



CHELTENHAM

BOROUGH COUNCIL

Notice of a meeting of Overview & Scrutiny Committee

Monday, 28 February 2022
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.

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The Chair will confirm this at the start of the meeting.

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Agenda

1.		APOLOGIES	
2.		DECLARATIONS OF INTEREST	
3.		MINUTES OF THE LAST MEETING Minutes of 17 th January meeting	(Pages 3 - 10)
4.		PUBLIC AND MEMBER QUESTIONS, CALLS FOR ACTIONS AND PETITIONS	
5.		MATTERS REFERRED TO COMMITTEE	
6.	6.05 pm	PUBLICA BUSINESS PLAN Objective: To review the Publica Group (Support) Ltd Business Plan for 2022-25. Gareth Edmundson (Chief Executive) Jan Britton (Managing Director, Publica)	(Pages 11 - 30)

7.	6.25 pm	<p>ENCOURAGING VOTER PARTICIPATION AT LOCAL ELECTIONS</p> <p>Objective: To consider how the council seeks to improve participation in local elections, and what else can it do in the future.</p> <p>Kim Smith (Electoral Services Manager)</p>	(Pages 31 - 36)
8.	6.45 pm	<p>TACKLING MULTIPLE DEPRIVATION</p> <p>To update the committee on proposals to set up a Scrutiny Task Group on multiple deprivation, and consider the next steps.</p> <p>Richard Gibson (Strategy and Engagement Manager)</p>	(Pages 37 - 54)
9.	7.05 pm	<p>FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED</p> <p>Gloucestershire Economic Growth O&S Committee (19th January) – update from Councillor Paul McCloskey</p> <p>Police and Crime Panel (4th February) – update from Councillor Jonny Brownsteen to follow</p>	(Pages 55 - 56)
10.	7.10 pm	<p>CABINET BRIEFING</p> <p>Councillor Hay, Leader</p> <p>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</p>	
11.	7.15 pm	<p>REVIEW OF SCRUTINY WORKPLAN</p>	(Pages 57 - 60)
12.		<p>DATE OF NEXT MEETING</p> <p>28th March 2022.</p>	
		<p>Informal de-brief</p> <p>What went well? Can we identify opportunities for improvement or training needs?</p>	

Contact Officer: Harry Mayo, Democracy Officer,
Email: democratic.services@cheltenham.gov.uk

Overview & Scrutiny Committee**Monday, 17th January, 2022****6.00 - 6.40 pm**

Attendees	
Councillors:	Chris Mason (Chair), Alex Hegenbarth (Vice-Chair), Dilys Barrell, Nigel Britter, Alisha Lewis, Emma Nelson, John Payne, Julie Sankey and Paul McCloskey (Reserve)
Also in attendance:	Bev Thomas, Harry Mayo, Councillor Martin Horwood, Gemma Bell, Darren Knight and Andrew Robbins and Heath Gunter

Minutes**1. APOLOGIES**

Cllrs. Flynn and Stafford sent apologies, with Cllr. McCloskey substituting.

2. DECLARATIONS OF INTEREST

There were none.

3. MINUTES OF THE LAST MEETING

The minutes of the meeting held on 23rd November 2021 were approved and signed as a correct record.

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

There were none.

5. MATTERS REFERRED TO COMMITTEE

There were none.

6. BUSINESS IMPROVEMENT DISTRICT (BID)

Heath Gunter, Chief Executive of the BID, explained that the BID had been renewed for a second five-year term in June 2021, with 86% of participating businesses voting in favour. It was led and funded by businesses, having expanded to now cover 772 in total. It charged 1.25% of the rateable value of the property, with exceptions for smaller businesses.

He outlined the four pillars on which the BID operated: marketing and promotion, business support, town centre events and townscape enhancements. It was a founding partner of Marketing Cheltenham and had helped launch the Visit Cheltenham website and the Cheltenham gift card. Some of its most visible work had been seen in the town centre, such as the new and extended Christmas lights, with more than 10,000 people attending the

2019 switch-on event. Light Up Cheltenham and the big wheel had attracted even more people to the town centre and boosted business as a result. They also sponsored major events like the Paint Festival, Wellbeing Festival and Festival of Cycling, and he stressed the importance of spreading people around the town rather than focusing everything in one area. It was key to improve both the quantity and quality of events, and this meant making Cheltenham an appealing place to hold them.

He noted that the pandemic had made it clear that many businesses were not digital ready. The BID provided support to help them achieve this and benefit from the significant potential for marketing and communications. They also helped businesses sort out their energy bills to save money, and had given advice to businesses that were unaware exactly what grants they were entitled to during the rounds of Covid business support. It also ran a business of the month award and an annual awards ceremony to highlight outstanding achievements. In the next BID term, he wanted to get ambassadors out to these businesses and meet them face-to-face, directly addressing their concerns. It was essential to continue building partnerships with businesses and organisations across the county.

One Member praised Cheltenham's Christmas events and asked whether other religious festivals were supported by the BID. The BID CEO responded that this would be a key aspect of their work, as it was important to engage with different groups in the community.

One Member asked whether the BID levy was mandatory for businesses in the area. The BID CEO responded that it was, and that collections were administered by the council's rates team. There were some exceptions, which were outlined in their rules. Around 97% of businesses paid the levy each year, although payments had effectively been over 100% in 2021 year because some businesses which hadn't paid in previous years had caught up. Some debts were written off depending on circumstances, and the BID did not aggressively chase businesses that were unable to pay. He noted that it was generally larger corporate businesses that did not pay.

One Member noted that the levy was due to increase by 0.02% per year. If inflation were to exceed this, how would the BID cope with overall drop in income? The BID CEO responded that a lot of their expenditure had been on setting up infrastructure, such as the energy supply for the Christmas lights, which were one-off hits and would not need to be paid for again. If necessary, the levy could be increased with the agreement of the BID board.

One Member asked for further detail on the role of the ambassadors. The BID CEO clarified that there were currently three paid ambassadors who varied between full-time and part-time. He did some of the ambassadorial work himself.

One Member asked how many defibrillators the BID provided. The BID CEO responded that there were currently two in Montpellier and one on the Strand, and he was working to get sponsorship to provide more in the near future.

One Member asked whether there were any plans to extend the BID inclusion zone. The BID CEO responded that there were not currently, but this could be explored in the BID's next term were it to be renewed again.

One Member asked how the gift card offer was being publicised. The BID CEO acknowledged that it had not been publicised as much as it should have been, and he was keen to push this harder in years to come. The high turnover of staff due to Covid had affected results as workers were often unaware what the card was when customers presented it.

One Member asked how the BID would help to reduce energy use and contribute to other climate change goals. The BID CEO responded that this was central to its aims, and he was working closely with the Cabinet Member Climate Emergency to see how it could contribute.

One Member asked how much members of the BID interacted with each other, considering the potential for mutually beneficial relationships if businesses were prepared to engage. The BID CEO agreed that this was a key benefit of partnership working that they should encourage wherever possible.

7. BUDGET PROPOSALS FOR COMING YEAR

Cllr. Babbage's update from the Budget Scrutiny Working Group was taken as read.

One Member asked whether the group had been broadly favour of the budget proposals. Another Member, who sat on the Budget Scrutiny Working Group, felt that they had found it to be a sound and satisfactory budget, with the only major area of debate being the topic of payment provision.

One Member asked how often the group met. The Head of Property, Finance and Assets outlined the group's timetable and explained that it met around four times a year to feed directly into the budget process before significant Cabinet and Council decisions, while also looking at budget monitoring reports.

8. ASSET MANAGEMENT STRATEGY 2022/23 TO 2026/27

Gemma Bell (Head of Property, Finance and Assets and Deputy Section 151 Officer) (GB) introduced the Asset Management Strategy, which was due to be considered by Cabinet and Council in February.

She explained that the current strategy had been approved in 2016, and that the situation had changed significantly since then. The strategy had been drawn together through discussions with various parties, including the Asset Management Working Group, Cabinet and senior advisors. Once approved, they would produce asset management plans for each category of asset the council possessed, with the overarching objective of ensuring that officers could make safe and informed recommendations to Members in order to maximise benefit for the council.

One Member praised the strategy for taking on a challenging topic and using private sector thinking in a public sector environment. It was not just about financial gain, but also about understanding the wider value of assets. Were

officers confident it could be delivered with the council's current resources, or did further skills need to be brought in? GB responded that the first year of the strategy would be primarily about gathering and analysing data in order to review and assess processes, and she was confident that the team they were bringing together across property and finance was fit for the job. They were using systems like Clearview to pull together large amounts of performance data quickly, and had recruited experienced building and estate surveyors to deliver options appraisals and business cases.

9. THE COUNCIL'S RESPONSE TO THE COVID CRISIS

Darren Knight, Executive Director People and Change, introduced his report, acknowledging that it had been a challenging couple of years, and that it was important to learn lessons wherever possible. The main focus had been on maintaining essential services and keeping lead members informed throughout the pandemic. He outlined key achievements, including the rapid payment of business support grants and the Gloucestershire Community Help Hub. The SWAP internal audit had seen positive results, and they had received external recognition for their work. He thanked different departments and the council's partners for their assistance as well.

One Member noted that the report reminded them how well council staff had adapted to the radical changes caused by the pandemic, and thanked the Executive Director People and Change for his work. Another Member echoed this, noting that the transition to working from home across the council could not have been easy. They suggested that CBC needed to make more of the awards it had received. The Executive Director People and Change agreed, adding that awards were not just a morale booster but also a useful way of seeing how their response compared to others around the country.

One Member praised the work of officers and members during a situation that was unprecedented and impossible to predict. Going forward, greater engagement with parish councils was needed, and it would be useful to have a template for this. The Executive Director People and Change responded that the C5 group met on a regular basis, while he and the Leader of the Council had met parish councillors throughout the pandemic and would continue to do this. Local leaders who were embedded in their communities and understood residents' needs were clearly of great value.

One Member added that the Grant Thornton recommendations on improving the scrutiny process should be taken forward to ensure lessons were learned from that too. The Executive Director People and Change agreed with this, adding that business continuity arrangements were in the process of being reviewed.

One Member agreed about the importance of parish councils, and praised the way community support sprang up in their ward early on in the pandemic. They asked whether the emergency response management arrangements had stifled innovation. The Executive Director People and Change responded that on the contrary, they had enabled good ideas to be reviewed at pace, as evidenced by the numerous examples laid out in the report.

One Member asked whether Cheltenham had been affected by any of the fraudulent business grant claims that were currently in the news. The Executive Director People and Change responded that they were looking into a handful of cases, but there had been effective checks and balances in place to prevent it becoming a widespread issue. They had benefitted from insight and local knowledge from ward members and the BID.

One Member highlighted the focus on staff wellbeing, and asked whether the wellbeing group would continue. The Executive Director People and Change confirmed that it would continue, and added that the last employee wellbeing survey saw an improvement on the year before.

One Member suggested passing on CBC's positive experiences and lessons to other councils so that they could learn from it. The Executive Director People and Change noted that the LGA and South West Councils were both helpful in doing this. Officers had published case studies on how they had helped businesses, and they were working with regional conferences and other events to spread these lessons, such as how they strengthened their business communication during the pandemic.

On behalf of the committee, the Chair thanked the Executive Director People and Change and the wider council staff for their work throughout the pandemic.

10. COMMUNITY INFRASTRUCTURE LEVY (CIL) REGISTER

Andy Robbins (Interim Head of Planning) noted that CIL was a complex piece of legislation, and highlighted the three key elements of his report: the income received by the CIL; the continuing role of S106 planning obligations in funding infrastructure; and an outline of future proposals for governance arrangements.

He pointed members towards paragraphs 3.1 to 3.5, which outlined matters in terms of CIL receipts and expenditure. A key part of that was the statutory obligation to pass on a certain proportion of CIL receipts to parish councils. Although CIL had been in place for nearly two years now, the receipts had been modest so far. He expected them to increase in year 3 and accelerate significantly after that to become a key financial resource in the delivery of strategic neighbourhood infrastructure. The delay was a product of the relatively slow planning system, as the levy was generally paid upon commencement of development.

The council continued to collect S106 contributions, which were usually for site-specific infrastructure work, such as highway infrastructure improvements. The system by which affordable housing was secured sat separate to CIL. His report then covered the split between strategic infrastructure funding, 70% of which was earmarked for the JCS, and the more modest neighbourhood fund, which the council had more of a free hand over and aimed largely towards the unparished areas of the town. Officers were working on neighbourhood fund governance arrangements which they hoped to bring forward soon. A board would be established in due course with decision-making authority over this budget, although there was no timetable for this yet as they awaited the results of the consultation on the Infrastructure Funding Statement. He added that

some strategic infrastructure funding was drawn from other funding streams, including from the county council.

One Member asked for more detail on the list of IFS projects. The Interim Head of Planning responded that he would be happy to circulate the full set of appendices to members after the meeting, and hoped to bring updated information to members in the next couple of months.

One Member suggested that the S106 funding collected from developers was often underwhelming considering what they might expect from them, and the way the funds were used was often divorced from the needs of the community. The Interim Head of Planning explained that there were strict rules on how much S106 funding could be sought and what it could be spent on, so they did not have a strong hand in negotiations. The new regulations made it clear that S106 monies could only be sought where infrastructure was necessary for development to go forward. Community infrastructure funding was difficult to secure under current regulations, whereas in the past they could talk more openly to developers about what they could offer the community. It was important to make the most of what they had to maximise community benefit.

One Member asked whether greater S106 funding and value for money could be delivered if local councillors and stakeholders were more involved in the process. The Interim Head of Planning responded that while there was no formal step involving ward members, they were welcome to contribute and their local knowledge was always valuable. He suggested that a more transparent process would be beneficial for all concerned.

One Member suggested that the committee recommend that Cabinet work with officers to deliver greater ward member engagement in the process. The Interim Head of Planning cautioned against making this a formal system when the planning process was slow enough already. He suggested that instead, officers could give members training on what was available through S106 and how the benefits of this could be maximised. Members were in agreement that this would be helpful.

One Member asked who would sit on the CIL board and how this would be appointed. The Interim Head of Planning responded that he did not know yet, as this would flow from the JCS and local governance arrangements.

One Member thanked the Interim Head of Planning for his summary of what often seemed an arcane system, and asked about the effect of CIL on unparished areas. The Interim Head of Planning explained that the council had the most freedom over how it spent the money in these areas. Many authorities had a bidding system where local groups could apply for funding based on various criteria, and ward members played a key role.

One Member asked whether parishes were penalised for not having a Parish Plan. The Interim Head of Planning clarified that when developments took place in an area with a Parish Plan, the parish received 25% of CIL receipts as opposed to 15% without. This was intended as an incentive for local communities to develop their own plans, rather than a punishment for those that did not. The parish council could do what it wanted with their section of the

funding, while 70% of the remainder was allocated to strategic infrastructure and 5% to administration costs.

One Member asked whether money raised for the JCS in Cheltenham could be spent in the other JCS boroughs. The Interim Head of Planning AR responded that funds from this 70% pot could be spent in Cheltenham, Tewkesbury or Gloucester, with the joint development plan aiming to benefit all three areas. The terms of the JCS were continually reviewed and could be changed in the future if the council so desired.

One Member asked who exactly would decide which projects were deserving of funding. The Interim Head of Planning explained that the CIL board would make these decisions.

Members thanked the Interim Head of Planning for his detailed report and informative responses to their questions.

11. FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED

Cllr. Barrell's updates from the 30th November 2021 and 11th January 2022 meetings of the Health Overview and Scrutiny Committee were taken as read.

The Gloucestershire Police and Crime Panel and the Gloucestershire Economic Growth Scrutiny Committee had not met since the last O&S meeting.

12. CABINET BRIEFING

Cllr. Hay, Leader of the Council, updated members on upcoming reforms to the Integrated Care System. While the council was currently represented on the Health and Wellbeing Board, it was not clear what level of member involvement there would be on the new Integrated Care Board. This was not something they could control, but it was worth keeping an eye on. She echoed Members' previous points about the need to implement the recommendations from the Grant Thornton scrutiny audit.

She hoped that the government's White Paper would be published soon, having originally been expected on the 16th January. She was expecting further detail on plans for devolution and the next rounds of available government funding.

13. REVIEW OF SCRUTINY WORKPLAN

The scrutiny workplan had been circulated with the agenda. One Member noted that the details of the Public Annual Report in June needed updating to reflect staffing changes.

14. DATE OF NEXT MEETING

28th February 2022.

Chris Mason
Chairman

Information/Discussion Paper

Overview & Scrutiny Committee – 28th February 2022

Publica Group (Support) Ltd Business Plan 2022-25

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?

- 1.1 This paper and its appendix provide an opportunity for the Committee to consider the draft Publica Business Plan 2022-25 and provide comments for the Cabinet to review before it recommends that the Leader (as Shareholder Representative) approves the plan, subject to any comments the Cabinet wishes to make.

2. Summary of the Issue

- 2.1 As part of the establishment of Publica Group (Support) Ltd. (Publica), twelve items were identified as Reserved Matters for Shareholder approval to ensure that shareholder Councils retained the necessary control over their Teckal company. The Reserved Matters were approved by the Council in October 2016 as part of the governance principles underpinning the establishment of Publica and are set out in Schedule 1 of the company's Members' Agreement, signed by the Council in May 2017.
- 2.2 The Reserved Matters decisions fall to the Shareholder Representatives to determine. For each shareholder Council the Shareholder Representative is designated as the Leader of the Council.
- 2.3 "Adopting or amending the Business Plan in respect of each Financial Year" is one of the Reserved Matters. To assist the Leader in reaching her decision both the Strategic Overview and Scrutiny Committee and the Cabinet will review the draft business plan for 2022-25 before it is approved by the Leader. The plan will be reviewed and approved by the Leader on an annual basis, in accordance with the company's governance.
- 2.4 A new, three year, draft Publica Business Plan (2022-25) is attached at Appendix 1. This business plan sets out the high level, strategic objectives and ambition for Publica over the next three years and how it will deliver both day-to-day services and the key priorities for each shareholder Council. The three year plan enables a medium term

financial horizon to be taken as the **Page 12**/ challenging financial circumstances of the Councils will be a major driver for the focus of Publica's work. The three year horizon of the plan will also enable a sustained focus on delivering Council priorities and improving service delivery.

- 2.5** Each shareholder Council has its own delivery plans and this business plan is designed to show how Publica will operate to deliver these, complementing them by providing the flexibility to deliver different priorities in an individual way for each Council but also making the most of shared services and ambitions.
- 2.6** Three key themes are addressed in this business plan that flow from the shareholder Councils' priorities and will underpin everything Publica does over the lifespan of this business plan. These are:
- **Planet** - Tackling the climate and ecological emergency. This is the challenge of our generation and a priority for all of the shareholder Councils and Publica.
 - **People** - People are at the heart of Publica as a company, so it needs to employ and retain the right people and be a 'best in class' employer in order to deliver successfully for the shareholder Councils.
 - **Place** - Delivering great services and local priorities for the Councils' communities, residents, and businesses.
- 2.7** Detailed actions emanating from the business plan will be incorporated into individual service plans and/or addressed through Publica's project management framework to ensure delivery is closely aligned to Council priorities and reported appropriately.
- 2.8** The consultation process for the production of the new plan is quite extensive. Early discussions were held with the Chief Executives/Heads of Paid Service from the four shareholder Councils to check that the plan was evolving in line with expectations. The initial draft was also discussed with the Publica Board in mid January 2022.
- 2.9** The Publica Shareholder Forum (comprising the Leader and Chief Executive/Head of Paid Service from each of the four shareholder Councils, together with the Publica Board Chair and Managing Director) met in late January to review the draft plan and the feedback received from the Publica Board and the Chief Executives/Heads of Paid Service.
- 2.10** Comments and additional feedback from the Shareholder Forum have now been incorporated in the final draft plan attached at Appendices 1.
- 2.11** The plan will be designed and published on the internet and shared with the shareholder Councils once it has been approved by the Council Leaders.

3. Summary of evidence/information

- 3.1** The new business plan acknowledges the financial challenge that all the shareholder Councils are facing over the next few years and sets out Publica's role in supporting the Councils to address this challenge.
- 3.2** The business case approved by the shareholder Councils in October 2016 set a target of a cumulative reduction in the Councils' base revenue budgets of £2.1m by the end of 2022/23. Publica is on track to deliver a baseline budget saving of £2.7m by the end of 2022/23 – some £0.6m ahead of target. In addition, c.£1.8m of one-off savings have

also been made and returned to the Page 13r reinvestment in their service priorities.

4. Next Steps

- 4.1 The draft plan is being presented to the relevant scrutiny committee at each of the four shareholder Councils, seeking comments prior to its presentation to the Cabinet meeting at each Council in April. Each Cabinet will be asked to consider feedback from the scrutiny consultation and recommend to their Council Leader that the plan be approved. As it is a three year plan, there will be an annual review and approval process put in place for the following two years, in line with Publica's governance.

Appendix 1

Draft Publica Business Plan 2022-25

Contact Officer

Jan Britton, Managing Director, Publica Group
(Support) Ltd.

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01285 623103

Accountability

Cllr Rowena Hay, Leader of the Council

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DRAFT 3

This is a draft document for consultation with the
Publica Shareholder Councils

Publica Business Plan 2022 to 2025

Delivering more locally by working together

[Logos of all four shareholder councils]

The Publica partnership: Delivering more locally by working together

Publica is a not-for-profit company owned by Cotswold, Forest of Dean, and West Oxfordshire District Councils and Cheltenham Borough Council. The four shareholder councils and Publica work together to share skills and resources which enables us to deliver more for local communities, residents and businesses. Publica is a young organisation and in the first four years we have transformed the way services are delivered by the councils through our unique partnership approach.

Each of the shareholder councils and our client organisations retain their independence and identity, and by collaborating and sharing resources, we seek to maximise mutual benefit for all. We are ambitious and on a journey of continuous improvement, always looking for new ways to effectively deliver local services.

You can read about our progress and what we have delivered in the Annual Report on our website www.publicagroup.uk

Staying true to the Publica Values

The values developed at the company's inception hold strong today and will help guide us to achieve our purpose:

Authentic

We act genuinely and transparently. We do the right thing for our customers, our organisation and each other

Modern

We are not set in our ways. We are constantly looking to find ways to innovate and do things smarter

Flexible

We are agile and we adapt how and what we do to meet the demands of our customers, our colleagues, our local communities and the needs of the modern world

Thoughtful

We take pride in delivering a great service, taking the time to understand and care about the planet and the environment, as well as our customers and their needs

Foreword

We are proud to present to the shareholder councils the Publica Business Plan for 2022 to 2025.

Over the past year Publica has consolidated some of the changes that have been made since we were set up and we have demonstrated the benefits of our approach. We are very proud of our staff and their achievements, and that more than 80% of residents are happy with the customer service they receive.

As we emerge from the pandemic we have an opportunity to be more ambitious and radical; to capitalise on our unique partnership model to deliver even better services for local communities, residents, and businesses. This business plan sets out the strategic approach for Publica over the next three years and how we will deliver great services every day alongside the key priorities for each shareholder council.

Each council has its own delivery plans and this business plan is designed to show how Publica will operate to deliver these council plans, complementing them by providing the flexibility to deliver different priorities in an individual way for each council but also making the most of shared services and ambitions.

We have identified three key themes for this business plan that flow from our partner councils' priorities and will underpin everything we will do over the lifespan of this plan. These are:

Planet: Tackling the climate and ecological emergency. It's the challenge of our generation and a priority for all of the shareholder councils and Publica

People: People are at the heart of what we are as an organisation, so we need to employ and retain the right people and be a 'best in class' employer

Place: Delivering great services and local priorities for communities, residents, and businesses

The importance of our work will be heightened by the significant financial challenges facing local government over the period of this plan. Our model provides us with a unique way to respond to these challenges and build on our success since Publica was formed. In this business plan you can read about our customer-focussed operating model using a digital platform, which enables us to deliver better services in a more efficient way. It is an exciting time for Publica and the shareholder councils as we look to innovate and push boundaries with the potential for growth and scaling over the life of this plan and the potential benefits this will bring to existing partners and new ones who want to become part of a new way of delivering public services.

We will continue to learn and improve, taking what we have delivered over the past four years and building on it to make Publica a leading public sector delivery company, known for its innovation, effectiveness and results delivered on behalf of public sector providers.

Sally Walker
Chair of the Publica Board

Jan Britton

Meeting the future financial challenge

A decade of austerity, continuing local government funding uncertainty, rapidly increasing costs and income shortfalls during the pandemic has left council finances under great strain. Government support during the pandemic has masked the financial problems but the budget setting over the life of this business plan is likely to be the most challenging in many years for our shareholder councils. The scale of the challenge is very significant with the latest forecasts suggesting that our shareholder councils collectively will need to fill an emerging funding gap of £15m by 2026, this represents some 30% of their net revenue budget. To meet this challenge all four shareholder councils have set ambitious targets for making savings, improving efficiency and increasing income in the future to balance their budgets and these are articulated in their Medium Term Financial Strategies and Investment Strategies.

Publica has already delivered £2.5m of recurring annual savings for shareholder councils since 2017 and most major services have been reviewed and modernised; but we recognise that we must seek continuous improvement across the whole range of services we deliver so that we can offer the best possible services to residents and businesses at the best possible value for the shareholder councils.

In doing this we need to recognise that we must support the shareholder councils to maintain services. To support the councils in their financial challenges, Publica will play a key role in:

Enhancing council income streams, identifying investment opportunities and maximising available revenues

- Exploring and delivering opportunities to invest in green technology such as solar power and electric vehicle charging infrastructure which could provide a commercial return and deliver against the councils' climate action objectives
- Maximising opportunities for commercial return through good asset management, investment in and development of land, property and appropriate services, where these can deliver against priorities

Identifying and securing sources of funding to help shareholder councils deliver against priorities

- Bidding for funds to deliver decarbonisation projects across the councils' asset bases to enable council resources to go further and extend our ambitions. Business cases will be brought forward as new funding rounds are announced
- Raising the profile about the challenges facing rural communities and making the case for levelling up funding from the government

Support service transformation with the councils' other service delivery partners such as waste and leisure providers

- Working closely with Ubico to deliver new, more efficient and modern waste, recycling, and grounds maintenance and street cleansing services as part of the Environmental Services Innovation Programme (ESIP) as well as exploring opportunities to scale the partnership
- Working in partnership with the shareholder councils' leisure providers (GLL, SLM, and Freedom Leisure) to meet the needs of local residents and support the local health and wellbeing agenda
- Examining whether there are services that the shareholder councils currently provide through external contracts that could be provided equally well, or in a way that better meets the councils' priorities, by Publica who could deliver additional value and service improvements.

Delivering services the Publica way

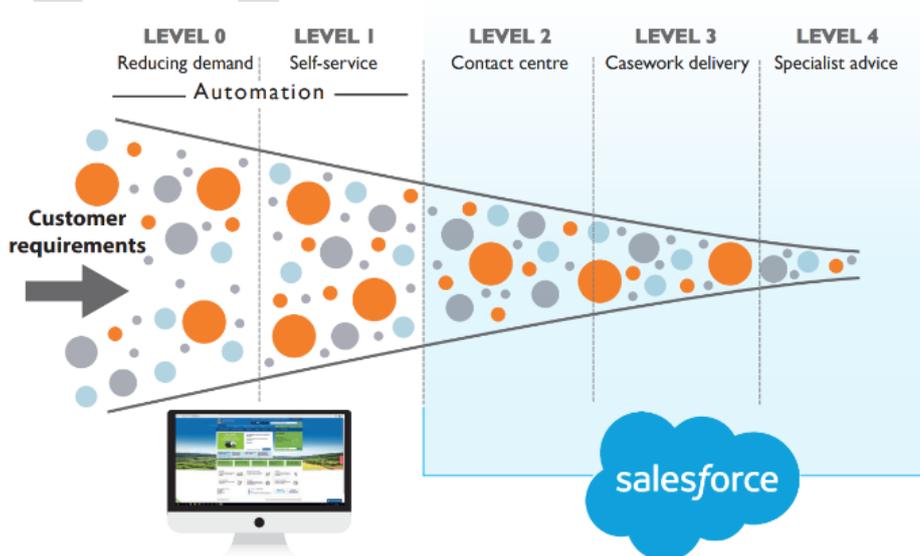
We don't want to be just a standard public service provider, we want to be so much more. Publica is not about cuts; we are about delivering modern efficient public sector services that cost less. Through harnessing the power of our partnership and our unique approach we can be more than the sum of our parts, delivering much more for residents and businesses than would otherwise be possible if the councils and other public sector service providers worked alone. Innovating to deliver services more efficiently and effectively, sharing knowledge and experience, and providing creative modern solutions to tackling priorities for our shareholder councils and their communities, residents, and businesses.

Publica's operating model

To ensure we deliver great modern services for our shareholder councils we will continue to evolve our operating model over the course of this plan. Our customer first model uses automation and technology to deliver high-quality services that residents and businesses use every day.

We know that 90% of UK residents are now digitally literate so if we provide good quality digital products and services 24/7 this will provide not only a better customer experience but also minimise the need for customers to contact the councils to obtain information, report something, or make an application. We also know that 10% of UK residents do not use the internet and that some residents and businesses will need to contact their council by telephone or face to face. We will continue to meet their needs through local contact centres.

The diagram below illustrates our operating model. Customer requirements for services will be met first by designing services in such a way that they are accessed by customers online where they can self-serve (Level 1). Customers that require further assistance can obtain this through our contact centres and council receptions (Level 2). This approach provides better service for customers and is more efficient for the shareholder councils. Only those enquiries or transactions that are the most complex or require professional knowledge or expertise should need to be transferred to our casework and specialist teams (Level 3/4). The benefit of this is that the shareholder councils will continue to have very high customer satisfaction (currently 80.4%) and further development of the model will ensure this continues.



We have already improved the content on the shareholder councils' websites and introduced some new digital products like the Open Portal to enable residents and businesses to complete council tax and business rates transactions 24/7 (Level 1) and more than 2,000 people have already signed up. We have introduced a new online process for residents to report missed waste collections online and 30% of reports are now made online (Level 1). We issue more than 80,000 garden waste licences a year and residents can now purchase and pay for these online 24/7 (Level 1). Each of the shareholder councils has made improvements to their reception areas enabling our staff to meet residents and businesses face to face (Level 2). We have made some improvements to a number of planning service processes including reducing the validation time by almost 70%, this has improved the customer journey and experience (Level 3/4).

Delivering the councils' ambitions for their local areas

Each of our shareholder councils has an ambitious plan outlining their priorities and what they want to achieve for their local areas. First and foremost we will deliver against these plans by structuring our teams to focus on the areas the councils want to prioritise within the funding and resourcing envelope they provide to achieve this.

Using data to make the best business decisions

Any well-informed organisation makes decisions based on data and evidence. Our developing strategy is to deliver information and insight to communities, commissioners and colleagues through our 7 principles, involving improved storage, management and analysis of our organisational data. We will continue our journey to becoming a data-led organisation so that we can advise our shareholder councils and our decisions will be based on business information that will benefit residents and businesses.

The future of Publica and modernising service delivery

We have made good progress over recent years but to meet our ambition we need to look at areas the partnership could improve further, as well as continuing to grow and scale. There are a number of elements we will focus on during the course of this business plan:

Using technology to drive service improvements across the partnership

Over the next three years, by implementing the right systems in the right areas, we can continue to make improvements to the services we deliver for shareholder councils. They include:

- Delivering more digital transactional services to support 'channel choice' for residents and businesses and reduce the volume of avoidable telephone calls including environmental services, revenues and benefits (council tax, business rates), and regulatory services
- Implementing technology to modernise our approach to recruitment, human resource management, democratic services, consultation and engagement, and planning
- Upgrading our office based systems to Microsoft 365 to support more agile and collaborative working

Options for future development and growth of the partnership

We need to look at ways the Publica business could develop over the coming years, as the national landscape for local government changes, to benefit our shareholder councils and clients, either in meeting the financial challenges or delivering improved services. Over the course of this business plan we will look to explore opportunities including:

- Reviewing the potential for further in-sourcing of services to deliver additional control and value to partner councils when these opportunities present themselves
- Reviewing the business model to see if different approaches might complement the opportunities that are available to grow and scale the partnership
- Collaborating further with Ubico and their shareholder councils to exploit opportunities to grow and innovate through the Environmental Services Innovation Programme

Ongoing service improvements

There are areas of the organisation where we know we can continue to improve and deliver best in class services and in the first year of this plan we will adopt specific improvement plans for development management services, human resources and democratic services.

Focussing on our people and modernisation

To bring leadership and focus to modernisation and improvement we will be recruiting a senior manager responsible for organisational development and modernisation. This investment will enable us to make the most of our new digital technology and to genuinely modernise and evolve our operating model. We need to invest in our people, in their capacity, productivity and the culture across Publica to deliver great services and the shareholder councils' priorities.

Enhancing our cyber security

Over recent years a number of cyber attacks on public sector organisations has left them unable to deliver services for months, and sometimes years. With this in mind our cyber security across the partnership will be imperative. Our systems are already good but we plan to do more and will need to invest in this area. Due to the nature of cyber security we will keep it under constant review during the period of this business plan.

How we will monitor progress

The partnership has a comprehensive framework to monitor performance of the councils' plans and priorities, the Publica Business Plan and service performance, and these will be used to provide assurance and include:

- The Publica Shareholder Forum to discuss strategic issues
- The Publica Board where performance against shareholder council performance targets is monitored
- Meetings between the Publica Board and Cabinets of each Shareholder Council to discuss local priorities and performance
- Quarterly council scrutiny and Cabinet meetings at each shareholder council where council performance targets are monitored
- Audit and Scrutiny Committees at each shareholder council
- The publication of the Publica annual report
- Regular all councillor updates and briefings at each shareholder council
- Information on the councillor portals at Cotswold, Forest of Dean, and West Oxfordshire District Councils
- Live management information

Planet: how we will tackle climate change

Tackling climate change is the challenge of our generation, and with each shareholder council declaring a climate emergency as well as an ecological/biodiversity emergency, we must make our response central to all we do. Over the course of this business plan we will embed tackling the climate emergency through all our activity and deliver actions that give it the urgent focus it requires.

As a start we have signed up to the national “Race to Zero” climate commitment for businesses, to achieve net zero carbon by 2030 and that will be a key target for us. To achieve our commitment we will work with the shareholder councils and our clients to make fundamental and rapid changes across all services to innovate, support, challenge, propose solutions, and aid decision making for a low carbon future.

We will support our shareholder councils to demonstrate leadership in delivering their climate ambitions, set out in their Corporate Plans and detailed in adopted climate action and ecological targets. This will be achieved by seeking external funding and exploring opportunities to engage with and support residents and businesses to reduce their carbon footprint, and using council powers and influence to instigate changes in behaviour, work practises and development. We will also look for community financing and investment opportunities in carbon reduction assets such as renewable energy generation and storage.

Supporting our councils’ net zero ambitions for their areas will also mean we will encourage an innovative approach to planning policy, supporting the trajectory to net zero carbon in development management and look to bring forward flagship environmental design schemes for housing and development.

Moving Publica to net zero carbon by 2030

Publica’s carbon footprint is intricately linked with that of our shareholding councils so it is vital that we play our full part in the push to net zero carbon. We will demonstrate our commitment to net zero carbon by putting the climate emergency at the heart of all that we do, ensuring all staff understand and consider climate and ecological impacts in the services they provide and the decisions that they advise on. We will do this by:

- Rolling out formal Carbon Literacy Training (carbonliteracy.com) to our employees, aiming to be recognised as a silver level Carbon Literate Organisation over the term of this plan, with 100 people certified as Carbon Literate
- Securing advanced climate emergency training for planning officers and other employees whose professional roles require that they have a greater understanding of issues around energy use, low emission building and transport technologies
- Promoting opportunities for our employees to use their two volunteering days to support biodiversity and carbon reduction activities
- Embedding climate, ecological and social value considerations in procurement processes to maximise the use of sustainable suppliers and support local businesses
- Making climate implications a core consideration in decision making, alongside finance, legal and risk
- Implementing our Agile Working Strategy that will reduce unnecessary business miles and staff commuting journeys as well as heating and lighting in under occupied offices

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- Making use of our video-link technology as the default option for internal meetings and events, which is already reducing business mileage dramatically. By halving our business mileage we can save the equivalent of 98 tonnes of carbon dioxide each year
- Changing vehicles to ultra-low emission and electric vehicles and reviewing Publica's lease car offer to incentivise our employees to choose electric vehicles for their personal and work journeys
- Encouraging cycling and car-sharing for any essential business trips
- Encouraging our employees to follow the waste hierarchy at work and home (avoid, minimise, re-use, recycle, dispose) with the aim of reducing energy use, purchasing sustainable products and minimising the use of single-use plastics
- Reporting our progress towards net zero carbon in our annual reports

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People

We will only accomplish our aims and deliver our shareholder council priorities if the very best people work for Publica. We want to be known as a top public sector employer. We want people who live our values of Authentic, Flexible, Modern and Thoughtful; people who are enthusiastic about change and are committed to delivering great public services. In a challenging employment market, we will increasingly do this by recruiting and developing our own people locally, through apprenticeship schemes and great working relations with local training providers. We will also continue to recruit nationally, to attract the best talent from across the country, when we need to get the right person for a particular role.

To do this we need to continue building our reputation as a great employer, a great place to work and somewhere people can be ambitious and fulfil their potential. Our employees need to feel well-led, supported, rewarded and empowered within a healthy workplace culture. We are already a long way on this journey to create the right conditions for high performance and productivity, and excellent service delivery, but there is more we can do to continue improving our ability to attract and retain high quality employees for the benefit of the Publica partnership and shareholder councils.

In 2021, Publica received accreditation for its focus on health and wellbeing in the workplace. Over the last year we have implemented health and wellbeing measures to support our staff, keep them healthy, increase productivity and reduce sickness absence. In 2022, Publica became accredited for being an employer that provides the Real Living Wage (www.livingwage.org.uk/). We are very proud of this and it clearly shows our staff, and those looking to work for us in the future, that we are a responsible employer which greatly values its people. Our key areas for development of our people over the course of this business plan are linked with the Investors in People framework (IIP) which will assist us in continuing to develop the right conditions for improving services and delivering services and key projects for our shareholding councils.

Leading: Develop great leaders at all levels in Publica

For Publica, 'leadership at all levels' means empowering all our employees, whatever their role, to take ownership for making positive changes and inspiring their colleagues. Having great leaders at all levels is crucial for us to be able to support the councils to set clear, achievable objectives we can deliver. To develop our current and future leaders we will:

- Provide an ongoing leadership programme that allows all employees to develop their knowledge, skills and behaviours to better deliver council priorities and services
- Drive a noticeable culture change, especially around increasing trust, recognition, collaborative working and building confidence at all levels
- Embed a coaching culture to support the development of others, and engage in peer coaching to support each other and problem solve
- Strengthen staff engagement, for example through holding a regular informal staff forum

Supporting: Enhance the wellbeing of our employees, ensuring that they are supported to deliver to their full potential and that they are recognised for their achievements

To be a truly great place to work our people need to feel well supported to deliver their role, both in their team and also at a Publica-wide level. To achieve this we will:

- Achieve Investors in People (IIP) accreditation, to validate our progress towards becoming a great place to work
- Implement our agile working approach and ensure our people processes and policies are fit for

a modern, flexible workforce, promoting good work/life balance and support for staff at all stages of their life

- Encourage our employees to support local communities and biodiversity/carbon reduction projects by using their paid volunteer days, committing at least 600 days a year
- Celebrate diversity, encourage and promote positive relationships, and challenge inequality

Improving: Deliver a comprehensive improvement programme to support the recruitment, retention, training and development of staff

Recruiting good people and then developing them is key to Publica's ongoing success in delivering great services for our shareholder councils and our clients. We want to improve our approach to organisational development so staff can stay with Publica, improve and grow their careers, enabling us to keep good employees and deliver better services. To do this we will:

- Grow our talent from within the organisation, identifying and developing our high performers and future leaders alongside structured succession planning and more career graded posts
- Drive improvements in our human resources service, particularly to strengthen recruitment and retention, including implementation of a new Applicant Tracking System
- Provide all our people with training and development opportunities that support the ambitions and strategic priorities of the Publica partnership
- Maximise the use of our apprenticeship levy by offering employees professional qualifications to develop their careers within Publica and promote their achievements
- Aim to have 10% of our employees engaged in leadership and/or professional development training programmes
- Enhance our benefits package for employees to strengthen recruitment and retention

Place

We are committed to providing great services to local communities, residents and businesses and delivering key projects with the shareholder councils, being flexible where we need to be and sharing resources and ideas.

Our shareholder councils share some ambitions but they also each have local needs and priorities that will deliver against their own corporate plans. During the life of this business plan we will deliver against these priorities and corporate plans for each of the councils. We will respect their individual identities, while also making the most of delivery through the partnership, achieving more together and collaborating and pushing the boundaries of what we do to showcase the very best in place-based delivery.

During the life of this business plan we will support the shareholder councils develop their approach to the government's levelling-up missions and in particular the challenges facing rural communities.

Our approach to programme and project management will continue to evolve and enable us to deliver large scale and complex work and agreed outcomes and benefits for shareholder councils and partners. We have established a portfolio board and recruited new project managers who are part of a central resource and this will help us deliver an ambitious programme of work during the life of this plan.

Growing local economies and driving renewal and recovery

Through understanding the needs of local businesses and opportunities, we will provide support to local economies by encouraging resilience and growth and actively driving regeneration. To do this we will:

- Progress regeneration projects at key locations such as Five Acres, Coleford; Hensington Road, Woodstock; and Town Centre strategic sites in Cirencester
- Help economies grow and evolve by supporting new and existing local businesses to thrive by creating a positive business environment; supporting investment, providing business support, encouraging the transition to digital and low carbon where appropriate, and delivering effective licensing and regulatory services that support them in providing compliant and safe services and premises
- Support town centres to evolve in the face of changing shopping habits and encouraging residents to support local businesses

Encouraging and facilitating the delivery of affordable housing

All the shareholder councils want to deliver affordable housing where the market is not delivering sufficiently to meet the needs of local people and we want to be ambitious in our delivery for the shareholder councils:

- We will continue to deliver affordable housing in partnership with developers and housing providers, seeking additional affordable units and sustainability enhancements in innovative ways
- We will push the boundaries with exemplar design to maximise the delivery of development schemes that are sustainable and align with net-zero carbon ambitions

Helping to develop future plans for our areas that deliver for communities and protect the environment

Through the development of Local Plans for the shareholder councils, we will help shape the future of

each area. They will be focussed on local priorities such as bringing about even more affordable homes, promoting net-zero carbon homes, growing local economies and planning for sympathetic development. This will be achieved by:

- Delivery of refreshed Local Plans and updates, exploring new ways to engage communities around the key priorities for those plans and the future of each area
- Effective engagement with town and parish councils to shape development and meet local needs
- Managing and monitoring the delivery of sustainable development in the right place at the right time to meet identified needs by raising awareness and expectations for good design and sustainable development

Helping to build and support strong, healthy and resilient communities

Through direct engagement with residents we will look to understand community needs and then help them provide solutions that work at a local level. We want local communities to buy into solutions and work alongside their councils and other public services, charities and partners. This will be achieved by:

- Developing and strengthening relationships with county and district councils, the NHS and the police, leisure providers, and town and parish councils, supporting funding bids and promoting funding opportunities
- Supporting the voluntary community sector (VCS) and commissioned services (e.g. social prescribing)
- Supporting communities to provide assistance at a local level for key local issues such as independent living, good mental health and isolation
- Developing our approach to digital engagement with communities, particularly those that are hard to reach, using digital engagement platforms
- Work in partnership to provide effective response, prevention and preparation for flood events and other major incidents that impact on communities, residents and businesses in the Cotswolds, Forest of Dean, and West Oxfordshire
- Working closely with partners, including the shareholder councils' leisure providers, to develop healthy communities, enabling inclusive sustainable leisure, sports and recreation facilities, green infrastructure and access to places to walk, run and cycle

Looking after our local environment

Each of the shareholder councils covers landscapes nationally regarded for their outstanding beauty and heritage. Maintaining these areas so they are clean and well-kept is important across the partnership. We will deliver high quality services in the areas we are responsible for, as well as work in partnership, and to achieve this we will:

- Continue to work with our partners Ubico and Biffa to operate great waste collection and recycling services as well as tackling fly-tipping and environmental crime
- Operate our regulatory services such as development management, environmental health and licensing in a way that supports businesses to succeed and reduces the environmental impact of their activities, rather than acting in an adversarial manner

Continued improvement of our Development Management Service

Development Management (DM) is a critical place-shaping service and one of the key services Publica provides to the shareholder councils. Nationally the sector is facing challenges including increased demand and greater expectations to deliver against local and national policies and priorities and we have not escaped that. In response a formal review of the DM Service was initiated in 2021, focussing on three key areas: resources, processes, and communication with customers, stakeholders, and

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councillors. We have already turned the corner and the service has improved. However, we recognise that more work needs to be done if we are to provide 'best in class' planning services for our shareholder councils and we are committed to this. Below is a set of ambitious priorities that we are committed to delivering over the period of this business plan:

- Further performance and service design development work ensuring we determine 80% of planning application within 8 weeks
- Introduction of a modern pre-application service
- All senior managers responsible for planning will be part of a leadership development programme
- Introduction of an all Member update and data dashboard
- Extending our customer satisfaction (user research) mechanisms, to inform future service development
- Engaging the services of the Planning Advisory Service (PAS). Now that we have in place some improvement around resource, process and customer service; PAS will be able to provide some objective advice to assist us in moving to the next level
- Development of customer service standards. We should be publishing our standards so that customers have clarity on what levels of service to expect
- A review of the planning enforcement service. This will incorporate a review of the current caseload but also how we triage cases and whether a more collaborative approach to investigation would benefit the shareholder councils and local communities
- A review of the other services impacted by the increased demand in Development Management. Priority areas being the 'Heritage, Design and Sustainability Service' and the 'Flooding and Drainage Service'

Our Financial landscape

As a 'Teckal' company Publica has a special relationship with its shareholding councils. Given the financial challenges they face, it is imperative that Publica delivers the services they have commissioned within the agreed budget envelope.

Given the short term funding streams the councils are receiving, there are an increasing number of roles that are funded on a fixed term basis. This makes longer term forecasting difficult and adds to the challenge of recruitment and retention. Notwithstanding this, the table below sets out the projected three year business plan financial estimates. The plan assumes that current short term funded posts are discontinued from April 2023 and at this stage additional savings targets are based around the original business case. This will need to be reviewed over the next year as we plan to meet the additional pressures facing the shareholding councils.

Over the last decade downward national public sector pay pressures have exacerbated recruitment and retention issues for Publica and the wider public sector in general. We find ourselves struggling to compete for some roles, particularly where they are either highly local government specialised or in sectors with extremely high commercial demand. To try to counter this challenge the three year business plan includes additional resources to:

- Accelerate our drive for equal pay within our pay and grading structure, resolving legacy pay issues
- We want to develop a 'grow your own' culture so staff, and in particular apprentices, can stay with Publica, improve and grow their careers, enabling us to keep good employees and deliver better services
- Offer enhancements to our pension scheme to improve the reward package we offer and seek pension quality mark accreditation (www.pensionqualitymark.org.uk)
- Provide funding to support cost pressures in the non-pay benefits of staff across the partnership

Three year budget plan

	2022/23 (£000s)	2023/24 (£000s)	2024/25 (£000s)
Sales			
Contract Income	29,094	29,133	29,635
Direct Costs:			
Salaries (Inc. on-costs)	(24,855)	(24,835)	(25,262)
Agency Costs	(30)	(31)	(31)
Contractor Costs	(65)	(67)	(68)
Employee Transport & Travel	(300)	(300)	(300)
Other Staff costs	(511)	(524)	(534)
Gross Surplus	3,333	3,376	3,439
Administration Expenses	(1,930)	(1,988)	(2,028)
Other Operating Expenses	(4)	(4)	(4)
Operating Surplus	1,399	1,384	1,407

Net Interest (Payable)/ Receivable	2	3	4
Surplus	1,401	1,387	1,411
Tax	0	0	0
Contract Fee Refund	(1,385)	(1,371)	(1,395)
Retained Surplus	16	16	16

Our Priorities for 2022 to 2023

This Business Plan has set out our strategic priorities for a three year period up to 2025. We will be working on all of the activity outlined in this plan from the outset, however, there are a number of areas in the plan we will be focused on delivering over the first year.

During the first year of the business plan our priorities will be to:

- **Make our response to climate change central to all we do**
- **Support our shareholder councils deliver their medium term financial strategies and investment strategies to fill the emerging funding gaps they have of £15m by 2026**
- **Continue to evolve and develop the Publica operating model and channel choice to improve services for residents and businesses**
- **Achieve Investors in People (IIP) accreditation**
- **Modernisation of our development management service and our shareholder councils waste services in partnership with Ubico**

Information/Discussion Paper

Overview and Scrutiny Committee

28th February 2022

Encouraging Voter Participation at Local Elections

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?

1.1 At the 19th July 2021 Council meeting, Members approved a [motion](#) asking the council to *'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'*.

1.2 It was agreed that the Electoral Services Officer would bring a paper to the Overview & Scrutiny Committee to address these issues and respond to Member queries.

2. Summary of the Issue

2.1 This paper outlines how the Council seeks to improve participation in local elections and future participation in all elections.

3. Summary of evidence/information

3.1 The Electoral Registration Officer carries out an annual canvass of all residential properties in the Borough between July and November in preparation for the

publication of the revised register on 1 December. Residents are contacted via email, text or post. For properties where a response is required but has not been received, a canvasser is sent to visit the property. The canvasser will make a minimum of three visits to a non-responding property.

- 3.2** All potential electors identified are sent an invitation to register, by email (if held) or post. This process occurs throughout the year, but the bulk of the forms are sent during the annual canvass period. Where the potential elector does not register, a canvasser will make a minimum of two visits to encourage and /or collect the registration form.
- 3.3** Household notification letters are sent in February to all properties that were unoccupied during canvass and are still empty to notify and encourage new occupants to register. The letter to include the election details and details about absent voting.
- 3.4** Potential electors are identified using CBH lettings lists. When information is received that an elector is no longer resident at a property, Council Tax records are checked, and if new potential electors are identified, they are sent an invitation to register which triggers the process in paragraph 3.2.
- 3.5** For student registration, we have access to the Jisc system used by the University of Gloucestershire for student enrolment and information. Students are encouraged by the University to register to vote using the system, we then receive the registration files and add them to the electoral register. Unfortunately, we do not receive many registrations via this medium. We have arranged for an encouragement article in the student newsletter, which every student will receive via email.
- 3.6** For comparison, we requested registration levels from several Local Authorities with

Student Halls. At the time of writing this paper, only one response received from Worcester City Council who informed that 37% of students in Halls of Residence are currently registered. The percentage of students registered in Halls for Cheltenham is currently 37.5%.

- 3.7** Press releases, Facebook posts and tweets scheduled at various stages of the year to encourage registration and voter participation.
- 3.8** The Council Tax page of the council's website features a 'register to vote' link, and text encouraging registration will appear on the footer of the insert included with Council Tax bills. Encouragement piece in February/March issue of CBH newsletter.
- 3.9** Please see appendix 1, which is a table of percentage turnout at Borough Council Elections held from 2012 to 2021 including the turnout for returned postal votes and the percentage return for the annual canvass for the register of electors published before each year of elections. There are no statistics for the 2020 canvass. Canvass Reform has changed the way we canvass, as there is no longer a requirement for every property to return the canvass form, also due to Covid-19 a light touch canvass was undertaken. However, because a full canvass was not undertaken a household notification letter was sent to every property in February 2021 ahead of the elections.
- 3.10** It is likely that Voter Identification will be in force for the elections taking place in May 2023. The elector will have to produce photographic ID at the polling station. Electors who do not have the required ID will need to apply for a Voter Card. The Voter Card will be provided to the elector free of charge. There will be national awareness campaigns ahead of the 2023 elections and in Cheltenham we will ensure that voters are aware of the new requirements including engaging with local community groups. The requirement for ID at the polling station will be included on the poll card.

4. Next Steps (possible next steps for the committee to consider, e.g. potential witnesses, further report, site visit etc.)

4.1 Work with Engagement team

Background Papers

[19th July 2021 Council motions \(Motion B\)](#)

Contact Officer

Kim Smith, Electoral Services Officer, 01242 264348, kim.smith@cheltenham.gov.uk

Accountability

Cllr. Flo Clucas, Cabinet Member Safety and Communities

% turnout at Borough Council Elections and % of returned canvass forms preceding the elections

Ward	2021 Turnout	2021 PV Turnout	2018 Turnout	2018 PV Turnout	2017 Canvass	2016 Turnout	2016 PV Turnout	2015 Canvass	2014 Turnout	2014 PV Turnout	2014 Feb Canvass	2012 Turnout	2012 PV Turnout	2011 Ret Canvass
All Saints	40	74	34	65	95	35	66	90	35	69	89	31	65	89
Battledown	47	75	38	68	100	37	66	97	42	72	99	33	65	98
Benhall & the Reddings	51	80	47	76	100	46	74	99	45	73	98	42	74	98
Charlton Kings	51	76	44	71	99	45	67	98	47	70	100	42	69	99
Charlton Park	59	82	53	79	100	50	75	97	47	74	98	42	72	99
College	47	76	38	67	97	40	69	95	41	69	91	34	67	90
Hesters Way	28	72	24	63	99	25	64	97	25	63	96	21	62	97
Lansdown	42	73	33	63	97	30	64	92	33	67	93	26	62	91
Leckhampton	59	81	52	76	99	48	73	99	53	76	98	42	71	99
Oakley	29	67	33	72	99	29	70	98	29	69	98	25	63	99
Park	54	80	50	75	99	45	75	96	45	77	97	34	70	98
Pittville	45	76	41	71	97	41	69	95	42	72	95	37	73	95
Prestbury	47	76	44	75	100	40	72	100	45	75	98	38	73	99
Springbank	28	71	25	69	99	29	72	94	28	75	96	21	65	97
St Marks	32	68	26	64	98	31	68	94	33	67	94	27	60	95
St Pauls	29	63	26	61	96	21	58	90	21	60	89	15	54	92
St Peters	33	70	29	67	97	29	64	92	29	68	96	22	63	96
Swindon Village	36	70	27	58	98	31	73	97	30	57	95	25	56	98
Up Hatherley	50	81	43	73	100	43	73	99	47	75	99	42	72	98
Warden Hill	49	79	45	76	100	41	69	99	43	72	99	36	68	99
Totals	42.33	75.44	37.27	70.04	98.24	36.5	69	95.6	37.71	70.69	95.6	31.32	66.68	96

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Tackling Multiple Deprivation Statistics

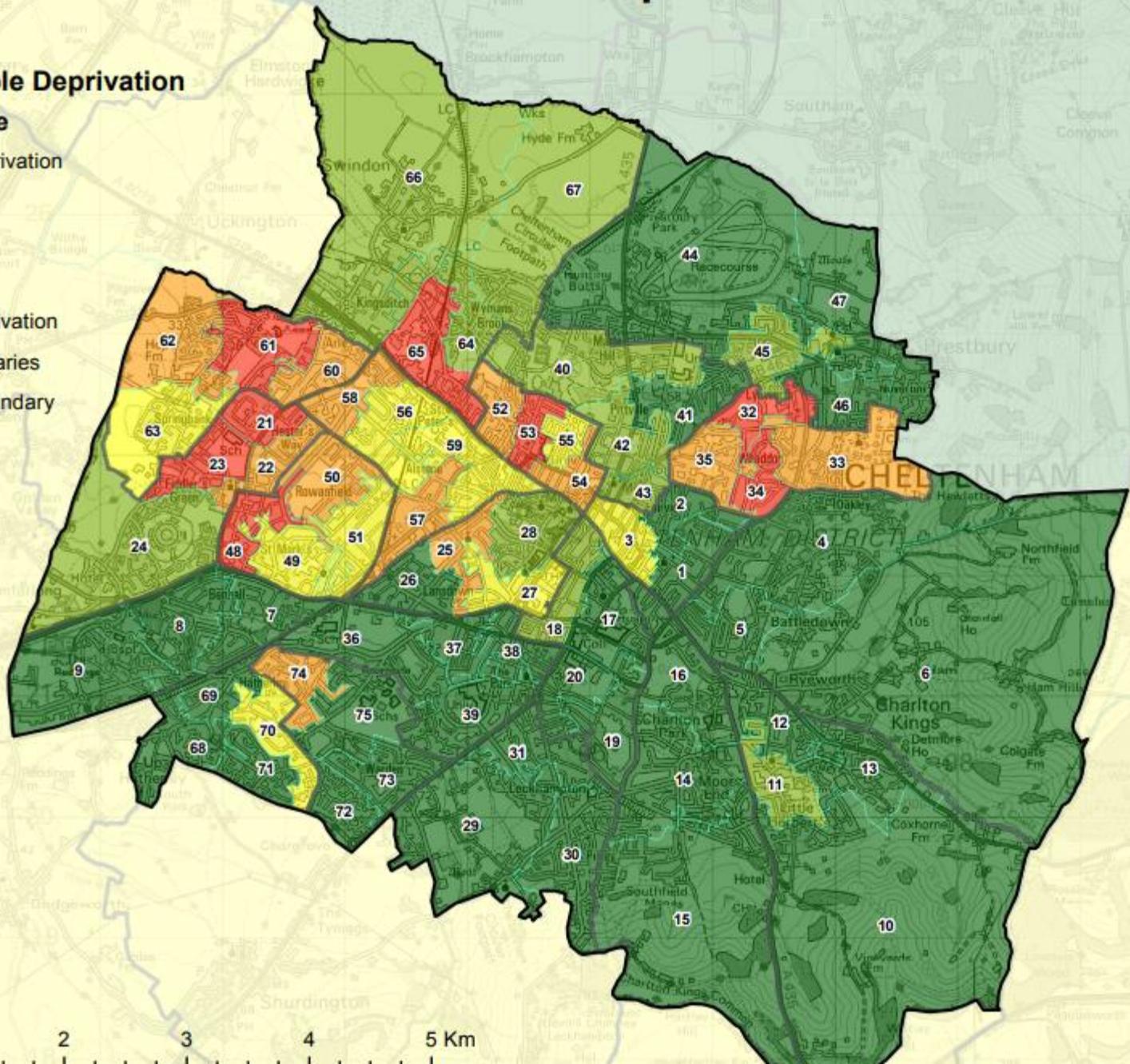
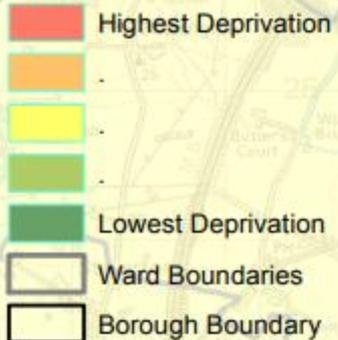
Richard Gibson

Deprivation maps

Indices of Deprivation 2019

Key

Index of Multiple Deprivation
National Quintile



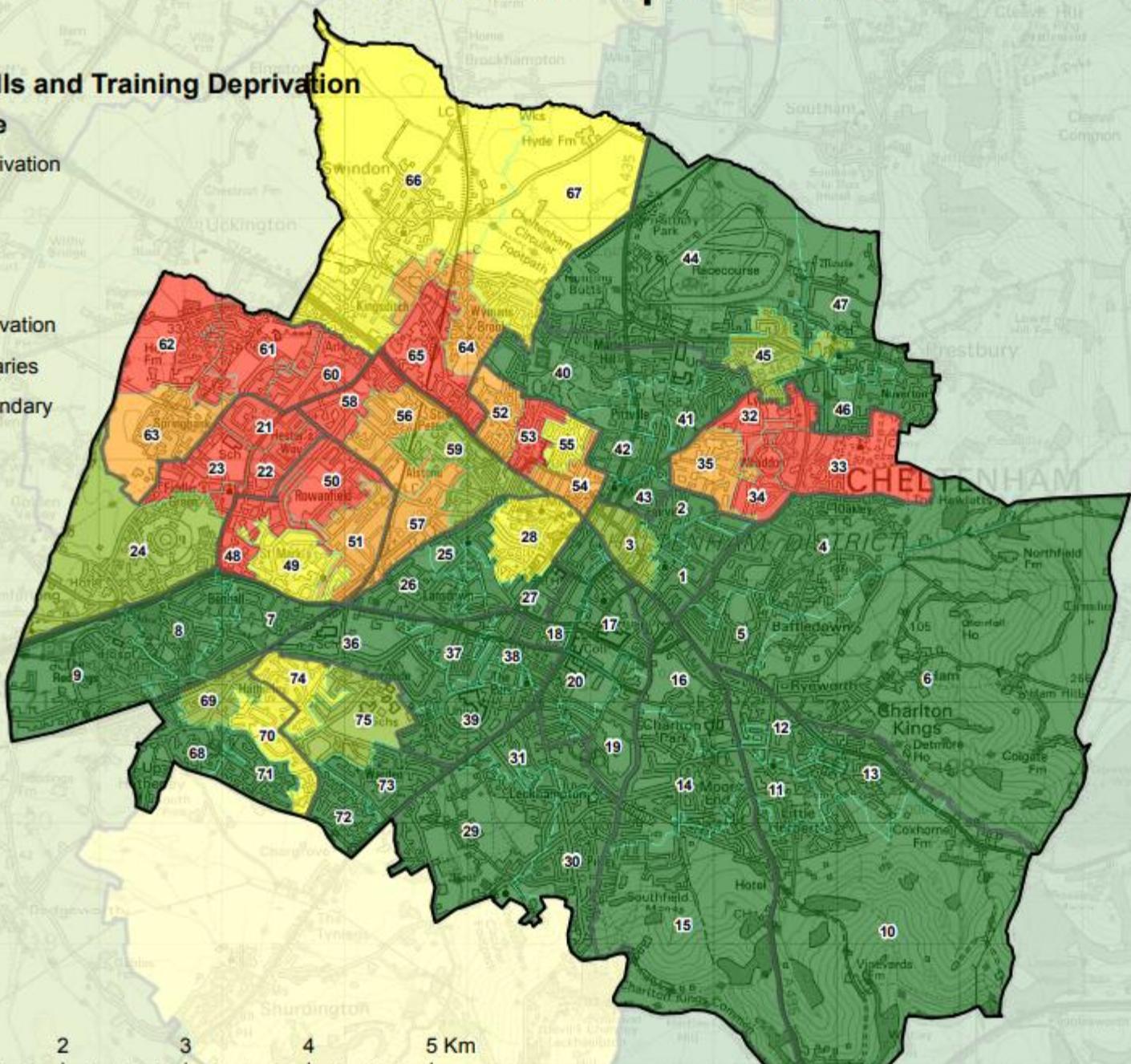
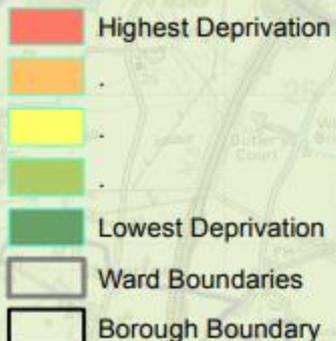
Map Key	LSOA NAME
1	ALL SAINTS 1
2	ALL SAINTS 2
3	ALL SAINTS 3
4	BATTLEDOWN 2
5	BATTLEDOWN 3
6	BATTLEDOWN 4
7	BENHALL AND
8	BENHALL AND
9	BENHALL AND
10	CHARLTON KIN
11	CHARLTON KIN
12	CHARLTON KIN
13	CHARLTON KIN
14	CHARLTON PAR
15	CHARLTON PAR
16	CHARLTON PAR
17	COLLEGE 1
18	COLLEGE 2
19	COLLEGE 3
20	COLLEGE 4
21	HESTERS WAY 1
22	HESTERS WAY 2
23	HESTERS WAY 3
24	HESTERS WAY 4
25	LANDSDOWN 1
26	LANDSDOWN 2
27	LANDSDOWN 3
28	LANDSDOWN 4
29	LECHAMPTON
30	LECHAMPTON
31	LECHAMPTON
32	OAKLEY 1
33	OAKLEY 2
34	OAKLEY 3
35	OAKLEY 4
36	PARK 1
37	PARK 2
38	PARK 3
39	PARK 4
40	PITTVILLE 1
41	PITTVILLE 2
42	PITTVILLE 3
43	PITTVILLE 4
44	PRESTBURY 1
45	PRESTBURY 2
46	PRESTBURY 3
47	PRESTBURY 4
48	ST MARK'S 1
49	ST MARK'S 2
50	ST MARK'S 3
51	ST MARK'S 4
52	ST PAUL'S 1
53	ST PAUL'S 2
54	ST PAUL'S 3
55	ST PAUL'S 4
56	ST PETER'S 1
57	ST PETER'S 2
58	ST PETER'S 3
59	ST PETER'S 4
60	SPRINGBANK 1
61	SPRINGBANK 2
62	SPRINGBANK 3
63	SPRINGBANK 4
64	SWINDON VILL
65	SWINDON VILL
66	SWINDON VILL
67	SWINDON VILL
68	UP HATHERLEY
69	UP HATHERLEY
70	UP HATHERLEY
71	UP HATHERLEY
72	WARDEN HILL 1
73	WARDEN HILL 2

Indices of Deprivation 2019

Key

Education, Skills and Training Deprivation

National Quintile



Map Key	LSOA NAME
1	ALL SAINTS 1
2	ALL SAINTS 2
3	ALL SAINTS 3
4	BATTLE DOWN
5	BATTLE DOWN
6	BATTLE DOWN
7	BENHALL AND
8	BENHALL AND
9	BENHALL AND
10	CHARLTON KIN
11	CHARLTON KIN
12	CHARLTON KIN
13	CHARLTON KIN
14	CHARLTON PAR
15	CHARLTON PAR
16	CHARLTON PAR
17	COLLEGE 1
18	COLLEGE 2
19	COLLEGE 3
20	COLLEGE 4
21	HESTERS WAY 1
22	HESTERS WAY 2
23	HESTERS WAY 3
24	HESTERS WAY 4
25	LANSDOWN 1
26	LANSDOWN 2
27	LANSDOWN 3
28	LANSDOWN 4
29	LECHAMPTON
30	LECHAMPTON
31	LECHAMPTON
32	OAKLEY 1
33	OAKLEY 2
34	OAKLEY 3
35	OAKLEY 4
36	PARK 1
37	PARK 2
38	PARK 3
39	PARK 4
40	PITTVILLE 1
41	PITTVILLE 2
42	PITTVILLE 3
43	PITTVILLE 4
44	PRESBURY 1
45	PRESBURY 2
46	PRESBURY 3
47	PRESBURY 4
48	ST MARK'S 1
49	ST MARK'S 2
50	ST MARK'S 3
51	ST MARK'S 4
52	ST PAUL'S 1
53	ST PAUL'S 2
54	ST PAUL'S 3
55	ST PAUL'S 4
56	ST PETER'S 1
57	ST PETER'S 2
58	ST PETER'S 3
59	ST PETER'S 4
60	SPRINGBANK 1
61	SPRINGBANK 2
62	SPRINGBANK 3
63	SPRINGBANK 4
64	SWINDON VILL
65	SWINDON VILL
66	SWINDON VILL
67	SWINDON VILL
68	UP HATHERLEY
69	UP HATHERLEY
70	UP HATHERLEY
71	UP HATHERLEY
72	WARDEN HILL
73	WARDEN HILL

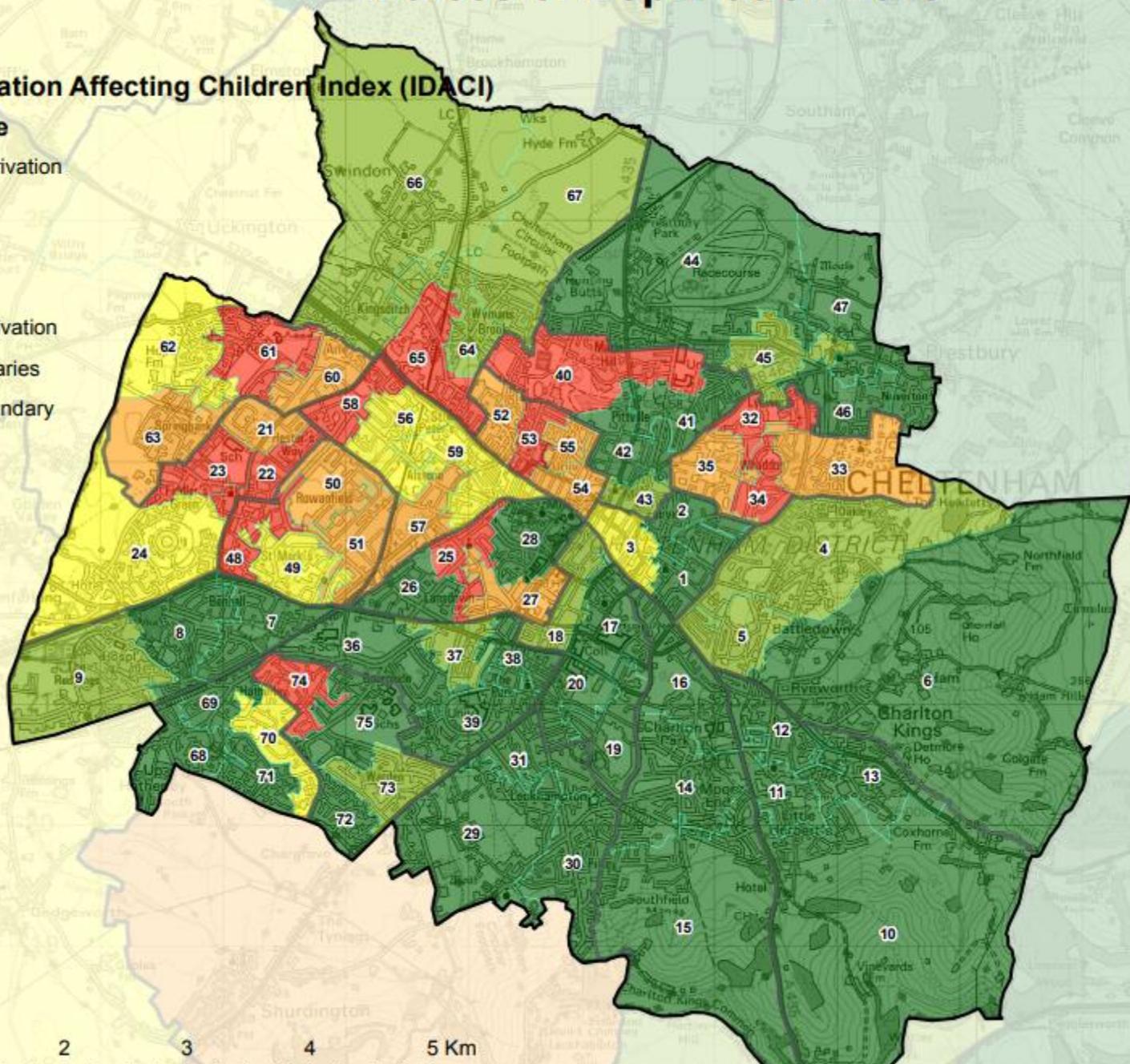
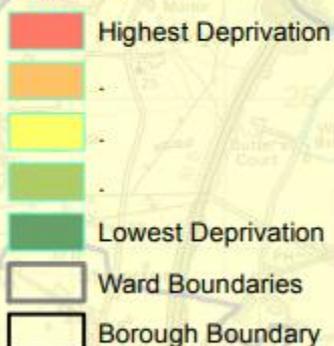


Indices of Deprivation 2019

Key

Income Deprivation Affecting Children Index (IDACI)

National Quintile



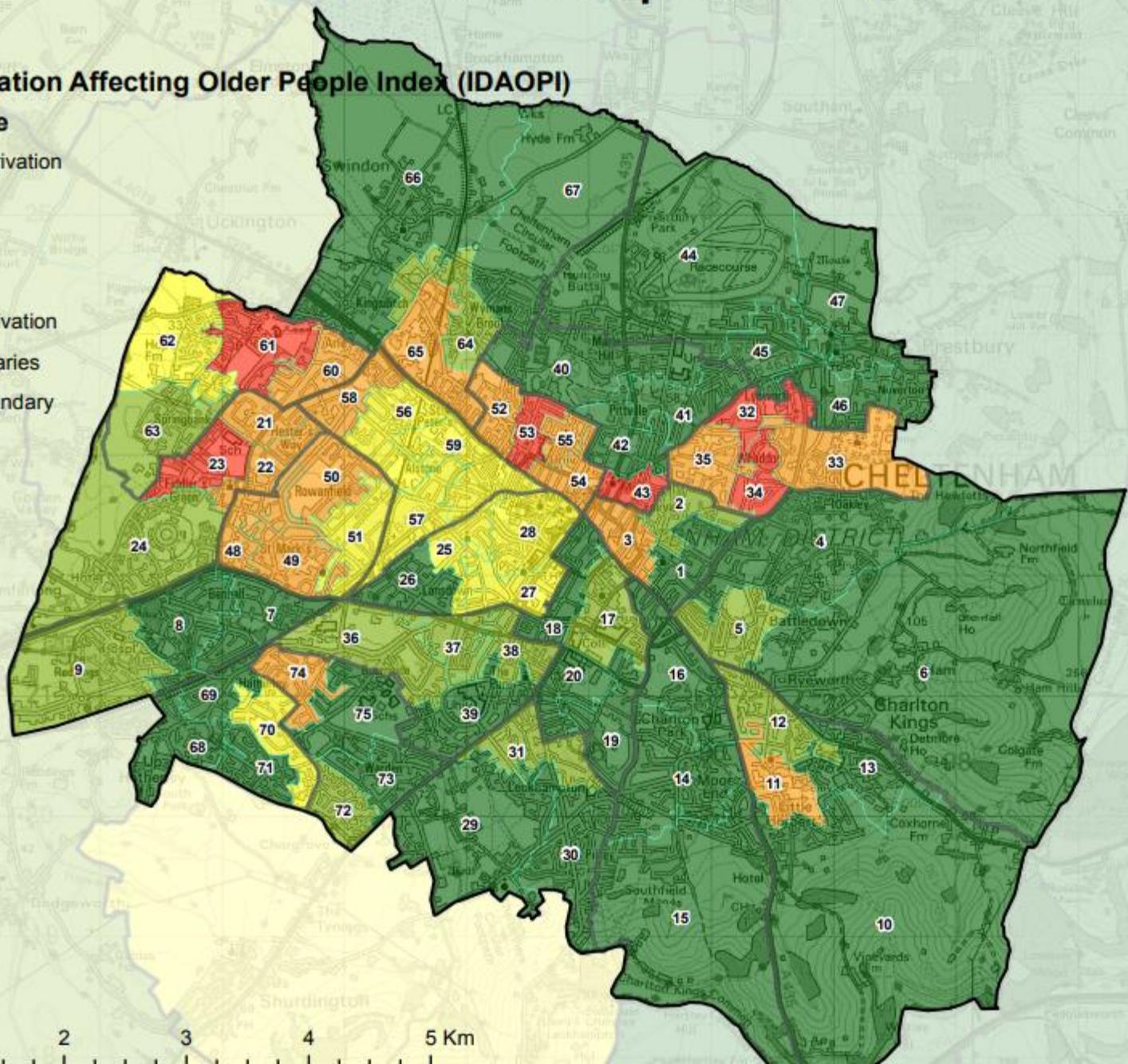
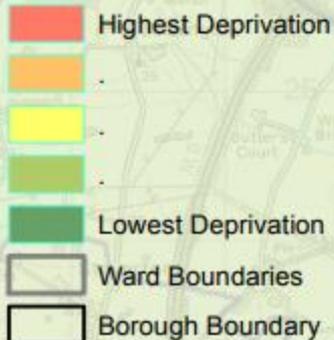
Map Key	LSOA NAME
1	ALL SAINTS 1
2	ALL SAINTS 2
3	ALL SAINTS 3
4	BATTLE DOWN
5	BATTLE DOWN
6	BATTLE DOWN
7	BENHALL AND
8	BENHALL AND
9	BENHALL AND
10	CHARLTON KIN
11	CHARLTON KIN
12	CHARLTON KIN
13	CHARLTON KIN
14	CHARLTON PA
15	CHARLTON PA
16	CHARLTON PA
17	COLLEGE 1
18	COLLEGE 2
19	COLLEGE 3
20	COLLEGE 4
21	HESTERS WAY
22	HESTERS WAY
23	HESTERS WAY
24	HESTERS WAY
25	LANSDOWN 1
26	LANSDOWN 2
27	LANSDOWN 3
28	LANSDOWN 4
29	LECKHAMPTON
30	LECKHAMPTON
31	LECKHAMPTON
32	OAKLEY 1
33	OAKLEY 2
34	OAKLEY 3
35	OAKLEY 4
36	PARK 1
37	PARK 2
38	PARK 3
39	PARK 4
40	PITTVILLE 1
41	PITTVILLE 2
42	PITTVILLE 3
43	PITTVILLE 4
44	PRESTBURY 1
45	PRESTBURY 2
46	PRESTBURY 3
47	PRESTBURY 4
48	ST MARK'S 1
49	ST MARK'S 2
50	ST MARK'S 3
51	ST MARK'S 4
52	ST PAUL'S 1
53	ST PAUL'S 2
54	ST PAUL'S 3
55	ST PAUL'S 4
56	ST PETER'S 1
57	ST PETER'S 2
58	ST PETER'S 3
59	ST PETER'S 4
60	SPRINGBANK 1
61	SPRINGBANK 2
62	SPRINGBANK 3
63	SPRINGBANK 4
64	SWINDON VILL
65	SWINDON VILL
66	SWINDON VILL
67	SWINDON VILL
68	UP HATHERLEY
69	UP HATHERLEY
70	UP HATHERLEY
71	UP HATHERLEY
72	WARDEN HILL
73	WARDEN HILL



Indices of Deprivation 2019

Key Income Deprivation Affecting Older People Index (IDAOP)

National Quintile



Map Key	LSOA NAME
1	ALL SAINTS 1
2	ALL SAINTS 2
3	ALL SAINTS 3
4	BATTLEDOWN 2
5	BATTLEDOWN 3
6	BATTLEDOWN 4
7	BENHALL AND
8	BENHALL AND
9	BENHALL AND
10	CHARLTON KIN
11	CHARLTON KIN
12	CHARLTON KIN
13	CHARLTON KIN
14	CHARLTON PAR
15	CHARLTON PAR
16	CHARLTON PAR
17	COLLEGE 1
18	COLLEGE 2
19	COLLEGE 3
20	COLLEGE 4
21	HESTERS WAY 1
22	HESTERS WAY 2
23	HESTERS WAY 3
24	HESTERS WAY 4
25	LANDSOWN 1
26	LANDSOWN 2
27	LANDSOWN 3
28	LANDSOWN 4
29	LECHAMPTON
30	LECHAMPTON
31	OAKLEY 1
32	OAKLEY 2
33	OAKLEY 3
34	OAKLEY 4
35	PARK 1
36	PARK 2
37	PARK 3
38	PARK 4
39	PITVILLE 1
40	PITVILLE 2
41	PITVILLE 3
42	PITVILLE 4
43	PITVILLE 5
44	PRESTBURY 1
45	PRESTBURY 2
46	PRESTBURY 3
47	PRESTBURY 4
48	ST MARK'S 1
49	ST MARK'S 2
50	ST MARK'S 3
51	ST MARK'S 4
52	ST PAUL'S 1
53	ST PAUL'S 2
54	ST PAUL'S 3
55	ST PAUL'S 4
56	ST PETER'S 1
57	ST PETER'S 2
58	ST PETER'S 3
59	ST PETER'S 4
60	SPRINGBANK 1
61	SPRINGBANK 2
62	SPRINGBANK 3
63	SPRINGBANK 4
64	SWINDON VILL
65	SWINDON VILL
66	SWINDON VILL
67	SWINDON VILL
68	UP HATHERLEY
69	UP HATHERLEY
70	UP HATHERLEY
71	UP HATHERLEY
72	WARDEN HILL 1
73	WARDEN HILL 2



Other data

Unemployment data

Table 5: Analysis of Claimant Count at Cheltenham Borough ward level - January 2022

District	Ward	Rate	Rank*
Cheltenham	Leckhampton	0.6	1
Cheltenham	Charlton Park	0.9	2
Cheltenham	Charlton Kings	1.4	16
Cheltenham	Battledown	1.5	22
Cheltenham	Benhall and The Reddings	1.6	27
Cheltenham	Park	1.6	27
Cheltenham	Prestbury	1.6	27
Cheltenham	Up Hatherley	1.8	34
Cheltenham	Warden Hill	2.2	65
Cheltenham	Pittville	2.4	79
Cheltenham	Lansdown	2.6	88
Cheltenham	College	2.8	94
Cheltenham	Swindon Village	3.6	113
Cheltenham	All Saints	3.9	118
Cheltenham	Springbank	3.9	118
Cheltenham	St Peter's	4.2	120
Cheltenham	St Paul's	5.3	131
Cheltenham	Hesters Way	5.4	132
Cheltenham	St Mark's	5.4	132
Cheltenham	Oakley	6.0	136

	lowest 10% of county
	first quartile of county
	second quartile of county
	third quartile of county
	fourth quartile of county
	highest 10% of county

* 1 = "best" and 138 = "worst"

Child poverty data

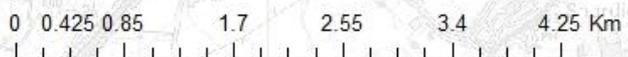
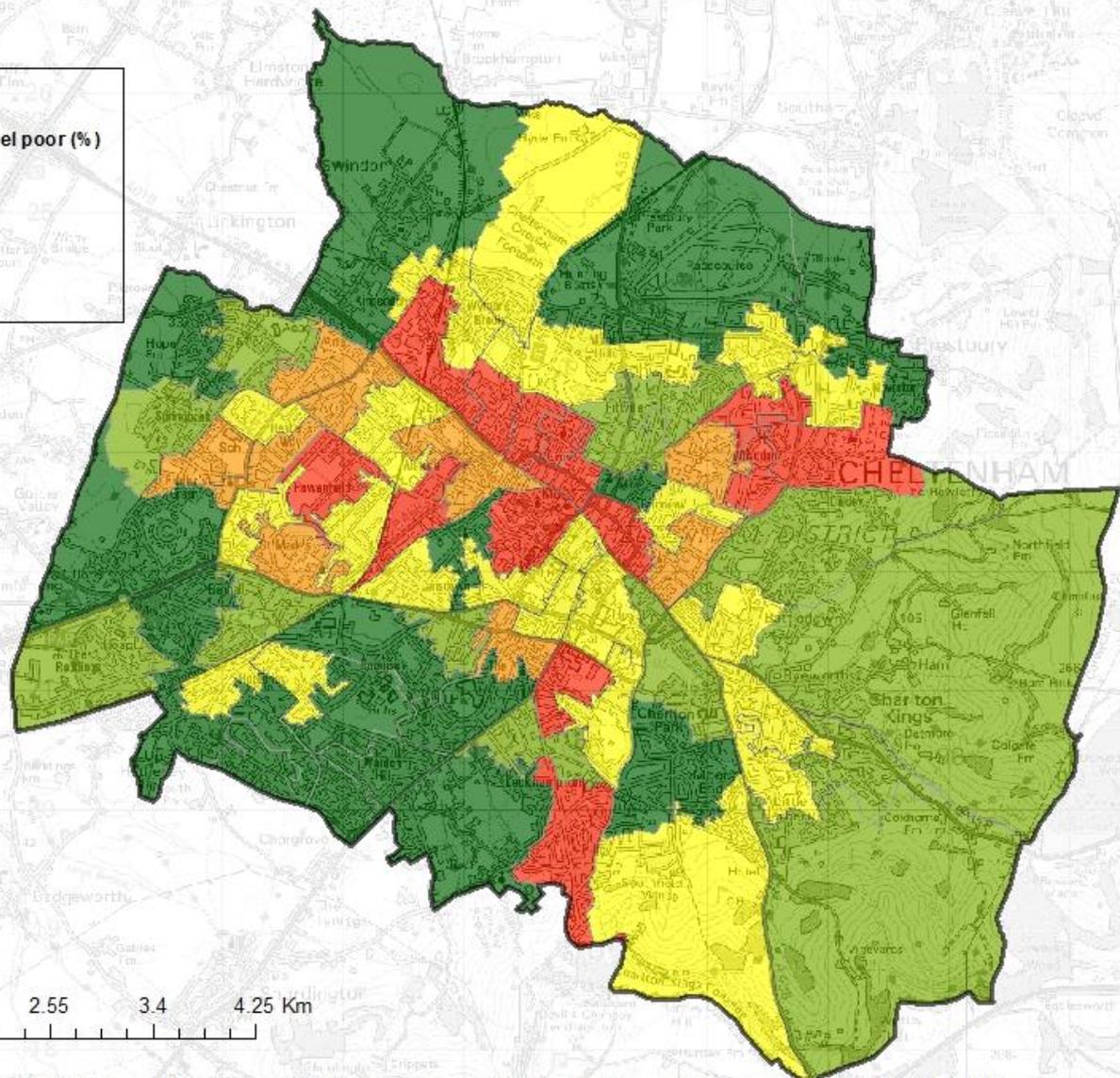
Ward	% of children in poverty before housing costs	% of children in poverty after housing costs
St Paul's	25.8%	41.1%
Springbank	26.5%	39.6%
Oakley	21.7%	33.1%
Hesters Way	23.2%	32.3%
St Mark's	20.7%	29.8%
St Peter's	20.2%	29.3%
Swindon Village	15.7%	23.8%
Pittville	13.4%	22.1%
Lansdown	8.6%	18.2%
Benhall and The Reddings	11.9%	17.3%
College	8.8%	17.0%
Up Hatherley	10.5%	15.9%
All Saints	9.4%	15.9%
Battledown	10.3%	15.8%
Charlton Kings	10.3%	15.8%
Warden Hill	9.6%	15.3%
Leckhampton	8.0%	13.5%
Park	7.1%	13.3%
Charlton Park	9.5%	12.9%
Prestbury	8.8%	12.4%

Proportion of households which were fuel poor, 2017

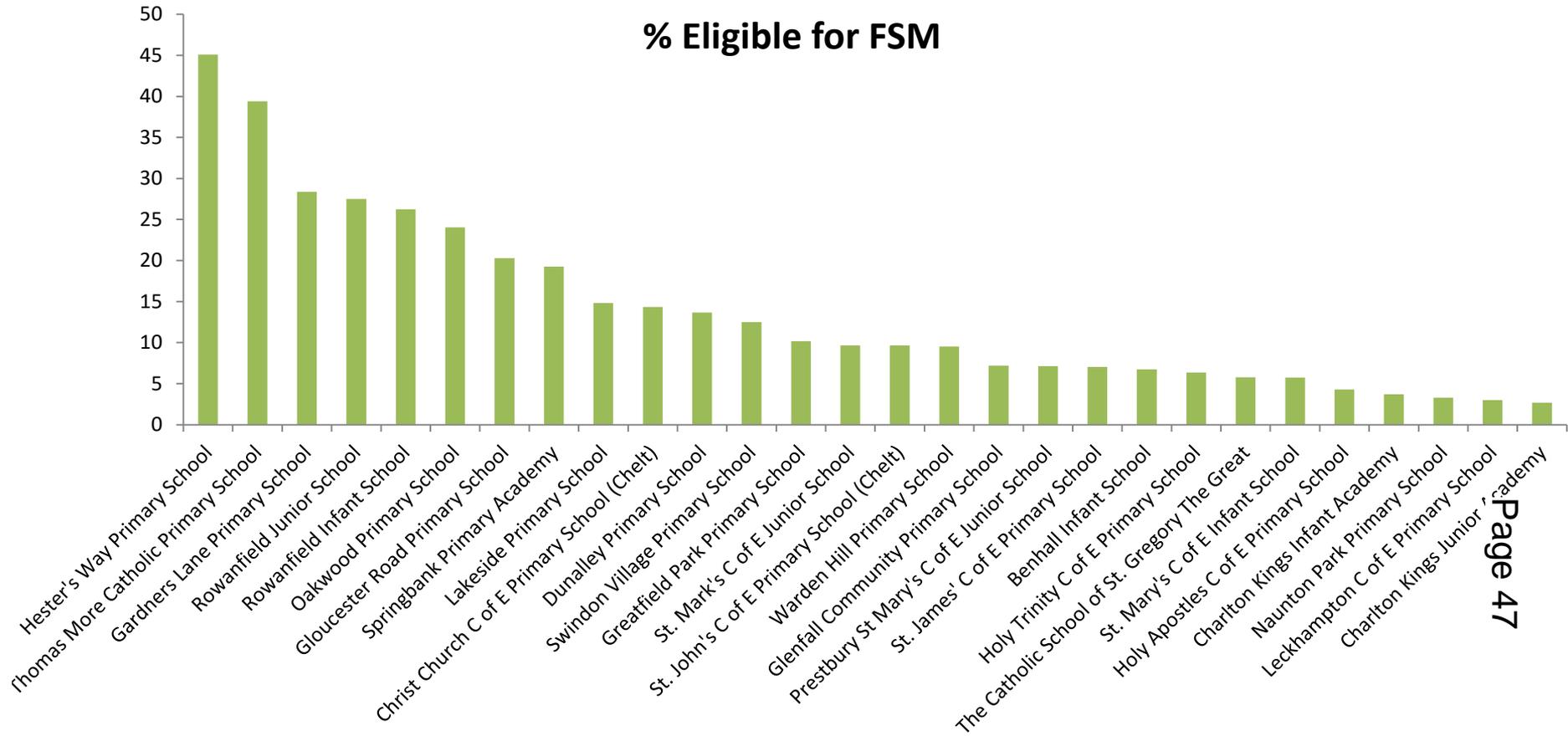
Key to Map

Proportion of households fuel poor (%)

- 4.5 - 8.3
- 8.4 - 9.4
- 9.5 - 10.9
- 11.0 - 11.9
- 12.0 - 26.3



% Eligible for FSM



Some suggested areas for the STG to consider:

Hearing from partners that are supporting residents in areas of multiple deprivation :

- Advice providers
- Food banks / food pantries / fuel poverty orgs

Hearing from the organisations that are co-ordinating efforts to support areas of multiple deprivation:

- Big Local
- Hesters Way Partnership
- CBH

Hearing from the agencies working in areas of multiple deprivation

- Police
- Schools
- Job Centre Plus
- GCC – children's social care

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. 	

- Perform a needs assessment for **Page 50** 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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SCRUTINY REVIEW – (DRAFT) ONE PAGE STRATEGY

FOR COMPLETION BY THE OVERVIEW AND SCRUTINY COMMITTEE	
Broad topic area	Tackling Multiple Deprivation
Specific topic area	To look to ensure that CBC's policies and service delivery are 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.
Outcomes/Terms of Reference for the review	<ul style="list-style-type: none"> • Identify the causes, the causes of the causes, and possibly higher differentials of causation. • Identify the areas that CBC 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. • Perform a needs assessment for the each of 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 coordination role with the various other stakeholders to ensure that organisations' local delivery in Cheltenham are all directed towards the same outcomes and objectives. <p>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.</p>
How long should the review take?	No strict time constraint
Recommendations to reported to:	<p>Overview & Scrutiny for endorsement</p> <p>Cabinet/Council depending on the recommendations made</p>

Membership:	TBC (memberPage 54 on 4 th October 2021)
FOR COMPLETION BY OFFICERS	
Officers experts and witnesses	<p>In time, the task group may wish to hear from those officers working in the following areas:</p> <ul style="list-style-type: none"> • Community development • Partnership working • Housing • Enforcement • Green space • Golden Valley • Social value <p>Officers are still cautious about staff capacity and are advising that the STG plan for the review to take 12 months+</p> <p>In addition, the STG may wish to consider escalating its findings and recommendations to Leadership Gloucestershire in recognition of the work it does to co-ordinate county-wide partnership working</p>
Sponsoring officer	Richard Gibson, Strategy and Engagement Manager
Facilitator	N/A
FOR COMPLETION BY THE SCRUTINY TASK GROUP	
Are there any current issues with performance?	
Co-optees	
Other experts and witnesses	
Other consultees	
Background information	
Suggested method of approach	
How will we involve the public/media? Or at what stages	
Preferred timing for meetings	

Overview and Scrutiny, 28th February 2022

Councillor McCloskey's update from 19th January meeting of Gloucestershire Economic Growth Scrutiny Committee

The agenda and reports are here:

[Agenda for Gloucestershire Economic Growth Scrutiny Committee on Wednesday 19 January 2022, 10.00 am](#)

I would commend to members the following items:

3. Gloucestershire Infrastructure Investment Fund Programme (GIIF)
4. Strategic Planning in Gloucestershire

Item 3 gives an overview of infrastructure development in Gloucestershire, and item 4 is a great summary of strategic planning across the county. There is a good section on the JCS. The work plan is also included in the agenda pack.

Colin Chick's Director's report is also worth reading, lots of info on current projects, not least the progress of Junction 10. The highlight was the Q&A, and the discussion of CIL and S106 monies which starts about 1hr 25 minutes into the meeting

The recording is available here:

[Gloucestershire Economic Growth Scrutiny Committee - Wednesday 19 January 2022 10.00 am](#)

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Overview and Scrutiny Committee work plan – 2022

Item	Outcome	What is required?	Author/presenter
Monday 28 February 2022 (deadline: 16 February)			
Publica Business Plan	To review the Publica Group (Support) Ltd Business Plan for 2022-25	Discussion paper and 2022/23 business plan	Gareth Edmundson (Chief Executive), Jan Britton, Sally Walker (Publica)
Encouraging participation	To consider how the council seeks to improve participation in local elections, and what else can it do in the future. (following July 2021 Council motion)	Discussion paper	Kim Smith (Electoral Services Manager)
Multiple deprivation	To update the committee on proposals to set up a Scrutiny Task Group on multiple deprivation, and consider the next steps.	Presentation	Richard Gibson (Strategy and Engagement Manager)
Monday 28 March 2022 (deadline: 16 March)			
Climate change	To look at CBC's climate change initiatives and the relevant Cabinet/Council decisions in the near future, measuring outcomes and addressing risks	Discussion paper	Alexandra Wells (Climate Emergency Project Support Officer)
Review of Council KPIs, Projects and Risks	To review key performance indicators across council services, the risk register and the Clearview system. Paul Minnis to discuss the cyber risk register.	Presentation, demonstration (EXEMPT)	Darren Knight (Executive Director People and Change), Ann Wolstencroft (Program Manager, HR), Paul Minnis (Cyber Program Manager)
North Place and Portland Street	Possible update on these sites if this proves timely	Discussion paper (EXEMPT)	Paul Jones (Executive Director Finance & Assets)
Monday 6 June 2022 (deadline: 23 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	Harry Mayo (Democracy Officer)

Overview and Scrutiny Committee work plan – 2022

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 (Publica)
Monday 4 July 2022 (deadline: 22 June)			
Air Quality Management Plan and general update		Discussion paper	Gareth Jones, 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
Business continuity	Consider the robustness of CBC business continuity arrangements in the event of a cyber incident.	Discussion paper/FAQ responses	Darren Knight, Executive Director People and Change Ann Wolstencroft (Program Manager, HR) John Chorlton (Publica)
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 Birkinshaw and Chair of Public Art Panel
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
No Child Left Behind	What have we done well, and how can it be improved in the future/is it correctly resourced?	TBC	Richard Gibson, Cllr. Clucas
Municipal Offices options appraisal	further update from Mark Sheldon on Muni situation (6 months after October meeting)	March/June?	Mark Sheldon
Minster Exchange	Has the development achieved the benefits expected in the business case, after a year of operation?	May 2023	Bruce Gregory (Workshop Group), Mark Sheldon
Golden Valley update	Detailed look at finances, outcomes etc. (EXEMPT)	Summer 2022	Tim Atkins

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
Police and Crime Commissioner (circulate his annual report in advance)?	September	P&CC
Quarter 2 performance review?	November	Richard Gibson, Strategy and Engagement Manager