



CHEL TENHAM

BOROUGH COUNCIL

Notice of a meeting of Overview & Scrutiny Committee

Monday, 27 April 2015
6.00 pm
Pittville Room - Municipal Offices

Membership	
Councillors:	Tim Harman (Chair), Colin Hay (Vice-Chair), Nigel Britter, Chris Mason, Sandra Holliday, Helena McCloskey, Dan Murch, John Payne, Chris Ryder and Max Wilkinson

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

Agenda

1.	APOLOGIES Councillor Holliday	
2.	DECLARATIONS OF INTEREST	
3.	MINUTES OF THE LAST MEETING 2 March 2015	(Pages 3 - 10)
4.	PUBLIC AND MEMBER QUESTIONS, CALLS FOR ACTIONS AND PETITIONS	
5.	MATTERS REFERRED TO COMMITTEE	
6.	FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED Gloucestershire Health Community and Care O&S Committee (3 March) and Gloucestershire Economic Growth O&S Committee (18 March) – updates from Councillor Clucas Police and Crime Panel (2 April) - update from Councillor McCloskey	(Pages 11 - 12)
7.	CABINET BRIEFING An update from the Cabinet on key issues for Cabinet Members which may be of interest to Overview and Scrutiny and may inform their workplan	(Pages 13 - 14)
8.	PROJECT INITIATION DOCUMENT: RECYCLING MATERIALS SALES AND BULKING	(Pages 15 - 60)

		Project Initiation Document (PID) – members to consider how and when they want to scrutinise the project (Scott Williams and Richard Coole)	
9.		DOG FOULING SCRUTINY TASK GROUP - PROGRESS ON RECOMMENDATIONS Discussion paper – progress against recommendations of the scrutiny task group (Sarah Clarke)	(Pages 61 - 68)
10.		DEPRIVATION SCRUTINY TASK GROUP - PROGRESS ON RECOMMENDATIONS An update on the progress on implementing the recommendations from the scrutiny task group looking at the Deprivation in the Town Centre	(Pages 69 - 72)
11.		ECONOMIC STRATEGY Discussion paper – members to consider the timescales associated with the development of this document and decide how and when they want to scrutinise it (Mike Redman)	(Pages 73 - 74)
12.		UPDATES FROM SCRUTINY TASK GROUPS Review of latest summary of scrutiny task groups	(Pages 75 - 76)
13.		REVIEW OF SCRUTINY WORKPLAN Review latest scrutiny workplan	(Pages 77 - 80)
14.		DATE OF NEXT MEETING 29 June 2015	
		Questions for future witnesses at scrutiny meetings	

Contact Officer: Saira Malin, Democracy Officer, 01242 775153
Email: democratic.services@cheltenham.gov.uk

Overview & Scrutiny Committee**Monday, 2nd March, 2015****6.00 - 8.20 pm**

Attendees	
Councillors:	Tim Harman (Chair), Colin Hay (Vice-Chair), Nigel Britter, Chris Mason, Helena McCloskey, Dan Murch, John Payne, Chris Ryder and Max Wilkinson
Also in attendance:	Councillor Jon Walklett, Councillor Steve Jordan, Councillor Chris Coleman and Councillor Flo Clucas and Ken Dale, Richard Gibson, Rachel McKinnon and Bryan Parsons

Minutes**1. APOLOGIES**

No apologies had been received.

2. DECLARATIONS OF INTEREST

No interests were declared.

3. MINUTES OF THE LAST MEETING

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

Upon a vote it was unanimously

RESOLVED that the minutes of the meeting held on the 12 January be agreed and signed as an accurate record.

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

None had been received.

5. MATTERS REFERRED TO COMMITTEE

No matters had been referred to the committee.

6. FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED

Councillor Clucas attended as the representative on the Health Community and Care and Economic Growth O&S Committees. She talked through an update (Appendix A) and gave the following responses to member questions;

- The concern about bringing together a number of disciplines had been raised but the HOSC had been reassured that lessons had been learnt in relation to how to manage a core discipline team, with each one committed to working together and understanding the main objectives.
- The case of Greater Manchester gaining control of health and social care and the estimated £6bn NHS budget had arisen between meetings of the HOSC so this particular issue had not been discussed, but she

would be raising it tomorrow and agreed with the suggestion that a watching brief should be maintained.

- The figures presented on alcohol related harm were linked to respiratory disease so there was no detail as to what form this had taken. She would ask the question.
- She did not have details of A&E waiting times other than those referred to in her update but this covered the Christmas period and therefore did not offer an accurate representation. She would ask for these figures.
- Doctors were being recruited from India and assurances had been given that these were well trained Doctors who could speak a good level of English. No applications had been received for the positions of District Nurses.

The Chairman explained that the NHS Trust had been invited to make a presentation on their vision for the future of the hospital in Cheltenham including (but not limited to) the future of the accident and emergency facility. Andrew North had written on behalf of the committee but the Trust had declined the invitation on the grounds that they felt that they were not in a position to do so at this time and that the statutory responsibility for scrutiny of the Trust sat at County level. Whilst he accepted that this could possibly be a politically difficult time, he had asked Andrew North to express his disappointment that they had declined the invitation. Members echoed the Chairman's disappointment and expressed their hope that the Trust reconsider, as they felt that there were legitimate reasons for wanting to speak to them, not least because they were a large scale employer within the town.

Councillor Murch circulated an update on the 5 February meeting of the Police and Crime Panel (Appendix B) and talked through some key points. There were no questions.

7. CABINET BRIEFING

Councillor Jordan, the Leader, referred members to the briefing which had been circulated with the agenda. In addition to his briefing he explained that the Joint Core Strategy presented the opportunity to look at economic development at a JCS wide level. He felt that Cheltenham was already doing good work in this area and reminded members about the seminar which had been arranged for the 16 March, adding that Mike Redman, Director of Environmental and Regulatory Services, would be producing a briefing after the seminar which would outline any priorities and reiterated that this was separate to the local plan.

He provided the following responses to member questions;

- Winning a referendum on two areas (more than 50% of votes cast must be in favour of the BID and the positive vote must represent more than 50% of the rateable value of the votes cast) was required in order to have a Business Improvement District. Any area of the town, with no limit to the boundaries would be defined where a higher rate would be charged in order that a particular improvement could be made. This was entirely dependent on the businesses in the area and whilst Boots were very supportive, other businesses were less so. The Leader was of the opinion that it would take a few years to build up to a referendum.

- It had not been considered sensible to appoint someone (the Business Improvement District Manager) to a permanent position at this time, given that this was an evolving process and therefore an evolving post.
- Whilst the operational side of tourism had transferred to the Trust, the council had maintained responsibility from a strategic standpoint.

The Chairman welcomed the formation of the Tourism Forum and was pleased to note that their input would be reflected in the strategy.

8. PROJECT INITIATION DOCUMENT (PID)

Ken Dale, the Business Development Manager, introduced the Project Initiation Document for the Cemetery and Crematorium, which was an important issue for the Council. As background to the issue, he explained that the previous project relating to the cemetery and crematorium had been reviewed by a scrutiny task group, who had made a number of recommendations which were noted by Cabinet. Subsequently, a Cabinet Member Working Group was established to look at the longer term issues and its membership included a number of members who had been involved in the scrutiny task group. To date the working group had been involved in reviewing the brief and the process for appointing the consultant, had received regular updates on operational issues and advised on how any consultation should be approached. There were two strands to the project. The immediate focus had been on stabilising the current operational situation. Some positive work had been done and whilst there were still some associated risks, progress had been good. The second strand was the feasibility study. The selection of a consultant had been concluded and a consultant had been appointed, details of which would soon be shared with members.

The Chairman felt that there were two conclusions that would need to be reached by the committee as a result of any discussions; what scrutiny needed to be undertaken on this project, if any, and how did members want to deal with PIDs in the future.

The Business Development Manager provided the following responses to member questions;

- Consideration was given to whether an options appraisal of the service delivery model was required but priority, at this time, was given to stabilising the facilities and agreeing the approach to their future development. The REST project was running concurrently and the cemetery and crematorium fell within this review.
- The Operational Programmes Board (OPB) was in fact the Senior Leadership Team (SLT) rather than it being another term for the Project Board, which included the Cabinet Member. Any verbal updates provided to Executive Board were merely a supplement to the written reports which were produced for the OPB (SLT) every 4 weeks and which were also considered by the Project Board.
- The Project Board had a defined role for providing assurance, currently filled by Bryan Parsons, the Corporate Governance, Risk and Compliance Officer. OPB (SLT) and the Cabinet Member Working Group were also able to support the assurance process by asking critical questions.

- There was an overall time and budgetary constraint, which was set out in the Project Brief and a report would be tabled with the Project Board should any increase be required at any time. This approach had been adopted rather than having any tolerances of 10% or otherwise.
- The initial procurement process had taken longer than anticipated, though a consultant would soon be appointed. Once the appointment was made, the timeline would be revisited and revised as necessary, but there was still an expectation that the feasibility study would be concluded no later than summer.

Some members queried why the wider issue of a service delivery model was being considered in isolation by the REST Project rather than in conjunction with this project.

One member felt that those that conducted services at the Cemetery and Crematorium should be included as stakeholders and that the PID should clearly set out who was involved in each of the groups referenced in the PID (OPB, Exec Board, etc).

Councillors McCloskey and Ryder, both of whom had been members of the original scrutiny task group, spoke in support of the Cabinet Member working group of which they were now members. Both reassured members that the working group was maintaining a close watching brief over the project and thanked the Cabinet Member for the open and transparent way in which he was sharing information with the group. They also thanked staff at the cemetery and crematorium for their hard work in delivering some of the recommendations made by the task group.

The Committee was satisfied that the Cabinet Member working group was working well and therefore did not see any requirement for additional scrutiny of this project. They also concluded that consideration would be given to PIDs in the future as a means of assessing how it wished to scrutinise a particular project. The Business Development Manager explained that there were approximately 40 projects in progress at any one time and suggested that it would be sensible for the Committee to focus on high value, high risk projects. He would send details of the criteria used to define a major project to the Lead Members for scrutiny.

The Chairman thanked the Business Development Manager for his attendance.

There were no recommendations.

9. DEVELOPMENT OF THE CORPORATE STRATEGY 2015-16

Richard Gibson, the Strategy and Engagement Manager, introduced the draft Corporate Strategy 2015-16 action plan. He referred members to item 4 of the discussion paper which posed a set of questions for the committee and advised those members that had not been involved in the process before, that this was their opportunity to provide input before it went to Council on 30th March for approval. This was an important document which set out a priority list of actions for 2015-16 and a performance framework of milestones and measures. The current strategy formed part of a five year plan which has now come to an end and this was seen as an opportunity to start afresh and reduce the number of outcomes from nine to four. The document includes background information,

which sets out what the council wants to achieve and why, as well as who was responsible for delivery and measuring range of direct service measures and outcome measures.

The Strategy and Engagement Manager and the Leader of the Council gave the following responses to member questions;

- There are no specific actions identified for improving air quality. He would consider whether there was anything that could be captured but not everything could be included and it was more than likely that this was covered in the Local Transport Plan.
- The sections on measuring performance will be updated before Council. It was likely that most of this information was already in the system. The council would not be doing a piece of work in an area where a positive difference could not be achieved.
- The context section of 'Cheltenham's environmental quality and heritage is protected, maintained and enhanced' would be amended to include a reference to the areas designated as Sites of Special Scientific Interest.
- This corporate strategy only covers a period of 12 months, given the current position in relation to 2020 vision and the upcoming general election, etc, but the vision statement was longer term.
- The corporate strategy does not include everything that the council is doing. It focuses on the key projects and activities where we are intensifying our activity to deliver the outcomes.
- CBC has committed itself to place-making, as it has a democratic responsibility to try and influence those that that can help deliver better outcomes for residents of Cheltenham.
- The corporate strategy, JCS, Local Plan and Tourism Plan needed to mesh together and present a coherent message for Cheltenham.
- The reference to reducing the demand for social prescribing related to patients presenting at GP surgeries with non-medical needs (housing, financial, legal issues, etc) and being referred onto the relevant providers. A group of providers had been bought together and this approach will be evaluated as part of a county-wide evaluation of different models.

A member felt that the vision statement should describe what sort of place we wanted Cheltenham to be rather than how we wanted to act. He felt that this was a missed opportunity to promote the town to those looking to live, work, study or travel to the Town.

The Strategy and Engagement Manager asked that members contact him directly with any further queries or comments.

The Chairman thanked the Strategy and Engagement Manager and Leader for their attendance.

There were no recommendations.

10. INFORMATION SECURITY POLICY

Councillor Walklett, the Cabinet Member Corporate Services, explained that it was a requirement of the council's connection to the Public Services Network, that there be an Information Security Policy in place. Since the formation of the shared service with Forest of Dean District Council work had been ongoing to

develop a Joint Information Security Policy and this had recently been adopted by the FoDDC. The policy would be tabled for adoption at Cabinet on the 17 March and this was an opportunity for O&S to make comments as necessary. The risk of not adopting the policy was that this would represent a failure to comply with the Data Protection legislation, which would in turn, put the PSN at risk.

The Cabinet Member Corporate Services, along with Bryan Parsons, the Corporate Governance, Risk and Compliance Officer and Rachel McKinnon, the Business Relationships Manager, gave the following responses to member questions;

- The impact of the risks outlined in the risk register of the report, were assessed against the scorecard, which took account of a number of factors and whilst this was subjective, he reassured members that 3 was an appropriate score. A detailed risk assessment was undertaken as part of the PSN process, which resulted in 200 plus pages and a large amount of mitigation had resulted in a lower score. He was happy to meet with members, as he had when this was originally discussed with the ICT Working Group some two years ago to explain the rationale.
- ICT were not involved with physical security of the CBC buildings beyond the issue and management of the swipe access control cards. Staff were regularly reminded that they should prevent tailgating and challenge anyone not displaying their ID/access card.
- Staff that were not based here and/or worked for other organisations (Ubico, Trust, etc) but who were here on a regular basis (1-2 times a week at least) would be issued with an access card. Those that accessed the building less than this would be issued with a visitor access card or escorted around the building by a member of staff.
- The Police had raised their risk level to severe and there were ongoing security discussions about what could be done to help protect them. At the moment 22 police officers had been issued with access cards and these were cancelled and reissued as necessary.
- The ICT Shared Services is the lead organisation responsible for the production of and compliance with the policy which applies to all ICT users on the network. Any employee non-compliance would be reported to the Joint Security Working Group and HR or the Standards Committee if this resulted in a breach by Members'.
- Each partner organisation was responsible for ensuring compliance with the policy and in particular the appendix that related to their own local arrangements, PSN access would be withdrawn if they were not compliant. The use of ICT partners had actually reduced the risk to this council because additional skills and resources were available.

One member felt that there was a risk that the implementation of onerous security measures could result in people finding ways of working around them and as such, any security measures should not be too arduous.

The chairman thanked the Cabinet Member and Officers for their attendance.

Upon a vote it was unanimously

RESOLVED that the Information Security Policy be recommended to Cabinet for approval and adoption by all CBC ICT users.

11. UPDATES FROM SCRUTINY TASK GROUPS

The Democracy Officer provided an update on the progress of each of the task groups.

The Cheltenham Spa Railway STG were scheduled to meet with representatives of National Rail and First Great Western early in March, with the aim of getting feedback on the Western Route Study submission which was made by the Council. The group then planned to look at transport links to and from the station before starting to draft their final report. They would be involving the relevant Cabinet Member and envisaged being in a position to table the report with O&S in June or July.

The Cycling and Walking task group continued to meet on a monthly basis to work through their work programme and currently anticipated that their final report would be tabled at the June meeting of the committee. Councillor Wilkinson, as Chairman of the task group, advised members that good progress was being made, with the group having met with a number of people including Chris Riley from Gloucestershire Highways Agency.

The recommendations of the Public Art Governance task group, which were agreed at the last meeting of the committee, were noted by Cabinet on the 10 February. A further report would be taken back to Cabinet on the 17 March and a review by the Overview and Scrutiny Committee had been scheduled on the committee work plan for February 2016.

The recommendations of the Members' ICT policy task group were noted by Cabinet at their February meeting. A further Cabinet report was as yet to be scheduled on the forward plan and a review had been scheduled on O&S committee work plan for February 2016.

12. REVIEW OF SCRUTINY WORKPLAN

The Democracy Officer referred members to the work plan which had been circulated with the agenda.

She explained that dates of meetings beyond June 2015 would be agreed at Council in March and would then be added to the work plan. Upcoming items had been added to the 'items for future meetings' section and the work plan would be populated in due course.

Members were advised that should an all-member seminar be arranged regarding shared services, as was currently being discussed, then the 2020 presentation from the Chief Executive would likely be cancelled.

13. DATE OF NEXT MEETING

The next meeting was scheduled for the 7 April 2015.

14. BRIEFING NOTES (FOR INFORMATION ONLY)

The information contained within the briefing note was for information only and not for discussion but members were reminded that they should contact the relevant Officer directly with any comments or queries.

Tim Harman
Chairman

Police and Crime Panel Report

At the meeting of the Police and Crime Panel on 2nd April, the Commissioner gave a presentation on the new operating model of the police service. As an investment to save, the police will be provided with Samsung Galaxy phones that will enable them to carry out a number of functions without having to return to their base. The initial roll-out in Autumn 2015 will include an electronic police notebook facility and number plate look up. Additional applications will be go live in quarter 1 of 2016. The time saved in not having to keep returning to the station to prepare reports and make enquiries will result in a saving of £4M pa and the loss of approximately 80 officers.

There will also be some changes to the estate. The intention is still to move out of Lansdown Road and find another location within the town. Currently the police are implementing a police point in the municipal offices and the commissioner expressed a firm desire to co-locate with the borough council should it move to another central site within Cheltenham. The implementation of the police point at Waddon is proving difficult due to the proposed legal obligations to be placed on the police as a sub-lessee. The Commissioner emphasised his wish to have a presence in Waddon and if the problem could not be resolved he would be looking for an alternative location in the area.

Grants available for projects related to the police and crime plan now number 146 and in the latest bidding round a further 88 projects are under consideration.

Local elections across the county coincide with the general election on 7th May. Both the chair and vice-chair of the Police and Crime Panel are not seeking re-election and other membership is also likely to change. The next meeting on 16th July will have a completely new look.

Cllr Helena McCloskey

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Cabinet Briefing for Overview and Scrutiny Committee – 27th April 2015

The Forward Plan lists the reports expected to come to Cabinet in the next 3 or 4 months. This note supplements that with other issues that may be of interest to O&S.

Devolution

The GEGJC meeting on 17th March discussed a paper by Shared Intelligence that looked at the national picture on devolution and what if anything Gloucestershire should be doing in response. There was a follow up discussion at the Leadership Gloucestershire meeting on 26th March which includes police and health representatives.

The draft minute of that discussion is:-

(a) Devolution

Since the referendum on devolution in Scotland, the debate on devolution in England had gathered pace. The Gloucestershire Economic Growth Joint Committee had considered a report prepared by Shared Intelligence. During the debate it became clear that a wider discussion was needed. With the General Election approaching, it was not clear how devolution will advance. It was felt that Gloucestershire would need to establish its position by the summer. A process for agreeing the way forward and timescale was discussed.

A number of comments were made, including wider public sector interest in a debate, whether Gloucestershire should work with others, the “vision”, Leadership Gloucestershire’s role, the uncertainty created by the General Election, the relationship with the LEP, avoiding any “unitary” structures debate, integration between health and social care and devolved powers from Central Government.

Agreed Actions:

- (1) To hold a debate in early June for all leaders of partner organisations with the intention of coming to a collective view by the summer. **Action: Mike Dawson and David Hagg.***

NB: *If a collective view is not feasible, organisations may take their own position.*

Clearly the national position is more fluid than at any time in recent decades and there is broad agreement that Gloucestershire needs to be ready to take

part in whatever devolution happens after the General Election. However there is not agreement on scope of devolution to be discussed.

The view of the Cheltenham cabinet is that there should be a wide debate to look at what the vision is for public services locally and how best they should therefore be organised to achieve that. While this includes devolving powers down from government nationally it should not exclude changes to improve service provision locally (eg highways where many people are concerned that the current arrangements are clearly not working). While this is not an easy discussion it is essential now if local residents are to get most benefit from the national mood to decentralise powers.

An alternative view seems to be to restrict any discussion to what changes may be needed to enable powers to be handed down from national government.

We would welcome views on this and how best to ensure this debate happens in Cheltenham given the complication of elections in May and suggested 'leaders' debate in June.

Cheltenham Borough Council – Recycling Materials Bulking & Sales

O&S Committee - Executive summary

27 April 2015

Attached to this summary are a Project Initiation Document (PID) attached at Appendix 1 and a Business Case attached at Appendix 2 which alongside a supporting report were presented to the Council's Cabinet on 9th December 2014.

Listed below are the agreed recommendations which were approved by Cabinet;

1. CBC agree a further extension of the Printwaste Ltd contract and Ubico take on the dry recyclable material bulking operation thereafter
2. A project team, sponsored by the Managing Director of Ubico be established to oversee the transition to the new service delivery for both materials recycling and materials marketing and sales
3. Cabinet recommends to Council that up to £390K of capital expenditure in the 2015-16 capital budget is allocated to the project
4. CBC takes back responsibility for the sale of the dry recyclable material and makes arrangements for the day to day management of material sales to be undertaken by the JWT

Objectives

This project has the following objectives:-

1. Bring the material bulking operation under the functions Ubico perform on behalf of CBC
2. Delegate the material marketing/sales responsibilities to the JWT
3. Target a net income benefit of £92k for CBC

Project Management

A Project Board (PB) and Project Team (PT) has been set-up to manage the project with regular meetings scheduled to review progress against milestones.

The project has been divided into two work-streams;

- Material Bulking
- Material Sales

Each project has a dedicated project lead who manages the work-streams and reports progress to the project manager. This information is then reported to the PB by way of monthly highlight reports.

Progress

At present the project is running to the agreed timescales and there are not any live issues or risks which prohibit its successful completion.



Recycling Materials Bulking and Sales

PROJECT INITIATION DOCUMENT

Author	Richard Coole/Beth Boughton
Owner	Rob Bell

DOCUMENT HISTORY

Document Location:	O:\Business Development\Bulking Project\Key documents
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Version Number	Version Date	Summary of Changes
0.1	03/11/14	Version 1
0.1.1	04/11/14	Mark Woodward comment
0.1.2	11/11/2014	Beth Boughton comment
0.1.3	25/11/2014	Including text from Business Case Report
0.1.4	08/12/2014	Following meeting between SW and BB
0.1.5	09/12/2014	RC changes
0.1.6	15/12/2014	BB and SW comments
0.1.7	18/12/2014	Further comments
0.1.8	15/01/2015	Comments from Project Board

This document requires the following approvals

Name	Job Title	Project Title
Rob Bell	Ubico Managing Director	Project Sponser/Senior Supplier Bulking
Pat Pratley	Deputy Chief Executive (CBC)	Senior User
Steve Read	Head of GJWT	Senior Supplier Marketing

This document has been distributed to

Name	Job Title	Project Title
Dave Baker	GOSS Procurement	Project Team
Tammy Beach	Waste and Recycling (Ubico)	Project Team

O:\Business Development\Bulking Project\Key documents

Beth Boughton	Senior Operations Manager (Ubico)	Project Support
Richard Coole	Performance Officer (Ubico)	Project Manager/Project Admin
Chris Finch	Property Services (CBC)	Project Team
Nick Francis	Materials Marketing Expert	Project Team
Des Knight	Finance (CBC)	Project Team
Rachel McKinnon	ICT (for Ubico)	Project Team
Gill Morris	Environment (CBC)	Project Team
Dave Padfield	GOSS Health and Safety	Project Team
Ian Powell	Finance (for Ubico)	Project Team
Richard Pratley	GOSS Procurement	Project Team
Corry Ravenscroft	HR (for Ubico)	Project Team
Andrew Robinson	Fleet Service Manager (Ubico)	Project Team
Morag Rose	Business Support Manager (Ubico)	Project Team
Gary Spencer	One Legal	Project Team
Dan Tompkins	Insurance	Project Team
Scott Williams	Strategic Client Officer (GJWT)	Project Support
Shirin Wotherspoon	Legal (for Ubico)	Project Team

1. Project Background

- 1.1 Cheltenham Borough Council (CBC) currently provides a borough-wide kerbside collection of recycling through Ubico Ltd, a company jointly owned by CBC and Cotswold District Council. All dry recyclates are offloaded and bulked at the Swindon Road depot, Cheltenham, which is also Ubico's operational depot for Cheltenham.
- 1.2 Ubico Ltd is a local authority company set up to deliver environmental services to its shareholding Councils through service contracts. The current shareholders are Cheltenham Borough Council and Cotswold District Council. The Cheltenham Borough Council contract commenced on the 1st April 2012 and the Cotswold District Council contract on the 6th August 2012 and both are set for 10 years with a 5 year break clause.
- 1.3 Cheltenham Borough Council has contracts in place with Printwaste for use of the Swindon Road facility (Tenancy at Will) and for the bulking of recycling material collected from the kerbside (paper, mixed cans, mixed glass, kitchen cardboard and mixed plastic bottles), bring sites and through the Swindon Road Household Recycling Centre. The contractor also carries out the sale of the recycled materials; however it is CBC that owns the building. The current contract extension is due to expire in April 2015, with CBC planning to offer Printwaste an extension until October 2015 so that the service can be brought in-house at that time.
- 1.4 Printwaste is currently responsible for offloading stillage vehicles, sorting recycling materials, baling the materials that are collected, liaising with haulage firms for the transport of materials to re-processors and loading haulage vehicles and material marketing. Dry recyclable materials are transported to a variety of destinations depending on the material being recycled with the costs being borne by the re-processors and as such they are classed as 'ex-works'
- 1.5 Printwaste pay an income fee per tonne for each material stream to CBC. The tonnage fee payable is reviewed every 3 months. A per-tonne charge is made for bulking paper and glass which amounts to approximately £45K per annum which is recharged to CBC by Ubico.
- 1.6 Plant and equipment on the site is currently owned by Printwaste.
- 1.7 The Gloucestershire Joint Waste Committee (GJWC) included in its 2014-17 business plan a project "tendering of a new contract for the sale of recyclable material with consideration of the associated bulking and transfer operations in Cheltenham". The GJWT considered two options, firstly a procurement process through a service concession contract and a secondly an option whereby Ubico would take on the dry recyclable material bulking and the Gloucestershire Joint Waste Team (GJWT) having responsibility for marketing and sales of the dry recyclable materials.
- 1.8 The GJWT commissioned the consultants Eunomia to evaluate the relative costs, risks and benefits associated with taking the marketing and bulking of the current kerbside collected dry recyclable in-house. The report concluded that there would be annual surplus of around £71,000 with Ubico running the facility, which could be increased through several options.

- 1.9** The recommendations, which are supported by CBC Cabinet, are expected to achieve a net income to the General Fund up to £92K per annum assuming the purchase of capital equipment.
- 1.10** Under the revised governance arrangements for Ubico, the Managing Director has delegated authority to approve contracts up to £250,000, but in this case it would be a variation to the existing contract which would be reported via the annual business planning process. The Board are however aware of Ubico's plans to expand in this area and support the proposal.
- 1.11** From October 2015, Ubico will be responsible for receiving recycling vehicles into the Swindon Road, weighing in and offloading the vehicles. Ubico will then sort and or/bale or bulk up the materials as necessary ready for sale to the market and will keep accurate records of goods received and loaded on to bulk transport vehicles.
- 1.12** The new operation, whilst not the same as the current services performed by Ubico on site, does share a large number of processes concerning safe material handling and health & safety, so if Printwaste is not willing for the existing staff to transfer to Ubico under TUPE, then Ubico could employ replacement operatives who could be trained to the required standard without the need for significant additional expenditure.
- 1.13** For recycling materials that have been sold 'ex-works' the buyer will send bulk transportation to collect the materials. Ubico will receive and weigh these vehicles, load them accordingly and weigh them on departure, keeping accurate records of goods out. Ubico will also be responsible for other ancillary services such as the transfer and transport to a local bulking/reprocessing facility of food waste.
- 1.14** The constitution of the Joint Waste Committee (JWC) delegates the Councils waste, recycling and street cleansing 'client' functions to the JWT.
- 1.15** The JWT will be responsible for the marketing and sales of dry recyclable materials through procurement contracts. It is anticipated that the contracts would be let over time periods of 6 months to 2 years and include a floor and ceiling price for the particular commodity to mitigate any shortfall in the Councils income if the market crashed. The only down side of such an agreement is that potential additional revenue might not be realised if the commodity value increased dramatically. Through the expertise of a material marketing advisor, the contract terms will be carefully scrutinised by the JWT to ensure that a good balance between protection for CBC and maximising income is found. For the avoidance of doubt selling to the market includes the haulage of materials from the bulking facility to its ultimate destination and is what is known in the industry as 'ex-works'.
- 1.16** As the JWT is not a legal entity it cannot enter into contracts directly itself. For the purposes of this arrangement it is therefore proposed that CBC would be the contracting authority for procurement purposes and would receive the associated income directly.
- 1.17** The JWT will need to demonstrate best value through its procurement process not just from a monetary perspective but also an environmental perspective.
- 1.18** Following review of the Project Initiation Document (PID) by the senior users, it

has been decided that the project's work streams will be split between commissioner (CBC) and provider (Ubico).

Acts as an Introduction to the PID and places the Project in some organisational context. Describes how the project came about (perhaps reference to a Strategic or Programme Plan). If the Project has started by means of a 'Project Brief' many of the following sections are expansions of the briefing material.

2. Project Definition

2.1 Project Objectives

The objectives of the Project are to:

Phase 1

1. Negotiate an approximate 6 month contract extension with Printwaste including lease (end date dependant on operational circumstances i.e. take over on a Friday afternoon preferred)
2. Negotiate purchase price of plant and equipment from Printwaste or purchase from an alternative source
3. Produce a detailed implementation project plan for Ubico Ltd to take on the dry recyclable material bulking operation with effect from October 2015.
4. Produce a detailed implementation project plan for CBC to take back responsibility for the sale of the dry recyclable material and make arrangements for the day to day management of material sales to be undertaken by the Gloucestershire Joint Waste Team (GJWT).
5. Target a net income benefit of at least £92k for CBC (within the bounds of the commodity value market)

Phase 2

Delivery of project plan
Provision of plant and equipment
Procurement of plant and equipment
Business continuity planning
Lease
TUPE
H&S
Potential Recruitment
Training
Licenses
Insurance
Maintenance arrangements
Contractual arrangements for materials sales

Phase 3

Ubico take over the bulking operation
GJWT take over the marketing and management of the material sales
Ongoing monitoring of the performance of the marketing sales

Simple list of the initial objects that the project sets out to achieve. If at project completion all the objectives are met then the project can be considered successful, however in projects with a long timescale objectives often 'drift' and it is incumbent on the Project Board (PB) to have clear sight of the up-to-date Project Objectives. If objectives do change then there is no need to re-write the PID the Project Board minutes should be sufficient.

A 'good' objective should be Specific, Measurable, Achievable, Relevant and Trackable. A clear and precise definition of the objectives gives a greater chance of success.

2.2 Method of Approach (methods and standards to be used)

The project is to be managed using Prince2 methodology and in accordance with Cheltenham Borough Council standing orders, regulations and guidelines.

It is unrealistic at the drafting of the PID to have the entire project planned out in detail. The PB should expect to be informed as to the way the project will be tackled, the approach, and if any standards, policies or procedures will be used. For example, if PRINCE is the basis for the Project Management method but it will be modified to suit particular circumstances then this is the section in which the deviation/modification is described.

2.3 Project deliverables, outcomes or end results

A robust costed implementation project plan leading to Ubico Ltd taking on the dry recyclable and food waste bulking operation and the GJWT to market and manage the material sales from October 2015.

A costed business case that will document the following –

Bulking Operations

Project Management

- Resource requirements
- Risk register
- Issues Log
- Decision log
- Highlight Reports

Operational Service Delivery

- A business case rationale
- A statement of set up costs for CBC for Ubico to take over the bulking operation
- Deliverable cost efficiencies – including cashable and non cashable benefits
- Operation transitional planning and associated costs
- Licenses
- Insurance

- Business Continuity Planning
- H&S
- Training

HR

- Staff Structures/TUPE
- TUPE

Marketing

Legal

- Contract Variation
- Transfer of Assets Agreement (including lease and inventory of all equipment, furniture, ICT, vehicles – if appropriate)
- Lease

Asset Management

- A business case rationale
- *CBC and Printwaste come to an agreement for the purchase of relevant Printwaste plant and equipment on site or an external source is found
- Provision of plant and equipment
- Business Continuity Planning
- Procurement implications

Sale of Materials

- A statement of set up costs for the GJWT to manage the selling of the materials
- Business Continuity Planning
- Procurement implications
- Contracts between CBC and material reprocessors

*A contingency plan will need to be drafted in the event that CBC do not/can not purchase plant equipment from Printwaste or that the equipment is not up to a sufficient standard.

A description of what the project will deliver. This is what the organisation will get in return for the time and money it invests in the project. Ideally couched in terms of 'concrete' project products in order to enable project assurance or the benefits realisation functions to more easily perform their roles.

-

2.4 Scope and Boundaries

This project is limited to dry recycling material only in CBC area. Food waste is not within the scope of this project.

This section covers two related areas that either individually or together cause problems in many projects. A statement of 'Project Scope ' should clearly define the extent of the project activity and this should be in terms of what the end users of the project product(s) can expect. Two common causes of project failure are:

1. *Scope creep – where due to lack of control the extent of the project work expands without either additional resources being deployed to undertake it or the users are led to believe that additional facilities will be delivered and they are not.*
2. *Unrealistic expectations – without a clear statement of what is not going to be delivered the users expectations may be, inadvertently, set too high.*

2.5 Constraints

Typical project constraints are:

- | | |
|-----------|---|
| Financial | <ul style="list-style-type: none">• Within agreed project budget• It is anticipated that the materials marketing contracts would be let over time periods of 6 months to 2 years and include a floor and ceiling price for the particular commodity to mitigate any shortfall in the Council's income if the market crashed. |
| Time | <ul style="list-style-type: none">• Current contract with Printwaste runs until April 2015, Printwaste will be given a contract extension up to October 2015. Ubico Ltd and the GJWT to take over running and management of material marketing respectively from October 2015 |
| Resource | <ul style="list-style-type: none">• Project to be managed by Ubico Ltd with work streams to be delivered by Ubico Ltd and CBC, supported by the GJWT, One Legal, GO Shared Services, Audit Cotswold and ICT Shared Services |
| Quality | <ul style="list-style-type: none">• As agreed with project sponsor |
| Security | <ul style="list-style-type: none">• Site security / data security / project security |

No project operates in a business vacuum. The Project Manager will be given certain restrictions that prevent him or her managing the project with a completely free hand. In order to clearly define what these restrictions are the PM is well advised to document the constraints and seek PB agreement via approval of the PID.

2.6 Dependencies and Interfaces

There are dependencies and interfaces with:

Cheltenham Borough Council
Gloucestershire County Council
GJWC
GJWT
Ubico Ltd
Printwaste
GO Shared Services
One Legal
External Suppliers
External Reprocessors

Interfaces are areas where problems are very likely. If a boundary of the project is where some project related 'product' is passed across (i.e. a dependency) work has to be undertaken to ensure that information flows across this boundary so that 'delivery' is made when expected.

If a Project Manager is dependant of the work of another party then this is a risk to the project, however slight, and should be recognised as such.

3. Assumptions

- ◇ CBC agrees with Printwaste a contract extension up to October 2015.
- ◇ Printwaste continues to operate the bulking facility in line with the contract extension until October 2015
- ◇ Ubico Ltd will operate the facility in broadly the same manner as Printwaste
- ◇ The GJWT are able to find reprocessors for the recycling materials on the recycling material market.
- ◇ CBC and Printwaste come to an agreement for the purchase of relevant Printwaste plant and equipment on site or source from external suppliers
- ◇ The relevant plant and equipment is fit for purpose and left in full operational condition at the time of handover to Ubico
- ◇ Current relevant Printwaste staff TUPE transfer to Ubico Ltd or Ubico Ltd recruit externally

In preparing the PID it is almost inevitable that some assumptions will have to have been made by the PM. As these may have a significant bearing on the project time or cost calculations the PB should be made aware of them.

4. Initial Business Case

It is this section of the PID that provides the justification for the project. It defines the costs and benefits associated with this project. It is the primary statement against which the success or otherwise of the project is evaluated.

This section should cover two aspects of the project, the functional and financial criteria.

If there are various options available to provide the business solution then each option needs to have its advantages/disadvantages discussed prior to the preferred option of the PM being revealed.

That Ubico Ltd take over the dry recyclable bulking operation and GJWT take over the marketing and selling of the dry recycling material from October 2015. This will provide CBC with greater value for money, with financial savings of approximately £92,000 per annum (within the bounds of the commodity value market).

This will expand the skills, knowledge and experience within the Ubico business that can be applied elsewhere. It will give a greater level of control to be both CBC and Ubico. It will also provide future strategic benefits to the partnership and cut operational costs, however other financial benefits are dependent on the commodity market.

5. Project Organisation

A list of the people, or posts, on the project management team. If in any doubt as to the function and responsibilities of these roles include agreed descriptions in an appendix.

Project Board

Name	Job Title	Project Title
Rob Bell	Ubico Managing Director	Project Sponser/Senior Supplier Bulking
Pat Pratley	Deputy Chief Executive (CBC)	Senior User
Steve Read	Head of GJWT	Senior Supplier Marketing

Support to Project Board

Name	Job Title	Project Title
Richard Coole	Perfomance Officer (Ubico)	Project Manager/Project Admin
Beth Boughton	Senior Operations Manager (Ubico)	Project Support
Scott Williams	Strategic Client Officer (GJWT)	Project Support

Project Team

Name	Job Title	Project Title
Dave Baker	GOSS Procurement	Project Team
Chris Finch	Property Services (CBC)	Project Team
Nick Francis	Materials Marketing Expert	Project Team
Des Knight	Finance (CBC)	Project Team
Rachel McKinnon	ICT (for Ubico)	Project Team
Gill Morris	Environment (CBC)	Project Team
Dave Padfield	GOSS Health and Safety	Project Team
Ian Powell	Finance (for Ubico)	Project Team
Richard Pratley	GOSS Procurement	Project Team
Corry Ravenscroft	HR (for Ubico)	Project Team
Andrew Robinson	Fleet Service Manager (Ubico)	Project Team
Morag Rose	Business Support Manager (Ubico)	Project Team
Gary Spencer	One Legal	Project Team
Dan Tompkins	Insurance	Project Team
Shirin Witherspoon	Legal (for Ubico)	Project Team

6. Stakeholder Analysis and Communication Plan

When you consider that the Project Team, Project Management, Programme Management, Users, Stakeholders and other interested parties can be dispersed both organisationally and geographically some consideration should be given to what should be communicated to how ensure effective communication.

Project board – Rob Bell, Pat Pratley, Steve Read

Project Manager/Project Admin – Richard Coole

Project Support – Beth Boughton, Scott Williams

Project team – As listed in section 5

Cabinet member to be included in highlight report distribution

Councillors and other internal council staff to be agreed.

Communications will be by email, telephone, face to face.

7. Quality Plan

The purpose of including this section is so that whoever is responsible for the supply side of the project intends to meet the quality expectations of the user. An organisation may not have corporate Quality Standards but your external suppliers may. This section can be used to describe what standards will be followed them and how they effect the project.

Each project stage to be signed off and agreed by the project board and sponsor.

8. Initial Project Plan

An initial project plan is developed by the PM as part of the PID. When the PB agrees the PID they should use it as the baseline against which project progress is measured. Depending on the sophistication of the plan it can also be used to keep track of costs, resource usage and provide a number of management reports.

Project planning software for supporting the planning process is very useful and should be used wherever possible. However some packages are not easily integrated with word processed documents if a composite report is required.

Please see on separate sheet

9. Change Control

All changes should be considered by the project board and will be captured in the project issue log, risk log, decision log and highlight reports which will be presented at project board.

This PID will be referred to and any new or continuing issues will be discussed at each project meeting?

One of the biggest dangers¹ to the successful completion of a project is not controlling change. This section can be used to describe how the project will avoid this danger.

10. Project Controls

The PID will be agreed and signed off by the project board. Periodic reviews will then take place at each project board meeting.

The project board will have clearly identified stages with specific milestones which will be reviewed at project team meetings. Project progress will also be reported to CBC's OPD via highlight reports on their own internal document format.

This section describes what functions will be undertaken to facilitate the decision making of the Project Management Team. The minimum number of control points that the PB should expect to see are:

1. *Project Initiation and the agreement of the PID*
2. *Provision of Highlight and Checkpoint reports on a regular basis. These are from the PM and Project Assurance respectively.*
3. *Project Closure and acceptance of the Project Closure Report.*

Depending on the agreed approach these others may be required:

4. *End Stage Assessments – depending on the setting of Management Stages*
5. *Mid Stage Assessments – depending on the length/complexity of a Management Stage*
6. *Exception Report - depending on the setting of a Tolerance (see following section)*

11. Exception Procedures

Tolerance for each stage of the project will be set and reviewed by the project board at their regular meetings.

The initiation of an Exception Procedure occurs when a previously set Tolerance has or is about to be exceeded. Tolerance is the plus and minus limit set by the PB on cost and time estimates. The PM cannot exceed these without reference back to the PB to seek their approval

12. Initial Risk Log (or Risk Register)

A project risk log will record all risks –

O:\Business Development\Bulking Project\Risk Log

Initial risks identified:

¹ According to a recent survey by the British Computer Society the two biggest dangers are "Unclear Objectives and Requirements" and "Lack of Business Commitment".

- Printwaste do not take up the option of the contract extension
- If Printwaste is unwilling to sell the relevant plant and equipment it owns within the material bulking facility then the business case viability could be compromised
- It is found out that plant and equipment owned by Printwaste is not fit for purpose
- Printwaste staff that would be due to TUPE over to Ubico Ltd do not, leading to a loss of site-specific knowledge and experience
- The GJWT does not have any previous experience in marketing dry recyclable materials or the relationships in place with the material reprocessors
- If Ubico Ltd cannot implement the new operational arrangements by the end of the Printwaste contract then Ubico Ltd will need to put in contingency arrangements for the bulking and sale of dry recyclable material
- Ubico Ltd do not have previous experience in materials bulking and transfer
- Market fluctuations in material value will affect levels of income to the Council
- If the sale of plant and equipment cannot be agreed, external suppliers will have to be sourced, impacting cost and time

This documents currently known, identified and analysed risks to the successful outcome of the Project

13. Contingency Plans

Business continuity plans will be developed as part of the project.

It is anticipated that the relevant plant and equipment currently utilised by Printwaste to run the site be purchased by CBC for Ubico's use. Should CBC fail to reach agreement regarding purchase price in a timely fashion, or should any of the plant or equipment be deemed unfit for purpose this could have a significant impact on the timeline and workload required to implement the project.

It would therefore be sensible to produce two project plans, the primary one which assumes an agreement is reached and the equipment is of a suitable standard, and a contingency plan which covers workstreams and timelines required in the case of no agreement being reached, or current equipment not being purchased from Printwaste.

Ensure timely applications are made for all relevant permissions and licences.

Ensure existing Ubico management team understand the requirements of the roles of the staff currently employed by Printwaste at the bulking facility to enable appropriate job descriptions etc to be drawn up in a timely fashion should Printwaste staff not TUPE transfer into Ubico Ltd.

There is always the risk that something will go wrong and the preparation of a

Contingency Plan may, in the opinion of the PM, be worthwhile.

Another form of Contingency Plan is the 'counter-measures' described in the Risk Log/Register against any 'whole project risks'.

14. Project Documentation

A usually neglected part of project initiation, this section describes how project documentation will be stored.

Project files will be stored on the Huddle Cloud system and sequential version numbering will be applied following each change.

When planning a project consideration has to be given to whether a Post Implementation Review will be undertaken. The Post Implementation Review is carried out some time after project closure enabling the 'project product(s)' to have been in use for several months.

The Review is best placed to determine:

- 1. Has the implemented project met the originally defined objectives?*
- 2. Has the implemented project fully met the Users needs?*

If the source documents for this review are not stored or archived as defined in the PID the chances of this review, as well as any benefit realisation work being successful are low.

**BUSINESS CASE FOR RECYCLING MATERIALS
BULKING AND SALES BEING PERFORMED BY UBICO
AND THE JOINT WASTE TEAM**

Authors	Scott Williams
Owner	Pat Pratley
Document location	TBC

Version number	Date	Change summary
1.0	21.11.14	Background and strategic context drafted
1.1	23.12.14	Anticipated Budget Information included

This document requires the following approvals:

Pat Pratley, Rob Bell, Mark Sheldon, Cllr Chris Coleman

This document has been distributed to:

Beth Boughton, Chris Finch, Gary Spenser, Des Knight

Contents

Background and strategic context3

Objectives4

Financial Implications5

Options appraisal6

 1) Ubico to undertake recycling material bulking at Swindon Road & JWT to
 manage material sales on behalf of CBC6

 2) Re-procure the material bulking & sales contract.....6

 3) Do nothing7

 Recommendation.....7

Financial benefits summary7

High level implementation plan7

Risk Assessment.....8

Appendix A: Eunomia Modelling Study – Materials Bulking and Sales13

Background and strategic context

Cheltenham Borough Council (CBC) has a contract in place with Printwaste Ltd for the bulking of recycling material collected from the kerbside, bring sites and through the Swindon Road Household Recycling Centre. The current contractor also carries out the marketing and sale of the recycled materials. The current contract extension is due to expire in April 2015.

The Joint Waste Committee (JWC) included in its 2014-17 business plan a project “tendering of a new contract for the sale of recyclable material with consideration of associated bulking and transfer operations”. The Joint Waste Team (JWT) which works on behalf of the JWC considered two options, firstly a procurement process through a service concession contract and secondly an option whereby Ubico Ltd would take on dry recyclable material bulking with the JWT having responsibility for the marketing and sale of the recycled materials.

Dry Recyclable Materials Bulking and Sales Operation

Current Arrangements with Printwaste Ltd

Dry recyclable materials (paper, card, mixed glass, mixed plastic bottles and mixed cans) are collected from the kerbside and from bring sites and the Household Recycling Centre by Ubico and are bulked at the Swindon Road bulking facility by Printwaste. Food waste is outside the scope of this review. Printwaste is responsible for offloading stillage vehicles, sorting materials, baling the materials that are collected, liaising with hauliers for transport of materials to re-processors, loading haulage vehicles and the material marketing.

Printwaste pay a fee per tonne for each material stream. The tonnage fee payable per commodity is reviewed every 3 months. In addition, a per-tonne charge is made for bulking paper and glass which is charged to Ubico as a handling fee.

Dry recyclable materials are transported to a variety of destinations depending on the material being recycled with the costs being borne by the re-processors and as such they are classed as ‘ex-works’.

Proposed Arrangements

Ubico’s Responsibilities

1. Under the revised governance arrangements for Ubico, the Managing Director has delegated authority to approve contracts up to £250,000, but in this case it would be a variation to the existing contract which would not normally be referred to the Board. The Board are however aware of Ubico’s plans to expand in this area and support the proposal.
2. Ubico would be responsible for receiving recycling vehicles into the Swindon Road, weighing in and offloading the vehicles. Ubico would then sort and or/bale or bulk up the materials as necessary ready for sale to the market and would keep accurate records of goods received and

loaded on to bulk transport vehicles.

3. The new operation whilst not exactly the same as currently performed by Ubico on site, does share a large number of processes concerning safe material handling and health & safety, so if Printwaste was not willing for the existing staff to transfer to Ubico under TUPE, then Ubico could employ replacement operatives who could be trained to the required standard without the need for significant additional expenditure.
4. For recycling materials that have been sold 'ex-works' the buyer will send bulk transportation to collect the materials. Ubico will receive and weigh these vehicles, load them accordingly and weigh them on departure, keeping accurate records of goods out. Ubico will also be responsible for other ancillary services such as the transfer and transport to a local bulking/reprocessing facility of food waste.

Gloucestershire Joint Waste Team's Responsibilities

1. The constitution of the Joint Waste Committee (JWC) delegates the Councils waste, recycling and street cleansing 'client' functions to the JWT.
2. The JWT would be responsible for the marketing and sales of dry recyclable materials through procurement contracts. It is anticipated that the contracts would be let over time periods of 6 months to 2 years and include a floor and ceiling price for the particular commodity to mitigate any shortfall in the Councils income if the market crashed. The only downside of such an agreement is that potential additional revenue might not be realised if the commodity value increased dramatically. Through the expertise of the material marketing advisor, the contract terms will be carefully scrutinised by the JWT to ensure that a good balance between protection for CBC and maximising income is found. For the avoidance of doubt selling to the market includes the haulage of materials from the bulking facility to its ultimate destination and is what's known in the industry as 'ex-works'.
3. As the JWT is not a legal entity it cannot enter into contracts directly itself. For the purposes of this arrangement therefore it is proposed that CBC would be the contracting authority for procurement purposes and would receive the associated income directly.
4. The JWT will need to demonstrate best value through its procurement process not just from a monetary perspective but also an environmental perspective.

Objectives

This proposal has the following objectives:-

1. Bring the material bulking operation under the functions Ubico perform on behalf of CBC
2. Delegate the material marketing/sales responsibilities to the JWT
3. Target a net income benefit of £92k for CBC

Financial Implications

The financial implications are expected to achieve a net income to the General Fund of between £52,000 and £92,000 per annum depending on the purchase cost of capital equipment and which capital financing arrangement is decided upon.

If the capital equipment is financed from prudential borrowing, then it is anticipated that net annual income from running this service will generate £52,000 to the General Fund. If, however, the capital equipment is funded by capital receipts then net annual income to the General Fund will increase to £92,000 as there will be no capital financing costs.

The decision on which financing option should be used will be made in line with the impending review of the Asset Management Plan and Capital Financing Strategy.

The income figures shown are based on the mid-range scenario for recyclable sales as projected in the Eunomia report. The sensitivity analysis within the Eunomia report produces a low end range additional income of £200k per annum, a central range assumption of £272k per annum and a high end range additional income of £346k per annum.

The expenditure assumptions in the report do not include any marketing costs which at this stage will be met from the Council's material income.

Current Arrangements

The net income from Printwaste Ltd forms part of the recycling income that appears within the recycling budgets of CBC. The approximate annual cost of the bulking operation is £250k less income of £272k, giving a net income of £22k for CBC. This takes into account the handling charge of £45k per annum for bulking paper and glass that Printwaste invoices Ubico for, and so forms part of the monthly Ubico recharge to CBC for the recycling service.

Proposed Arrangements

In order for Ubico to undertake the material bulking operation it will need to acquire the necessary capital equipment, and an inventory estimate needs to be established which both CBC and Printwaste agree upon. Currently this work is in hand and therefore for the purposes of this report a prudent approach has been taken and a capital cost of £390K has been used as this is based on purchase of equipment.

Ubico has estimated its annual revenue costs of operating the materials bulking facility as £265K, which includes asset rental costs of £40K p.a. representing the cost of borrowing to finance the capital expenditure. However, if Ubico undertake the bulking materials work then there would be no handling fee (£45K per annum) and if this amount was taken off the annual running costs it results in a total cost to Ubico of £220K per annum for running the bulking facility.

Using the central range assumption of additional income of £272K per annum and annual running costs of £220K per annum, then the net income to the General Fund would be £52K per annum. In view of the need to identify on-going annual revenue savings within the Medium Term Financial Strategy, and if the Cabinet is minded to do so, the purchase of capital equipment could be funded from capital receipts which will increase the net income to the General Fund to £92K per annum.

Anticipated Budget

Estimated Gross Income	(276k)
Estimated Gross Expenditure	195k (this excludes handling charge CBC currently pay)
Estimated Additional Net Income	(81k)

Marketing Arrangements

It is proposed that the one off cost of up to £5K for the material sales expert adviser should be financed from the additional income which the Council is expected to receive and it is not anticipated that any further expenditure would be required for the JWT to take on this task.

If in the future, further JWC partner's material is marketed by the JWT, then dependent on the quantity of work a FTE might need to be employed to undertake this role on a part or full time basis. In this case the costs would be equally shared amongst the partners benefiting from this work at that time.

Options appraisal

1) Ubico to undertake recycling material bulking at Swindon Road & JWT to manage material sales on behalf of CBC

Advantages

1. The potential to develop expertise of material bulking in Ubico, which could be beneficial to other partners as they join;
2. The potential to develop the expertise in the JWT and to market materials for other areas or other material streams from partners within the JWC;
3. Potential to maximise revenue by eliminating third party margins whilst still obtaining best prices
4. The potential to extend operations to take further recycled materials without the need for varying a contract;
5. Easier to control the quality of recyclable material collected at the kerbside because of the greater feedback loop from Ubico bulking staff to Ubico collection crews

Disadvantages

1. Up to £390k capital costs will be required to purchase the necessary equipment to enable Ubico to run the facility;
2. Currently limited experience of material bulking & sales within Ubico and the JWT

2) Re-procure the material bulking & sales contract

Advantages

1. Responsibility would fall to a waste management company which has experience of material bulking and sales;

Disadvantages

1. High procurement costs
2. The Council would be tied in to a contract for a set period of time with little opportunity for change and which would be more expensive than the Ubico/JWT option due to operating profit being applicable
3. Opportunities for experience to be gained by Ubico and the JWT would not be available;
4. Opportunities for other partner authorities to use CBC facility would not be available;

3) Do nothing

1. Doing nothing is not a viable option as the current contract with Printwaste is due to expire in April 2015 and can only be extended for a short period of time – suggested up to 6 months.

Recommendation

1. Ubico take on the dry recyclable material bulking operation after the Printwaste contract extension expires;
2. CBC takes back responsibility for the sale of the dry recyclable material and makes arrangements for the day to day management of material sales to be undertaken by the JWT;

Financial benefits summary

Using the central range assumption of additional income of £272K per annum and annual running costs of £220K per annum, then the net income to the General Fund would be £52K per annum. In view of the need to identify ongoing annual revenue savings within the Medium Term Financial Strategy, and if the Cabinet is minded to do so, the purchase of capital equipment could be funded from capital receipts which will increase the net income to the General Fund to £92K per annum.

High level implementation plan

- Sign off business case – 9th December 2014
- Cabinet approve recommendations in materials bulking and sales report – 9th December
- Conduct independent valuation of Printwaste plant and equipment – December 2014
- Conclude negotiations on contract extension and value of plant and equipment with Printwaste – January 2015
- Project inception and PID sign-off – January 2015
- Project run period with completion of outputs defined in PID – January to October
- Go-Live, Ubico take over responsibility for recycling materials bulking – October 2015
- Go-Live, JWT take over responsibility for recycling material sales – October 2015

Risk Assessment

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
1	If Ubico cannot implement the new operational arrangements by the end of the contract then the Council will need to put in contingency arrangements for the bulking and sale of dry recyclable material	Rob Bell	9.12.14	4	3	12	Reduce	1. Project in place and sponsored by MD Ubico to implement changed service within timeframe 2. Current provider aware of contract termination and scope available to further extend temporarily	1.1.15 9.12.14	Rob Bell Scott Williams	
2	If Ubico do not have previous experience in materials bulking and transfer then the quality of dry recyclable materials might be compromised leading to a reduction in sales income achieved	Rob Bell	9.12.14	4	2	8	Reduce	1. Staff TUPE from current provider or training of new employees to required standards 2. Ubico Managing Director has legal responsibility for health and safety of workforce	October 2015 October 2015	Julie McCarthy Rob Bell Rob Bell	

								<p>under current contract</p> <p>3. Project plan will include workforce requirements including operations training and health and safety</p> <p>4. Regular inspections of material quality to be completed by Ubico management team</p> <p>5. Monthly H&S inspections to be carried out by qualified member of the JWT</p>	<p>1.1.15</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Rob Bell</p> <p>Rob Bell</p> <p>Scott Williams</p>	
3	If the JWT does not have any previous experience in marketing dry recyclable materials or the relationships in place with the material re-processors then the JWT will not secure 'off-take' of the material or achieve best value for the material sold	Pat Pratley	9.12.14	4	3	12	Reduce	<p>1. Expert adviser to support the JWT with setting up marketing and sales operation</p> <p>2. Members of JWT have some experience of the work already</p> <p>3. Resilience will be built within the team by more than one officer being responsible for marketing</p>	<p>1.4.15</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Scott Williams</p> <p>Scott Williams</p> <p>Scott Williams</p>	

4	If Ubico were to have a problem with the operation of the bulking material facility then officers would need a contingency plan in place to ensure the bulking operation could recommence as soon as practicable to protect the income stream	Rob Bell	9.12.14	3	2	6	Reduce	<p>1. Ubico will make suitable business continuity plans to allow for the continued acceptance and bulking of materials collected should there be any significant breakdown or failure of equipment or plant or unavailability of operatives</p> <p>2. Ubico will identify alternative material bulking providers in the area</p>	October 2015 October 2015	Rob Bell Rob Bell	
5	If Printwaste Ltd is unwilling to sell the plant and equipment it owns within the material bulking facility then the business case viability could be compromised	Scott Williams	9.12.14	3	3	9	Reduce	<p>1. Conduct independent valuation of the plant and equipment used on site</p> <p>2. Conclude negotiations with Printwaste regarding settlement cost of capital equipment</p> <p>3. Lease arrangements to confirm agreed capital settlement</p>	1.1.15 1.1.15 1.1.15	Scott Williams Scott Williams Scott Williams	

								4. Ubico to identify alternative plant and equipment providers	1.4.15	Rob Bell	
6	If the JWT does not consider the material marketing and sales from an environmental as well as monetary perspective then there is a risk that there may be a negative environmental impact	Scott Williams	9.12.14	3	3	9	Reduce	1. JWT Head of Service pioneered the publication of open information regarding marketing and use of materials 2. CBC environmental requirements will be fed into the procurement process conducted by the JWT	1.4.15 1.4.15	Scott Williams Scott Williams	
7	Market fluctuations in material value might lead to CBC income being affected	Scott Williams	9.12.14	3	2	6	Reduce	1. Longer term contracts will be sought which include floor and ceiling price constraints to protect income.	Ongoing	Scott Williams	
8	If Ubico decide to take recycling from other partner areas of the JWC and vehicles are travelling further to deposit loads then this may have a negative environmental impact	Rob Bell	9.12.14	3	3	9	Reduce	It is anticipated due to the distances involved that all new partners would have their own bulking arrangements in place as part of their procurement of a	Ongoing	Rob Bell	

								suitable operations depot			
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Appendix A: Evaluation of Material Bulking and Marketing Arrangements - Updated

Report for Cheltenham Borough Council

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05 September 2014

Report for:

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Prepared by:

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Our thanks to Scott Williams and Rob Bell for providing information on the current contractual situation and the proposed cost of facilities for equipping a bulking facility

Disclaimer

Eunomia Research & Consulting has taken due care in the preparation of this report to ensure that all facts and analysis presented are as accurate as possible within the scope of the project.

However no guarantee is provided in respect of the information presented, and Eunomia Research & Consulting is not responsible for decisions or actions taken on the basis of the content of this report.

Contents

<u>1.0</u>	<u>Scope of the Work</u>	1
<u>2.0</u>	<u>Current Service</u>	1
<u>3.0</u>	<u>Material Income Review</u>	2
<u>3.1</u>	<u>Materials Pricing Report</u>	2
<u>3.2</u>	<u>Paper</u>	2
<u>3.3</u>	<u>Glass</u>	4
<u>3.4</u>	<u>Cans</u>	5
<u>3.5</u>	<u>Plastic</u>	6
<u>3.6</u>	<u>Card</u>	7
<u>4.0</u>	<u>Estimates of Overall Revenue Benefits of JWC Bulking and Marketing</u>	8
<u>5.0</u>	<u>Risk and Benefits</u>	9
<u>5.1</u>	<u>Benefits</u>	9
<u>5.2</u>	<u>Risks</u>	10
<u>6.0</u>	<u>Next Steps</u>	10
<u>7.0</u>	<u>Conclusion</u>	11

Scope of the Work

Cheltenham Borough Council (CBC) currently provides a borough-wide kerbside collection of recycling, food waste, garden waste and residual waste through Ubico, a company jointly owned by CBC and Cotswold District Council.

All dry recyclates are offloaded and bulked at the Swindon road depot. Residual and garden waste is delivered directly to Wingmoor Farm.

The service is currently provided under contract with Print Waste Ltd, though the ownership of the current bulking facility is with CBC. It is understood that CBC are looking to determine for whether it is in its best interest to retender this contract or take in-house and directly operate it (partly through UBICO), starting in 2015.

The purpose of this report is to evaluate the relative costs, risks and benefits associated with taking the marketing and bulking of the current kerbside collected dry recyclable material in-house. It forms part of CBC's overall business case for this decision. The scope of the work was agreed as:

- To review the historic prices paid under the Print Waste contract and to compare to high, medium and low prices that could have been obtained by direct selling over the same period.
- To review the financial and non-financial benefits and risks associated with taking the service in-house versus renewing the Print Waste contract. Give due consideration to the potential for additional material (household and commercial) to be received from partner authorities.

This report was originally written in September 2013 and has now been revised (in July 2014) with updated material price comparisons.

Current Service

Currently the following materials from the kerbside and from bring sites are bulked at Swindon road:

- Paper
- Card
- Mixed Glass
- Mixed Plastic bottles
- Mixed Cans
- Food Waste

Cans and plastic are collected mixed at the kerbside. Note that food waste is out of scope of this report.

Print waste is responsible for:

Evaluation of Material Bulking and Marketing Arrangements

- Offloading stillage vehicles;
- Sorting mixed cans and plastic in Steel, Aluminium and Mixed bottles, using a simple overband magnet and eddy current separator set up;
- Baling the materials that are collected in relatively low volumes – plastic, metals & card;
- Arranging for transport of materials to reprocessors and loading haulage vehicles; and
- Material marketing

Print Waste also handles some other waste from the Joint Waste Committee (JWC) contracts, and bulking for Tewksbury's commingled collections. These are carried out through a range of contracts that Print Waste operates with these other parties.

Material Income Review

The current arrangement sees Print Waste pay a fee per tonne for each material stream, which is reviewed every three months. A per tonne charge for bulking is made for paper and glass. For our comparison we have taken the sum of both figures and compared it to what could be expected from direct sale of the material, such as could be expected were Ubico operating the site itself. Clearly this revenue needs to be offset against the additional cost of operating a bulking facility at the Swindon Road depot.

Materials Pricing Report

The Materials Pricing Report (MPR) is compiled by WRAP and gives an indication of changes in the market across grades. It lists a low and high price for each material per week. We used our experience to estimate what sort of grade of material would be expected from kerbside sorted collections and whether we could expect it to be marketed for the MPR high or low price.

All prices are assumed to be ex-works. However for card, plastic and cans it is assumed that the recyclates are sold as bales of appropriate size and density.

Paper

Separately collected paper in the 'News and PAMs' grade can expect to attract a premium. There are three main direct outlets in the UK:

- Aylesford Newsprint
- Palm
- UPM Shotton

In addition there are brokers and export options.

Based on our recent experience with reprocessors and sellers of this material grade, we would expect CBC to be able to obtain at least the MPR high price and usually a premium of about £10 over this. The best value for this material is likely to be achieved by agreeing a fixed length contract to supply, with a floor price and a tracker to the MPR (or similar) index. Figure 1 shows the prices from the MPR mapped against the actuals from Print Waste, from April 2011 to June 2014.

1. Figure 1: Analysis of Prices per Tonne for Paper, April 2011 to June 2014



The table above shows the historic comparison of the net income per tonne to the council and the likely direct selling price of the material. The paper high price is the MPR high. Over the course of the 39 months in the analysis the average difference between the MPR high price and the Print Waste price was £40.73 per tonne. The difference is reasonable consistent over the whole period with only 3 months in which the difference was less than £30 per tonne and 6 months in which the difference was over £50 per tonne. The most likely explanation for this is that prices are fixed for three months and the market has shifted sharply over that period. We have modelled the difference between the MPR high price and the Print Waste price to be conservative, although as stated above we could expect a premium of around £10 per tonne above the MPR high price.

Glass

Currently glass is collected mixed although historically some colour separated glass has been sold. We have assumed all glass is mixed, although as we are concerned with relative income, should greater colour sorting occur then this should not impact on the relative business case.

Based on our experience with reprocessors and sellers, we believe that the MPR high price for mixed glass is a good central assumption. It should be noted that although historically very consistent, recently they have become much more volatile due to a historic issue with large scale PRN fraud leading to under supply against the Packaging Regulation target.

We have assumed a best case scenario of + £5 and worst case of -£5 adjustment to MPR high value. We are aware of some kerbside collected glass being sold for MPR +£20, but although the market has settled after last year's volatility we have been cautious.

2. Figure 2: Analysis of Prices per Tonne for Mixed Glass, April 2011 to June 2014

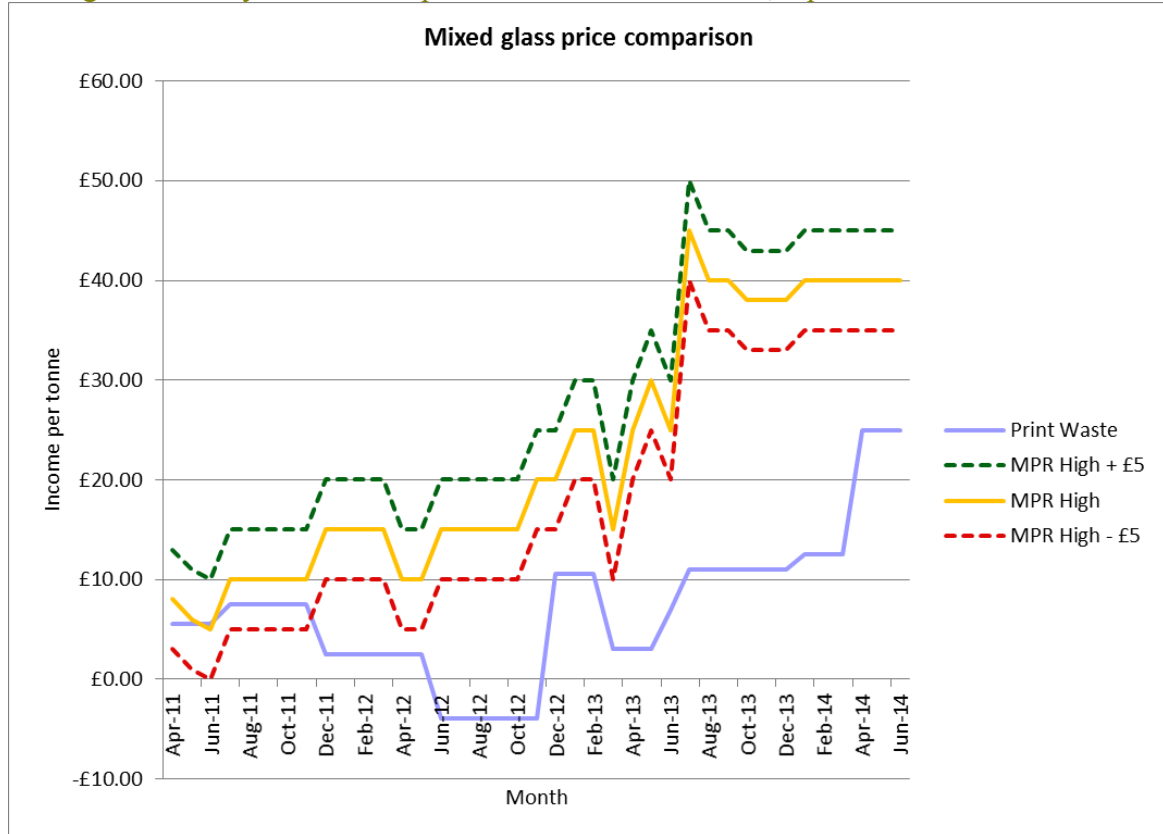


Figure 2 above shows the historic comparison of the net income per tonne to the council and the likely direct selling price of the material. Over the course of the 39 months in the analysis the average difference between the MPR high price and the Print Waste price was £15.82 per tonne; the difference increased significantly recently and the average difference from June 2012 to June 2014 was £21.48.

Cans

Currently cans are collected mixed with plastic from the kerbside, with smaller quantity of material collected separately from the bring sites. In an in-house bulking scenario, all cans would be sorted on site and baled. Aluminium and steel would be sold separately for different values. Aluminium is worth considerably more than steel (currently £710 versus £125). Therefore the ratio of these materials is important to the overall income. We have assumed 20% of the mix by weight is aluminium, which is historically typical for such collections, although we have observed a gradual rise in the percentage of aluminium which is likely to continue over the next year due to a number of the major packaging companies shifting to the material. Our central assumption is the MPR high price for both materials because the mixed cans come from a kerbside sort container stream, which means that there is no contamination

with other streams of recyclables which would negatively impact the quality of the product.

3. Figure 3: Analysis of Prices per Tonne for Mixed Cans, April 2011 to June 2014

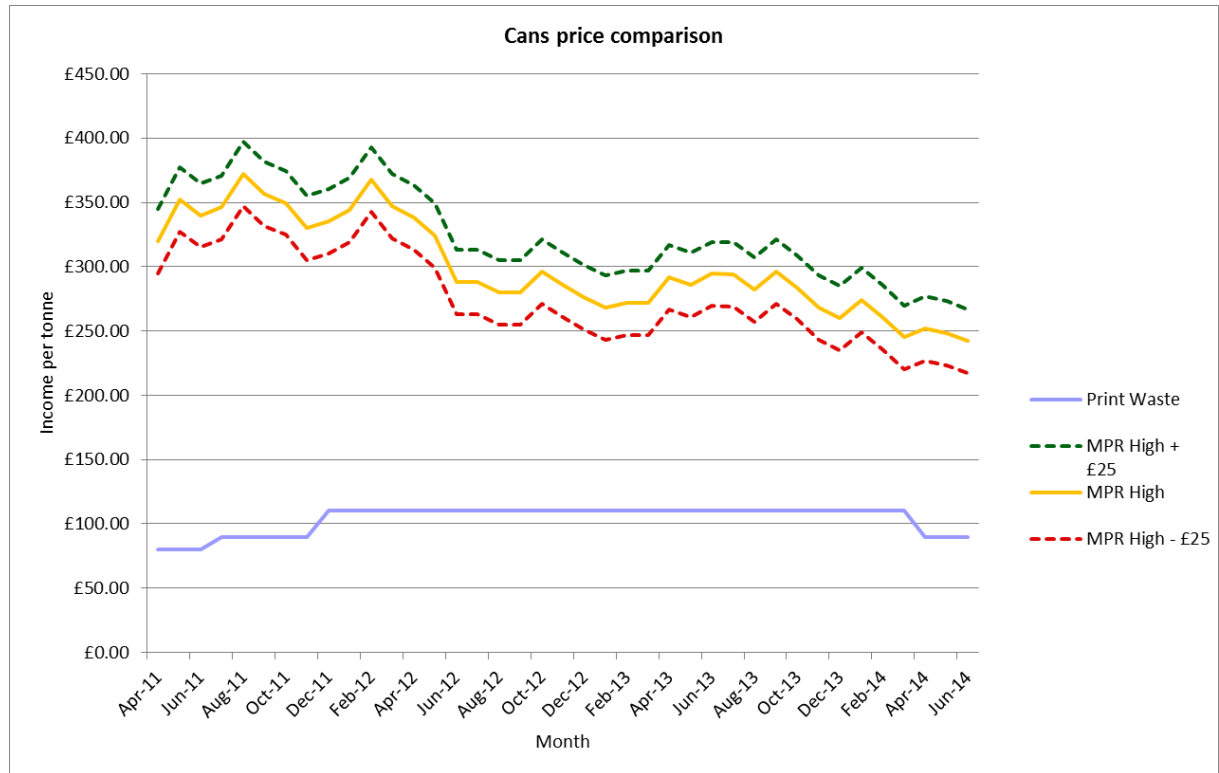


Figure 3 above shows the historic comparison of the net income per tonne to the council and the likely direct selling price of the material. Over the course of the 39 months in the analysis the average difference between the MPR high price and the Print Waste price was £196.58 per tonne. This may seem very high, however it is important to note that the cost of sorting and bulking (per tonne) of this very light material will be high and is likely to account for most if not all of this difference. The difference has decreased over the period; the average difference from June 2012 to June 2014 was £167.78.

Plastic

Currently plastic bottles are collected mixed with cans at the kerbside, with smaller quantities collected separately at bring sites. The price of plastic varies depending on the composition and particularly how much non-bottle plastic is collected.

4. Figure 4: Analysis of Prices per Tonne for Plastic Bottles, April 2011 to June 2014

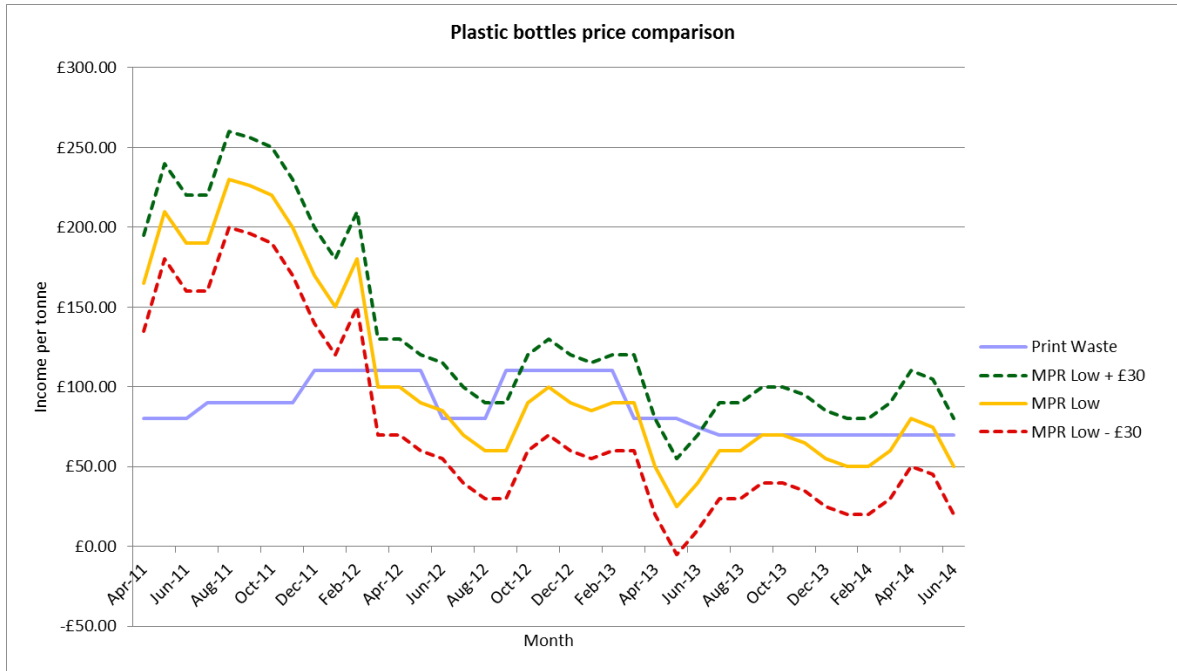


Figure 4 above shows the historic comparison of the net income per tonne to the council and the likely direct selling price of the material. The grade used for the plastics price was mixed polymers, the specification of which includes PET and HDPE bottles plus packaging with SPI Polymer identification numbers 1-7. The MPR low price was used to account for the non-bottle plastic. The variability of the index to some extent reflects the wide range of materials and packaging types that it covers. Over the course of the 39 months in the analysis the average difference between the MPR low price and the Print Waste price was £17.85 per tonne. However, unlike the other materials, the picture is much less clear and since early 2012 the Print Waste price has often been between the MPR low and MPR low plus 30 prices; the average difference from June 2012 to June 2014 was £15 less than the MPR low price.

This may be due to the fact that the material is higher quality (due to being collected in a container-only stream, as discussed above) and attracting a premium. However it would suggest caution in assuming too high a value for the plastic stream, without a more thorough understanding of its composition. As the plastics stream is a small tonnage relative to paper and glass, the uncertainty around the value does not have a significant impact on the overall financial case for the bulking facility.

Card

Kerbside card will contain a high level of grey board and non-corrugated card rather than the more homogeneous OCC grade stream that one might expect from collections of recycling from commercial customers. Therefore we have used the low MPR price for OCC as our central assumption, which is typical for such material if baled. Our high price is the MPR low plus £10 per tonne and the low price is the MPR low minus £10 per tonne

5. Figure 5: Analysis of Prices per Tonne for Card, April 2011 to August 2013

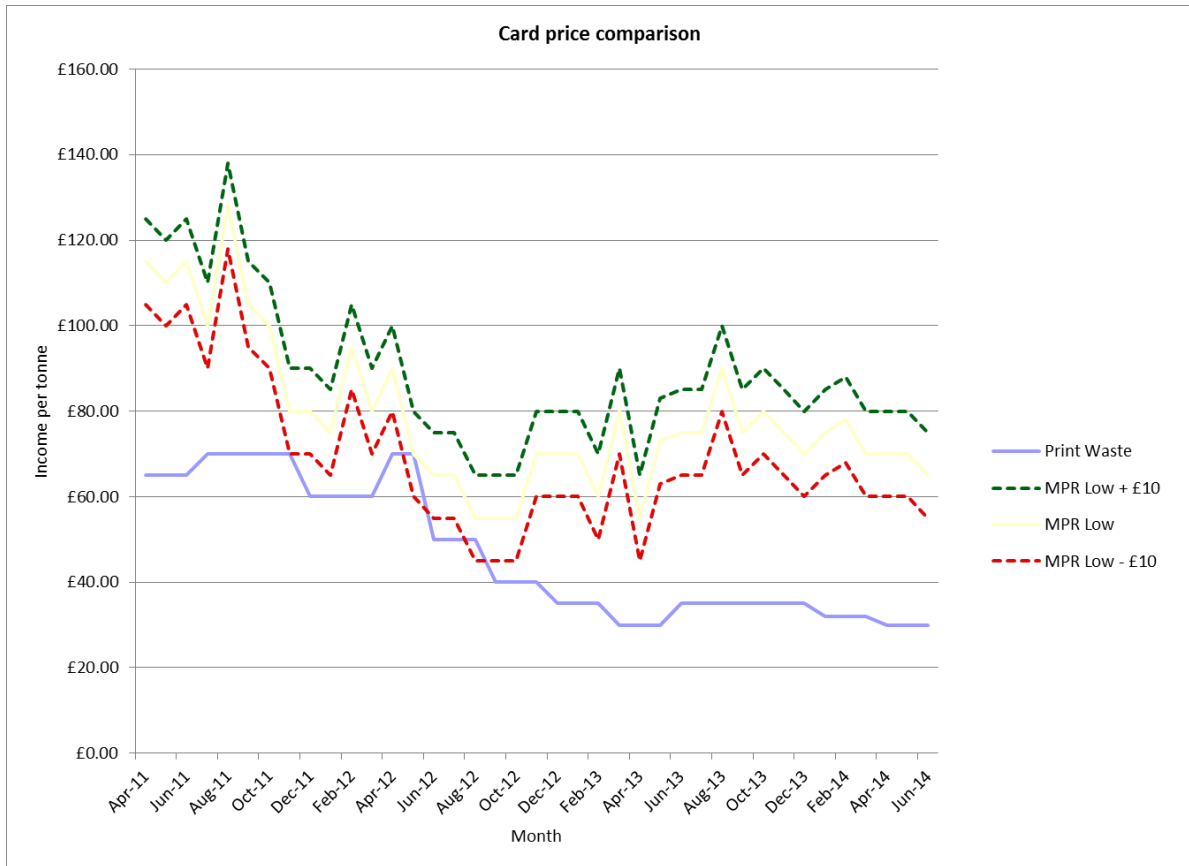


Figure 5 above shows the historic comparison of the net income per tonne to the council and the likely direct selling price of the material. Over the course of the 39 months analysis the average difference between the MPR low price and the Print Waste price was £32.38 per tonne. The average difference has been relatively stable over the period.

Estimates of Overall Revenue Benefits of JWC Bulking and Marketing

Table 1 shows the estimate of the additional income that could be achieved from direct marketing of materials, before any allowance for the operation of the bulking station is considered.

We have used the annual tonnage from 2012-13 for kerbside and bring alone, although it is important to note that additional tonnages would be likely to be processed through the site, both from other JWC contracts and also third party tonnage. Any growth in the tonnage received, whether through alternative sources or increased recycling will increase the total difference.

6. Table 1: Overall Difference in Revenues: Print Waste Versus In-house Scenario

Central Assumption	Kerbside (t)	Bring Sites (t)	Total (t)	Average Difference per tonne	Total Difference
Paper	3,138	437	3,575	£40.73	£145,611
Glass - Mixed	2,372	387	2,759	£15.82	£43,654
Cans	239	40	278	£196.58	£54,731
Plastics	238	75	313	£17.85	£5,591
Cardboard	454	264	718	£32.38	£23,237
Total	-	-	-		£272,824

Based on the central assumptions used in the above analysis we would estimate an additional £272,000 income per annum. Our range of sensitivity would be between £200,000 and £346,000 and we would have a high degree of confidence that the result would be within this range. The ranges we defined, which match those shown in the graphs in Section 3, are summarised in Table 2.

7. Table 2: Definition of the sensitivity ranges

Material	Central Assumption	Low end of range	High end of range
Paper (News and Pams)	MPR high	- £10	+£10
Glass - Mixed	MPR high	- £5	+£5
Cans (steel and aluminium)	MPR high	- £25	+£25
Plastics (mixed polymers)	MPR low	- £30	+£30
Cardboard (OCC)	MPR low	- £10	+£10

UBICO are currently working on an estimate of the cost of operating the bulking facility. Based on their work so far we would expect this to be under £250,000. We believe that there may be scope for this to reduce by procuring existing Print Waste equipment and reducing the manpower and plant that has been so far been envisaged (depending on throughput of other material). Therefore we would expect a small surplus to be made solely from the sale of CBC materials. However, given that additional activities would be carried out at the site, there is likely to be some additional income from the following:

- Other JWC materials (e.g. bring/kerbside/schools);

- Possible bulking of dry recyclates from CA sites (May Gurney/Kier have the contract but require bulking locations for the low volume materials – paper, cans, card); and
- Commercial recycling.

The only potential revenue stream that we have quantified would be the 340 tonnes of card and plastic bottles from Swindon Road. These could be bulked and baled with a £10 per tonne handling charge.

Therefore the potential revenue from the bulking operation is £276,000 and the running cost would be not more than £250,000. Ubico have historically been charged approximately £45,000 per annum by Print Waste for handling charges, which Ubico recharge to CBC. Removing Print Waste from the process would therefore mean that Ubico would not have to budget for the handling charges and so this £45,000 can be netted off against the £250,000 to give a net figure of £205,000 for running costs and avoided handling charges. This gives an annual surplus of £71,000 in the central scenario. It is assumed that the facility would not be running at full capacity and so more dry recyclables could be accepted were opportunities identified in the future, which could significantly increase the annual surplus, as the marginal cost of operation associated with increased volume would be likely to be minimal.

Risk and Benefits

In addition to the financial case described above, there are risks and benefits that would be associated with bringing the bulking and material marketing in-house. Some of the risks in the dry recyclate supply chain, such as changing composition, falling arisings due to economic slowdown, and problems with the quality of the material streams will be suffered by the in-house solution as well as the current contractor. The following sections focus on the particular benefits and risks associated with the in-house option.

Benefits

Bringing the bulking and material marketing in-house would deliver the following benefits:

- The operation could be used to market materials from other areas or other material streams in the area. For example, material from the Cotswolds and from commercial customers could be marketed by the same operation;
- The mix of contract and spot market recyclate sales could be chosen to fit the risk/reward profile that best suits the needs of the Partnership, rather than that which best suits the needs of the bulking contractor;
- The Partnership would extend its flexibility to add further recycled materials without the need for consulting Print Waste or amending the contract;
- It would be easier to control the quality of recyclate collected as there could be a feedback loop from bulking staff back to the collection crews, for example focussing on particular quality/contamination issues;
- The need to retender the current bulking contract (and future contracts) would be avoided, along with the risk of a lack of effective competition leading to a poor commercial outcome for the JWC;
- Longer term, prices of secondary materials are likely to rise faster than inflation in the general economy, as material availability and security are increasingly valued; and

- Bringing the operation in-house avoids the risk of the operator becoming insolvent (with the associated risk that assets could be seized and the operations interrupted);

Risks

An in-house bulking and material marketing operation would potentially suffer the following risks:

- The marketing operation would face directly the volatility of the market without the buffer of the bulking contract. This risk is limited as the contract has built in three month price reviews which ensure that Print Waste can adjust the price offered to account for material price changes;
- If the bulking operation were to stop as a result of a problem, then the issue would be the responsibility of the in-house operation to manage and resolve. Print Waste has a second site in the area which could be used as a 'back-up' in the event of a problem, whilst the in-house alternative would need to put contingency plans in place (either on a precautionary basis or with very short notice);
- The bulking operation would have limited material sales experience. Experienced personnel could be taken on (with the associated cost) or the skills and experience could be developed internally, which would take some time; and
- The bulking operation could incur additional costs (e.g. overtime in the event of equipment breakdowns), whereas the current operation is a fixed priced service. In reality the current service is priced to take account of the operator's estimate of costs associated with typical levels of down time.

Next Steps

Having considered this report, it is suggested that these steps then follow:

- It is suggested that the costs of procuring and running the facility are further refined. The option of procuring some or all of the equipment that Print Waste already have on site should be investigated as this may reduce the investment cost and speed up mobilisation;
- Mobilisation should be planned well in advance to ensure that timescales do not become tight, which may increase the cost of the changeover from Print Waste to Ubico; and
- If the development of the Ubico bulking facility is to go ahead, then trading strategies for marketing each material should be developed. These may include a combination of fixed price contracts where available/applicable/desirable, variable pricing based on an index (and ideally floor price), and use of the spot market. Eunomia are well placed to provide advice on this aspect.

Conclusion

The cost of running a materials bulking and marketing facility on the site of the current Print Waste one should not exceed £250,000 (including investment costs annualised over 10 years). Netting avoided handling charges historically paid by Ubico would bring this figure down to £205,000. It is expected that the current throughput of CBC dry recycle materials would earn in the region of £276,000. Including a very small contribution from handling Swindon Road materials the annual surplus from Ubico running the facility would be around £71,000 in the central scenario.

If the running cost of the facility could be decreased, for example by buying the Print Waste existing equipment, and reducing some of the man power and plant that has been assumed necessary, then the business case becomes more secure. Additionally, the business case should take into account the potential for further throughput (for example by more aggressive sales of Ubico's commercial recycling offering), and the balance of strategic benefits over the risks of running the facility.

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Information/Discussion Paper

Overview & Scrutiny Committee – 27 April 2015

Update on the recommendations of the dog fouling scrutiny task group

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 Members have requested an update on the recommendations of the scrutiny task group on dog fouling, which were subsequently adopted by Cabinet on 15th April 2014.

2. Summary of the Issue

- 2.1 A review of dog fouling was initiated by the Overview and Scrutiny Committee in July 2013 and a task group was set up with defined terms of reference.
- 2.2 Following a number of meetings and site visits, the scrutiny task group came up with 13 recommendations to enhance efforts to reduce dog fouling in Cheltenham.
- 2.3 The report of the scrutiny task group was considered by the Overview and Scrutiny Committee (O & S) on 3 March 2014, and Cabinet subsequently approved the recommendations on 15th April 2014.
- 2.4 Since the O&S review of dog fouling, the Community Protection team has been moved to the newly formed Environmental & Regulatory Services Division along with the rest of Public Protection. The anticipated fast-track commissioning review has evolved into the REST project (Regulatory and Environmental Services Transformation). The second phase of REST commenced on 1st April 2015 and is a radical systems thinking service review of community protection work such as envirocrimes, dog-related issues, and the implementation of new powers under the Anti-Social Behaviour, Crime and Policing Act 2014.
- 2.5 The improved or new processes relating to community protection work (including dog fouling) will be designed from the customer's perspective to support the service purpose of a clean and safe town.
- 2.6 There has been a decline in the directly available resource to tackle dog fouling since the recommendations of the STG. For example, a post has been seconded to licensing enforcement, and the team have additional duties in side waste enforcement. However, the systems thinking review will quantify resourcing shortfalls after service prioritisation has occurred, and any business cases arising will be escalated for appropriate consideration.

3. Summary of information

3.1 The following table provides an update for each STG recommendation, and highlights any issues with implementation. Section 4 discusses next steps that Members may wish to consider to progress the issue further.

Dog fouling STG recommendation	Narrative
<p>1. Ensure press releases are issued to provide information about the council's efforts to tackle dog fouling and successful enforcement action.</p>	<p>Press releases have been issued about dog awareness days in various locations such as Springfield Park and Clyde Crescent, as well as about responsible dog ownership enforcement. Updates have also been provided internally through the fortnightly Leaders Briefings.</p> <p>The recent Keep Britain Tidy campaign pilot was also promoted in the local press by our Green Spaces partners in the project.</p>
<p>2. Introduce bin stickers to highlight that bagged dog waste could be disposed of using standard public litter bins / investigate sponsorship opportunities of bins</p>	<p>Dog owners can now dispose of faeces in any litter bin, using any bag. Although the Community Protection team do not have responsibility for bins or their related signage, we discussed the use of waterproof stickers on standard litter bins as part of the wider joint waste strategy. These are now being deployed by Ubico.</p> <p>The team have not investigated sponsorship opportunities for dog waste bins because dog waste can be placed in standard litter bins so this would be an unnecessary expense. At the time of the STG report, Members were informed that it costs £380 to £400 to install a dog waste bin with an annual cost to the council of £5630 for the emptying and haulage of these dog waste bins.</p> <p>During the pilot of the Keep Britain Tidy 'we're watching you' campaign, promotional bin stickers were used in trial areas. These reinforced the message that any litter bin can be used for dog waste, as well as providing a visual glow-in-the-dark reminder that dog fouling offences can be reported to the council for investigation. Please see item 5 on this table for more information about the campaign.</p>
<p>3. Increase the use of dog floor stencils/blue spray circling</p>	<p>Increased floor stencilling has taken place in areas where reports of dog fouling indicate it would be of benefit – examples include entrances to parks like Caernarvon Park and on footpaths. Spray circling is also used to measure the incidence of fouling (eg Hatherley Park). To some extent, these measures can act as a deterrent to potential offenders as it is clear the council's officers are monitoring the area –</p>

	<p>however, some members of the public feel antagonised by this approach and would rather resource went to clearing the faeces.</p> <p>Stencils continue to be used where the ground is suitable and particularly where there is an 'entrance' to the dog fouling location such as a park gate or footpath barrier. However, there is no local evidence to suggest the use of stencils/spray reduce dog fouling as initiatives on their own. The situation is more that an increased visible enforcement presence has a temporary improvement on an area that subsides soon after the resource is redeployed.</p>
<p>4. Investigate funding streams or sponsorship to reintroduce free dog waste bags in targeted hot spot areas</p>	<p>This action has not been progressed as it does not support the current policy of the joint waste committee strategy. Dog faeces can be placed in any bag (eg carrier bag, nappy bag, bread bag, food bag) and to reintroduce branded dog waste bags may suggest that they are the only suitable receptacle. The message is that any bag can be used as long as the faeces is picked up. Para 4.2.7 of the STG report noted that 'Evidence has also suggested that despite the council withdrawing free dog bags several years ago, people were purchasing and using their own which were now very widely available for as little as £1 for 200 bags', which also indicates this action is not a priority, and in fact, may not even be appropriate.</p>
<p>5. Initiate hard-hitting anti-dog fouling campaigns</p>	<p>The community protection team engaged in a Keep Britain Tidy dog fouling campaign with the Parks Department. The campaign involved 4 dog fouling hotspot areas (Warden Hill footpaths around the primary school; KGV playing fields; Springfield Park and Sandford Park ornamental side) and a count/cleanse of dog faeces deposits was carried out first to provide baseline data. Glow in the dark posters with the 'we're watching you' message were displayed, along with the use of bin stickers. The team then revisited each area weekly to see if there was an increase or decrease in fouling incidence. Priors Farm was chosen as a control site, which meant no posters were displayed, although deposits were sprayed and counted. The aim of the trial was to see if the posters had an effect on people's behaviour.</p> <p>The results demonstrated a 41% reduction in fouling incidence overall, with the greatest decrease in Warden Hill of 74% (from 72 original deposits to 8 new ones in the final week). However, the larger parks did not experience the same decrease with KGV falling by 6% (from 152 deposits to 77) and</p>

	<p>Springfield Park decreasing to 3% (from 183 to 151). This may be because the centre of those areas are a considerable distance from the posters around the perimeter.</p> <p>The trial was resource intensive in that it took 76.3 officer hours to achieve the overall 41% reduction across all trial sites. For example, in Warden Hill this equated to 15 minutes of officer time for every less deposit. In Sandford Park and KGV this works out approximately 25 minutes of officer time for each less deposit. It is interesting to note that the control site of Priors Farm saw a 61% reduction despite not displaying posters which indicates the visible presence of the council may be a contributory factor. There was no increase in reported dog fouling offences as a direct result of the campaign.</p> <p>It is recommended that the use of the glow in the dark posters is deployed to tackle hot spot areas along with spot monitoring.</p>
<p>6. Provide better information on the website/use social media to get the anti-dog fouling message across</p>	<p>The team have explored having a facebook or twitter presence dedicated to responsible dog ownership issues such as cleaning up after fouling, and preventing dogs from straying. The advice from the communications team is that the content is unlikely to be enough to ensure daily interest, so the preference is to use the corporate accounts to communicate these messages. There are plans to develop this, along with the website, if resource becomes available.</p> <p>The use of the internet and social media is likely to be explored further as part of the systems thinking review to improve service delivery.</p>
<p>7. Continue to encourage and attend community events</p>	<p>There has been a series of responsible dog ownership awareness days over the summer of 2014 with various partners. Anti-dog fouling has been the key message delivered by the team.</p> <p>The team are highly unlikely to have the resource to attend similar events this year due to the service review taking priority. Although attendance is useful in theory to promote awareness and education, the team have found that the public who engage with them tend to be dog owners who are already responsible. The incidence of dog fouling in that park or area quickly returns to its usual level once uniformed officers leave.</p>
<p>8. Introduce a regular programme of visits and work by Community</p>	<p>Not actioned due to insufficient resource. The team have, however, honoured existing commitments such as talks for the police cubs, and partner events such</p>

<p>Protection Officers in schools</p>	<p>as dog awareness days.</p>
<p>9. Encourage public involvement in tackling dog fouling/build on the Partners and Communities Together (PACT) initiative</p>	<p>The PACT initiative has been disbanded due to lack of resource to lead it. However, the team have engaged with other council services who may be able to acquire funding to tackle dog issues (for example, the commissioning team and park rangers) with the aim of involving the public through a strength based approach. The public have also been encouraged to tackle dog fouling through the dog awareness days, and the ‘We’re watching you’ campaign in trial areas promoted reporting mechanisms for offences.</p> <p>As part of the emerging processes from the current service review, the team are trialling the use of dog fouling monitoring logs to engage the strength of the local community. The primary outcome our customers tell us they want is to have the faeces removed, but they are also keen that perpetrators are penalised. The logs have a two-fold aim:</p> <p>a) to deliver the message that the council and local communities are working together and offenders could be ‘spotted’ at any time of the day or night.</p> <p>b) to target the team’s resource at hot spot areas based on evidence supplied.</p> <p>It is too soon to evaluate the effectiveness of the monitoring logs, but early indications are highly encouraging. In the (long) pilot street, the incidence of fresh deposits fell from 50 to 0 in the two weeks after the logs were delivered to every resident. Interestingly, no logs have been returned yet.</p>
<p>10. Trial a multi-agency approach – undertake joint patrols with CPOs and PCSOs to demonstrate positive cross service support for this exercise, work together with Cheltenham Borough Homes on this issue</p>	<p>The team does not have control over the work of the police or CBH, but has worked with these partners where their priorities and resources permit. Examples are working with the PCSOs on patrols of the Honeybourne Line and briefing CBH teams on the work of the CPOs.</p> <p>The community protection provisions of the new ASB legislation will result in a multi-agency approach to activities that impact negatively on the quality of life of a community or area, including irresponsible dog ownership.</p>
<p>11. Investigate opportunities to use mobile CCTV in dog fouling hotspot areas; improve signage along with targeted enforcement in hotspot areas</p>	<p>The acquisition of mobile CCTV was not possible as no budgetary provision was made to implement these recommendations. We will take advantage of any opportunities such as sharing a camera with a partner or the police, although their priorities will be higher level crimes such as fly tipping and anti-social behaviour.</p>

	<p>There are legal considerations concerning the use of covert cameras, such as proving necessity for an authorisation under the Regulation of Investigatory Powers Act 2000 (RIPA). However, this will be explored further through the REST project.</p> <p>The team do increase signage where intelligence suggests it is necessary and undertake targeted surveillance and enforcement as appropriate – for example, Caernarvon Park and Wells Close. The use of signage seemed successful in the Keep Britain Tidy campaign trial, and section 4 suggests how this could be taken forward.</p>
<p>12. Ensure the Community Protection Team has the resources to fulfil its duties in this area including seeking external sources of funding.</p>	<p>The financial implications of the Cabinet report stated that the recommendations would have to be delivered within existing budget. As a result, there are sometimes conflicting service demands and priorities. This will be addressed by the current service review (REST) as it will re-align our more efficient processes with customer requirements. It is likely that a business case for increased resource will arise from the review, however this may be linked to technology rather than staffing.</p> <p>External sources of funding are not currently an option for salaries but the team is exploring ways of thrifty service delivery – from making their own floor stencils to sharing costs with the Parks Manager for the Keep Britain Tidy glow-in-the-dark anti-dog fouling poster campaign (which also supported recommendations 1, 5, 6 and 9).</p> <p>The team are also keen to link with the resources of other services such as Commissioning and Green Environment (for example, if a community initiative were to be funded).</p>
<p>13. Publicise the good work the Community Protection Officers undertake across the borough</p>	<p>Carried out through press releases, public awareness days and Leaders' Briefings.</p>

4. Next Steps

- 4.1 Members may wish to approve an update to the original recommendations (as listed in the table at para 3.1) by way of this report, so that it reflects current council policy and position.
- 4.2 It is proposed that recommendations 1, 5, 6, 7, 9, 11, 12 and 13 are considered in the current review of the community protection service. Section 3 explains how these recommendations are being implemented where possible.

4.3 It is suggested that the following recommendations are not taken forward for the reasons given:

Recommendation 2: bin stickers have been introduced, and Ubico are the appropriate agency with regard additional bins and the emptying of them.

Recommendation 3: further increasing the use of stencils and sprays would not result in a proportionate reduction in dog fouling. However, the team will continue to deploy them as 'business as usual'.

Recommendation 4: for reasons given in table at para 4.1. Any bag can now be used to pick up dog faeces.

Recommendation 8: lack of resource to do this and proactively enforce/engage with customers.

Recommendation 10: specific dog-fouling multi-agency patrols are unlikely to occur, due to competing priorities of partners. However, the team will continue to work with partners on this issue, for example through case discussions.

4.4 The REST project will shape the future delivery of the dog fouling service, and this will be reported through the existing project mechanism for updating Members.

Background Papers	Cabinet report: https://democracy.cheltenham.gov.uk/documents/s12241/2014_04_15_CAB_OS_Dog_fouling_covering_report.pdf STG report: https://democracy.cheltenham.gov.uk/documents/s11849/STG%20Report%20Dog%20Fouling_WITHPHOTOSTEST.pdf
Contact Officer	Sarah Clark, Public & Environmental Health Team Leader, 01242 264226, sarah.clark@cheltenham.gov.uk
Accountability	Councillor Andrew McKinlay, Cabinet Deputy Development and Safety
Scrutiny Function	Overview & Scrutiny Committee

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Deprivation STG update on recommendations O&S - 27 April 2015

1.	Question for the Town Centre NCG Coordinator, Bernice Thomson
	<p>When and how were the recommendations agreed at Cabinet communicated to the Town Centre NCG group. (Recs 1,11 and 12)</p> <ul style="list-style-type: none"> - What actions are being taken by the NCG group to address crime and disorder issues in partnership with the police and CBC. (Rec 1) - Has the public protection team worked with the Town centre NCG to support community-led environmental action in the town centre such as community litter picks? (Rec 11) - has any feedback been given to O&S regarding the actions being taken by the group to promote integration and cohesion for residents and businesses in the town centre? (Rec 12)
	Response from Bernice Thomson
	<p>(Rec 1)</p> <p>The town centre NCG responds to issues raised by the businesses, residents and agencies that attend the meetings and will either take action as a group, where that is possible, or encourage the police or CBC to take action where it is more appropriate. Issues currently of concern to the NCG are street drinking, underage drinking and drug dealing/use in the town centre. Currently street drinkers are being dealt with by the police and the worst offender has recently been banned from the town centre. Through the NCG and CBC positive Activities funding Cheltenham West End Partnership employs youth workers to engage with the underage drinkers to provide them with support where possible. There are currently about 50 young people aged between 12 and 18 drinking in the town centre and causing problems particularly around McDonalds and Winston Churchill Gardens. The two youth workers that we can afford are not really enough to deal with this problem. Also our funding will be running out in a couple of months and we will have to stop this activity if we cannot secure further funding. On drug dealing we have agreed to encourage the reporting of drug dealing incident so that we can map activity. We have only just started doing this, not as yet with too much success, and we intend to extend the reporting beyond NCG members and ask businesses to participate. (the form we use is attached)</p> <p>(Rec 11)</p> <p>We are not currently planning any environmental actions, such as litter picks, as this has not been raised by NCG members as a major issue. We feel that UBICO do an excellent job of keeping the litter under control. The dumping of black bags and other rubbish on street corners is much more of an issue. The only environmental actions we are taking is to lead the proposed scheme to improve St Mary's churchyard.</p> <p>(Rec 12)</p> <p>I would expect to get an invitation from O&S to make a report and would be happy to do so at any time. This group, which is now known as Cheltenham Together, is very successful with about 20 different communities now engaged with the group. We have been successful in securing PCC funding for the group. We have also been given funding by Community Pride to hold a big event which will be taking place on June 6th in Winston Churchill Gardens. This follows a very successful smaller event in the Brewery in June 2014.</p> <p>As a more general point I would suggest that someone talks to Jeremy</p>

	Williamson as proposals on action around the lower high street will be going to the next meeting of the CDTF on 24th April. I have told Jeremy that it is important that anything the DTF does should not be done in isolation to O&S.
2.	Question for the Cabinet Member Development and Safety (Louis Krog)
	<p>- What initiatives are you are aware of that being taken by the project to reduce alcohol related violence to ensure that it is effectively addressing levels of crime in the area associated with the night time levy? (Rec 2)</p> <p>- How are the outcomes emerging for the Late Night Levy and any funding allocations reflecting the need to reduce the impact of night-time economy on local residents? (Rec 3)</p>
	Response from the Cabinet Member
	<p>(Rec 2)</p> <p>The reduce alcohol related violence (RARV) codes of practice were reviewed in 2014 and the revised and updated codes of practice will be published shortly. The majority of work on the RARV project over the last 12 months has been focused on revising and updating the codes of practice.</p> <p>Other recent crime prevention initiatives from RARV:</p> <ul style="list-style-type: none"> • Purchase of body worn cameras for the taxi marshals (funded through the PCC's Safe Days/Safe Nights fund). • Procurement of a new online exclusions database for day safe/night safe members (funded by Cheltenham Safe). • Adoption of a new leafletting code of practice for late night operators to eliminate problems and crime associated with NTE promotions. • Assessing more alcohol licensed premises for Best Bar None accreditation. <p>(Rec 3)</p> <p>The following projects have been awarded funding from the LNL income:</p> <ul style="list-style-type: none"> • Purple Flag - To appoint a Night-Time Economy coordinator that will secure and maintain Purple Flag status for the town centre. • St Pauls Streetwatch - St Paul's Streetwatch is a joint project between local residents, university students and the police, operating bi-weekly volunteer patrols to address issues of antisocial behaviour (nuisance, personal or environmental), and discourage and prevent crime. Funding has been provided for radios and lollypops. • Hub Bistro - Feasibility study to investigate the possibility of developing an alcohol-free venue for Cheltenham Town Centre that would provide a quality late night alternative to the current alcohol-centred late night economy. • Hello Cheltenham - The joining together of a number of agencies to purchase a multi-use, flexible community van for use by a variety of partners. • University Community Street patrol - The project expands and develops an existing programme: the University of Gloucestershire / Students' Union

	<p>operated “Superstars Xtra”, which is a voluntary scheme providing support to patrons of the Night Time Economy one day a week.</p> <p>The projects above were approved against the LNL outcomes criterion and the overarching expectation that they should be “aimed at reducing demand on policing and management of the night time economy as part of a preventative approach.”</p> <p>One other project is still be considered for funding.</p>
3.	Question for the Deputy Chief Executive, Pat Pratley
	Action relating to the development of a collaborative approach to drug dealing was a commitment in the 2014-15 corporate strategy. As the Lead Officer for this group can you advise what progress has been made against this? (Rec 4)
	Response from the Deputy Chief Executive
	As above, we have supported work on drug dealing through the Town Centre Neighbourhood Coordination Group. They have encouraged the reporting of drug dealing incidents so that they can map activity.
4.	Question for Cabinet Members Development & Safety and Housing, Councillor Peter Jeffries (Mike Redman)
	Has the proposal to Licence all private rented sector accommodation in the borough and the introduction of a more pro-active enforcement regime been considered as part of the scope of the REST project, specifically the strand looking at private-rented sector housing and what have been the outcomes, if any? (Rec 5 and 7)
	Response from the Cabinet Members
	<p>Key findings from the review are that there are a range of options open to the council to raise standards, but in order to fully inform our options in terms of introducing discretionary licensing arrangements then further work will have to be undertaken to drill down into the needs information. Cabinet have recently agreed for officers to go out to tender on a piece of work which which help inform the appropriateness of introducing Additional licensing or Selective Licencing and an Article 4 Directive across a number of wards around the inner town area, where the majority of the poorer quality housing is known to be.</p> <p>Once the council has received back bids for this piece of work, and potential costs understood, a further report will be brought to cabinet seeking approval to take this forward.</p>
5.	Question for the Housing and Communities Manager, Martin Stacey
	What, if any, greater promotion of the housing advice service, has been undertaken since October 2014? (Rec 6)
	Response from the Housing and Communities Manager
	This recommendation was taken to CBC's Housing & Support Forum, which is made up of key organisations delivering housing advice and housing-related support to households in need. The Forum set up a task & finish group to design a leaflet which details the services of agencies delivering housing related advice and support in Cheltenham. The agencies included in the leaflet are: CBH's Housing Options Service, Turning Point, CCPs' Advice and Inclusion Service, CHAC's work with rough sleepers and those with complex needs, GEAR, Trinity Garage, Open Door and P3's community based support service. The leaflet provides a summary of each of these services along with contact details etc. On the back is a map which shows where all of these services are located within the town.

	All of the agencies listed are responsible for distributing these leaflets in key places throughout the town, such as GP surgeries etc.
6.	Question for the Cabinet Member Clean and Green Environment (Pat Pratley)
	<p>When and how were the recommendations agreed by Cabinet relating to operational matters communicated to Ubico and the Joint Waste team</p> <ul style="list-style-type: none"> - Have the Joint Waste Team and Ubico considered the possibility of installing more communal waste and recycling collection points across the town centre and if so, what was the outcome? (Rec 8) - Have the Joint Waste Team and Ubico explored how best to provide information to take-aways and shops in the area about trade waste collection arrangements and if so, what are the outcomes? (Rec 10) - Have the Joint Waste Team and Ubico produced information on waste and recycling services in different languages and distributed these, to houses and shops in the town centre area? (Rec 9)
	Response from the Cabinet Member
	<p>When and how were the recommendations agreed by Cabinet relating to operational matters communicated to Ubico and the Joint Waste team</p> <p>(Rec 8)</p> <p>With the targeted approach to enforcing the no side waste and closed bin lid policy, it is perceived that it would be damaging to introduce a wide scale increase of communal waste points across the town centre as it would likely lead to an increase in waste being presented for collection. Similarly small communal recycling points rarely get used properly and often lead to an increase in waste due to the mix of waste which often isn't able to be recycled. The town centre households already receive a weekly waste collection service so properties with waste/recycling presentation or storage issues are dealt with on a case-by-case basis and the use of the recycling collection/bring bank schemes is promoted through the delivery of the updated waste and recycling service guide wherever practicable. Taking account of this, the current feedback from Ubico is that there doesn't appear to be a wide scale problem.</p> <p>(Rec 10)</p> <p>In 2014, the trade waste service was reviewed by Ubico and options for improving income whilst maintaining current costs were explored. It was demonstrated that the service is currently running close to capacity and so a dramatic increase in customers would lead to additional resources being required which would more than counter any improvement in income and actually result in an increase in budget expenditure. With this in mind the then Cabinet Member agreed to Ubico continuing to soft market the service along with the Councils customer service and public protection teams when they came in to contact with potential new customers, this includes take-aways and shops in the town centre.</p> <p>(Rec 9)</p> <p>Having recently completed the update of the waste and recycling service guide, work is now under way to identify the communities and associated languages which would benefit from a translated version along with a suitable delivery mechanism. Once confirmed, different versions of the guide will be produced and distributed accordingly.</p>

Overview and Scrutiny – 27th April, 2015

Briefing note

Future options for the Council's economic development function

1. Background

- 1.1 The Council supports economic development as a key corporate objective which cuts across a range of CBC activities and director responsibilities, including land use planning and development, asset management and tourism/promotion of Cheltenham. It is important that all these aspects are reflected in the strategic approach adopted.
- 1.2 The Council has received the final report from Athey Consulting entitled 'Cheltenham Economic Strategy: Developing Cheltenham as a business location – January 2015 – Final report: options, ideas and recommendations'.
- 1.3 The report, which has been the subject of a member presentation, summarised the analysis and findings of a project undertaken to support the provision of an economic strategy for Cheltenham, focusing in particular on the Borough's role as a business location.
- 1.4 Cabinet will be considering a discussion paper to inform thinking around how it would like to take forward its approach to economic development in the future having regard to the Athey recommendations, which will lead to the drafting of a more formal report with recommendations regarding the way forward, according to the timetable outlined below.
- 1.5 It is suggested that Overview and Scrutiny may wish to debate this issue and provide input to help shape the Council's approach to supporting economic development, which may well go wider than the issues raised in the Athey report.
- 1.6 The proposed timetable for considering options is set out below.

Date	Action
May 2015	Cabinet discussion regarding economic development
29 th June, 2015	Overview and scrutiny – to be consulted on draft Cabinet proposals regarding options for future support of economic development
14 th July, 2015	Cabinet meeting to determine shape of future Council support for economic development activity

2. Next Steps - in light of feedback from member presentation

- 2.1 We need to think about the conclusions of the report, how to respond to and resource the recommendations and who we work with to do so.
- 2.2 GCHQ is a major economic opportunity and needs to be addressed as such.
- 2.3 The Cheltenham Plan needs to include and address how we deal with our heritage stock and the Kingsditch industrial estate area as a priority.
- 2.4 It is suggested that the 'Town centre manager' role (or similar) should be extended beyond its current retail focus.
- 2.5 There should be closer working with the Chamber of Commerce, tapping into the potential of individuals.
- 2.6 Consider extension of the Taskforce model, with a focus on helping to deliver high value jobs.

3. Further issues which scrutiny may wish to consider

- 3.1 Does the Council need to have a clearer vision of how it wishes to support the economic development of the town, beyond that enshrined within the JCS and emerging Cheltenham Plan?
- 3.2 Do we want to re-commission the Council's economic development function and if so, do we want to do this directly, or in partnership with others?
- 3.3 In light of the Athey report, what specific areas would scrutiny like to see covered by the function in the future – are there any important areas which the committee thinks are missing?
- 3.4 Is there an appetite to extend or supplement the current remit of the Taskforce, or to create a new delivery vehicle to support local businesses and to offer support for the delivery of major cross-boundary strategic investment like Junction 10?
- 3.5 Are there specific areas where scrutiny would not want the Council to follow the suggested options, ideas and recommendations within the Athey Consulting report?
- 3.6 How does the council ensure that economic growth through, for example, tourism and the promotion of Cheltenham, are an integral part of the Council's future strategic economic development approach?
- 3.7 Have we got the funding and staff resourcing right for supporting economic development in the future, either alone or in partnership with others?

Mike Redman

Director Environmental and Regulatory Services

April 2015

O&S Task group	Purpose	Status summary	Nominations/Membership (chairman in bold)
KEY TO COLOURS			
	Active STGs		
	On hold		
	Completed		
	Standing group		
	Not prioritised by O&S		
Cheltenham Railway Station	To review the issues arising from the renewal of the Great Western Franchise in 2016. This would include understanding how this links with the proposals to refurbish the station.	The Leader suggested that O&S may want an STG to look at the franchise renewal and station improvements. The task group drafted a response to the Western Route Study which was tabled as a motion and agreed at Council before being submitted as the council's formal response. The group have met with representatives from Travelwatch South West, the Chamber of Commerce, Network Rail and Frist Great Western to date. They are scheduled to meet with a representative of Stagecoach West in May and will then finalise their report and recommendations in consultation with the Leader and/or Cabinet Member Development and Safety in June/July. The final report has been scheduled on the O&S work plan for September 2015.	Cllr Clucas, Murch, Whyborn , and Wilkinson, Payne and Mason
Cycling and Walking	To review the facilities for cycling and walking in the town.	O&S at its July meeting agreed to set up a STG to look at this issue. The timing was appropriate as any new road networks in Cheltenham currently being planned should be designed to facilitate cycling and walking. First meeting held on the 15/10 and task group agreed approach. The group continue to meet with various groups and representatives and their next meeting will be held on 28 April and a visit to Bristol is being planned. The final report has been scheduled on the O&S work plan for September 2015.	Cllrs Harman, Murch, Willimans, Wilkinson and Lillywhite
Members ICT Policy	To review and agree the Members ICT Policy.	O&S agreed to establish the STG on 03/11. No terms of reference agreed. Draft policy was considered by the task group at their meeting on 24/11. minor amendments agreed. Recommendations were agreed by O&S and noted by Cabinet in Feb 2015. Cabinet's response to the recommendations was agreed at Cabinet on 14 April 2015 and Democratic Services will now implement the recommendations. O&S will review progress in Feb 2016, if not before.	Cllrs Payne, Wilkinson, Murch, Babbage and Mason
Review of Public Art Governance	To review the current structure of the Public Arts Panel and its accountability.	The Cabinet Member requested O&S set up a STG to look at the governance of the Public Art Panel, its membership and terms of office and accountability and review the implementation of the recommendations from the previous scrutiny review on this topic reported to Cabinet in Dec 2011. Recommendations were agreed by O&S and noted by Cabinet in Feb 2015. Cabinet received a report on Cabinet's response to the recommendations and agreed to implement them. O&S have set a date for a follow up in Feb 2016, if not before.	Cllr Ryder and Cllr Payne represented O&S at the meeting with the Public Art Panel
Budget scrutiny working group	The working group's role is to develop the budget process, support the development of Members' scrutiny role and to consider ideas from Members for reducing the budget gap.	The working group has a schedule of meetings arranged throughout the year. They provided recommendations to O&S to be forwarded to Cabinet for consideration when formulating the budget proposals for 2015/16. They last met in March to be briefed on the Accommodation Strategy and had the opportunity to ask questions of officers and the Cabinet Member Finance.	Cllrs Babbage, Nelson, Payne, Thornton, Whyborn, Wilkinson Cabinet Member Finance to attend by invitation.

O&S Task group	Purpose	Status summary	Nominations/Membership (chairman in bold)
Pub Closures	Council on 26/3/2012 debated a motion proposed by Councillor Colin Hay regarding his concern about the number of pub closures across Gloucestershire and in Cheltenham in particular. Council passed a resolution to “Investigate the adoption of the Public House viability test and develop policies to protect public houses and community assets” and referred it to O&S.	O&S at its July meeting agreed to set up a STG to look at this issue which would then potentially produce recommendations which could be fed into the work on the Cheltenham Local Plan to be carried out by the JCS and Planning and Liaison Group. Other recommendations may arise. Membership complete. First meeting of group (to agree the draft ambitions and outcomes for the review) has yet to be arranged as awaiting confirmation of availability. The question of whether this is a priority topic was raised at the recent O&S briefing and this should be discussed at the next meeting of the committee (03/11). Colin Hay (25/11) said that he would contact members and arrange the first meeting.	Cllr Hay, Baker, Regan and Payne

O&S Committee 2014/15 work plan

Item	Outcome	What is required?	Lead Officer
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Meeting date: 27 April (report deadline: 15 April)			
Dog Fouling STG	12 month follow up on recommendations (April 2014)	Comments	Sarah Clark, Public and Environmental Health Team Leader
Deprivation STG	6 month follow up on recommendations (October 2014)	Comments	Cllr Rowena Hay, Cabinet Member Healthy Lifestyles
Project Initiation Document (recycling materials bulking and sales)	Review the PID and project plan and decide how and when you would like to scrutinise the project	Decision	Richard Coole and Scott Williams
Economic Strategy	Consider options for scrutiny involvement in the finalisation of the economic strategy	Discussion	Mike Redman, Director Environmental and Regulatory Services
Pro forma	Will be attached to the agenda for members to set out topics or specific questions for the Police Commissioner and Lido Trust	Deadline: 5 June 2015	Saira Malin, Democracy Officer
Meeting date: 29 June (report deadline: 17 June)			
End of year performance review	Consider the end of year performance and comment as necessary	Tbc	Richard Gibson, Strategy and Engagement Manager
Police Commissioner visit	Answer questions on Police and Crime Plan related issues (POSS details of restructure in advance?)	Q&A	Martin Surl, Police and Crime Commissioner for Gloucestershire
Lido Trust	An opportunity for members to better understand the arrangements at the Lido and performance	Q&A	Julie Sergant, Chief Executive (Lido)
Meeting date: 21 September (report deadline: 9 September)			
Cheltenham Spa Railway Station STG	Consider the draft report and recommendations prior to Cabinet	September 2015	STG
Cycling & Walking STG	Consider the draft report and recommendations prior to Cabinet	September 2015	STG

O&S Committee 2014/15 work plan

Item	Outcome	What is required?	Lead Officer
LGA Peer Review	Review progress against the action plan and decide if there is any value in the Review Team returning to carry out a follow up	September 2015	Pat Pratley, Deputy Chief Executive
Meeting date: 26 October (report deadline: 14 October)			
Meeting date: 30 November (report deadline: 18 November)			
Joint Waste Committee Business Plan 2015 -16	Consider what is included prior to the budget setting process	November 2015	Steve Read (email officers once date is set – see email for names)
ICT	review progress on the implementation of the ICT strategy	November 2015	Tbc
Meeting date: 25 January (report deadline: 13 January)			
Budget recommendations	STG recommendations to the Cabinet on the budget proposals for 2016/17		Mark Sheldon
Meeting date: 22 February (report deadline: 10 February)			
Public Art Panel STG	Review progress on the STG recommendations which went to Cabinet (Feb 2015) and agreed in March 2015	Feb 2016	Rowena Hay/Wilf Tomaney
Members' ICT STG	Review progress on the STG recommendations which went to Cabinet (Feb 2015) and agreed in April 2015	Feb 2016	Jon Walklett/tbc
Meeting date: 11 April (report deadline: 30 March)			

Item	Outcome	What is required?	Lead Officer
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Meeting date: 27 June (report deadline: 15 June)			

Items for future meetings (a date to be established)			
Severn Trent	Consider lessons learnt once works in Cheltenham is complete	After May 2015 - tbc	Paul Evans, Severn Trent
2020 update	Presentation from Andrew North, David Neudegg and Ralph Young	After May 2015	Andrew North
North Place	Watching brief and further in-depth scrutiny as necessary	Tbc	Tbc
Cheltenham integrated transport issues??	Look at issues (if any) that are identified by various scrutiny task groups once they have completed their work and consider how to take them forward??	Tbc	Tbc
Economic Strategy??	Review the draft strategy before it is considered by Cabinet??	Tbc	Tbc
Tourism Strategy??	Review the strategy	Tbc	Tbc
NHS Trust??	Discuss the future of the hospital in Cheltenham	Tbc	Dependent on their acceptance of our invitation

Item	Outcome	What is required?	Lead Officer
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Annual Items			
Budget recommendations	January	Chair, Budget Scrutiny Working Group	
Draft Corporate Strategy	March	Richard Gibson, Strategy and Engagement Manager	
Quarter 3 performance review	March	Richard Gibson, Strategy and Engagement Manager	
End of year performance review	June/July	Richard Gibson, Strategy and Engagement Manager	
Non scrutiny member working groups update	September	Democratic Services Manager	
Quarter 2 performance review	November	Richard Gibson, Strategy and Engagement Manager	

QUESTIONS FOR FUTURE WITNESSES ATTENDING O&S MEETINGS

Martin Surl, Police and Crime Commissioner for Gloucestershire and Julie Sergant, Chief Executive (Lido) will be attending the O&S meeting on 29 June 2015.

A commitment in the Council's Scrutiny Witness Charter is that we will inform the witness of the matters about which the scrutiny committee wish to ask them and advise them of any documents that the scrutiny committee wish to have produced for them. We also commit to providing reasonable notice of such requirements.

With this in mind, can members please provide Saira Malin in Democratic Services with details of particular questions you would like to ask and/or documents you would like them to produce.

In order that I can provide reasonable notice to our guests, please can I have this information from members of the O&S Committee, by **12 noon on Friday 5 June 2015**.

Your name : Councillor
Police and Crime Commissioner
Your questions: 1. 2. 3. 4.
Documents you would like to be available to O&S: 1. 2.
Lido Trust
Your questions: 1. 2. 3. 4.
Documents you would like to be available to O&S: 1. 2.

Thank you and please return to Democratic Services electronically or by hand.

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