences between holidays and term time, but it was important to note that there were a lot of other things going on at the time, particularly road works, which would have affected the result. It had however, been a very interesting piece of work and he felt demonstrated that the team could do more of it in the future.

Gareth gave the following responses to member questions:

- The period of monitoring was during the Easter half term and the period immediately after, when schools were open and levels of covid/self-isolation were relatively low, meaning there were no widespread closures of schools or parts of schools that we were seeing at the moment; so in his view covid had not impacted the data in the results. In terms of next steps on this, he felt anything was possible, longer periods of monitoring, at more schools, but there would be a cost associated which would exceed the remarkably low £3k that they had managed to deliver this project for; in no short part down to the fact that they had managed to find a very cost effective intern to write the report, which he felt was of outstanding quality and consultants would be far less cost effective.
- CBC already monitored pm 10 and 2.5 more than they had done in the past and the mesh pods were located across the town and were generating interesting results, which would be shared on the website. A recommendation from the recent inquest into a young girl in Croydon whose death was linked to air pollution, was that local authorities should not only monitor more, and CBC already did way above the minimum which was required, but that they should report that more so that the public could change their behaviour based on the monitoring that was being done. The problem was that whilst there was a lot of data, it was also incredibly detailed and not necessarily in an easy to digest format, which would take time and resource to rectify, or prove unhelpful to the public. It was also noted here that short term events could make data look alarming, particularly particulates if someone lit a bonfire just downwind of a monitoring point it would look dreadful but it wasn't long term, much like gritters in the winter.
- The Air Quality Action Plan was due to be published by September and progress was reasonable, but he felt that DEFRA would prefer a good quality plan, rather than one that was simply finalised by September.
- The national limit for Nitrogen Dioxide (NO₂) is 40 micrograms per meter cubed (ug/m³) and a very, very small number of authorities had set a more ambitious target of 30, though he suggested that it was highly likely that they already met a lower limit for the vast majority of their area. Actually most of Cheltenham would be below 30, so there was potential to set a self-imposed lower limit but as he had never tried to quantify the number or proportion of homes that would meet that limit, he suggested that getting areas that exceeded 40 would be a big enough job and that to have that as a longer term aspiration would be more sensible.
- In response to a question about air quality relating to new commercial developments he confirmed that the Air Quality Action Plan would touch on planning policy, but this was unlikely to be prominent given that the area that the AQMA covered wasn't likely to get a supermarket any time soon. He also noted that the problem in the AQMA wasn't caused by HGVs because the low bridge prevented them from accessing the area.

- The source of peak levels of fine particulates often includes distant sources, including the Sahara. That fine orangey dust from Europe and beyond on warm southern air that dropped here. This probably occurred 3-4 times a year and our mesh pods were brilliant in detecting it across the town, showing a rapid increase over the course of a few hours and then drop off again. This did also occur surprising often near quarries or building sites, for a short term.

Jo Atkins introduced herself, as heading up the Thinktravel team at GCC and her team had been working closely with Gareth during the Schools Streets trial, which was agreed by GCC last year in association with climate change targets.

Jo gave a short background to School Streets. The initiative originated in London Boroughs where an increasing percentage of streets around schools were experiencing poor air quality and road safety issues associated with the school drop-off.

A School Street provided a safer and cleaner physical environment by controlling the volume of traffic at school run times, whilst combining school led behaviour change and education initiatives to promote and encourage active travel (cycling, walking and scooting) as being not only great for your health but also great for the environment. Best practise had shown, people were influenced by their immediate environment and were more inclined to make a change from the car, if the right circumstances are created; a liveable healthy street for everybody.

Locations for the original London School Streets were located in high density urban environments, with higher volumes of traffic and poor air quality as a baseline. However, measuring air quality around the school run had proven challenging outside of London and across the UK, due to the peaks not being long enough or extreme enough to be picked up by normal monitoring processes which would be affordable as part of a project of this nature.

GCC liaised with CBC on air quality monitoring and what best suited the School Streets trial. Diffusion tubes were chosen to measure Nox at each trial site linked to the local borough's monitoring data collection systems and analysis to provide a baseline indicator for the trial. The current monitoring, would be reviewed at 12 months and 18 months. As a consequence, the current measurement of Air Quality around the school gates, was therefore not expected to yield much variation. Additionally, it was felt the locality of the trial sites on quieter residential roads did not warrant investing in high quality equipment.

Alongside the monitoring, GCC Thinktravel focussed on developing an air quality education package and how our daily travel choices affect our carbon footprint whilst creating a safer environment to influence behaviour changes. This had been challenging during COVID, due to lockdown and transition restrictions but some key events have been delivered (like Sustrans Big Pedal) and the programme would be picked up again next academic year hopefully.

As an important part of the School Streets trial, a stakeholder group for each site was set up. In Cheltenham, it comprised of Warden Hill Primary School, County, Borough and Parish Councillors, Governors and residents. The School

Streets survey and other feedback suggested the biggest impact so far at 6 months, had been how safe it now felt for those arriving on the school run. However, the stakeholder group were also focussed on finding solutions to minimise any displacement of traffic and encouraging long term modal shift away from the car. However, a further consultation was currently taking place and a full assessment of the scheme would occur at the end of the 18 month trial.

However, many planned initiatives, as already mentioned, were challenging due to COVID including a Walking Bus from a Park and Stride scheme. However, progress had been made in other areas including, GCC renewing its membership for Modeshift Stars, a nationally accredited travel planning framework. The online platform is free and accessible to all schools to record their baseline evidence, current travel patterns whilst assessing barriers to active travel and how they could overcome them.

GCC Thinktravel were also launching a new project with Liftshare, to trial a 'new Mobility ways' platform (due to launch in September), which would capture peoples school run and onward journeys to work and set relevant carbon saving targets on our goal to net zero. GCC would look first to develop a school community car sharing group from the Park and Stride site aiming to significantly reduce onward journeys, If the trial was successful, it could potentially be rolled out further in the long term.

The Chairman asked, as he did with all external guests, if there was anything they needed from CBC. Jo was keen to understand how GCC could realistically support CBC in the increased monitoring they were undertaking near schools especially around poor air quality areas such as West Cheltenham.

GCC were aware that in some circumstances, schools situated in poor air quality, were not the instigators of the pollution necessarily, it was their locality and proximity to a popular commuting and through-routes, so careful solutions to addressing the air quality at these sites needed to be applied.

GCC were starting to look at 'the healthy streets approach and Lucy Saunders 10 Indicators' detailing 'what makes a healthy street?'

Jo also noted that GCC would be interested to have further discussions with the new Air Quality Officer at CBC. GCC would like to undertake some joint school initiatives, as Jo was aware that schools were inundated by surveys currently and due consideration on how data can be effectively collected and analysed would be very beneficial going forward contributing to a dynamic 'active' Modeshift STARS School Travel Plan.

8. FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED

The Chairman referred members to the Health (HOSC) and the Gloucestershire Economic Overview and Scrutiny committees and in the absence of Councillor McCloskey, asked that any questions on his update be forwarded to him directly.

Further to her HOSC update, Councillor Barrell commented upon how useful she had found the training session, which had taught her a lot about how the health system works and a lot of things that she didn't know and suggested that

anyone interested in knowing more, should watch the recording which was available on the GCC website. She did want to make members aware of Healthwatch, an official group that actually scrutinises what's going on in the health system in this area and people can approach them with concerns they have and they very much wanted to hear from members of the public and she noted that they were much more free in terms of what they could look at and do, compared to the council scrutiny committee.

In addition, she reminded members that at the last meeting the committee resolved that Cabinet should be asked to consider the suggestion that they reach out to relevant districts on the Fit for Future issue. She was tasked with taking this to Cabinet, but unfortunately it had been left off the agenda and she was therefore prevented from doing so, however, she was aware that the Leader had asked Officers to look at progressing this issue, and it had been included on the agenda for the next Cabinet meeting.

Fit for Future had been scheduled on the agenda for next HOSC meeting and she looked forward to hearing more about their plans for implementing changes. They had also mentioned that a lot of concerns had now been addressed and she very much looked forward to hearing more on that.

The Leader apologised for the confusion, but the referral had not been included on the Cabinet agenda, so despite Dilys being at the meeting, Cabinet were not aware of the background to the issue. She had ensured that it was included on the agenda for the upcoming meeting but in the meantime, there had been dialogue between the relevant people and she proposed that she may be able to send a letter as Leader and simply report this back at the upcoming meeting. Democratic Services had also reached out to the relevant districts and having not heard back yet, intended to approach them again.

9. CABINET BRIEFING

In addition to the briefing that had been circulated, the Leader confirmed that we had responded positively to the Afghanistan nationals Relocation scheme. Gloucestershire had been asked to take 35 based on population so Cheltenham would take up to 7, depending on what accommodation we had available. This was fully funded for 4 months only but we were working with partners, as we did with the Syrian refugees and they would be using the PRS to find homes, which would help to create a community which would be incredibly important for people settling here. She was reassured to note that GCC were acutely that not all family members would be able to speak English and would therefore be providing educational support in terms of language.

The Executive Director People & Change explained that Cheltenham had been a finalist in the Room151 Impact. along with 5 others and the winners were announced last Friday and unfortunately it was won by Manchester City Council, one of the biggest authorities in the UK. He felt that to be finalist at that level was an amazing achievement, as well as the reason for our nomination; rapid way in which we had managed to get cash to businesses during the pandemic, being one of the first, if not the first to get business grants out. This in addition to the fact our discretionary grants scheme had allowed us to broaden the categories and pay more money to more businesses in the borough. He congratulated the Revenues and Benefits Team for this national recognition.

He also took the opportunity to note that the Planning Team had been nominated for a Rural Town Award, for the support provided to businesses in the borough over the last year. The winner would be announced in September. The Licensing Team were also recognised. Having retained the Purple Flag status for the fifth year running and the work that went into that. They had also been contacted by the LGA and Kings Chambers about the way in which they had supported businesses by making regulations easier during the pandemic.

10. REVIEW OF SCRUTINY WORKPLAN

The work plan had been circulated with the agenda and would be updated to include an update on Air Quality in 12 months' time.

The Chairman advised members that the meeting scheduled for the 2 August would be a training session, run by Campbell Tickell who had undertaken the review in 2019.

The September agenda was yet to be finalised, but on the Housing and Regeneration item, the Chairman explained that this had been scheduled to come to an earlier meeting, but that the responsible Officer, David Oakhill had assured the Chair that any comments from this committee would be considered and built in, if appropriate.

Councillor Flynn gave her apologies for the August meeting.

11. 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)

12. CHELTENHAM TRUST UPDATE

The committee considered an update on the Cheltenham Trust.

(A) Capital Grant Award to support the redevelopment of The Wilson Art Gallery and Museum

The committee discussed the proposed Capital Grant Award to support the redevelopment of the Wilson Art Gallery and Museum.

13. EXEMPT MINUTES OF THE LAST MEETING

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

Upon a vote it was unanimously

RESOLVED that the exempt minutes of the meeting held on the 7 June, be agreed and signed as an accurate record.

14. DATE OF NEXT MEETING

The next meeting was scheduled for the 2 August and members were reminded that this would be a training session, rather than a public meeting.

Chris Mason
Chairman

Council

19 July 2021

Motion B	Proposed by: Councillor Willingham	Seconded by: Councillor Clark
	<p>This council notes that:</p> <ul style="list-style-type: none"> * The UK Government revealed in the Queen’s speech, on 11 May, its intention to introduce laws requiring all eligible voters to show voter ID in all future elections. * The UK Government claims this is to tackle electoral fraud. <p>This council further notes, however, that:</p> <ul style="list-style-type: none"> * The Electoral Commission has stated that there is “no evidence of large-scale electoral fraud.” * That between 2017 and 2019, there were just 6 convictions and 12 police cautions relating to electoral fraud – the majority of which did not relate to ID fraud. * That nearly 10 per cent of eligible voters do not have the necessary identification at present, and that previous trials of voter ID saw many hundreds of voters disenfranchised – including 750 people during the 2019 trials. <p>This council believes that:</p> <ul style="list-style-type: none"> * The proposed legislation is a solution to a problem that doesn’t exist and only serves to make it harder for some sections of Britain’s electorate to vote – most notably minority groups and young voters. * The greater priority should be encouraging voter registrations within those groups that are typically under-represented during elections. <p>This council therefore resolves to:</p> <ul style="list-style-type: none"> * Write to the Prime Minister and the Minister for the Cabinet Office outlining this Council’s firm belief that the voter ID reforms proposed in the Queen’s speech are an illiberal barrier to democratic participation. * Work with scrutiny to investigate ways the Borough Council can encourage more people to participate in future elections in Cheltenham – with a particular focus on the next Borough Council elections in 2022 and 2024. 	

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Information Paper

Overview and Scrutiny Committee

6th September 2021

Housing Delivery Strategy/Development Delivery

Update

1. Why has this come to scrutiny?

- 1.1 This note comes to the Overview and Scrutiny Committee at the request of members of that committee. It provides an update on the Council's role in the direct housing delivery in Cheltenham, along with a broader update on the concept of delivery of development (housing, commercial, public realm etc) by the Council.

2. Summary of the Issue

- 2.1 Cheltenham Borough Council has set an ambitious vision that involves a considerable development agenda, including the Golden Valley Development, a step change in housing delivery including an increase in the number of affordable homes and the raising of standards – in particular environmental / sustainability. This is set in the context of a climate emergency and a pledge to make Cheltenham carbon neutral by 2030. There are also a number of other Covid-19 economic recovery and regeneration projects including the Minster Exchange, public realm schemes, the cultural quarter; as well as the development potential of a number of key CBC assets to deliver wider socio-economic outputs, contribute to the place shaping agenda and support delivery of other corporate priorities and the Council's Medium Term Financial Strategy (MTFS).

- 2.2 Housing delivery will play an important role in this overall development agenda and will likely be a key component of schemes brought forward on CBC land. The Housing, Homelessness & Rough Sleeping Strategy 2018-23 was approved by CBC Cabinet in July 2018. This strategy sets out a range of objectives aimed at tackling housing inequality in Cheltenham. In late 2018, the Cabinet and Council unanimously agreed to commit £100m to provide a step change in housing delivery, and since that time a number of important events have taken place:

- In 2019 the Council declared a Climate Emergency and pledged to make Cheltenham Carbon Neutral by 2030.
- Land at the Golden Valley Development has been procured and the project has now reached a key point with the appointment of a preferred bidder and clear proposal bringing forward a considerably higher quantum of development than was originally envisaged on Council land – in particular c. 800 more homes than originally envisaged, now proposing c.1,500 homes of which c.500 will be affordable, with further opportunity to develop build to rent stock.
- The ability for local authorities to borrow funds through the Housing Revenue Account (HRA) to develop affordable housing stock was significantly enhanced at the end of 2018 when the borrowing headroom cap was removed.
- The HRA Capital Programme 20/21 – 23/24 was approved in February 2021, with an anticipated capital spend on new housing developments in the order of £75m.
- CBC and CBH have agreed a development facility and funding agreement to deliver PRS housing, and CBH have commenced work in this area, with the first PRS homes to be completed in the coming months.
- Covid-19 and the Council's Covid-19 recovery plan reinforcing the focus on the Council's role in economic recovery through development.
- The Council's Asset Management Plan is being reviewed to ensure it aligns with the Council's corporate objectives
- The Campbell-Tickell review undertaken in 2020 identifying the scope for closer working between CBC and CBH focused around a clear shared vision enabling more efficient use of our collective resources.

- And finally the CBC organisational review – which is shaping the organisation to more effectively support the delivery of Council priorities and make most efficient use of resources.

These events are shaping the way in which the Council together with CBH directly deliver new homes.

2.3 The Asset Management Plan is now under review and will be presented for consideration in the winter of 2021/22. This overarching plan will set the framework within which all Council assets are managed in line with corporate objectives. Housing delivery will form an important component of the Council's approach to asset management. A housing delivery strategy will be presented alongside the Asset Management Plan and will cover:

- Purpose, aims and objectives – aligned to Corporate Objectives
- Responding to the Climate Emergency
- Councils role in housing delivery including types of homes to be delivered and rationale
- Delivery Mechanism
- Governance
- Risk Management

2.4 The types of homes the Council is/is considering delivering in partnership with CBH fall under four broad categories:

- Affordable housing –to address the housing needs of those who require affordable housing
- Estate Regeneration –to enhance existing pockets of HRA stock requiring upgrades
- Private Rental Stock –to cater for a growing market, helping to retain and attract young people, providing a high landlord standard, bridging the gap between affordable and open market housing
- Open Market Sales – to create mixed communities on some of the sites the Council develops whilst making a return to reinvest

2.5 A range of models for delivery have been considered. The model now being pursued is a collaborate approach between CBC and CBH. CBC have recently established a small resource base to manage major development projects including the Golden Valley development, whilst CBH have an established delivery team principally responsible for new affordable home development and acquisitions. These resources will continue to work closely together to deliver new housing.

2.6 Subject to relevant restrictions, the way in which new homes are being built, delivered and/or procured includes as follows:

Affordable Homes (via HRA*)	HRA Estate Regeneration
<p>Development of assets already held in the HRA – likely Design and Build Contracts</p> <p>Acquisition of s106 properties</p> <p>Acquisition of new land for development (likely Design and build post acquisition)</p> <p>Buy backs of former RTB properties and acquisitions on the open market</p>	<p>Identification of priority estates, costs, scheme and funding availability.</p>
PRS (to cover a range of accommodation types)	Open Market Housing (in order as follows)
<p>Continue small scale acquisition of PRS from open market (short term)</p> <p>Self-development and delivery of PRS stock (long term including Golden Valley) – this is a more cost effective means of delivery providing more beneficial returns.</p>	<p>Full review and development of assets already under the control of CBC. Options for ‘development’ to include:</p> <ul style="list-style-type: none"> • Site promotion and disposal (at best value) • Joint Venture agreements (various) <p>Further site acquisition and JV delivery</p>

* - *The HRA Capital Programme 2020/21 – 2023/24 was approved in Feb 2021 with an estimated spend on New Build and Acquisition of c.£75m over that time period.*

- 2.7** The positive impact of the GV Development on the Council's broader ambitions for housing delivery should not be underestimated. It is important to note that CBC's role in the GVD is now providing a much higher number of residential units than was originally envisaged (initially c. 800 additional units of which c. 300 affordable homes to c.1,500 homes of which 520 will be affordable homes). If this were delivered via the market – that certainty would not exist. It also creates a significant opportunity for Build to Rent – providing purpose built stock that can be designed to meet the varying needs of the market. The Council's involvement provides the opportunity to raise the bar for environmental/green credentials and create highly sustainable communities.
- 2.8** Design standards and sustainability will be a key component of the Council's programme of housing delivery, offering the potential to achieve higher levels of sustainability and design and striving for schemes to be tenure blind and carbon neutral.
- 2.9** Risk is and will continue to be managed via appropriate officer, Councillor and board member overview and analysis. Financial returns made through housing delivery will be retained by the authority to be spent as appropriate.
- 3. Summary of evidence/information**
- 3.1** Since the Council commitment to spend up to £100m was given in 2018, significant

progress has been made to realise our development aspirations as follows:

- Delivered to date and in contract via CBH – 250 homes
- Established a significant development pipeline to provide a further 200 homes (including acquisitions)
- The 450 homes identified above totals approximately £80m of spend and includes 80 homes already delivered by 31 March 2021
- Other potential opportunities of 300 homes totalling c£50m of spend
- 13 PRS units to open in the Autumn of 2021

Through the Golden Valley development, the opportunity to:

- Acquire up to 170 PRS in early phases of development
- Acquire up to 520 affordable homes through the HRA

3.2 The role of the Council as facilitator of new home delivery should not be underestimated. Through the planning process the Council allocated land and work with the development industry to ensure appropriate development is delivered. Through the Council's own sites (including Golden Valley) new housing is provided which provides the opportunity to set high standards of design and sustainability.

4. Next Steps

4.1 The Asset Management Plan is now under review and will be presented for consideration in the winter of 2021/22. This overarching plan will set the framework within which all Council assets are managed in line with corporate objectives. Housing delivery will form an important component of the Councils approach to asset management. The above sets out the overall context and content of that housing delivery plan.

Contact Officer: David Oakhill, David.Oakhill@cheltenham.gov.uk, 07768 368 3654

Accountability: Cabinet Member Housing, Cllr. Mike Collins

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SCRUTINY TOPIC REGISTRATION

Date:	2021-07-11
Name of person proposing topic:	Cllr Dr David Willingham Co-sponsors: Cllr Richard Pineger & Cllr Alisha Lewis
Contact:	Cllr.David.Willingham@cheltenham.gov.uk / 07308 954418
Suggested title of topic:	Tackling deprivation
What is the issue that scrutiny needs to address?	
<p>While Cheltenham is predominantly an affluent town, the Indices of Multiple Deprivation (IMD) for England, show that there are several areas that have high levels of multiple deprivation. Two areas (St Mark's 1 / Cheltenham 005C and St Paul's 2 / Cheltenham 004C) have consistently been in the 10% most deprived Lower Super Output Areas (LSOAs) in the 2010, 2015 and 2019 IMDs.</p> <p>The IMDs are calculated based upon seven distinct domains of deprivation: Income Deprivation, Employment Deprivation, Education, Skills and Training Deprivation, Health Deprivation and Disability, Crime, Barriers to Housing and Services, and Living Environment Deprivation.</p> <p>There are two further indices: Income Deprivation Affecting Children Index and Income Deprivation Affecting Older People Index.</p> <p>The indicators used to calculate the various domains of the IMDs are all likely to be indicative of issues that are likely to lead to worse outcomes, for individuals (e.g. life expectancy), communities (e.g. crime or poor quality housing) and some may perpetuate to worse outcomes for subsequent generations (e.g. child poverty).</p> <p>Cheltenham Borough Council cannot on its own tackle these issues, but it should look to ensure that its policies and service delivery is targeted at working with communities to help them address the causal factors of multiple deprivation that it can influence and it should be working with other stakeholders to ensure that their efforts are similarly targeted.</p>	
What do you feel could be achieved by a scrutiny review (outcomes)	
<p>The causes of Multiple Deprivation are by their very nature varied and complex. There is no single body, authority, or organisation that has the sole ability or responsibility for tackling these issues. The indicators used to generate the IMD, are likely to be indicative of issues such as poverty or health inequalities, affecting the social, environmental or economic outcomes of an area.</p> <p>A scrutiny review, possibly in a task and finish format, may be able to achieve some of the following via a scrutiny working group on Tackling Multiple Deprivation:</p> <ul style="list-style-type: none"> • Identify the causes, the causes of the causes, and possibly higher differentials of causation. • Identify the areas that Cheltenham Borough Council can directly influence to help tackle multiple deprivation. • Identify the other stakeholders that have the ability to help tackle multiple deprivation. • Identify the outcomes that we would like to achieve, and what indicators show whether our work is having the desired effect. • Hold scrutiny sessions with those stakeholders to ensure that we understand their aspirations and what they are able to contribute. 	

- Page 24
- Perform a needs assessment for the areas looking at any LSOA that is in the most deprived quintile (20%) for any of the IMD domains.
 - Make recommendations to Council, Cabinet, CBC representatives on outside bodies, to the LGA, the MHCLG, etc. on the resources, policies, powers and funding that are needed to help tackle multiple deprivation.
 - Provide an over-arching co-ordination role with the various other stakeholders to ensure that organisations' local delivery in Cheltenham are all directed towards the same outcomes and objectives.

It is hoped that the scrutiny working group will be the impetus for Cheltenham trying to develop a "Cheltenham Tackling Deprivation Strategy 2022-2030" document similar to the Portsmouth City Council "Portsmouth's Tackling Poverty Strategy 2015-2020" document.

If there a strict time constraint?	No
Is the topic important to the people of Cheltenham?	Yes – Very important to the affected communities
Does the topic involve a poorly performing service or high public dissatisfaction with a service?	Not necessarily – it may be poorly performing services, it may be a lack of co-ordination of services, it may be a missing service,
Is it related to the Council's corporate objectives?	Yes – tackling deprivation is clearly part of the Place Vision under the objective "Cheltenham is a place where everyone thrives."

Any other comments:

Reference materials:

https://www.gloucestershire.gov.uk/media/2094524/gloucestershire_deprivation_2019_v13.pdf
https://dclgapps.communities.gov.uk/imd/iod_index.html#
<https://maps.cdrc.ac.uk/#/geodemographics/imde2019/default/BTTTTFT/13.62149131189496/-2.0957/51.9010/>
<https://parallel.co.uk/imd/#12.27/51.90314/-2.07513>
<https://inform.gloucestershire.gov.uk/deprivation/maps/>
<https://www.gov.uk/government/publications/english-indices-of-deprivation-2019-research-report>
<https://www.portsmouth.gov.uk/wp-content/uploads/2020/04/tackling-poverty-strategy.pdf>

Richard Gibson, Strategy and Engagement Manager:

As a council we have set out a place vision for Cheltenham of being a town where everyone thrives. The data from the Indices of Multiple Deprivation would suggest that this is not the case and that there are complex inter-relationships between education, skills, employment, income levels and access to housing that mean that some of our residents are not in a position to thrive.

I would draw the sponsor’s attention to a previous discussion paper considered by O+S in October 2019:

https://democracy.cheltenham.gov.uk/documents/s30954/2019_10_21_OS_indices%20of%20deprivation_discussion%20paper.pdf

This report might answer some of the questions posed by the sponsors and act as a baseline for the proposed review.

One area that was highlighted in the 2019 report was the potential for the council to lead the development of an inclusive growth strategy. Now that our plans for Golden Valley are coming to fruition along with plans for Minster Exchange, the review could pay particular attention to this.

I must though caution about staff and partner capacity to support the review. The review is not in current work-plans and would require an investment of time from a range of officers across the organisation. The sponsors will need to be realistic about the timescales for the review.

Tracey Crews, Director of Planning:

Before we commence a scrutiny review, it would be wise to ask colleagues within the county council’s research team to pull together the latest ‘Cheltenham Story’ in a post-Covid environment.

It is noted that the issues which the review wishes to tackle are multi-agency based and although CBC may be an enabler and influencer on some of these outcomes, we do not own the outcomes, with the exception of housing delivered via CBH. We would therefore need their full support and capacity of staff to deliver a review.

Cyber will be a key lever to contribute to some of the outcomes and now we have our preferred partner identified we need time to work through how benefits will flow and make positive impacts on the issues identified – a review at this time, could be too early to properly test the benefits that cyber will bring.

The Cheltenham Economic Recovery Task Force skills sub-group is making progress on actions linked to the Task Force business plan. Gloucestershire College is a key partner in this and is already leading on wide range of skills, employment and education initiatives.

The review will also need to be aware that the council’s organisational review is looking at where economic development and the wider growth agenda sits and the priority outcomes for this. This will include reflection of the LGA Peer Review that in part has been responded to by creation of the Cheltenham Economic Recovery Task Force but where there is ongoing engagement with partners and stakeholders.

Links to Business Plan and Corporate Objectives or Risk Register

The council's corporate plan 2019-2023 includes a key priority that the council will increase the supply of housing and invest to build resilient communities. One of the three commitments is the following:

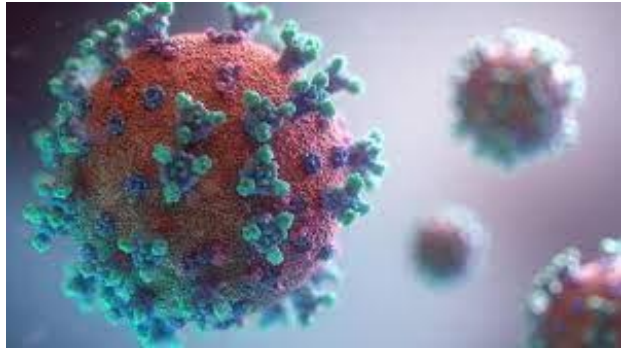
With our partners we will develop a community-based approach that achieves inclusive growth and tackles inequality to ensure all our communities benefit from the improvements and investments we make.

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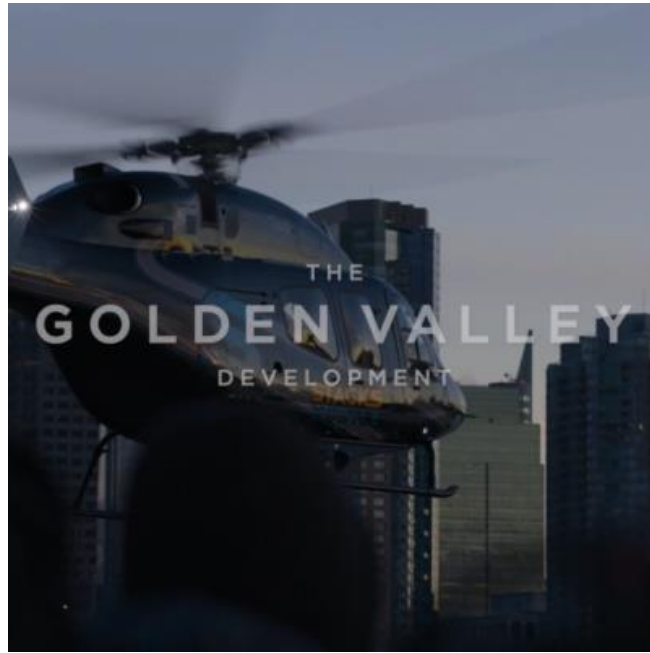
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PUBLICA



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FOREWORD

COUNCILLOR CHRIS MASON, CHAIR OF OVERVIEW AND SCRUTINY COMMITTEE

It is my pleasure to introduce the Overview and Scrutiny (O&S), Annual Report for 2020/21.

In keeping with tradition. I would like to thank all those who have made a positive contribution to O&S. This year has seen a change the membership of the committee. I would like to take this opportunity to express my sincere thanks to Cllrs Baker, Dobie, Holiday, Horwood and Wilkinson who have gone on to fields a new within the council, and Klara Sudbury who did not stand for re-election in May.

For any committee to function efficiently it needs a solid support base. The Council's Democratic Services has certain provided this support during these very challenging times. My final thanks go to Saira Malin and Darren Knight.

The format for running the committee was changed in the year 2019/20. I am pleased to confirm that the receipt of pre-meetings reports is now the norm, which improves efficiency. Thus, allowing members to forward specific questions to presenters before the start of the meeting. This in turn enhances the depth of debate and understanding.

Despite the pandemic and virtual meetings, the committee has considered several important issues and policies. Though not extensive, these include monitoring air quality by schools, our Covid-19 recovery plan, response to the council's climate change motion, challenging the economic and development plans for the town, housing, the municipal offices and CIL governance. One of the committee's key functions is to be a critical friend. It is in this spirit that those addressing the committee can discuss what is going well and where improvements could be made. An effective O&S committee should provide challenge and make constructive comments and/or suggestions; and this is what it has done over the past 12 months.

I trust members find the report informative and following its presentation to the council would welcome questions.

DARREN KNIGHT

EXECUTIVE DIRECTOR OF PEOPLE & CHANGE

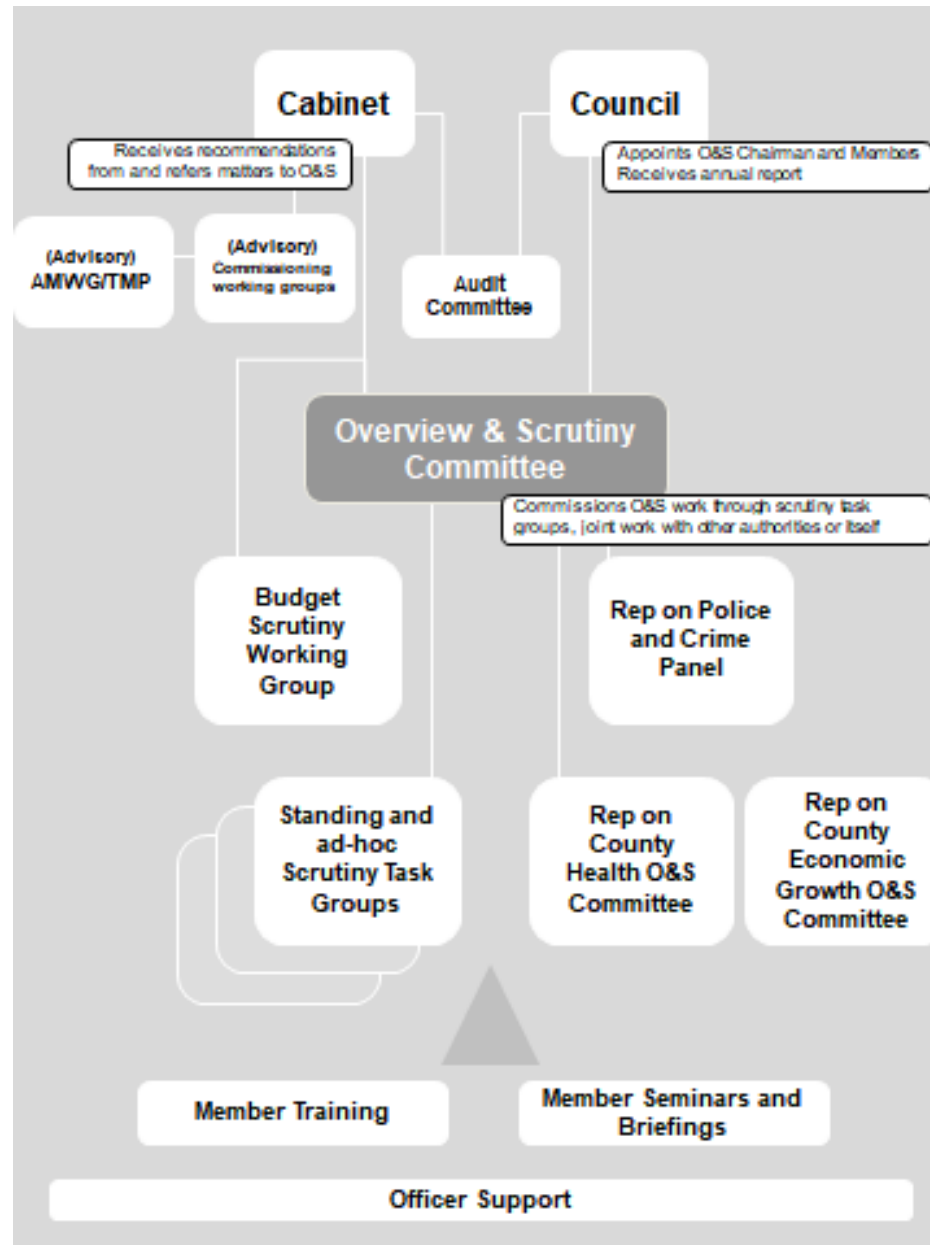
The role that the committee plays in local democracy in holding to account both members and officers is as important as ever, as the authority, the town, and in fact the whole country, continues to experience a period of significant change.

With the Council progressing major projects such as the Golden Valley Development and the £180m housing investment plan, it was good to see the Committee commission an independent review to help identify ways to further improve their effectiveness, as they will have a key role reviewing the progress of these initiatives and as well as other ambitions the Council is taking forward.

The findings from the review have been positively welcomed by the committee and put into an action plan to take forward with a dedicated task and finish group established. Actions have already been rapidly implemented to further improve the committee's effectiveness.

On a personal note, I have thoroughly enjoyed working with the Chair's Group and wider committee to support this vital part of the Council's wider governance arrangements.

OVERVIEW & SCRUTINY STRUCTURE



TASK GROUPS

BUDGET SCRUTINY

The Budget Scrutiny Working Group (BSWG) is a small but effective group that keeps a careful watch on in-year spend and the developing budget for the following year. Input from the group is particularly important as the council seeks to diversify the way in which it raises income to support service provision in light of its various financial challenges.

The Covid crisis formed the main focus during the last year, resulting in a recovery budget which the group scrutinised in detail in November before its approval by Cabinet and Council. The group acknowledged the unprecedented situation and the need to consider all options in order to maintain financial stability and continue delivering high quality services.

The group also considered budget monitoring reports, the financial outturn report and the General Fund and HRA budget proposals for 2021/22. Throughout, it took into account the difficult economic conditions the council was operating in and looked ahead to the challenges that may be faced in the future, both as a result of the pandemic and beyond.

Paul Jones (Executive Director Finance and Assets) commented that the Budget Scrutiny Working Group is *'a valuable process which has given members an opportunity to input into the development of the budget proposals and key initiatives which has added value to the process. BSWG have also provided an independent review of the financial performance of the council during the year, as well as considering the final outturn position and our approach to commercialisation. The financial position remains challenging and it is both helpful and important to have a forum for deeper consideration of the issues facing the council and wider member influence over the strategy for dealing with it.'*

TASK GROUPS

SPECIAL RESPONSIBILITY ALLOWANCES

The O&S Committee were asked by Council to look at whether Special Responsibility Allowances payments could be made to those members who are appointed to outside bodies as non-executive directors or trustees.

Given the complexities of the issue, the committee decided that a task group would be the most appropriate way in which to give consideration to this matter. The one page strategy was agreed by the O&S Committee in February 2020 and they were tasked to understand the options and restrictions relating to such payments, looking at what other authorities did and considering the budget implications of any payments.

Due to Covid, the task group did not meet until October 2020, where the group considered advice from the Legal Officer. This made clear that to enable a payment to be made the Member had to be 'representing the authority'. Yet when a member took up the position of Director or Trustee of an outside body they were attending Board meetings in their capacity as a Director or Trustee of that body and were expected and indeed would have legal duties to look after the bodies' interests and to further its aims and not the authority's aims.

In light of this advice the STG ruled out recommending an SRA for those members who were appointed as Directors or Trustees and returned to the committee in November 2020. The O&S Committee were of the opinion that no further work should be undertaken as none of the bodies for which SRAs were potentially payable were bodies where members had been appointed as non-executive directors or trustees; and it had been these bodies, specifically, that Council had asked the O&S Committee to consider.

A report outlining this conclusion was noted by Council in December 2020.

TASK GROUPS

SCRUTINY REVIEW

In July 2019, Campbell Tickell were commissioned to undertake a review of the council's Overview and Scrutiny (O&S) Committee. The key aim of the review was to make recommendations as to how the O&S Committee could be more effective and what changes could be made to ensure it made a tangible difference to the work of the council, and also consider whether existing resources were sufficient to support effective scrutiny.

Campbell Tickell reported their recommendations in February 2020 and the committee resolved to establish a task group to look at the recommendations, how best they could be implemented and devising an action plan.

Progress was impacted by Covid-19 and as such, the review took longer than it ordinarily would. The task group considered each of the recommendations and appropriate actions and presented their final report to the committee in June 2021. As a consequence, their recommendations will be covered in more detail in the 2021-22 annual report.

OTHER SUCCESSES

It should be noted at this stage that a number of meetings were cancelled in the first months of the pandemic.

When the committee started to meet again, virtually, the Overview and Scrutiny committee looked at the following things, in addition to standard items, including reviewing Council performance, briefings from the Leader on key issues and regular updates from representatives on county-wide scrutiny groups:

Publica

Publica presented their annual performance report. The challenges of the pandemic were acknowledged, as was the support that had been provided at an operational level, which was highly commended by officers and members. The report identified key areas of focus for the ensuing year and members looked forward to discussing progress in these areas at a future meeting.

West Cheltenham

Officers updated the committee on the impact of Covid-19 on the procurement process, the programme and the assessments which had informed these processes. Members agreed that this was an ambitious and exciting prospect for Cheltenham and commented on how impressive, exciting and engaging the marketing material had been.

Council investments

The committee were reassured that the council's commercial investments were less of a worry to CBC than the loss of parking income, simply because unlike some neighbouring authorities, CBC had a more diverse investment portfolio and less exposure to the retail sector. Members commended the prudent investments that had been made, in Cheltenham, for the benefit of Cheltenham.

The Cheltenham Trust

The committee considered the current financial position and performance of The Trust in light of the pandemic and discussed future plans. Members were impressed with the quick and dynamic way that the Trust had responded to the Covid situation and thanked the team for delivering on the promises they had made in the previous year.

OTHER SUCCESSES

Air Quality

The Senior Environmental Health Officer outlined some of the work being done, specifically around schools. He also explained some of the complexities of monitoring and limitations in terms of restrictions.

Clearview

The committee were given a live demonstration of the system which would be used by the organisation to review, monitor and manage performance and risk. Admittedly some of the data not been fully populated or updated since it was first input, because the system had been rolled out immediately before the pandemic. The committee could see how useful the system would be for the organisation and for them as a committee, in being able to monitor performance in 'real time'.

Covid-19 Recovery Programme

The committee received an update on some of the key initiatives that were underway in terms of recovery activity, which had been split into 5 work streams (Economy, Returning CBC to a new normal, Community & Volunteering, Environment & Wellbeing and Finance), each made up of a range of activities and with a lead officer/member.

Climate Emergency

The newly elected Cabinet Member Climate and Communities, Councillor Wilkinson, outlined some of his priorities going forward. He acknowledged that there was little spare capacity within existing resource to pursue enough new projects, but assured the committee that the climate change emergency budget would be used to employ new members of staff who could take forward some key projects.

Cabinet Member Economy & Development

The newly elected Cabinet Member Economy & Development, Councillor Atherstone, outlined ambitious plans to support the development of her portfolio, which were particularly relevant due to a number of key priorities for the borough; including Cheltenham's COVID-19 economic recovery growth plans and development of sustainable and affordable housing.

OTHER SUCCESSES

Strategic Housing Review

The committee were given the opportunity to consider the independent strategic housing review report. Members fully supported the recommendation that CBH be retained and the partnership be developed further.

Strategic Waste Site

The committee had asked to be kept informed of progress and this was an opportunity for them to hear about how the project had been impacted by Covid and understand revised timescales.

Cheltenham Economic Recovery Task Force

Members were introduced to the Chair and gained an understanding of the priorities, as well as some of the challenges facing the Task Force. They felt the business plan was innovative and exciting and would look forward to future updates.

Community Infrastructure Levy governance arrangements

The Head of Planning explained the legislative requirements for governance and reporting of Community Infrastructure Levy (CIL), as well as the regulations which constrained where and how these monies could be spent. The committee suggested that a register of monies held and allocated would be useful and asked that this be developed as soon as possible.

Municipal Offices – options appraisal update

Officers outlined progress on what the committee accepted was a highly complex and emotive issue. Progress had been hampered by the pandemic, but members were pleased at the full range of options that were being considered and the depth to which these options were being explored.

CABINET MEMBER WORKING GROUPS

Cabinet Member working groups are fundamentally different to scrutiny task groups in that they are set up and chaired by the Cabinet Member and their aim is to assist the Cabinet Member in formulating their final report to Cabinet. By contrast scrutiny task groups are scrutiny led and can only make recommendations to Cabinet or Council or another body.

However, what they do have in common is that very often Cabinet Member working groups are helping to formulate new policy and offer challenge which are both key parts of the overview and scrutiny function. Both involve non-Executive Members.

The working groups for 2020/21 included:

Asset Management Working Group
Planning and Liaison Member Working Group
Housing Supply
Members' ICT
Waste and Recycling

WHAT'S NEXT?

Please note that this report looks back over the work undertaken by the committee between April 2020 and March 2021 and as such, this section may refer to events which have already taken place and which will be covered in more detail in the 2021/22 Annual Report. Also, the work of the committee is in no way limited to the items listed below.

O&S Review STG – the task group will present their draft action plan in response to the Campbell Tickell recommendations.

One Legal – the committee will hear about how the shared service has evolved since its inception in 2009, as well as understanding current performance and challenges.

Housing and Regeneration – officers will present a draft strategy which will be designed to achieve long-term and overall objectives in terms of housing and regeneration in the town.

Business Improvement District (BID) – having successfully secured a second term, the committee will consider the new BID business plan. This will be linked with a wider conversation about the high street and public realm.

Covid-19 – 2021/22 will see a continued focus on the pandemic, particularly lessons learned and the Recovery Plan. The committee will also continue to look at how shared services and organisations including The Cheltenham Trust have been or continue to be impacted.

Golden Valley Development – the committee have requested updates at appropriate junctures of this project, which represents the biggest project ever undertaken by the council.

CONTACTS

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01242 264246

<u>Police and Crime Panel Report for Overview & Scrutiny – September 2021</u>		
Date of Panel: 7 July 2021		
Agenda item no	Agenda item	
1 & 2	<p>Election of Chairperson and Vice chairperson</p> <p>Cllr Jonny Brownsteen was elected chairperson. Cllr Steve Robinson was elected vice chairperson.</p> <p>As chair, I addressed the panel briefly to say that I understood members wanted the panel to work collaboratively rather than in a partisan way, and that I intended to chair it in line with that. This is particularly relevant now that there is a new commissioner who represents a political party, given his predecessor was an independent.</p> <p>Members from all parties welcomed this approach. The commissioner also addressed members, expressing his hopes to work together constructively.</p>	
3, 4 & 5	<p>Apologies, minutes and declarations of interest</p> <p>No declarations of interest</p>	
6	<p>Police & Crime Panel Terms of Reference</p> <p>This item was taken as read.</p> <p>Cllr Brownsteen encouraged new panel members to ask questions at any stage, in particular given that some agenda items appear at each meeting, some appear once a year, and some appear on at the discretion of the chair and at panel members' request.</p>	
7	<p>Office of the Police & Crime Commissioner Overview</p> <p>Ruth Greenwood, who is Head of Policy Performance and Strategy and the Deputy Chief Executive of the OPCC, gave a presentation detailing the work of the OPCC and its structure.</p>	
8	<p>Police & Crime Commissioner Introduction and Update</p> <p>The commissioner updated the panel on his various manifesto commitments.</p> <p>This was an extensive introduction which covered some of the manifesto and campaign commitments made during the recent election. The commissioner spoke at length about the impact of rural crime, pet theft, and his intention to bring in more officers.</p>	

	<p>When questioned further on police recruitment, he said that there is not yet a plan for the roles that they will fill, or whether they would be voluntary positions.</p> <p>The commissioner gave a detailed description of the recruitment process for his proposed Deputy Commissioner.</p> <p>As part of the presentation, members had questions relating to the Commissioner's Fund. The commissioner explained that all existing commitments would be honoured to 2022, but that he is currently reviewing the entire policing budget in search of a 'pot of gold' which he can use to finance the recruitment of new officers.</p> <p>Members commented on numerous election priorities. It was commented that, in order for the panel to assist the commissioner in achieving his goals, there needed to be clear definitions, baseline figures and targets. For example, having clarity on which specific activities fall under the classification of antisocial behaviour, then knowing the starting figures for the previous year, is critical for measuring success in achieving the fifty per cent reduction that the commissioner has set as a priority.</p> <p>The commissioner agreed on the importance of baseline numbers, definitions and timescales, and is currently working with the constabulary to establish the details of his various goals. He was asked to come to the next panel meeting with these figures, for the panel to review.</p>	
9	<p>OPPC CEO Report</p> <p>Due to the previous items overrunning, this agenda item had limited time available. It was agreed that the new police and crime plan would be featured centrally on the agenda of the next Police & Crime Panel.</p>	
10	<p>Panel work plan</p> <p>The clerk listed various topics that panel members had asked questions about during the meeting, and stated that she would work these into future agendas.</p> <p>The work plan will be forthcoming for members to review.</p> <p>There is an appetite among panel members for additional sessions, to include visits to different parts of the estate. Of particular interest is the new training facility, the Sabrina Centre.</p>	
<p><u>Appointment of a Deputy Police & Crime Commissioner: Confirmation Hearing</u></p>		
1	<p>The 10am meeting closed and members remained present for a second meeting, the confirmation hearing of the new Deputy Commissioner.</p>	

	<p>The OPCC has conducted a thorough and professional recruitment process, and wanted to appoint Cllr Nicholas Evans.</p> <p>The commissioner explained his reasoning in detail, and Cllr Evans then addressed members. Members were pleased by the quality of the appointment and confident that the process was conducted faithfully, and confirmed the appointment unanimously.</p>	
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Report to O and S from HOSC Meeting July, 13th 2021

The meeting information pack is available on the GCC website and the minutes of the meeting will be available soon. I would suggest that anyone interested in the details of the subjects raised look at the information available there. The meeting was long and very detailed – there is no way I can give a helpful overview of all the subjects presented and discussed on one A4 sheet!

The subjects covered included –

Public Health – Covid 19 Update Review of the Temporary Service Changes

Update on Fit for the Future Consultation Programme

Gloucestershire Clinical Commissioning Group (GCCG) Performance Report

One Gloucestershire Integrated Care System Report

GCCG Clinical Chair/Responsible Officer Report

I asked a number of questions about subjects of local interest which had been brought to my attention. Some questions were answered in the meeting and answers will be included in the minutes. Others will be answered in writing – I hope to receive answers soon.

I asked about staffing levels in the A and Es and whether staff and ambulance crews were aware of the acceptance criteria for patients at Cheltenham General Hospital (CGH) Emergency Department following the pandemic. It would appear that staffing levels are flexible depending on need. All surgical emergency patients are now taken straight to Gloucester. Staff are aware of acceptance criteria. I asked for data about average waiting times at A and E – this information is to follow. (There is a great deal of concern on social media about patients waiting for long periods in ambulances at Gloucestershire Royal Hospital, GRH.)

Work is in progress to move the majority of emergency care to GRH and the majority of planned (elective) care to CGH. However some planned high risk surgical procedures will still be undertaken in Gloucester – I asked about the reasoning behind this.

The South West Ambulance service (SWAST) will give a presentation at the next HOSC meeting. A request was made that the presentation include an update on the number of Critical Incidents at GRH and the performance/outcomes for patients on reaching hospital.

The next HOSC meeting has been moved from its original date in September to a date in October so that the Hospital service can give a presentation about winter plans.

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Cabinet Briefing

Cllr. Rowena Hay, Leader of the Council

I have written as Leader to the Prime Minister with the request as set out below:

As a council, we remain totally committed to assist those most in need across the world and as Leader of Cheltenham Borough Council I call on the Government to:

1. Expedite the new scheme and take on larger numbers of Afghan refugees than currently proposed;
2. Create a fair resettlement scheme across the country;
3. Provide a fairer funding package over a longer period than four months.

Cheltenham has not had a local government boundary review in twenty years. The boundary commission are proposing to carry out a review next March, looking at elected member numbers, ward population numbers and lines on maps. It is likely that there will be a task and finish group set up, and they will also be taking into account expected development up until 2028. To be clear this is not to be confused with the current parliamentary boundary review.

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Overview and Scrutiny Committee work plan – 2021/22

Item	Outcome	What is required?	Author/presenter
Monday 6 September 2021 (deadline: 25 August)			
Housing and Regeneration Strategy	Consider the draft strategy and comment as necessary	Discussion paper	David Oakhill, Head of Planning (Place & Growth)
Scrutiny topic registration form	Consider topic request along with officer implications and decide if/how the committee will look at the issue	Form and implications	Councillor Willingham / Richard Gibson
Scrutiny Annual Report	Consider the summary of highlights from O&S 2020-21 and approve for noting by Council (October)	Report	Darren Knight, Executive Director People & Change
Property Department Resources	Reassurance that given the recent staff changes there are no immediate capacity issues/risks and how they are being managed or mitigated (are alternative delivery models being considered?)	Discussion paper (exempt)	Paul Jones, Executive Director Finance & Assets
Monday 4 October 2021 (deadline: 22 September)			
BID	Chair of BID to present the business plan, Director of Planning to reassure members of unified approach between BID and following public realm item.	Business plan	Alex Rose (Chair, BID)
High Street public realm – next phase	A full list of all High Street related schemes or initiatives, details of how benefits or success will be monitored and details of any consultants involved, their objective, costs and how success will be measured. The committee want to be able to see if there is any overlap or gaps and understand how each scheme fits into the wider objectives for the High Street.	Discussion paper	Tracey Crews, Director of Planning
Community Infrastructure Levy register	Review register (monies collected/held/spent and details of how the decisions were made)	Discussion Paper	Mike Holmes, Head of Planning
Asset Management Strategy 2021- 2023	Review draft strategy and provide constructive feedback ahead of Cabinet decision on 9 th November	Draft strategy	Peter Jeffries (AMWG Chair) Gemma Bell, David Oakhill

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The future of the Municipal Offices	Has the project concluded and what are the next steps?	Discussion paper (partly/fully exempt?)	Mark Sheldon, Director of Corporate Resources
Monday 17 January 2022 (deadline: 05 January)			
Budget proposals (for coming year)	Consider feedback from the Budget Scrutiny Working Group on the budget proposals for 2022-23	Discussion paper	Chair of Budget Scrutiny Working Group
North Place and Portland Street	Possible update on these sites – if this proves timely	EXEMPT	Paul Jones, Executive Director Finance & Assets
Review of Council KPIs	To review key performance indicators across council services		Darren Knight, Ann Wolstencroft
Monday 28 February 2022 (deadline: 16 February)			
Review of Publica KPIs	Update on KPIs	Discussion paper	Gareth Edmundson, Jan Britton, Sally Walker (Publica)
Monday 28 March 2022 (deadline: 16 March)			
Monday 6 June 2022 (deadline: 25 May)			
Solace	Update on performance of this service	Discussion paper	Louise Boyle, Team Leader (Solace)
Overview and Scrutiny Review (2020) – follow up	Follow-up on the recommendations (actions) that were agreed in June 2021 – is there anything that needs to be revisited?	Discussion paper	Saira Malin, Democracy Officer
End of year performance review	Consider the end of year performance, have we achieved what we set out to and if not, why	Discussion paper	Richard Gibson, Strategy and Engagement Manager
Publica annual report	Consider annual report, where is performance good/need improving and where are they with the CT recommendations	Discussion paper	Dave Brooks (Chair) and MD
Monday 4 July 2022 (deadline: 22 June)			
Air Quality Management Plan and general update		Discussion paper	Gareth Jones and GCC?
UBICO annual report	Consider the annual report, where are Ubico performing well and what risks are they facing, how are they mitigating them	Annual report	Ubico, Client Officer and Cabinet Member

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Monday 1 August 2022 (deadline: 20 July)			

Items for future meetings (a date to be established)			
Public Art Panel	Consider what is it, is it effective, what has it done, what difficulties does it face	To be scheduled once SWOT has been concluded	Tracey Crews and Chair of Panel
Waiver(s)	Consider recent instances where the O&S Chair has been asked to waive his right to call-in and the reasons behind these requests	Discussion paper	Consider if this is still necessary?
Risk and Performance	Look at risk and performance scorecard on Clearview	Real time data shown on Clearview (pdf in advance)	Darren Knight, Executive Director People & Change / Ann Wolstencroft
Cyber Security	Is this something that O&S want to look at		Darren Knight

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

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Police and Crime Commissioner (annual report circulated in advance)	September	PCC
Quarter 2 performance review	November	Richard Gibson, Strategy and Engagement Manager

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