



CHELTENHAM

BOROUGH COUNCIL

Notice of a meeting of Overview & Scrutiny Committee

Monday, 1 July 2019
5.00 pm (PLEASE NOTE EARLIER START TIME)**
Pittville Room - Municipal Offices

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

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

Agenda

1.		APOLOGIES The Leader, Councillor Steve Jordan	
2.		DECLARATIONS OF INTEREST	
3.		MINUTES OF THE LAST MEETING 3 June 2019	(Pages 3 - 12)
4.		PUBLIC AND MEMBER QUESTIONS, CALLS FOR ACTIONS AND PETITIONS	
5.		MATTERS REFERRED TO COMMITTEE	
6.	17.05	CALL IN - IMPROVEMENTS TO THE HOUSEHOLD RECYCLING CENTRE AND CHANGES TO BRING BANK SITES	(Pages 13 - 38)
7.	18.05	UNAUTHORISED ENCAMPMENT POLICY - GLOUCESTERSHIRE CONSTABULARY Inspector John Turner (20 mins)	(Pages 39 - 44)
8.	18.25	UBICO ANNUAL REPORT AND PERFORMANCE Gareth Edmundson (MD, Ubico), Karen Watson (Client Officer) and Councillor Coleman (Cabinet Member Clean and Green) (30 mins)	(Pages 45 - 96)
9.	18.55	UPDATE ON THE DEVELOPMENT OF THE GLOUCESTERSHIRE JOINT HEALTH & WELLBEING	(Pages 97 -

		STRATEGY Richard Gibson (Strategy and Engagement Manager) (20 mins)	102)
10.	19.15	REVIEW OF THE COUNCIL'S PERFORMANCE AT END OF QUARTER 4 (APRIL 2018 TO MARCH 2019) Richard Gibson (Strategy and Engagement Manage) (20 mins)	(Pages 103 - 118)
11.	19.35	THE FUTURE OF PUBLIC CONVENIENCE PROVISION Mark Sheldon (Director of Projects) (20 mins)	(Pages 119 - 144)
12.		CABINET BRIEFING A written update from the Cabinet on key issues for Cabinet Members which may be of interest to Overview and Scrutiny and may inform the O&S work plan	(Pages 145 - 146)
13.		UPDATES FROM SCRUTINY TASK GROUPS	
14.		REVIEW OF SCRUTINY WORKPLAN	(Pages 147 - 152)
15.		LOCAL GOVERNMENT ACT 1972 - EXEMPT INFORMATION The committee is recommended to approve the following resolution:- "That in accordance with Section 100A(4) Local Government Act 1972 the public be excluded from the meeting for the remaining agenda items as it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public are present there will be disclosed to them exempt information as defined in paragraph 3, Part (1) Schedule (12A) Local Government Act 1972, namely: Paragraph 3; Information relating to the financial or business affairs of any particular person (including the authority holding that information)	
16.		EXEMPT MINUTES To approve the exempt minutes of the meeting held on 3 June 2019	(Pages 153 - 160)
17.		DATE OF NEXT MEETING 19 August 2019 (additonal date) Additional 2020 dates: Monday 30 March 2020 Tuesday 26 May 2020 Monday 27 July 2020	

Contact Officer: Saira Malin, Democracy Officer, 01242 264129**Email:**
democratic.services@cheltenham.gov.uk

Overview & Scrutiny Committee

Monday, 3rd June, 2019

6.00 - 8.15 pm

Attendees	
Councillors:	Chris Mason (Chair), Sandra Holliday, John Payne, Paul Baker, Max Wilkinson, Dilys Barrell, Jo Stafford, Dennis Parsons and David Willingham (Reserve)
Also in attendance:	Councillor Steve Jordan, Councillor Flo Clucas, Tracey Crews, Ken Dale, Richard Gibson, Adam Reynolds, Darren Knight, Councillor Diggory Seacome and Councillor Martin Horwood

Minutes

1. APOLOGIES

Councillors Dobie and Sudbury had given their apologies. Councillor Willingham substituted for Councillor Dobie.

2. DECLARATIONS OF INTEREST

Councillor Parsons declared a non-prejudicial interest in agenda item 14 (Leisure and Cultural Services), as a member of the Board of Trustees of the Cheltenham Trust.

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 1 April 2019 be agreed and signed as an accurate record.

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

4 member questions had been received and these along with responses had been circulated in advance of the meeting.

Councillor Willingham, who had submitted the questions, agreed for these to be taken as read and that they would be discussed further under agenda item 10 (Strand and Cambray Place Improvements – Project Initiation Document).

5. MATTERS REFERRED TO COMMITTEE

There were none.

6. FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED

The Chairman referred members to the written updates that had been received from Councillors Horwood and Brownsteen relating to recent meetings of the

Gloucestershire Health Overview and Scrutiny Committee and Police and Crime Pane, respectively.

In the absence of Councillor Brownsteen, the Chair invited Councillor Horwood to answer member questions on his update, which was taken as read. He gave the following responses to member questions:

- The Chief Executive of the Trust had attended meetings of this committee in the past and it was likely that Cheltenham Borough Council would be included in the stakeholder engagement they were planning for the summer. It was suggested that this committee may wish to seek the views of NHS England, under the 'Getting It Right First Time' programme, which was a national programme designed to improve medical care within the NHS by reducing unwarranted variations; which it could be argued this was.
- It was likely that the Trust would have concluded stakeholder engagement by the end of July and as such an August meeting would be too late.
- REACH (Restore Emergency at Cheltenham Hospital), the local community campaign group, had no legal powers, but rather raised funds and informed public opinion. He was not privy to what this groups plans were in relation to this matter.

Councillor Clucas, the Cabinet Member Healthy Lifestyles had attended a meeting of REACH where members of the group had considered information from Doctors that suggested measures, in line with Option 2, were already being put in place. Alex Chalk, MP, had committed to raising this with the Trust and in light of this information, REACH were undertaking to raise funds for a possible Judicial Review, which would be very costly.

7. CABINET BRIEFING

The Leader referenced the response from Gloucestershire County Council (GCC) with regard to the concerns that had been expressed regarding the new health and care scrutiny arrangements, which had been emailed to members of the committee. The GCC had committed to holding at least two joint meetings of the Health Scrutiny Committee and Adult Social Care & Communities Scrutiny Committee each year, and were planning to undertake a review of the new arrangements after 12 months; which the Leader felt represented a positive outcome.

He had read in the press that GCC income from parking fines had increased from £800k to £1.3m and had contacted the relevant Cabinet Member for details of how this additional income had or would be spent. He had not yet received a formal response but believed that a large amount had been used as part of the mitigation measures on Clarence Street.

8. UPDATES FROM SCRUTINY TASK GROUPS

There were none.

9. JAZZ FESTIVAL 2019

The committee were advised that Ian George, Director of Festivals at Cheltenham Festivals was not able to attend as the meeting had not been

formally scheduled in his diary; and given the start of the science festival that day was unable to attend. Officers would provide him with notes on the discussion and ask that responses be forwarded to the committee, as necessary.

Adam Reynolds, the Green Space Manager, advised members that a number of complaints had been received during set-up of the 2019 Jazz Festival. The complaints centred on the construction space that had been fenced off from the public, which was effectively the entire arboretum and parts of the Broad Walk. He explained that this went against a long established protocol and land agreement between Cheltenham Festivals (CF) and Cheltenham Borough Council (CBC) and therefore, as soon as it was brought to the attention of CBC, CF were asked to reduce fencing immediately. However, with construction already underway, CF felt that this would compromise the safety of the site and as such CBC agreed, albeit reluctantly, for some fencing to remain for the remainder of the construction period. CF also committed to returning the arboretum area to public use within two days of the end of the festival, which it did. It was noted at this point that CF were delivering a new layout, having redesigned the Jazz village, following feedback from the Gardens' Forum.

The committee were informed that a meeting had been scheduled with CF (18/06) to formally review and address this issue and emphasise the need to preserve areas for public recreation in future years, as set-out in the protocol. In addition to this, Officers would take the opportunity to raise the issue of construction dates, with a request that in future, bank holidays be avoided wherever possible, and; the need to improved communication to local residents and park users about access during construction.

The Green Space Manager gave the following responses to member questions:

- CBC staff routinely undertook site visits but he accepted the suggestion that perhaps someone should be there immediately prior to construction commencing.
- In previous years this event had been covered by the license held by CBC, but given the scale of the event, this year, CF had applied for and been granted a license, encompassing the entire site and all activities.
- Fencing off public access was contrary to the spirit of the 2013 planning consent and was not permitted under the terms of the land use agreement between CBC and CF, but Officers were confident that mechanisms could be put in place which would ensure that the risk of similar issues arising in the future were minimised.
- It was suggested that replacing the reverse beeper with a white sound reverse alarm was easily achievable and would go some way to reducing some of the disturbance experienced by residents. This had already been raised with CF for consideration, as well as with the organisers of the Food Festival.
- There had indeed been instances of noise levels spiking during the course of the 2019 festival, which some could argue was inevitable. Therefore, the issue was rather how CF had dealt with these instances and how quickly and the Gardens' Forum would be considering a full report on this issue when they next met. It was noted that Environmental Health were keen to add to the land agreement that CBC and CF had in place.

The Chairman joined members in commending the Green Space Manager for the paper that he had produced and thanked him for his attendance.

The Chairman took the opportunity to raise the issue of events, which had been touched on at the last meeting and suggested that the committee may wish to formally agree to establish a task group. In his mind there would be three strands: the Jazz Festival; how are residents made aware of upcoming events in their area, and; review of the council's strategy for increased commercialisation of the parks.

Councillor Parsons felt that a fourth strand of any review should relate to member involvement and expressed his wish to be involved in any such task group.

The Planning Director advised the committee that an Events Manager, Jessica Goodwin, had recently been appointed and tasked taking an Events Strategy to Cabinet. She suggested that should a scrutiny task group be set up, this could inform this work.

Members agreed that the main issues in terms of events were those that did not require planning or licensing and were therefore held under a land use agreement, which often left ward councillors and residents with little or no advance notice.

The Democracy Officer would meet with relevant officers, as well as the Chairman to discuss the proposal further, and aim to table something with the committee for consideration at the next meeting (1 July).

10. STRAND AND CAMBRAY PLACE IMPROVEMENTS - PROJECT INITIATION DOCUMENT

Ken Dale, the Interim Townscape Manager wished to provide an update on the project given the progress that had been made since his last update, in January. Most significantly, the overall approach had changed, with focus moving from Boots Corner, instead to the Strand and Cambray Place (as shown on the map at Appendix A), an area which required the most improvement in terms of safety and drainage, as well as visually. Key points within the update included:

- There had been a question mark as to whether the government moratorium on the design of new shared space applied to the Strand and Cambray Place, but Gloucestershire County Council (GCC) had now confirmed that this was not in fact the case and as such, the project was now able to progress.
- The Lead Contractor, Wilmott Dixon, had been appointed and an external Project Manager, along with a Quantity Surveyor, would be appointed soon.
- The committee were reminded that GCC were part funding the project, with £1m over four years and were fundamental to the success of the project as the Highways Authority.
- A small contribution to the cost of the project had been secured from the European Regional Development Fund by way of match funding for the bio-diversity to be introduced.

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- Part of the learning following phase one (Rodney Road and Cambray Place) of the project, had been the need to liaise more closely with utilities companies.
- A Stakeholder Group had been established, which included, businesses, Task Force and GCC, amongst others and was being supported by the BID.
- Regular consultation would take place with the Accessibility Forum.
- The contactors were aware of the ambition to be on site by autumn and with this in mind, time was of the essence. There are several risks which could delay the beginning of works.

The following responses were given to member questions:

- The Regent Arcade were not local to the area included in this phase, but had been included in the Stakeholder Group at the request of the BID.
- Discussions with Ubico in relation to maintenance and cleansing were ongoing.
- The Interim Townscape Manager had recently written an article for the BID newsletter regarding the works in the hope of getting buy-in and support from businesses.
- The area that had been unreachable in the works undertaken during 2018 (due to scaffold) would be revisited and the owners would pay the additional costs incurred as a result of having to return, and undo some elements which had already been completed. The standard of finishes from the previous improvements would be replicated in this phase.
- Cycling safety on Bath Road was an issue for GCC as the Highways Agency.
- Safety issues in terms of bollards, was something that was being considered but would require more research.
- Cheltenham benefited from parks and gardens across the town but there was less in the Town Centre and the funding from Europe would be used to create elements of biodiversity in this area.
- There was no guarantee that GCC would never again use tarmac to undertake repairs, but it was suggested that these would only ever be temporary and to this end GCC would be provided with a store of materials.
- The Leader advised the committee that in the region of 94 agencies had the right to dig up the high street, that his understanding of the law was that these agencies then had 6 months to reinstate and it would be for the Highways Authority to enforce this. Officers were not aware of any powers held by CBC to force utilities companies to move services into a shared conduit.
- A Stakeholder Group would be set-up for the Boots Corner phase of works, but only once any detailed design work had been begun, and this would likely be next year (2020).
- Some semi-mature trees would be used but when these were actually planted would depend on the time of year and conditions.

11. CONNECTING CHELTENHAM

Ken Dale, Interim Townscape Manager, explained that there was a need for a transport strategy that aligned with the Place Strategy and that this document would form part of the council's contribution to Gloucestershire County Council's (GCC) countywide review of the Local Transport Plan.

To this end, Cheltenham Borough Council (CBC) had engaged Systra to produce a transport vision and practical proposals. Systra had undertaken a number of major events with various stakeholders, including members, and the data had been collated and was currently being reviewed by Cabinet and Officers. The suggestion was that the Systra document could be considered by the committee at the September meeting (9 September), before it was taken to Cabinet in October.

A number of members made suggestions and comments, all of which the Interim Townscape Manager advised had been previously been raised and had or were in the process of being discussed. He fully accepted that in terms of implementation, there were a number of bodies on which CBC were reliant, but members could be reassured that the Systra document would highlight such issues and set-out practical solutions.

He disagreed with a member that suggested that Systra had taken a generic approach that was not Cheltenham specific, and gave assurances that they had in fact looked very closely at Cheltenham and similar areas. He hoped that members would see this as an opportunity to set the Cheltenham Transport Plan in the wider context of a strategy.

The Systra document would cover the benefits of public transport in terms of air quality and would likely make suggestions about how buses linked into key interchanges, as well as identifying areas where uptake of public transport was lowest.

The committee were in agreement that the Systra document should come to the committee prior to Cabinet, but the lead members would need to give further consideration to the September agenda.

In response to the suggestion that a special meeting be arranged for August, the Interim Townscape Manager would raise the possibility with the relevant parties and feedback to the Democracy Officer as necessary. Delaying the committee's scrutiny beyond September would threaten the timeliness of CBC's contribution to the countywide Local Transport Plan.

12. REVIEW OF SCRUTINY WORKPLAN

The Systra report would be scheduled on the work plan for the September meeting, though further consideration would be given to whether a special meeting was required/possible in August.

The lead members, Councillors Mason (Chair), Sudbury (Vice-Chair) and Payne, would discuss and agree and approach to the September meeting, given that a number of important items were already scheduled for consideration.

13. LOCAL GOVERNMENT ACT 1972 - EXEMPT INFORMATION

Upon a vote it was unanimously

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

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

14. LEISURE AND CULTURAL SERVICES

The committee received a presentation on Leisure and Cultural Services.

15. DATE OF NEXT MEETING

The next meeting was scheduled for Monday 1 July 2019.

Chris Mason
Chairman

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Information/Discussion Paper

Overview and Scrutiny Committee

1 July 2019

Call in – Improvements to the Household Recycling Centre and changes to bring bank sites

This note contains information to assist Members in dealing with this call in request.

1. Why has this come to scrutiny?

- 1.1 A call-in request was received from the Chairman of the Overview and Scrutiny Committee on 17 June 2019 relating to the decision made at Cabinet on 11 June 2019 regarding improvements to the Household Recycling Centre and changes to bring bank sites. The request (**attached as Appendix 1**) was received within the call in period. The request was received by the Proper Officer, in accordance with the procedures set out in Part 4D – Overview and Scrutiny Rules – Rule 14 (attached as Appendix 2). The Proper Officer agreed that it was a valid call in request.
- 1.2 Under the rules of call-in, the request must be considered at a meeting of the O&S committee within 10 working days. After consultation with the chair of O&S and the Leader and Cabinet Member, a date of 1 July was agreed.
- 1.3 Having considered the facts of the call-in and having received any representations from the member who submitted the request and the decision maker, the options for O&S are set out in paragraphs 14.13 of the Rule 14 in the Constitution (attached as Appendix 2).

2. Summary of the Issue

- 2.1 Members are referred to the Cabinet report on the improvements to the Household Recycling Centre and changes to the bring bank sites which went to Cabinet on 11 June 2019 together with the draft minutes of that meeting. These are attached as Appendices 3 and 4.
- 2.2 Members are also referred to the call in request attached as Appendix 1.

3. Summary of evidence/information

- 3.1 The Chair will outline the reasons why he felt a call in was appropriate.

Members of O&S have requested the following witnesses to attend:

Cabinet Member Clean and Green Environment – Councillor Coleman
Client Manager – Environmental services (interim) – Karen Watson

- 3.2 The witnesses will be advised of the potential line of questioning and this will be attached as Appendix 5 (to follow). These are intended to provide the broad line of questioning to assist the witnesses in their preparation but members may wish to ask

additional questions on the night.

4. Next Steps

4.1 The possible next steps for the committee are set out in detail in Appendix 2 of the Overview and Scrutiny rules 14.13.

In summary the options are to:

1. Support the decision
2. Make adverse comments on the process but not the decision itself in which case the decision can be implemented.
3. Propose an alternative decision or modifications and delay the implementation until those have been considered by Cabinet.
4. In exceptional circumstances refer the decision to Council for review or scrutiny

Appendices	1 – Call in request 2 – Rule 14 of the Council’s Constitution (Overview and Scrutiny Rules) 3 – Cabinet report (not including the appendices) – 11June 2019 4 – Extract from the draft minutes of Cabinet (11 June 2019) 5. – Line of questioning for the meeting (to follow)
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Background Papers	
Contact Officer	Saira Malin, Democracy Officer, 01242 264129 saira.malin@cheltenham.gov.uk
Accountability	Cabinet Member Clean and Green Environment

Calling-In Form

Please refer to the Overview and Scrutiny Rule 14 in the Council's Constitution for a full explanation of the call in process.

Please give the name(s) of the member(s) wishing to call in the item. If the member calling in is the Chairman of the Overview and Scrutiny committee then only their name is required.

Councillor Chris Mason (Chair of O&S)
Councillor
Councillor
Councillor

Which item do you wish to call-in?

Decision maker	Cabinet e.g. Cabinet/Cabinet Deputy/Officer under delegated powers	
Decision date	Item No	Title
11 th June 2019	5	Improvements to the Household Recycling Centre and changes to bring bank sites

What is the reason for calling-in this item?

Call-in can only be requested where members have evidence which suggests that the decision maker did not take the decision in accordance with the principles set out in article 13 (decision making) of the Constitution.

Please give as much detail as possible - continue on a separate sheet if necessary.

<p>With regard to Article 13.2 (Principles of Decision Making) my reasons for requesting call in have regard to the following principles;</p> <p>(d) the decision should be taken following due consultation and on the taking of professional advice from Officers;</p> <p>(i) the options considered and the reasons for the decision shall be clearly set out</p> <p>Recommendation 2 of the report recommends "Cabinet approve the retention of third party bring banks only and the removal of Cheltenham Borough Council provided bring banks on the following sites: Asda – Hatherley Lane, Everest Road, Church Piece – Charlton Kings and High Street Car Park as soon as possible".</p> <p>The report states (para1.19) that "<i>following the results of the public consultation carried out 18 December 2018 – January 2019, which supported the removal of "some of the less well used recycling banks where residents can access the kerbside recycling service"</i> the bring bank site usage had been reviewed. The report goes on to say that "<i>whilst the public have not been specifically consulted on the 4 sites</i></p>
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identified within the report, two sites, Everest Road and the High Street car park opposite Matalan, have the lowest usage and the least number of bring banks at present as a result”.

Whilst some of the reasons for closure of the identified sites are set out in the second para within section 1.19 of the report , eg, health and safety issues with regard to servicing the site, reduction in car parking spaces, the decision to close the 4 sites has not been taken following due consultation.

The wording within the report refers to “*some less well used recycling banks*” indicating that the number is greater than the 4 subject of recommendation 2. The criteria which defines less well used is not clear.

With regard to closure of the proposed sites the report includes no assessment of why customers of the sites proposed for closure feel it necessary to use them at the current time, eg, for example people using the site when the kerbside collectors do not take cardboard etc. Furthermore, an estimate of the potential consequential impact on the town’s carbon footprint arising from additional journeys to the Swindon Road depot as a result of the closure of the sites has not been assessed or considered in taking the decision.

The report recommends further public consultation with regard to the residual waste and garden waste at the household recycling centre. The risk assessment recognises the potential for an increase in fly tipping as a result of the recommendations made now however the mitigating actions are weak in that they are retrospective, ie, close monitoring incidences of fly tipping and giving advice to residents. Given the limited resources available for enforcement it could be concluded that additional staff will be required and this has not been considered in the financial appraisal supporting the recommendation to close the 4 bring banks. With regard to all of the above Overview and Scrutiny Committee would welcome making a positive contribution to the formulation of the consultation strategy and design of any subsequent questionnaire.

Date/Time submitted: Monday 19th June, 18:00 pm

Please deliver/email the completed form to democratic.Services@cheltenham.gov.uk and mark for the attention of the Proper Officer.

The form must be received by 4 pm on the 5th working day after the publication of the decision

All Councillors named on this form will receive written notification of the date and time of the Calling-In Committee meeting to consider this issue and you will be able to set out your concerns in more detail for the Committee’s consideration.

EXCERPT FROM CONSTITUTION- OVERVIEW AND SCRUTINY RULES**RULE 14. CALL-IN****General Principles**

- 14.1 Call-in is the exercise of the power of O&S Committee to review a decision in respect of an executive function that has been made but not yet implemented. Once called-in, the decision cannot be implemented other than in accordance with the call-in procedures set out in this Rule 14.
- 14.2 The following types of decision can be called-in: (i) Cabinet decision; (ii) Cabinet Member decision; (iii) Officer key decision; (iv) decision made under Joint Arrangements
EXCEPT that a decision to recommend to Council cannot be called-in.
- 14.3 A decision may be called in only once.
- 14.4 A request for call-in can only be made on the basis that the decision maker did not take the decision in accordance with one or more of the Principles of Decision Making as set out in Article 13 of the Constitution.

Procedure prior to call-in

- 14.5 When any decision is made by the Cabinet or a Cabinet Member or a key decision is made by an Officer, or by a joint Committee or Officer under joint arrangements, notice of the decision shall be published including, where possible, by electronic means, and shall be available at the Municipal Offices normally within two working days of being made. Copies of all such decisions will be sent to all Members of the Council at the same time as being published.
- 14.6 The notice in Rule 14.5 will bear the date on which it is published and will specify that the decision will come into force and may then be implemented, on the expiry of five clear working days after the publication of the decision, unless the decision has been called-in.

Procedure for calling-in

- 14.7 During the five clear working day period referred to in Rule 14.6, the Proper Officer shall call-in a decision for scrutiny by O&S Committee if so requested by its Chair or any four Members of the Council, provided that full written particulars of the reason(s) for the call-in has been received by the Proper Officer by 4.30 p.m. on the fifth clear working day.
- 14.8 The Proper Officer shall immediately notify the decision maker that a call-in request has been received. The Proper Officer shall call a meeting of the O&S Committee to be held on such date as he/she may determine, where possible after consultation with the O&S Chairman and, in any case, the meeting shall take place within a period of ten clear working days of the receipt by the

Proper Officer of a valid call-in request or such longer period as agreed by both the decision maker and the Member(s) requesting the call-in.

- 14.9 If O&S Committee does not meet in the period set out in Rule 14.8 the decision can be implemented immediately at the end of that period.
- 14.10 In the event of the Member(s) submitting the request for call-in confirming to the Proper Officer in writing that the request is withdrawn, the decision can be implemented immediately.

Procedure for scrutinising the decision

- 14.11 The Member(s) submitting the request for call-in will be expected to attend O&S Committee to explain their reasons for the call-in and the alternative course of action or recommendations they wish to propose regarding the decision making process.
- 14.12 The decision maker (represented by the Leader or Lead Member if it is a Cabinet decision and the Committee Chairman or Vice-Chairman if it is a joint Committee decision) may be required to and shall be entitled to attend O&S Committee and respond to the request for call-in.
- 14.13 Having considered the facts of the call-in and having received any representations from the Member(s) who submitted the request and the decision maker, O&S Committee may either:
- (a) Support the decision without qualification or comment, in which case the decision can be implemented immediately; or
 - (b) Make adverse comments (with reference to the Principles for Decision Making in Article 13) regarding the process for reaching the decision but take no adverse view on the decision itself, in which case the decision can be implemented immediately and the O&S Committee comments will be set out in a report to be considered by the decision maker; or
 - (c) Propose modifications to the decision or an alternative to the decision to achieve the same effect, in which case implementation of the decision shall be delayed until the decision maker has received and considered a report from O&S Committee and decided how to proceed; or
 - (d) In exceptional circumstances (to be determined by O&S Committee and recorded in the minutes) to refer the decision the decision to Council for review or scrutiny
- 14.14 O&S Committee may refer the call-in to a sub-Committee or a STG for consideration prior to taking action under Rule 14.13 (b)-(d) and, if so, the following shall apply:

- (a) O&S Committee shall meet to take its final decision on the call-in under Rule 14.13 not later than 20 clear working days from the date of the O&S Committee meeting arranged by the Proper Officer under Rule 14.8
 - (b) The Member(s) who submitted the call-in and the decision maker (represented by the Leader or Lead Member in respect of a Cabinet decision and the Committee Chairman or Vice-Chairman in respect of a joint Committee) may be required and shall be entitled to attend before the sub-Committee or STG
- 14.15 On receiving a request from the Member(s) who submitted the call-in within the 20 clear working day period set out in Rule 14.14 (a), the Proper Officer may extend that period by up to an additional 10 clear working days (potentially allowing up to 30 clear working days for O&S Committee to meet to take its final decision)
- 14.16 If O&S Committee does not meet to consider the call-in within the period set out in Rule 14.14 (a) or such extension to that period as is made by the Proper Officer under Rule 14.15, the decision can be implemented immediately at the end of that period or extended period.

Review and scrutiny by Council

- 14.17 Where O&S Committee decides to refer the call-in to Council under Rule 14.13 (d), Council must consider the matter at its next available meeting (other than an Annual or Annual and Selection Meeting) or, if the next available meeting is not due to be held within 15 clear working days of the O&S Committee meeting, at an Extraordinary Meeting to be convened by the Proper Officer within that time.
- 14.18 If Council does not meet to consider the call-in within the period set out in Rule 14.17 the decision can be implemented immediately at the end of that period.
- 14.19 If Council does meet to consider the call-in within the period set out in Rule 14.17 but defers consideration of all or part of the call-in to a future Council meeting, Council shall meet to make its final decision on the call-in within 60 clear working days of the receipt of the call-in under Rule 14.7. If Council does not meet to consider the call-in within that 60 clear working day period, the decision can be implemented immediately at the end of that period.
- 14.20 Having considered the facts of the call-in and any recommendations from O&S Committee and having received any representations from the Member(s) who submitted the request and the decision maker, Council may either:
- (a) Support the decision without qualification or comment, in which case the decision can be implemented immediately; or
 - (b) Make adverse comments (with reference to the Principles for Decision Making in Article 13) regarding the process for reaching the decision but

take no adverse view on the decision itself, in which case the decision can be implemented immediately and Council comments will be set out in a report to be considered by the decision maker; or

- (c) Propose modifications to the decision or an alternative to the decision to achieve the same effect, in which case implementation of the decision shall be delayed until the decision maker has received and considered a report from Council and decided how to proceed.

14.21 Where the call-in relates to a failure to comply with the Budget and Policy Framework Rules Council may, in addition to its powers under Rule 14.20:

- (a) amend the Budget or the Policy Framework to allow the decision to be implemented in compliance with the Budget and Policy Framework Rules,
- (b) authorise the decision to be implemented as a departure from the Budget or the Policy Framework.

Action by the decision maker following call-in

14.22 On receiving a report from O&S Committee or Council, the decision maker shall consider the report and any recommendations and report to the next available O&S Committee the outcome of that consideration.

14.23 Where O&S Committee or Council proposes modifications to or an alternative to the decision that was called in, the decision maker shall either:

- (a) Confirm the called-in decision without modification; or
- (b) Confirm the called-in decision with modification; or
- (c) Rescind the called-in decision, take the alternative decision proposed, or propose a new decision.

14.24 Where the decision maker is acting under delegated powers, they may refer the report or proposals from O&S Committee or Council to the delegator to take the actions under 14.9 and 14.20 instead of the decision maker.

Call-in and Urgency

14.25 Subject to Rule 14.26, call-in does not apply to an urgent decision as defined in Article 13.

14.26 In order to rely on Rule 14.25 the decision maker must:

- (a) Obtain the prior consent of the O&S Committee Chairman to the decision being treated as urgent. In the absence of the Chairman, prior consent may be given by, in order, the Vice-Chairman or the Group Leaders acting collectively; and

- (b) Request the Proper Officer to record in the decision, and notice by which it is made public, why in the opinion of the decision maker the decision is an urgent one and not subject to call-in.

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Cheltenham Borough Council
Cabinet – 11 June 2019
Improvements to the Household Recycling Centre
and changes to bring bank sites

Accountable member	Councillor Chris Coleman, Cabinet Member - Clean and Green Environment
Accountable officer	Karen Watson, Client Manager-Environmental Services (interim)
Ward(s) affected	ALL
Key/Significant Decision	Yes
Executive summary	<p>On 25 March 2019 the Council approved its Corporate Plan for 2019-23 setting out its priorities including one supporting a cleaner and greener environment. In addition, a recent motion to Full Council seeking recognition of a climate change emergency highlights the importance of actions now to address these issues. The government's new waste and resources strategy published in October 2018 clearly sets out the need to reduce waste and increase the amount of precious resources which are recycled. The recommendations within this report seek to support these priorities.</p> <p>The Council currently provides a fortnightly kerbside residual waste collection for most residents, including a weekly kerbside food waste collection and a paid for garden waste service is also available. In October 2017 the enhanced kerbside recycling service was introduced increasing the recycling materials collected at kerbside and this new service has collected approximately 1,640 tonnes more recycling in 2018/19 than the previous year. There is more that can be done to further improve the volume of recycling collected in Cheltenham and a weekly kerbside recycling service is being investigated however there are other recycling facilities currently available to residents which could be improved such as the household recycling centre and bring bank sites. This report sets out recommendations to further reduce residual waste and increase re-use and recycling in Cheltenham.</p> <p>The household recycling centre and bring banks collected approximately 4,500 tonnes of recycling last year. Following recent public consultation there is overwhelming support for the household recycling centre and improving the facilities on offer. Whilst the Gloucestershire County Council household recycling centres have reduced their opening hours, Cheltenham has decided not to implement a similar reduction at its centre in recognition of the value of this service to its residents. There are no plans to reduce the opening hours. However the Swindon Road site has seen an increase in the volume of users since these changes to the county council household</p>

recycling centres in the area.

To respond to operational requirements and the environmental priorities set out above, a complete review of the household recycling centre is now required to optimise and expand the re-use and recycling opportunities which can be delivered from the existing site and actions to achieve this are recommended and set out within this report, including a review of whether the continued collection of residual and garden waste supports the Council's priorities. Removal of the garden waste and residual waste skips would allow the site to focus on recycling, re-use and waste reduction. 45.3% of respondents to the recent public consultation survey supported the removal of the residual waste skip and 31.7% supported the removal of the garden waste skip therefore those members of the public currently using the site to dispose of residual waste and garden waste will be further consulted and supported to reduce waste and use the kerbside garden waste service.

Those bring banks sites (4 out of 12 sites) which are less well used by the public with fewer bring banks, misused with unacceptable amounts of fly tipping or present health and safety issues whilst servicing have been identified and the report recommends that only third party bring banks be retained at these sites. This recommendation is in line with the results from the recent public consultation survey carried out between 19 December 2018 and 6 January 2019 (60.7% of respondents supported the removal of some of the less well used recycling banks where residents can access the kerbside recycling service). The list of bring bank sites and the recycling facilities offered at those sites is set out in appendix 1 of the report.

Recommendations

1. That Cabinet delegate authority to the Managing Director, Place and growth, in consultation with the Cabinet Member, Clean and Green Environment to:
 - 1.1 implement improvements to the household recycling centre at Swindon Road to optimise the site layout, provide better signage, enhance internal safety barriers and fencing and replace existing bring banks within existing budgets;
 - 1.2 agree a suitable date to close the household recycling centre at Swindon Road for a maximum of 2 days to enable the improvements set out at 1.1 to be completed;
 - 1.3 subject to further public consultation, review the collection of residual waste and garden waste at the household recycling centre and implement any changes necessary to ensure environmental and financial benefits are maximised;
 - 1.4 review and increase the range of recycling materials accepted at the household recycling centre for both re-use and recycling ensuring environmental and financial benefits are maximised;
2. That Cabinet approve the retention of third party bring banks only and the removal of Cheltenham Borough Council provided bring banks on the following sites: Asda – Hatherley Lane, Everest Road, Church Piece – Charlton Kings and High Street Car Park as soon as possible.

<p>Financial implications</p>	<p>The replacement costs for the new bring banks at bring bank sites and the household recycling centre will be funded from within the existing capital replacement budget for 2019/20 as agreed by Council as part of the budget setting process.</p> <p>The improvements to the household recycling centre will be funded from within existing site maintenance budgets as agreed by Council as part of the budget setting process and any operational efficiencies as a result of the content of the report.</p> <p>The net cost of servicing the bring bank locations is expected to reduce by approximately £17,000 per year.</p> <p>The recommended review of the residual and garden waste skips will include a detailed financial analysis.</p> <p>Contact officer: Jon Witlock, Jon.witlock@publicagroup.uk</p>
<p>Legal implications</p>	<p>With regard to the changes proposed in this report, the authority needs to be satisfied that it has discharged its consultation duties imposed by section 3(2) of the Local Government Act 1999 (as updated by revised Best Value Guidance Statutory Guidance of March 2015) and the Equality Act 2010 (as subsequently interpreted by case law and guidance).</p> <p>In terms of the Equality Act 2010 the Council has to bear in mind its wider Public Sector Equality Duty (PSED) when proposing service changes i.e. the duty to: (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this (Equality) Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.” (‘protected characteristics’ are: Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.)</p> <p>Again, in practical terms, the PSED requires any consultation regarding service change to be at the earliest opportunity, with persons possessing a protected characteristic who may be affected, be clear who it may affect and how, and give them the opportunity to express their views.</p> <p>The authority needs to be satisfied that meaningful consultation has taken place in accordance with the PSED with regard to the closure of the 4 bring banks identified in this report without further review as recommended for the collection of residual waste and garden waste at the household recycling centre.</p> <p>With regard to any infrastructure changes involving works, the authority needs to comply with the Contract Rules and procurement law.</p> <p>Contact officer: Shirin Wotherspoon, shirin.wotherspoon@teWKesbury.gov.uk, 01684 272017</p>
<p>HR implications (including learning and organisational development)</p>	<p>There are no HR implications as a result of this report. Any staff that may not be required in their current role as a result of the recommendations in this report will be deployed elsewhere within the contract following the appropriate HR processes.</p> <p>Contact officer: Clare Jones, clare.jones@publicagroup.uk, 01242 264364</p>

Key risks	See the risk assessment attached at appendix 2
Corporate and community plan Implications	The content of the report supports key priority 3 (KP3) of the corporate plan 2019-23,
Environmental and climate change implications	<p>Replacing the bring banks at the household recycling centre with larger skips will reduce the carbon footprint of the recycling collected by reducing the number of times the skips will need to be emptied. Expanding the range of materials that can be recycled and introducing a re-use facility to extend the life of items will also deliver positive environmental benefits.</p> <p>Diverting recycling material to the kerbside recycling service from the bring bank sites earmarked for closure will further reduce the carbon footprint of these recycling items.</p> <p>It will be important to provide support to users of the facilities being withdrawn to ensure materials continue to be recycled and that residual waste is disposed of correctly so there is no negative effect on the environment.</p> <p>Contact officer: gill.morris@cheltenham.gov.uk</p>
Property/Asset Implications	<p>The proposals have no impact on any other services operating from the depot site, nor rental incomes. The proposed re-use shop may require planning and change of use. The related phase 1 expenditure is required to enhance Health & Safety requirements and security to the site.</p> <p>Contact officer: simon.hodges@cheltenham.gov.uk</p>

1. Background

1.1 Household recycling centre

1.2 Cheltenham Borough Council funds the provision of a household recycling centre at Swindon Road Cheltenham (operated by Ubico Ltd since 2010, a teckal company wholly owned by local authorities). There is no statutory duty on Cheltenham Borough Council to provide such a facility and it is therefore a discretionary service. During 2018/19, the site accepted approximately 1,937 tonnes of garden waste, 2,230 tonnes of residual waste and 3,592 tonnes of recycling. The net cost to the Council of providing the household recycling centre and bring banks in Cheltenham is £341,000 per year.

1.3 The current layout of the site at Swindon Road is inefficient, only just coping with the increased volume of users following the opening hour changes by Gloucestershire County Council to their household recycling sites in the area and without optimising the layout of the site there is insufficient space to increase the volume or type of recycling materials collected. Other household recycling centres in the county such as Fosse Cross in the Cotswolds operate a re-use shop and this could be considered at the Cheltenham household recycling centre should sufficient space be freed up by the optimisation of the site. Whilst annual revenue could be increased by up to an estimated £15,000 per year this may not be achieved in Cheltenham and it should therefore be noted that the environmental benefits of diverting resources away from landfill and back into use are the main driver for this initiative.

1.4 The existing bring banks at both the household recycling centre and at bring bank locations around Cheltenham are 14 cubic yards in size and at least 20 years old and beyond economical repair. As these skips need replacing for health and safety reasons, the introduction of larger skips at the household recycling centre in Swindon Road would increase the volume of recycling accepted at the site and enable more types of materials to be collected. Operating efficiencies would arise as a result of the change to the different type of larger bring banks because the increased volume able to be collected per skip would reduce the frequency of emptying required.

1.5 Whilst it is true to say that the Council receives income from the sale of some recycling materials collected at the site, not all materials generate an income which covers the cost of collection. There are some materials such as hard plastics and fridges/freezers which the Council has to pay for collection to ensure as much of the material as possible is diverted from landfill. The optimisation of the household recycling centre enabling the collection of more recycling materials which do generate an income will help offset the costs associated with some recycling materials which do not.

1.6 Feedback from users of the site suggests that they would like items such as mattresses and carpet to be accepted for recycling which at present are not. The Gloucestershire County Council household recycling centres do not accept these materials but it is possible to recycle these items and divert them from landfill. The only way this can be considered is if more space is made available on the site and the operating costs of the site are reduced sufficiently to fund the cost of recycling of such materials.

1.7 Residual waste is currently accepted at the household recycling centre in Swindon Road as long as users are also bringing in recycling however it is very difficult for site staff to manage whether the residual waste skips are being used in line with this policy and no information currently exists to verify that users are in fact residents of Cheltenham. During 2018/19, the site accepted 1,937 tonnes of garden waste, 2,230 tonnes of residual waste and 3,592 tonnes of recycling.

1.8 Site staff are aware that some users of the site are from outside Cheltenham and whilst this is welcomed for recycling, it is unfair for tax payers in Cheltenham to have to continue to fund the costly disposal of residual waste which is collected on a fortnightly basis from households. Continuing to accept residual waste at the household recycling centre in Swindon Road is not

congruent with the priority set out in the Council's corporate strategy 2019-2023 or the high level of concern raised by the recent Council motion seeking support for a 'climate change emergency'. The government's new waste and resources strategy seeks to reduce waste and Council's should therefore support residents more with waste reduction advice. Reconsidering whether to accept residual waste at the household recycling centre would demonstrate a commitment to reduce waste from Cheltenham Borough Council therefore this report recommends that the Council carries out further public consultation as part of a review to determine whether residual waste should continue to be accepted at the site.

- 1.9** Some of the residual waste may be diverted to the kerbside collection however advice and support is required for residents to reduce the volume of residual waste and increase the amount of recycling taken out of the residual waste stream at kerbside. Currently a no side waste policy is in operation like many other authorities and this policy is due for review during 2019/20. Like other authorities, the Council offers residents the opportunity to buy special coloured residual waste sacks to allow for additional waste when this might occasional be needed during the year, for example, when moving house or having a clear out. A no side waste policy amnesty operates for the first collection after Christmas to allow for additional residual waste generated at Christmas and New Year to be presented by residents.
- 1.10** Garden waste is currently accepted at the household recycling centre in Swindon Road however a paid for kerbside garden waste service is available to residents in Cheltenham. It is unfair for those tax payers in Cheltenham who subscribe to the paid for garden waste service to have to subsidise the costly disposal of garden waste from the household recycling centre for those residents who use this method of free disposal of garden waste. The results of the public consultation survey carried out 18 December 2018-6 January 2019 indicate that 31.7% of those who responded supported the removal of the garden waste skip. This report recommends that the Council carries out further public consultation as part of a review to determine whether garden waste should continue to be accepted at the site.
- 1.11** Home composting is a more environmentally friendly option for those residents with space in their gardens to do so however for those residents who are unable or prefer not to do this, a kerbside collection minimises the carbon footprint of this type of waste. Income from the garden waste collection service funds the provision of that service but also any surplus helps to offset the cost of providing other waste and recycling services in Cheltenham.
- 1.12** The current price of a garden waste wheeled bin (brown) collected fortnightly apart from 2 collections over the Christmas/New Year period is £45 per bin or £42 per bin if the early bird discount is taken up which is lower than some neighbouring Councils.
- 1.13** More consultation is planned with users of the household recycling centre to understand what the barriers may be for users of the site subscribing to the kerbside garden waste scheme. A number of residents choose bin sharing with neighbours when they have small amounts of garden waste and wish to share the cost of a bin. Bin sharing will be promoted to help those with small gardens access the kerbside collection service where small amounts of garden waste or the cost of the service has been a barrier to subscribing to the kerbside service.
- 1.14** For residents that live in one of the specified areas where there is little or no space for storing a brown wheelie bin, garden waste can be collected in compostable paper sacks. The service works on a pay-per-sack basis, instead of an annual subscription. The scheme is entirely optional. Residents can still use the brown bin service. If residents live in a qualifying street they can buy the 75 litre paper sacks at £12.50 for 10 sacks. There is a charge of 60p for delivery, or the sacks can be collected from the municipal offices. Up to 10 sacks can be put out for collection on each collection day.
- 1.15** Further consultation is also planned to understand usage of the residual waste skip, whether it is residents of Cheltenham using the skips, waste composition analysis (bag splitting) and what can be done to help residents reduce the amount of recyclable materials in the waste stream thereby

reducing the overall volume of residual waste being collected at the household recycling centre.

1.16 It is difficult to forecast how much of the residual or garden waste collected at the household recycling centre will be diverted to the kerbside collection given a percentage of what is collected at the site may not come from residents in Cheltenham however work is necessary to support residents taking out as much recycling as possible from the residual waste stream and this will help reduce the total volume of residual waste. Close monitoring of residual waste weights across the borough will be necessary to ensure support for residents who are struggling to reduce their residual waste is targeted appropriately.

1.17 Recycling bring bank sites in Cheltenham

1.18 In addition to the household recycling centre, the Council also provides 12 bring bank sites located around the borough collecting glass, plastics, cardboard, paper and some textiles/shoes, foil and tetrapak/cartons. A list of all the existing sites around the borough and the recycling facilities is available on the website.

1.19 Following the results of the public consultation carried out 18 December 2018-6January2019, which supported the removal of 'some of the less well used recycling banks where residents can access the kerbside recycling service', the Council, in conjunction with Ubico, have reviewed the existing list of bring bank sites considering health and safety issues, how well used they are by the public at present, the recycling facilities currently provided and those presenting more service issues due to misuse.

Whilst the public have not been specifically consulted on the 4 sites identified within the report, two sites, Everest Road and the High Street car park opposite Matalan, have the lowest usage and the least number of bring banks at present as a result. Church Piece, causes the biggest health and safety issue for servicing the bring banks out of all the sites and also the bring banks reduce the number of car parking spaces available in a very busy, small local car park. The health and safety risks for servicing this site cannot be ignored. Another bring bank site is located a short distance away in Charlton Kings (Sixways). The Hatherley area benefits from bring bank sites in two local supermarket locations however the Asda-Hatherley Lane site is the least well used, causes more servicing difficulties and another bring bank site at Morrisons is only a short distance away.

1.20 Some of the recycling bring bank locations cause operational difficulties for large vehicles to access due to space restrictions or parked cars, and need to be reviewed for health and safety reasons, whilst also being those sites causing more fly tipping issues. These 4 sites are: Asda-Hatherley Lane, Everest Road, Church Piece-Charlton Kings and High Street car park.

1.21 Health and safety assessment of existing bring banks

In addition to the health and safety concerns of safely servicing some of the existing bring bank locations with large vehicles in confined public spaces with pedestrians and parked cars, Ubico have risk assessed the condition of the bring banks themselves via a combination of assessment by the collection driver and then by the workshop. The issue with the majority of the skips that have been taken off line already is the condition, structural integrity and level of degradation to the flooring of the skip. The skips over time wear away and become unstable to the point where the floor can come away when being lifted, this can be rectified and repaired with welding but only for a period of time before the skip becomes beyond repair and will be too dangerous to use. The skips that hold glass and bottles often still contain liquid which can speed up the process of the floor becoming damaged due to corrosion and we do and should expect to see these skips need replacement or repair faster than the drier materials.

The existing skips are well over 20 years old, beyond economical repair and are therefore scheduled for replacement which will coincide with improvements to the household recycling centre. The replacement costs are budgeted for as part of the fleet/asset replacement plan and

therefore within existing budget.

- 1.22** A public consultation survey took place between 19 December 2018 and 6 January 2019 and the feedback is set out in sections 2 and 5 of this report.

2. Reasons for recommendations

- 2.1** On 25 March 2019 the Council approved its corporate strategy for 2019-2023. A key priority for the Council is implementing improvements to the recycling service available to residents, business and visitors by reviewing existing services as part of its commitment to achieving a cleaner and greener sustainable environment.
- 2.2** Following a recent survey seeking the public's opinion on the future of waste and recycling services in Cheltenham, including the provision of the household recycling centre and the recycling opportunities available, residents overwhelmingly supported the continued operation of the site including further improvements to increase the range of materials collected (see section 5 of the report for further details of the survey results).
- 2.3** It is necessary to review the site layout to maximise space, improve health and safety for site operatives and members of the public using the site, and implement site improvements necessary to deliver increased recycling opportunities for residents in Cheltenham. Works to be undertaken will include:
- 2.3.1** A better layout of the site making it easier and safer to use for the public and allowing more to be delivered from the existing footprint which is limited by the position and size of the permitted area for waste.
- 2.3.2** Renewing the line painting for the site including marking out parking bays and safe walkways.
- 2.3.3** Improving the signage and information available at the site to help site users better understand what recycling materials can be accepted as well as what happens to the recycling that is collected.
- 2.3.4** Reviewing the feasibility of introducing a re-use facility on site, possibly in partnership with a local charity, which, based on the performance of similar re-use facilities at other household recycling centres in the County, could generate up to an estimated £15,000 per year to offset the cost of accepting some recycling materials which do not generate an income but which would otherwise go to landfill or the Energy from Waste plant at Javelin Park such as carpets, mattresses, tetrapak/cartons and soft plastics (crisp packets and plastic film).
- 2.4** Continuing to accept residual waste at the household recycling centre in Swindon Road is not congruent with the priority set out in the Council's corporate strategy 2019-2023 or the high level of concern raised by the recent Council motion seeking action to address the 'climate change emergency'. The government's new waste and resources strategy seeks to achieve zero waste by 2050 which necessitates Council's supporting residents more with waste reduction advice. Therefore this report recommends that the Council carries out further public consultation as part of a review to determine whether residual waste should continue to be accepted at the site.
- 2.5** The net revenue cost to the Council of providing the household recycling centre and bring banks in Cheltenham is £341,000 per year. Ceasing to collect residual waste and garden waste at the household recycling centre combined with removing the Cheltenham Borough Council provided bring banks on 4 sites and retaining only the third party bring banks could reduce the net revenue cost of these services by approximately £33,000 per year which could be used to offset the cost of providing waste and recycling services in Cheltenham. The reduction in the number of sites at which Cheltenham Borough Council bring banks are provided is forecast to reduce the net revenue cost of servicing these sites by £17,000 with a reduction in capital costs of approximately

£150,000 because less replacement vehicles will be required in 2019/20.

- 2.6 This report therefore recommends that the Council carries out further public consultation as part of a review to determine whether residual waste and garden waste should continue to be accepted at the site and that residents be supported to reduce waste by:
- 2.7 An online public consultation survey between June – September 2019.
- 2.8 Face to face consultation with users of the household recycling centre at Swindon Road between June and August to provide feedback on usage patterns, issues with waste reduction or accessing the kerbside collections and other materials residents would like collected at the site.
- 2.9 Waste composition analysis (black bag splitting) carried out at the household recycling centre between June to September 2019 combined with advice on how to recycle the recyclable items we know tend to end up in the residual waste bin so this can be diverted away from landfill or Energy from Waste.
- 2.10 Focus groups will be held during July to further consult with the public and to help shape how best to deliver waste reduction and recycling advice, guidance for all households in Cheltenham as well as the most appropriate way to implement future policy.

3. Alternative options considered

- 3.1 Whilst continuing to accept residual waste at the household recycling centre without further public consultation and review has been considered, it does not support the importance of the Council's priority for a cleaner and greener environment which seeks to reduce waste and increase recycling, particularly in light of the government's new waste and resources strategy or the motion to full council seeking a support for a climate change emergency.
- 3.2 The Council promotes home composting and provides a paid for kerbside garden waste service for residents in Cheltenham and the provision of garden waste skips at the household recycling centre is considered unfair by some residents as it effectively offers a free service to those residents who are able to transport garden waste to the household recycling centre. Given a kerbside service is available to residents the additional carbon footprint of garden waste transported to the household recycling centre by residents should be considered avoidable in light of the Council's priority to deliver a cleaner and greener environment. As a result, not consulting further with the public and reviewing the provision of the garden waste skips is not considered appropriate.
- 3.3 Public safety is of paramount importance in the delivery of the waste and recycling service and according to the Health and Safety Executive the waste and recycling industry has 4 times more RIDDOR reportable injuries than most other industry sectors. It is therefore necessary to reduce any health and safety concerns around servicing some of the bring banks sites and why the report recommends reducing the number of bring bank sites that present the greatest health and safety concerns for servicing. The use of different types of bring banks has been considered but this does not reduce the health and safety issues. It may be possible, in some locations, to consider other types of recycling opportunities but this will need to be reviewed on a site by site basis.
- 3.4 The results of the public consultation carried out between 19 December 2018 and 6 January 2019 demonstrate overwhelming support for the household recycling centre and therefore closing this site is not an option that has been pursued and would not be in line with the Council's priorities.
- 3.5 Siting different types of bring banks at the bring bank locations around Cheltenham has been considered however to ensure the health and safety risks of servicing the bring bank sites are

minimised other types of skips have been discounted and new like for like replacements will be installed.

4. How this initiative contributes to the corporate plan

- 4.1** On 25 March 2019 the Council approved its corporate strategy for 2019-2023. A key priority for the Council is implementing improvements to the recycling service available to residents, business and visitors by reviewing existing services as part of its commitment to achieving a cleaner and greener sustainable environment. The recommendations within this report directly contribute to this key priority for the Council.

5. Consultation and feedback

- 5.1** More than 4,290 people took part in a recent survey which ran between 19 December 2018 to 6 January 2019 about Cheltenham's waste and recycling collections. Nearly 70% of those who responded said that they were either very satisfied or satisfied with their waste and recycling collections and 97% of these respondents said they make an effort to recycle. The Council will be working with residents to help and assist them reduce waste and recycle more at both the kerbside and the household recycling centre.
- 5.2** The current enhanced kerbside recycling scheme introduced in October 2017 offers residents in Cheltenham an opportunity to recycle cardboard, paper, plastic bottles, pots tubs and trays, small electrical items, batteries and textiles and has increased the amount of recycling in 2018/19 by an extra 1641 tonnes approximately. The survey indicated that residents would support a weekly kerbside recycling service and would like to recycle cartons/tetrapak, plastic film and large pieces of cardboard.
- 5.3** 92.2% of those who responded to the survey said they would not support a closure of the household recycling centre at Swindon Road clearly demonstrating that residents in Cheltenham value and support the provision of a household recycling centre by the borough council.
- 5.4** Further public consultation in various forms is planned for the summer period as set out in section 2.7-2.10 of this report and the results of this will help shape promotion of waste reduction, re-use and recycling both at kerbside and at the HRC across the borough.
- 5.5** The results of the survey indicate that the garden waste skip is well used and it is important to understand the reasons for this and this will be explored as part of further consultation during the review recommended. It is impossible to determine whether residents outside the borough are using the garden waste skip at the household recycling centre without face to face consultation. Site staff suggests that it is small garden services businesses and the amounts of household garden waste in excess of that which can be contained within one brown garden waste bin which encourages some residents to take it to the household recycle centre.
- 5.6** Whilst 54.7% of those who responded to the survey indicated they would prefer to keep the residual waste skip at the household recycling centre, 45.3% of those who responded said they would support the removal of the residual waste skip to make room for more recycling. In light of the Government's new waste and resources strategy and the significant concerns around climate change, it would seem reasonable to consult further with the public and review the continued provision of the residual waste skip.
- 5.7** As part of the recent survey, residents were asked if they would support the removal of some of the less well used recycling bring bank sites in Cheltenham to reduce service costs – 60.7% of those who responded said they would which is in line with the recommendation in this report. Fly tipping data, recycling performance and health and safety considerations have informed the list of sites identified to close.

5.8 Officers are satisfied that meaningful public consultation (carried out 18 December 2018-6 January 2019) regarding the recycling bring bank service has been carried out and that the changes are not significant in scale.

6. Performance management –monitoring and review

6.1 Monthly analysis of waste and recycling weights, as well as fly tipping at bring bank sites, will continue to be reviewed as part of the monthly contract monitoring meetings.

6.2 Staff at the household recycling centre will be involved in feedback on site usage and further public consultation will take place as necessary over and above that set out in the report.

Report author	Contact officer: Karen Watson, Client Manager – Environmental Services (interim), Karen.watson@cheltenham.gov.uk, 01242 264397
Appendices	<ol style="list-style-type: none"> 1. List of bring bank sites 2. Risk Assessment
Background information	<ol style="list-style-type: none"> 1. Government’s new waste and resources strategy published on 16 October 2018. 2. Motion to Full Council seeking support for a climate change emergency 3. Results of the public consultation carried out between 19 December 2018 and 6 January 2019

Proposed bring bank locations to be retained – 8 sites

Recommended bring bank location	Cardboard	Paper	Plastics	Glass/Tins	Total skips for bring bank sites
Morrisons Caernarvon Road	2	1	1	2	6 plus textiles/shoes and cartons
Sixways Charlton Kings	1	1	1	1	4 plus textiles/shoes
Edinburgh Place Coronation Square	1	1	1	1	4 plus textiles/shoes and foil
Cheltenham Town FC Whaddon Road	1	1	1	1	4 plus textiles/shoes
Bath Terrace Car Park	2	1	1	1	5 plus textiles/shoes and foil
St James's Car Park	1	1	1	1	4 plus textiles/shoes
Sainsbury's Prior Road	1	0	1	0	2 plus textiles/shoes
Sainsbury's Tewkesbury Road	2	1	1	1	5 plus textiles/shoes, foil, cartons and books/videos

Proposed bring bank locations to retain third party recycling bring banks only and remove Cheltenham Borough Council provided bring banks – 4 sites

Recommended third party bring bank location	Tetrapak Cartons	Textiles	Foil
Asda - Hatherley Lane		1	
Everest Road		1	
Church Piece Charlton Kings	1	1	1
High Street Car Park (opposite Matalan)		1	

Risk Assessment

Appendix 2

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	
	If the existing bring banks are not replaced, health and safety concerns due to their age will require all the bring banks to be removed resulting in reputational damage and a negative financial impact on income.	Tim Atkins	26/4/19	4	4	16	reduce	Replace all the bring banks at all locations within existing budgets	As soon as possible	Karen Watson		
	If any of the recommendations within the report result in less recycling being collected and more residual waste is diverted to the kerbside the Council's income from the sale of recycling materials may be adversely effected and costs may increase.	Tim Atkins	26/4/19	3	3	9	reduce	Implementation of the recommendations within the report to help, advise and support residents and close monitoring of the kerbside service	Ongoing 2019/20	Karen Watson		
	If a review of the garden waste skip results in its withdrawal and a significant amount of garden waste is diverted to the kerbside additional resource may be required although as this is a paid for service additional income should help to offset these costs.	Tim Atkins	26/4/19	3	3	9	reduce	Detailed analysis in the review recommended is required and close monitoring of the kerbside service	Ongoing 2019/20	Karen Watson		
	If the recommendations	Tim	26/4/19	2	2	4	reduce	Close monitoring of the	Ongoing	Karen		

	within the report result in an increase in fly tipping in Cheltenham, more resource will be required to tackle this.	Atkins						incidence of fly tipping and closer working with enforcement coupled with advice and support for residents	2019/20	Watson	
	If inadequate resources/processes are in place within Ubico to manage collections, reputational damage may result.	Tim Atkins	26/4/19	4	3	12	reduce	Close monitoring of collections and volumes combined with more robust supervision and management within Ubico will mitigate this risk.	Ongoing 2019/20	Karen Watson	
	If there is a challenge that the council's consultation duties have not been discharged fully regarding the removal of some of the bring bank sites as set out in the report then further consultation will be required or the bring banks re-instated	Tim Atkins	26/4/19	2	2	4	accept	Close monitoring of public opinion and promotion of the kerbside recycling service should mitigate this risk. If a challenge is brought against the council, it should be possible to mitigate the impact by re-instating the bring banks.	Ongoing 2019/20	Karen Watson	

Explanatory notes

Impact – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical)

Likelihood – how likely is it that the risk will occur on a scale of 1-6 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability)

Control - Either: Reduce / Accept / Transfer to 3rd party / Close

Appendix 4: Cabinet 11/06/19 –Excerpt of minutes for Agenda Item 5-Improvements to the Household Recycling Centre and changes to bring bank sites

The Cabinet Member Clean and Green Environment introduced the report, he advised that the enhanced kerbside recycling provisions introduced in 2017 had increased the amount of recycling in 2018/19 by an extra 1641 tonnes. He informed the committee that a weekly kerbside recycling service was being investigated and stressed that this did not mean they would be moving to a three weekly residual waste collection.

He explained that they had had a huge response to the previous public consultations which had demonstrated the clear enthusiasm for the household recycling centre, residents had both commented on the quality of the service but also made suggestions for improvements. He was proud of the service they provided at the HRC but acknowledged resident's concerns regarding improvements that could be made. He noted that the Gloucestershire County Councils household recycling centres had reduced their opening hours which had had an impact on the HRC.

He explained that the council had set out clear priorities to improve the clean and green environment, which had been supported by the motion they had recently passed at Council to declare a climate change emergency. He confirmed that they intended to carry out a complete review of the household recycling centre in order to optimise and expand the re-use and recycling opportunities which could be delivered from the existing site. They had learnt from the consultation that whilst residents were happy with the service, there was clear enthusiasm to expand the recycling facilities. He explained that this work included a review of whether the continued collection of residual and garden waste supported the Council's priorities. He highlighted that there were environmental and financial considerations as transporting garden waste across town to the HRC was not environmentally friendly, similarly, removal of the garden waste and residual waste skips could allow the site to focus on recycling, re-use and waste reduction. However, they would be reviewing this subject to further consultation.

He explained that they were also reviewing the retention of the residual waste skip as at present, everything residents deposited in to the skip either went to landfill or the incinerator. However, inspections had indicated that a significant amount of this could have been recycled. They were therefore considering whether this should be retained, or they should consider alternatives in order to maximise recycling opportunities that would otherwise be there. In addition, they were also proposing general improvements to the HRC in order to optimise the site layout, provide better signage, enhance internal safety barriers and fencing and replace existing bring banks within existing budgets. He advised that the site would be shut down for a maximum of 2 days to enable these improvements.

He reiterated that they had not made a decision on whether to remove the residual and garden waste at the HRC but wanted to go out to further consultation to gauge resident's opinions. They were also proposing to review and increase the range of recycling materials accepted at the household recycling centre for both re-use and recycling to ensure that the environmental and financial benefits were maximised. From the consultation, it had been clear that residents wanted to do more recycling and this was about improving the range of facilities at the HRC in order to allow them to do so.

With regards to the bring bank sites, he confirmed that they were proposing to remove the bring banks on the Asda – Hatherley Lane, Everest Road, Church Piece – Charlton Kings and High Street Car Park sites as these were less well used and in a poorer condition. He explained that they had to consider the quality of the existing skips and cost of replacing them, there were also

health and safety concerns for residents and those servicing the sites that needed to be considered on these 4 sites.

The Leader felt that the suggest approach was a sensible way forward and it was important that they built on the improvements that they had made in 2017 in order to increase recycling provisions. He reiterated that they would be retaining 8 bring bank sites and brining these up to a more modern standard. He also supported the proposed changes to the recycling centre which would make it more useable and looked forward to the seeing the responses to the consultation.

RESOLVED THAT

- 1. Authority be delegated to the Managing Director, Place and Growth, in consultation with the Cabinet Member, Clean and Green Environment to:**
 - 1.1 Implement improvements to the household recycling centre at Swindon Road to optimise the site layout, provide better signage, enhance internal safety barriers and fencing and replace existing bring banks within existing budgets;**
 - 1.2 Agree a suitable date to close the household recycling centre at Swindon Road for a maximum of 2 days to enable the improvements set out at 1.1 to be completed;**
 - 1.3 Subject to further public consultation, review the collection of residual waste and garden waste at the household recycling centre and implement any changes necessary to ensure environmental and financial benefits are maximised;**
 - 1.4 Review and increase the range of recycling materials accepted at the household recycling centre for both re-use and recycling ensuring environmental and financial benefits are maximised;**
- 2. Approve the retention of third party bring banks only and the removal of Cheltenham Borough Council provided bring banks on the following sites: Asda – Hatherley Lane, Everest Road, Church Piece – Charlton Kings and High Street Car Park as soon as possible.**



Unauthorised Encampments Policy



Unauthorised encampment policy

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Section 1 – Policy Intentions

The Policy of Gloucestershire Constabulary is to set out the action to be taken when dealing with unauthorised encampments. The policy has been devised to demonstrate a clear and transparent procedure for dealing with unauthorised encampments and the procedures that apply.

The aim of this policy is to help Police Officers respond to unauthorised encampments in a consistent way, balancing the human rights of Gypsies and Travellers, with those of landowners and the wider public. All police decisions and actions must be made in compliance with the provisions of the Human Rights Act 1998. Any action should only be such as is necessary for public safety, the prevention of crime or disorder, the protection of health, or for the protection of the rights and freedom of others. This document provides guidance covering the options to be considered in dealing with any people who trespass on land owned by another with an intention to reside. This policy does not cover raves, which is dealt with separately.

The establishment of an unauthorised encampment can raise many concerns with the landowner and neighbouring members of the settled community. Some of these concerns are unfounded, and may be based on ignorance and prejudice; however there still remain encampments that cause high levels of anti-social behaviour and disproportionate disruption to the community into which they move.

This document explains the framework within which our staff should act, recognising the requirement to balance the needs of a range of interested parties.

Policy should enable consistent and effective decision making. Where operational or managerial circumstances require any decision making that would adversely affect adherence to the policy or procedure, in line with the 'Statement of Intent' of the constabulary and the police service 'Code of Ethics', if an officer/ police staff member believes that they need to make a decision that steps outside of policy and procedure they should do so, provided that:

- the officer/ police staff member raises the matter at the earliest opportunity (and ideally before any such decision is made) with their line manager declaring their intended (or actual) course of action if notification is made after the decision is taken,
- produces, in a timely manner, a signed and dated written explanation of why it is/ was deemed necessary to step outside of policy and procedure, and
- maintain an adequate record of this written rationale for audit purposes appropriate to the circumstances/ contravention



Unauthorised Encampments Policy



Section 1 – Policy wording

All police actions should be conducted in a manner compatible with the operational principles of safety, lawfulness, necessity, proportionality and common humanity. Actions should be completed in a manner that is the least intrusive to achieve the purpose. It is necessary to achieve a balance in the protection of the rights and freedom of all persons concerned with a specified unauthorised encampment.

Initial contact should be made with the people on the site, and an assessment made of the impact of its location and the behaviour displayed by the occupants. The occupants should be spoken to; to establish their identities and location of last site, and to ascertain their views on desired duration of stay as well as any pressing welfare needs.

The mere presence of an encampment without any aggravating factors should not normally create an expectation that police will use eviction powers. This should be communicated to the public, landowners, local authorities, and other agencies.

A separate STORM incident log should be created for each unauthorised encampment notified to the Police. Any calls from the public relating to the encampment, or directly attributable to its occupants, should be recorded within the log, including any complaint calls.

Supervisors should ensure that there is a clear audit trail of decision making which sets out the rationale for all decisions made. Where separate STORM logs are created for specific incidents, which relate to the encampment, these should be 'incident-matched' to the main log once concluded. At the conclusion of the occupation of the encampment the log should be endorsed suitably with the outcome, including any eviction powers used, and the general behaviour and conduct of the residents.

Section 2 – Procedural guides

The lead authority will normally be as follows:-

- ◆ The County Council will act as lead authority in respect of unauthorised camping on the highway or County Council owned land.
- ◆ The District Council will lead in respect of unauthorised camping on District Council owned land and privately owned land or common land where there is no identified owner.
- ◆ The Police will initiate action when the decision has been taken to use powers under Section 61, but the County or the District will remain the Lead Authority.

In some cases the lead authority will not be easily identified, for example because an encampment may be on both public and private land. In such cases the decision as to who will be lead authority will need to be made and based on the extent to which encroachment is on the highway or private land - if the majority of the land occupied is highway it will be the County Council; if the majority of the land is private or common land with no identified owner, it will normally be for the District Council to take the lead.

Unauthorised encampments should initially be dealt with via engagement and negotiation with the occupiers of the land and landowner as most occupants will usually reside for a few days before moving on. If agreement cannot be reached between parties the responsibility to remove the occupants will usually fall to the landowner through applications for an eviction notice through civil legislative processes.



Unauthorised Encampments Policy



Considerations to becoming involved in bringing about the prompt and lawful removal of unauthorised encampments, including the use of police powers under Section 61 or 62 of the Criminal Justice & Public Order Act 1994 would be when negotiation and civil remedies have either been deemed unsuitable or have been attempted unsuccessfully. Situations where civil remedies may be inappropriate and more positive police action is required may include where:

- i) Local amenities are deprived to communities or significant impact on the environment.**
This could include, for example, forming an encampment on any part of a recreation ground, public park, school field, village green, or depriving the public use of car parks. The fact that other sections of the community are being deprived of the amenities must be evident before action is taken.
- ii) There is local disruption to the economy.**
Local disruption to the economy would include forming an encampment on a shopping centre car park, or in an industrial estate, if it disrupts workers or customers, or agricultural land, if this results in the loss of use of the land for its normal purpose.
- iii) There is other significant disruption to the local community or environment.**
This might include where other behaviour, which is directly related to those present at an encampment, is so significant that a prompt eviction by police becomes necessary, rather than by other means.
- iv) There is a danger to life.**
An example of this might be an encampment adjacent to a motorway, where there could be a danger of children or animals straying onto the carriageway.
- v) There is a need to take preventative action.**
This might include where a group of trespassers have persistently displayed anti-social behaviour at previous sites and it is reasonably believed that such behaviour will be displayed at this newly established site. This reasoning will take on greater emphasis if the land occupied is privately owned, as the landowner will be responsible for the cleansing and repair of their property.

In all cases, as stated above, relevant Human Rights processes must be applied to all decisions made, i.e. that the elements of S61 are satisfied, and that it is necessary and proportionate to use the powers. [Section 61 Criminal Justice & Public Order Act 1994](#) relies upon reasonable steps being taken, by or on behalf of the landowner, to ask trespassers to leave in every case before police powers can be used.

[Section 62 - Criminal Justice & Public Order Act 1994](#) refers to powers to remove persons and vehicles from land if trespassing **when an alternative relevant site is available**. The benefit of this section is that fewer conditions are required to be satisfied.

Police Powers should not be invoked without consultation with senior management (C/I or above) due to the resource and cost implications of such action.

Section 3 - Relevant Legislation: *(Human rights/diversity/Health & Safety/any other specifics)*

Section 1 – Police Eviction powers – Section 61 Criminal Justice & Public Order Act 1994



Unauthorised Encampments Policy



FLOW CHART AND GUIDANCE NOTES

If:-

I believe that two or more of you have entered the land as trespassers, that you have a common purpose of residing on the land

- Who is the landowner?
- Are there 2 or more people?
- Have they entered the land as trespassers?
- Are caravans or other 'living' vehicles present?

and that reasonable steps have been taken by or on behalf of the person entitled to possession of the land to ask you to leave

- What reasonable steps has the landowner taken to ask the trespassers to leave? e.g.**
- Verbal request: (supported by written statement)
 - Are there witnesses to the request?
 - Have notices been served requesting them to leave - who served them, and how. Were they displayed prominently?
 - Do the Police have a copy of any notice served?

I FURTHER BELIEVE THAT:
One or more of you has caused damage to the land or property on the land

- Damage can be ANY damage e.g.
- Padlock to gate
 - Digging away earth mounding (cost money to have put in place or to repair)
 - Could be litter in worst cases or engine oil contamination etc

Or

One or more of you has used threatening, abusive or insulting words or behaviour towards the occupier, a member of his family or an employee or agent of his.

- Equivalent to Section 5 Public Order Act
- Only applies to landowner or agent – NOT all members of public
- Will the victim provide a written statement?

Or

You have between you six or more vehicles (including caravans) on the land

- Vehicles includes motor vehicles and caravans
- Where S61 applies, consider this Guidance.

THEN S61 MAY BE APPLIED. IF IT IS,

- S61 Notices must be served and copies kept (carbon)
- Details of people and vehicles must be recorded
- A 'reasonable' time (in the circumstances) must be given for them to leave the land
- Trespassers welfare issues must be taken into account

FAILURE TO COMPLY

- Power of arrest - any person who fails to comply without reasonable excuse to leave the land
- Power to seize any vehicle not removed

HUMAN RIGHTS TESTS

Is the eviction proposed:

- Legal - are the elements of Section 61 present?
- Necessary - is it necessary to evict the group?
 - Would other policing methods suffice e.g. high profile patrols, or individual arrests for other offences?
- Proportionate - is the decision balanced?
 - Have the needs of the landowner or settled community been balanced with the needs of the trespassers?
 - Do all the trespassers need to be evicted or can specific individuals be identified?
- Accountable - is the rationale behind the decision recorded and available?

DECISION MAKING GUIDANCE

- It is recommended that decisions to evict be made by an Officer not below the rank of Inspector.
- All decisions, whether to evict or not to evict, will be recorded, including with



Unauthorised Encampments Policy



Section 4 - Related References: Criminal Justice & Public Order Act 1994

A copy of the notice that must be served on each individual and placed on each vehicle present is shown below:

[Criminal Justice & Public Order Act 1994.docx](#)

Section 5 - Identification, Monitoring and Review

Security Marking:		NOT PROTECTIVELY MARKED / PROTECTED / RESTRICTED			
Document Title: POLICY					
Type		URN	Strategic Board	Author/Reviewer	
Policy			CCEB	Name: Insp 256 Templeton	
Version	Date	Changes (ensure public copy amended and uploaded to external website)			Complied with Policy Guidance
3.1	05/05/17	Policy reviewed			✓
3.2	29/3/2017	Added generic decision making wording to Section 1 as per DCC's request			
Next Document Review Date: 24/11/2016					
EIA		EIA Sign Off		EIA Review	
LOW/MEDIUM/HIGH					
SIA		SIA Sign Off		SIA Review	
<i>This version will be placed on the public domain website</i>					
If this version cannot be placed on the public domain website, provide reason and relevant COG authority					

Previous policies can be found with the continuous improvement team.

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Information/Discussion Paper

Overview and Scrutiny Committee – 1 July 2019

Ubico Annual Performance Report 2018/19

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 Following the service change in October 2017, the new kerbside recycling service experienced significant difficulties completing rounds which were compounded by heavy snowfall over the Christmas/New Year period.
- 1.2 On 26th February 2018, at the request of the Overview and Scrutiny Committee, Ubico and the Joint Waste Team, who were managing the Ubico contract on behalf of Cheltenham Borough Council at the time, presented a report on the operational issues experienced and what was being done to remedy them.
- 1.3 Overview and Scrutiny Committee have asked to receive Ubico's end of year performance report.

2. A summary of performance

- 2.1 Ubico's full annual report for Cheltenham Borough Council for 2018/19 is attached to this briefing paper. The main points are set out below:
- 2.2 Compliance/Health and safety – there are no major concerns in this area and the work undertaken to achieve ISO45001 has resulted in significant improvements.
- 2.3 Waste and recycling – whilst the number of missed collections has been higher than we would like, particularly for refuse and garden waste, the overall performance in terms of collection accuracy is 99.91%, the target being 99%. This means that out of a total of 5,582,620 collections during the year only 5270 collections were missed.
- 2.4 Street cleansing – positive feedback has been received about the higher standards being achieved in the town centre and the car parks however the level of littering and fly tipping has remained fairly constant and absorbing resource which could be deployed elsewhere. The client team and Ubico are working with the Council's enforcement team to address problem areas.
- 2.5 Partnership contract sum – in 2018/19 there was a year-end overspend of £329,380 mainly due to: the unbudgeted cost of a third garden waste vehicle and crew for 9 months of the year (£54,629); shortage of fleet procurement resource and expertise within both Ubico and Publica resulting in vehicle hire costs of £121,951 within street cleansing; increased waste disposal costs for the household recycling centre and bulky waste collections combined with agency costs to backfill long term staff absence (£125,646); the additional cost of operating 2 extra recycling vehicles and crew plus a spare vehicle amounting to £161,318; and a small overspend in grounds maintenance of £7,507.

3. Summary of evidence/information – Ubico corporate update

- 3.1 **Health & Safety & Environmental Compliance**
- 3.2 Keeping Ubico workforce safe will always be the company's first priority and highest

- 3.3** In 2018 considerable work was undertaken to continue to harmonise health and safety and environmental compliance systems and processes. In addition, Ubico enhanced its Health and Safety reporting to identify year on year trends and provide more meaningful data to managers providing a clearer picture on Ubico performance and enabling informed decision making and intervention.
- 3.4** Ubico's core priority in 2018 was working towards achieving the International Standard for Health and Safety (ISO45001). Ubico achieved certification in April 2019 representing a significant milestone for the company. Achieving and embedding this ISO standard will be a core priority for 2019/20.
- 3.5** Ubico also implemented a corporate restructure in 2018 to strengthen the company's compliance function. This has provided Ubico with more robust internal monitoring to check whether safe systems of work, training and risk assessments are being followed and executed appropriately. On-going enhancement of the company's compliance function will progress in 2019/20 as a means of driving a culture of health and safety and continued improvement.
- 3.6** Partnership working and investment has enabled Ubico to strengthen our environmental compliance by making key changes to operational depots. However, further investment is needed at some sites to ensure that Ubico can demonstrate the highest standards of compliance.
- 3.7 Fleet Operations**
- 3.8** Fleet operations underwent considerable change in 2018 in order to meet the needs of the company. The fleet function, including the corporate and workshop staff, was moved under the Operations Division to enable stronger partnership working between fleet and operational services.
- 3.9** In addition, a series of improvements to process and systems were implemented following an external review from the Freight Transport Association (FTA). Ubico is working to implement Fleet Management Software to provide a more robust system to underpin the maintenance and management of vehicles and improve performance reporting.
- 3.10** Ubico has successfully increased its number of qualified Transport Managers and is now in a far stronger position with regard to compliance with the requirements of the Operator Licence.
- 3.11** During 2019 Ubico will undertake a restructure of the fleet operations to better meet the company's aims and aspirations and work with shareholders on investing in our workshops to provide improved brake testing capability, in line with regulatory changes, and to maintain and improve MOT pass rate performance.
- 3.12 Technology**
- 3.13** Ubico continues to operate with an out-dated back office system to underpin operations. Webasp software is used to model and plan round changes, and cameras and trackers are used to monitor vehicles, however, day-to-day collections and maintenance remains a largely manual, paper-based process. Improvement is also required on both software and hardware systems to make them more effective, efficient and improve the management information provided to staff. Shareholders have expressed an interest in procuring systems that will deliver a more responsive and efficient operation. Ubico will work in partnership to undertake an end to end review of information transfer with a view to maximising the value of new technologies, which will likely incorporate of new technology. This will deliver benefits to both the councils and Ubico, allowing shareholders to get real time information on

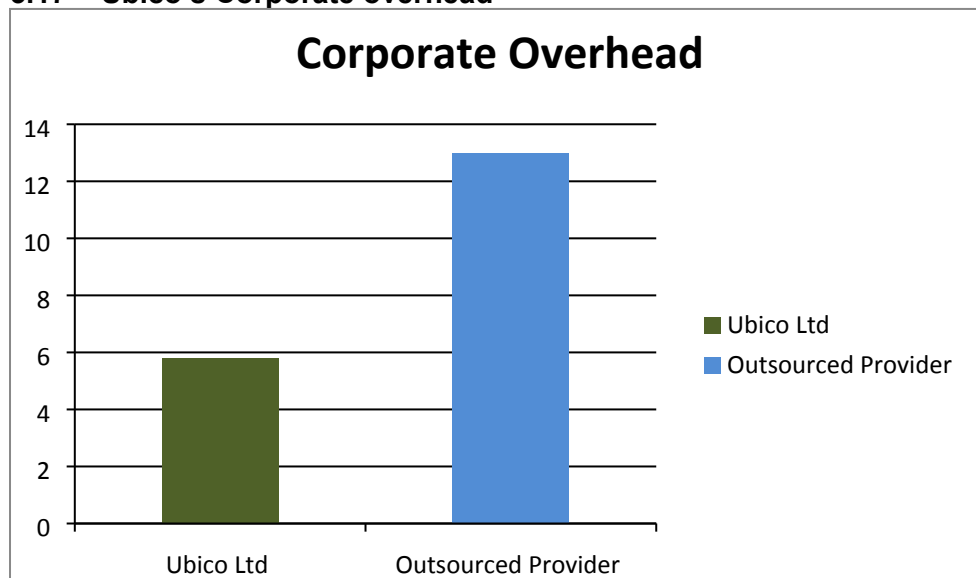
collection rounds and Ubico to be **Page 47** report and respond to issues more easily, effectively and swiftly. However, it is a key priority for Ubico that the procurement of any system is undertaken in a coordinated and joined-up manner so that the company does not have an inefficient legacy of multiple different software systems.

3.14 Finance & Transparency

3.15 Ubico recruited a full time Financial Controller and technician to strengthen the function. This is in addition to maintaining the three FTE staff provided by Publica finance staff who work exclusively for Ubico. The finance team is now appropriately resourced for a company of Ubico's size and turnover. Historically, a lack of capacity within finance, with the company experiencing periods with only one full-time post to manage the company's finances, was insufficient to provide the service and detail necessary to partners.

3.16 In 2018 Ubico moved to providing monthly financial reporting, offering full line-by-line detail to partners if requested to ensure transparency and to provide an opportunity for appropriate scrutiny. Ubico also redesigned its partnership sum setting process for 2019/20, commencing dialogue and interaction with the commissioners much earlier than in previous years, and by being more proactive with both commissioners and finance officers on priorities for 2019/20. Whilst this updated process has been well received, Ubico needs to continue to improve for 2020/21 by starting this dialogue earlier still and by aligning Ubico's reporting to Council decision making or consultation meeting schedules to support our finance partners.

3.17 Ubico's Corporate overhead



3.18 Ubico still compares favourably when compared to traditional outsourced providers within the market. Outsourcing will result in a typical overhead of 9% and profit margin of 3-4% being added to the contract value. Ubico's corporate overhead remains at 5.8% to provide for a range of back office services such as HR & IT, Payroll, Finance, Procurement and management. That said, Ubico will continue to strive to deliver efficiencies back to shareholders by exploring greater innovation, integration and partnership working to create savings

3.19 Performance Reporting

3.20 In 2018 Ubico redesigned its monthly performance reporting, in response to partners requesting more information from the company. Ubico's monthly reports now contain more measures and provide more information on the performance of the services we operate than ever before.

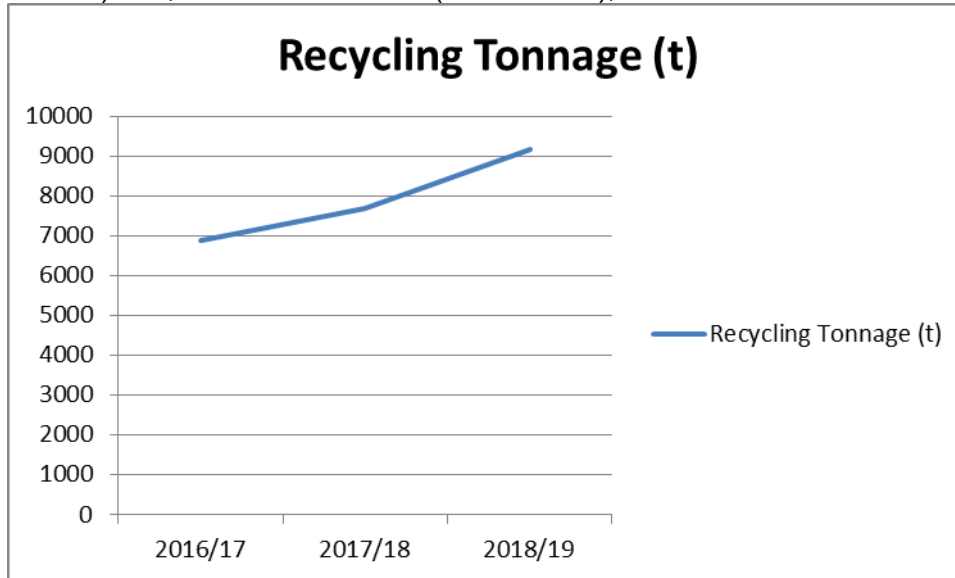
- 3.21** In 2019, Ubico will continue to refine and improve its reporting. Ideally, the company would like to streamline and harmonise reporting to make it more efficient, however, this is dependent on partners agreeing to a more standardised metrics and, at present, commissioners are retaining bespoke local measures.
- 3.22 Commercial**
- 3.23 Vehicles & Assets**
- 3.24** Ubico is not currently maximising the use of the vehicles or assets that it operates. Retaining vehicle assets under shareholder ownership creates barriers to commercial success, leads to inefficiency and can expose shareholders to greater financial risk if vehicle costs remain in silos within each individual contract.
- 3.25** While some sharing of vehicles has taken place between shareholding authorities, the full potential of the vehicle assets that Ubico operates is yet to be realised. By Ubico managing assets more effectively it will increase the company's ability to deploy vehicles based on need and to use them more widely for commercial purposes. Improved management or ownership of vehicles will help to:
Smooth the costs of maintenance through a seven year fleet cycle across contracts
Reduce the reliance and financial impact of hire vehicles
Increase resilience
Increase commercial use
- 3.26** Ubico's other key resources are its operational depots. Again, the commercial value of these sites has not yet been maximised and the company will increasingly explore the potential to:
- Share and integrate operations to release assets for commercial use
 - Increase commercial activities from operational sites
 - Work in partnership to identify new sites or locations that will reduce costs or increase commercial potential
- 3.27** Ubico will bring forward proposals in 2019/20 to offer a re-designed procurement and vehicle management process for shareholders.
- 3.28 Investment**
- 3.29** Shareholders have invested significant amounts of capital to support operational service delivery – largely in vehicles and plant equipment that are used to meet agreed specifications. However, investment for commercial return thus far in Ubico has been minimal. Ubico will present a number of investment opportunities to shareholders in the years ahead in the following areas:
- 3.30 Hire Vehicles**
- 3.31** Ubico has already developed an initial pilot for hire vehicles and will offer further opportunities for investment in hire fleet for commercial return if the pilot proves to be a success. The model developed has demonstrated that by Ubico developing a pool of hire vehicles it is estimated will generate a return on investment averaging 12% across a 3 year period. The Board are clear that developing a diverse range of vehicles that can be used internally to reduce costs as well as offer potential income from third parties represents a viable opportunity for the company to further pursue in 2019/20.
- 3.32 Commercial Waste**

- 3.33** Ubico will develop a range of options a commercial waste offer to reflect shareholder appetite to generate additional income and realise greater commercial profit from this sector.
- 3.34** Ubico will bring forward a paper in the first quarter of 2019/20 that will explore the potential to deliver a more commercial and integrated commercial waste service. An initial stage in this development may be to invest in a pilot to develop an existing trade waste service operating from Cheltenham to enable the testing and development of the appropriate technology and equipment to deliver a more sophisticated and customer focussed service.
- 3.35 Fleet Maintenance**
- 3.36** As an extension of fleet capabilities Ubico will also look to the provision of other fleet services, such as vehicle washing and supply of parts and tyres to see if there is value in Ubico becoming more involved in these markets. Firstly to reduce internal costs to existing shareholders, but also to explore external commercial growth via third parties. In 2019 the Fleet department will be restructured and consolidated under the Head of Fleet Operations to enable and expedite the development of the fleet service and its commercial potential. Business cases have already been developed for investment and will be progressed in 2019.
- 3.37 Javelin Park EfW**
- 3.38** Javelin Park EfW is currently scheduled to begin operations in late June. In 2018 Ubico undertook a significant amount of work to support both CBC and Tewkesbury Borough Council high risks associated with direct deliver and to construct an operational plan for the transfer of waste locally before being transported to Javelin Park.
- 3.39 Future of Swindon Road Depot**
- 3.40** As stated above, reviewing depot provision remains a key area of activity for the company. It has been identified that future property growth will place added pressure on the Swindon Road depot, increasing congestion and vehicle movement on site. While the existing depot has served CBC well, the current depot will require investment if it to remain fit for purpose for the size of the operation as well and maintain the highest standards of health and safety and compliance.
- 3.41** Ubico is committed to supporting CBC in exploring alternative depot locations that will aim to:
- Accommodate future growth in operations
 - Increase efficiencies
 - Have in-built infrastructure to sustainable fleet options e.g. electric vehicles
 - Allow for commercial expansion
- 3.42** Deliver a more coherent and joined-up approach to collection and disposal of waste and recycling
- 3.43 Ubico Operational Update**
- 3.44 Food Waste Collections**
- 3.45** Food waste collections have consistently met both the contracted and stretch targets.
- 3.46 Residual Waste Collections**
- 3.47** Residual waste collections have had difficulties in achieving consistent completion due to heavy workloads.

- 3.48 Wednesdays are the identified pinch point often leading to tasks being carried over and affecting the following days.
- 3.49 Work is being carried out to assess resource required to consistently achieve completion with minimal disruption to residents.

3.50 Recycling Collections

- 3.51 Collected kerbside recycling weights have increased from 6,895tons in 2016/17 (old service) to 9,189tons in 2018/19 (new service), an increase of 30%.



- 3.52 An additional Romaquip vehicle borrowed from Cotswold District Council (CDC) and the spare vehicle were being used as front line vehicles at the start of the year to cope with the increased amount of recycling being presented at the kerbside
 - 3.53 A lack of a spare vehicle meant when a Romaquip vehicle was off the road for servicing etc. recycling was unable to be collected separately leading to additional costs of sorting by an external contractor.
 - 3.54 The purchase of the CDC vehicle and an additional Romaquip vehicle from the manufactures' later in the year minimised the amount of mixed recycling being collected though vehicle recalls have led to this practice being continued albeit at a reduced rate.
- 3.55 Garden Waste Collections**
- 3.56 Garden waste collections were uncoupled from the other collections to keep the service as efficient as possible; this means that some residents have garden waste collected on a different day to their Residual, Recycling and Food waste collections.
 - 3.57 This service sees obvious spikes in weights in the spring and later in the year due to weather conditions promoting plant growth, due to this a third vehicle is used to reduce the pressure on the two existing rounds, this was done in 2018/19 by absorbing costs into other services. 2018/19 will see a dedicated resource for this extra vehicle
 - 3.58 Missed collections were high (and remain so this year) with spikes corresponding with the increased weights. Various options are being looked at to reduce the missed collections with the retention of existing staff a priority.

3.59 Bulking & Recycling Centre Page 51

3.60 Incoming weights to the recycling centre have remained fairly consistent for the last three years.

3.61 The new compactors required further work to ease access by members of public balanced with protective measures to keep moving parts out of reach.

3.62 A restructure of staffing in both sites now means a dedicated supervisor is responsible for both sites, improvements to working practices has generated compliments both from Ubico site users as well as external contractors.

3.63 The number of Technically Competent Persons in the management of Hazardous Waste was increased in the year to give increased resilience to the site.

3.64 Street Cleansing

3.65 The development of Cheltenham Town Centre has seen an increased in the requirements of CBC of the street cleansing team, this has so far been absorbed into the current service with a review expected to take place in the forthcoming year.

3.66 Cleaning up during and after events such as Cheltenham Jazz Festival, Half Marathon & Racing Festival was carried out with a minimum of disruption to residents and event goers.

3.67 The aging fleet caused this service a large increase in vehicle hire costs, to reduce these costs a mechanical sweeper was temporarily removed from the service with agreement from CBC, this was done with minimal disruption to residents but has led to a reduced frequency of sweeping in the borough.

3.68 Grounds Maintenance (GM)

3.69 All parks, verges and CBC owned land received the scheduled amount of grass cutting.

3.70 Cheltenham Borough Homes and Ubico worked together to review the standard of GM work provided and agreed a new service level, Ubico worked to this new level in 2018/19 prior to the agreement being formalised and continue to meet the higher KPI's.

3.71 The imminent closure of the Arle Road Nursery at the end of the year led to changes in the type of bedding plants used in the borough with a perennial plants being used rather than annual.

3.72 Accessing litterbins within parks caused operational difficulties as staff are having to manually carry full bags over unsuitable terrain, this is being reviewed as an ongoing project.

3.73 Health & Safety

3.74 All Risk Assessments and Safe Working Practices were reviewed as normal through the year with an additional activity register being produced to ensure all tasks are covered.

3.75 All staff received refresher training covering basic induction, bin lift operation, use of reversing assistants, manual handling along with task specific training to maintain their safety.

3.76 Drivers continue to receive the 7 hours of mandatory Driver CPC training each year.

Ubico designed its own waste collection course to be approved by JAUP (the approving body). This course was presented by an external trainer and received very good feedback from the staff who had previously expressed concerns that standard issue courses were not relevant to the industry.

3.77 Driver Assessments to improve the standard of driving across the company were started this year; all drivers will be assessed on commencement of employment, at least once per year and after any vehicle accident. A reduction in vehicle incidents has already been seen but more data is required to be able to analyse the cause effectively.

3.78 Future Plans

3.79 Ubico will continue to work closely with CBC to identify areas of efficiency and income generation; costings have already been put forward for various projects and while Ubico will always suggest new ways of working it will always remain CBC's ultimate decision on which course to follow.

3.80 Current reviews and projects include Street Cleansing, Weekly Recycling, Residual Waste balancing, Garden Waste efficiency, vehicle procurement, household recycling centre efficiencies and preparing for the change in tipping location for residual waste.

4. Next Steps - possible next steps for the committee to consider eg potential witnesses, further report, site visit etc.

4.1 Overview and Scrutiny Committee may wish to consider requesting an annual performance report from Ubico in July each year going forward.

Appendices	Appendix 1 - Ubico annual report 2018/19 Appendix 2 - Ubico informal shareholders update (14 June 2019)
Contact Officer	Karen Watson, Client Manager – environmental services (interim) / also responsible for customer relations, 01242 264397, karen.watson@cheltenham.gov.uk
Accountability	Councillor Chris Coleman, Cabinet Member Clean and Green Environment

Annual Report 2018 - 2019



CHEL TENHAM
BOROUGH COUNCIL

Waste & Recycling

Manager's comments:

Refuse rounds – Focus needed on levelling out the rounds. Still having issues with rounds being so finely balanced that any breakdowns or crew shortages sometimes result in non completion with Wednesdays being particularly challenging. Work will be carried out on this through June.

Recycling rounds - improved performance on a misses and round completion front

Garden waste rounds – third crew was scheduled and running from April as the two recycling crews beginning to struggle to complete. However lessons need to be learnt from previous years as again crew knowledge and experience was lacking.

Scheduled round for Echo 3 is also taking too long to design. These issues and lessons learnt will be given priority Q1 2020 to ensure the service complications witnessed historically are minimised ready for the new season.

Successful race week collection schedule delivered

The operations manager and a supervisor on the Cheltenham contract both moved onto new roles in 2019. It took 3 months for a replacement supervisor which added pressure on the remaining 2 supervisors impacting crew inspections.

Vehicle replacement programme still underway – pressure around replacing vehicles off road for services and breakdowns

Bulking shed has seen vast improvements – shed has undergone a deep cleaning process and review of all working practices – internal audit and external hauliers using shed have fed back positive reports – the material is cleaner and have received no underweight or delay in loading charges since bringing in supervisor post.

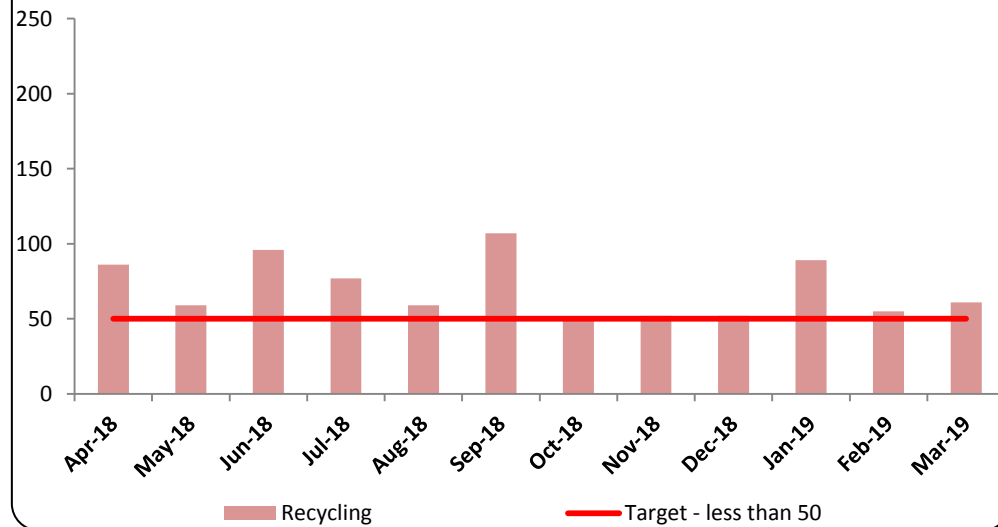
Household recycling centre - regular meetings now being held with staff at site to begin process of improvements. Staff have also been teamed up with the bulking shed to promote a good team ethic and provide them with additional support.

Environmental

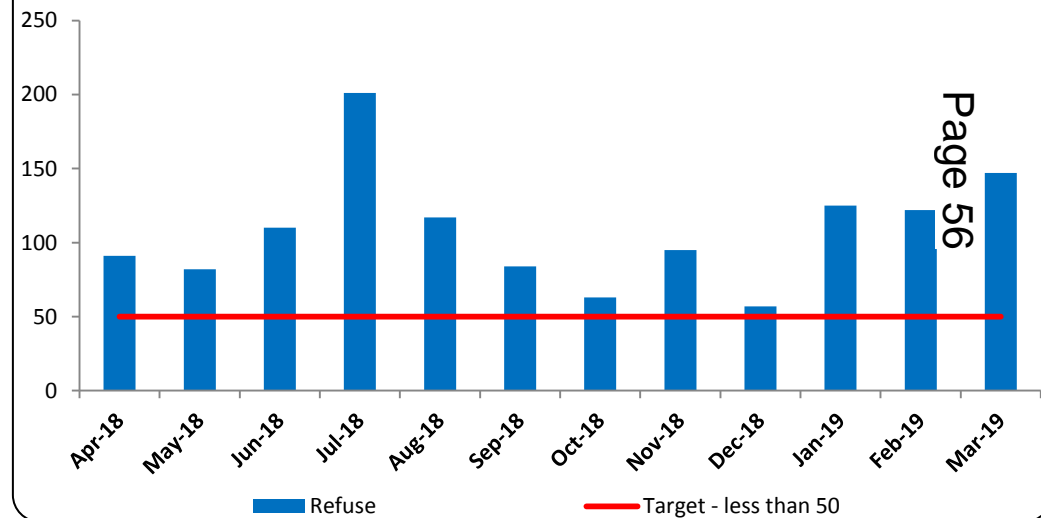
- Manager's comments:
 - The recruitment of staff has been protracted and we are still awaiting the final clearances relating to references and some medical questionnaires. Which have placed a strain on the mowing operations and having drivers ready for the coming season.
 - Alterations to the bedding and the locations is currently progressing at a positive rate and is being undertaken with the bedding teams. The finances relating to the old nursery and confirming budgets needs to be finalised for the new financial year. The remaining member off staff is still awaiting confirmation of his housing situation and the final dates that the nursery will be available still needs to be confirmed.
 - Street cleaning operations are still operating with one less sweeper and we are starting to get comments relating to the general sweeping arrangements. The teams are concerned about the overall conditions of the town currently and going forward.
 - The boots corner operations are continuing along with the additional clearance work from bird droppings in the main promenade areas.
 - The availability of the replacement vehicles across all sections is still a concern, along with the current vehicle (hire) break downs and availability.
 - The Jet washer situation is similar and a readjustment of the type of machinery is possibly required.

Deliver Quality: Missed Collections per 100,000

Recycling Monthly Reported Missed Collections per 100,000 Collections



Refuse Monthly Reported Missed Collections per 100,000 Collections

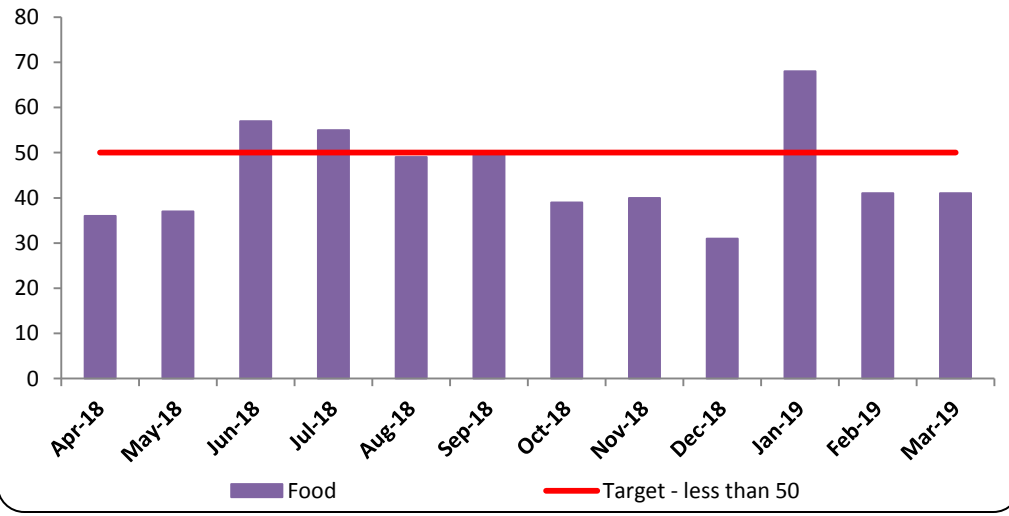


- **Manager's comments:** Recycling: In the main a stable service delivered after some issues between June and September. January affected by Christmas catch up before returning to normal volumes. Refuse: Focus is required to stabilise this service to reach the stretch target, main issues relate to staff turnover/retention, vehicle reliability and rebalancing of rounds as laid out in the Executive summary

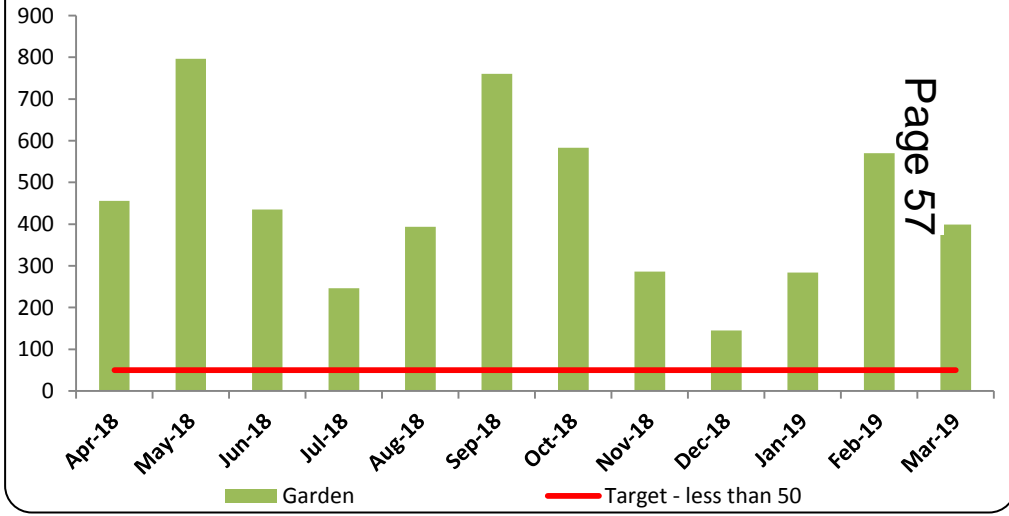


Deliver Quality: Missed Collections per 100,000

Food Monthly Reported Missed Collections per 100,000 Collections



Garden Monthly Reported Missed Collections per 100,000 Collections

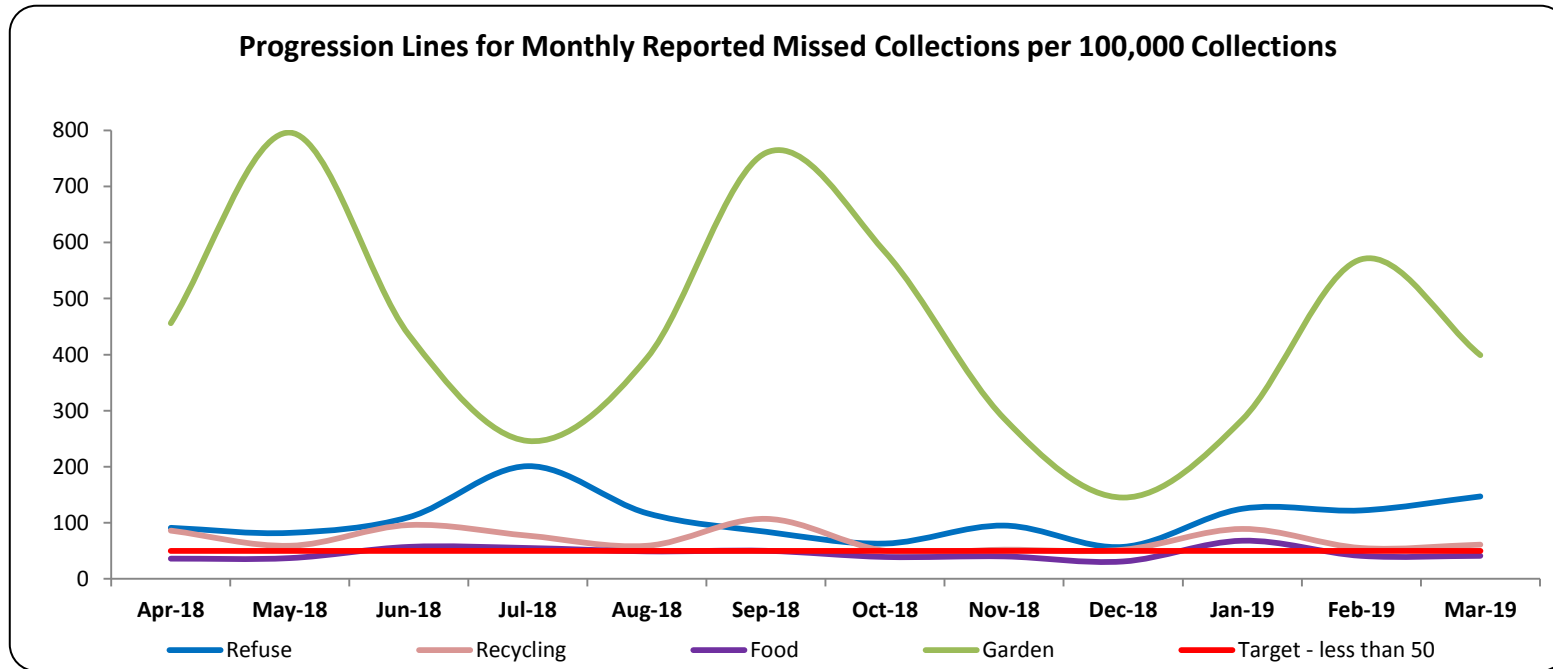


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- **Manager's comments:** Food: service has been delivered under target for the year. Garden waste: This service is the main attention of my focus to bring some stability and consistency. Issues around staff turnover and vehicle reliability are the main area of focus once the 3 rounds have been levelled out and given onus on ownership of missed collections.



Deliver Quality: Missed Collections



- Manager's comments: As per previous slide this graph highlights the need to focus on garden waste and scheduling of the third crew . Refuse line also beginning to increase to an unacceptable level – work on round adjustment to address this is taking place.



Deliver Quality: Collection Accuracy

Total collections: 5,582,620

Total missed collections: 5270

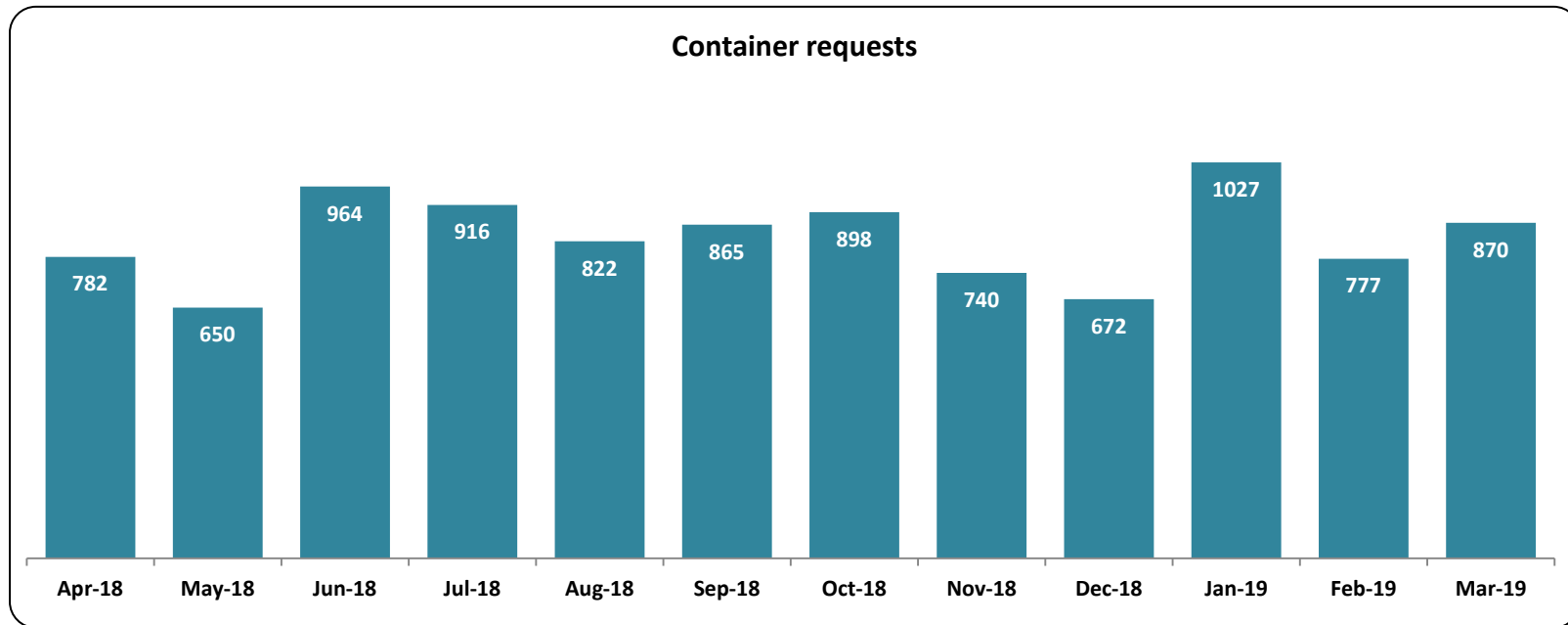
Collection Accuracy : 99.91%

Target : 99%

- Manager's comments: Collection accuracy remains above target level showing that overall Ubico are delivering a good service, however there are still improvements to be made which will see this % improve further.

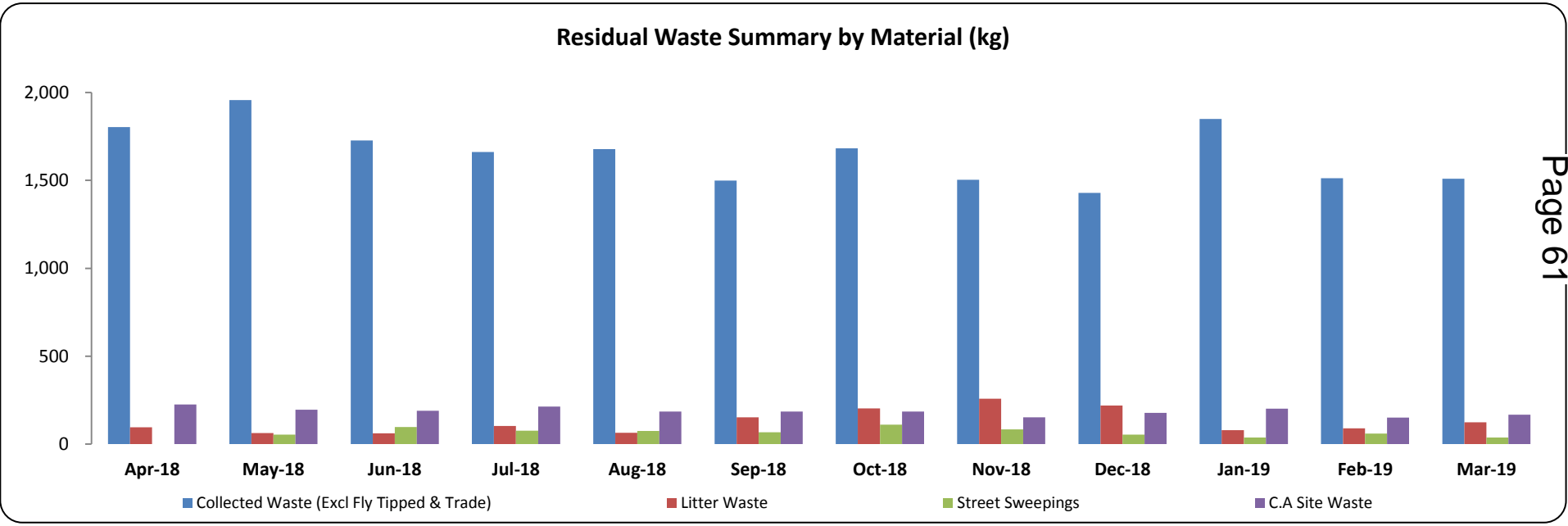


Deliver Quality: Containers Requests



- Manager's comments: Containers remains level with spikes in volume when you would expect.

Deliver Quality: Waste Summary

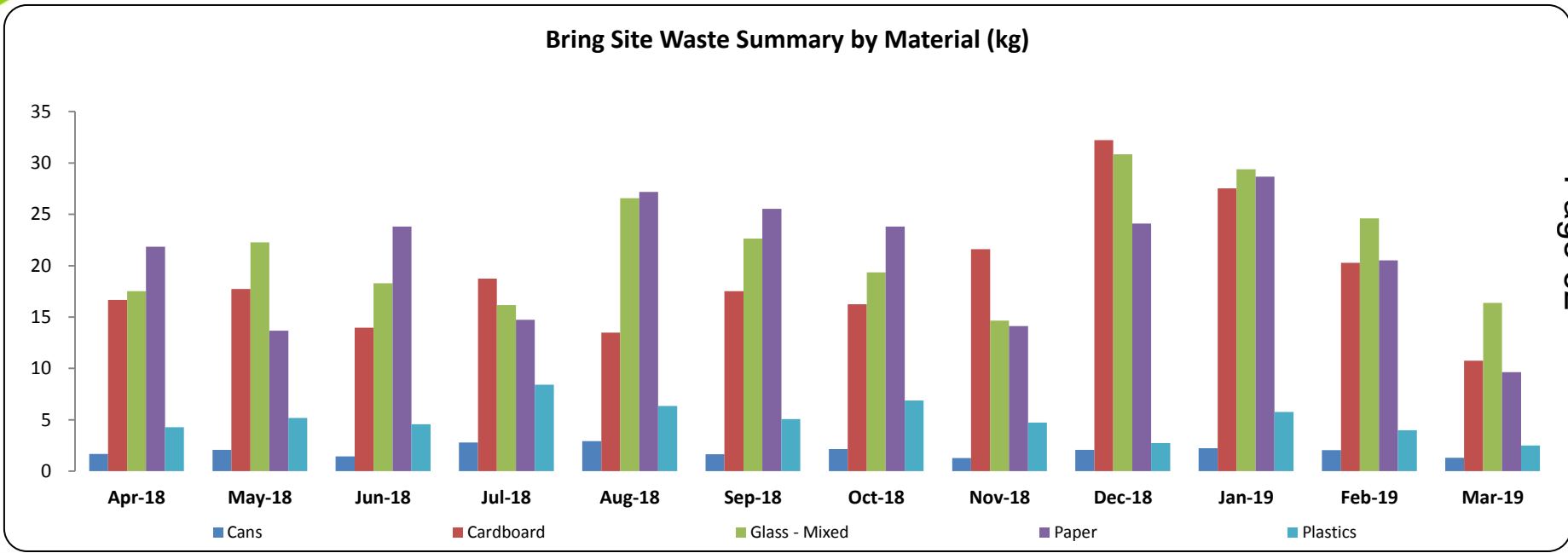


Page 61

- Manager's comments: Weights are remaining constant.



Deliver Quality: Waste Summary



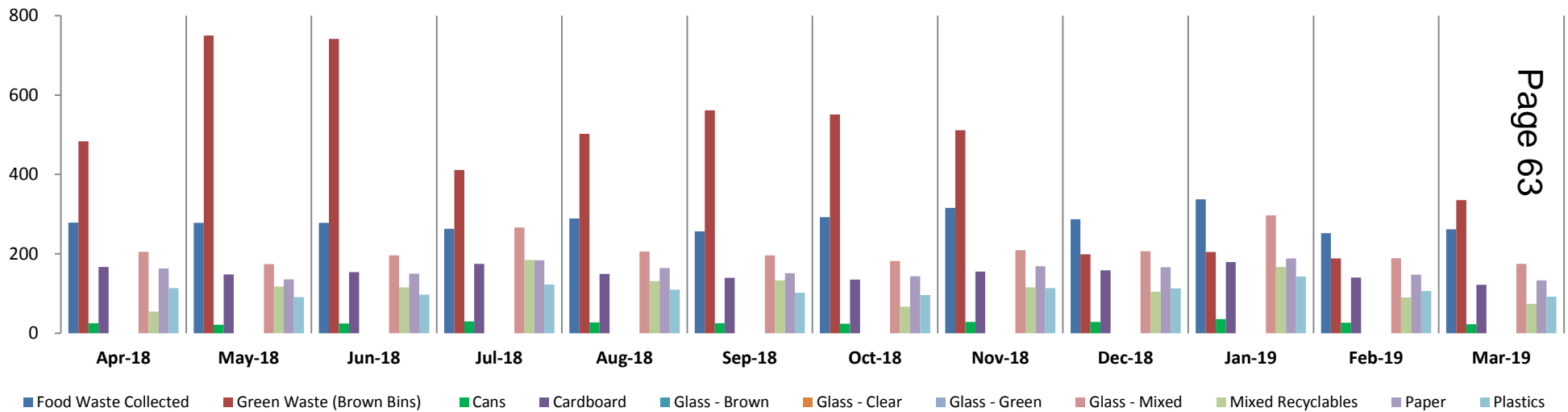
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- Manager’s comments: Continual decrease on most weights across materials from bring sites – plastics/cans remain around same level. Spikes for Cardboard and Glass around Christmas as expected and will guide our service requirements for catch up at the end of Dec and Jan 2020



Deliver Quality: Waste Summary

Recycling Kerbside Waste Summary by Material (kg)



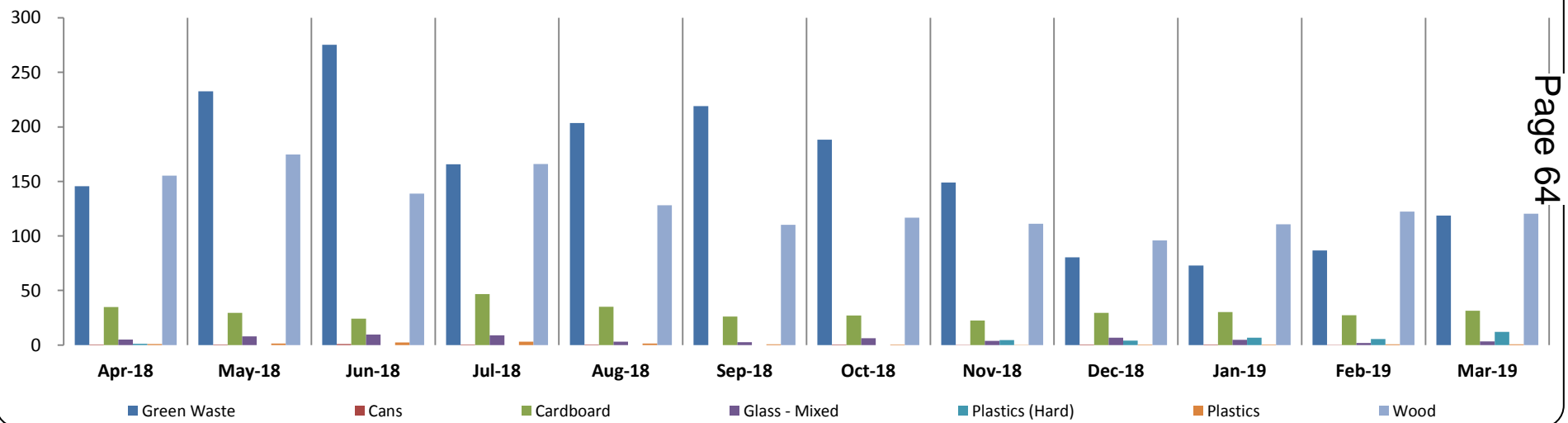
Page 63

- Manager's comments: Decrease in Garden waste from Nov – increase should be seen in April
- Other materials remaining steady



Deliver Quality: Waste Summary

Swindon Road Waste Summary by Material (kg)

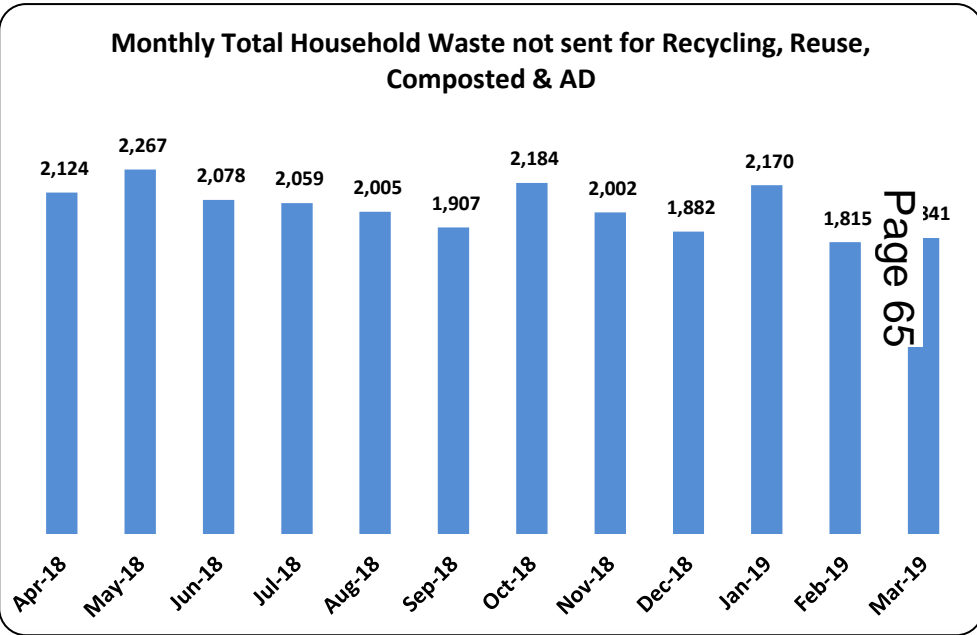
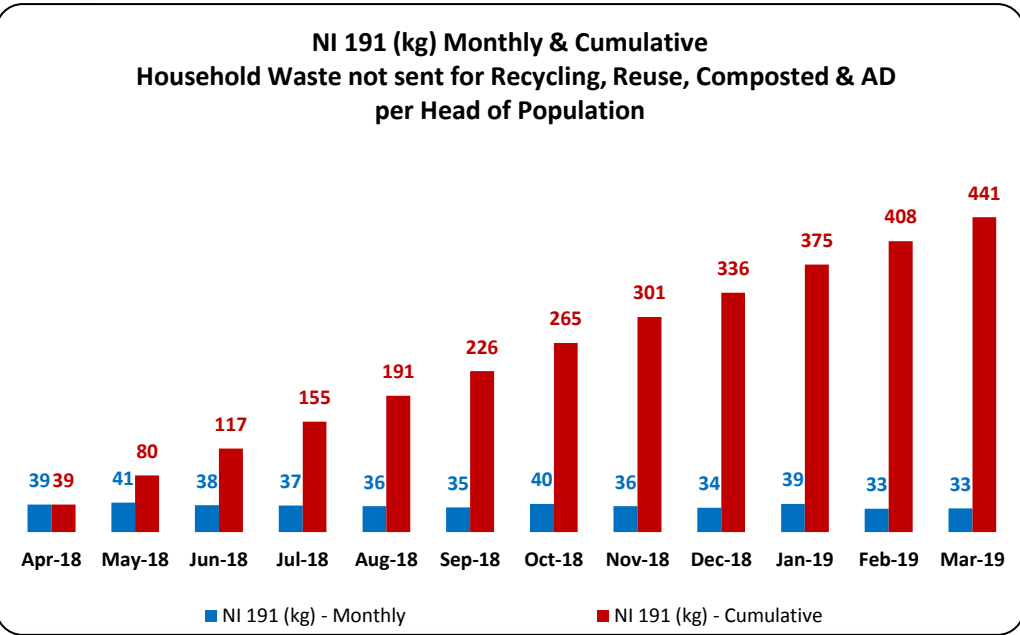


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- Manager's comments: Again, in line with season Garden waste has dropped since September other materials remain consistent



Deliver Quality: Waste Summary

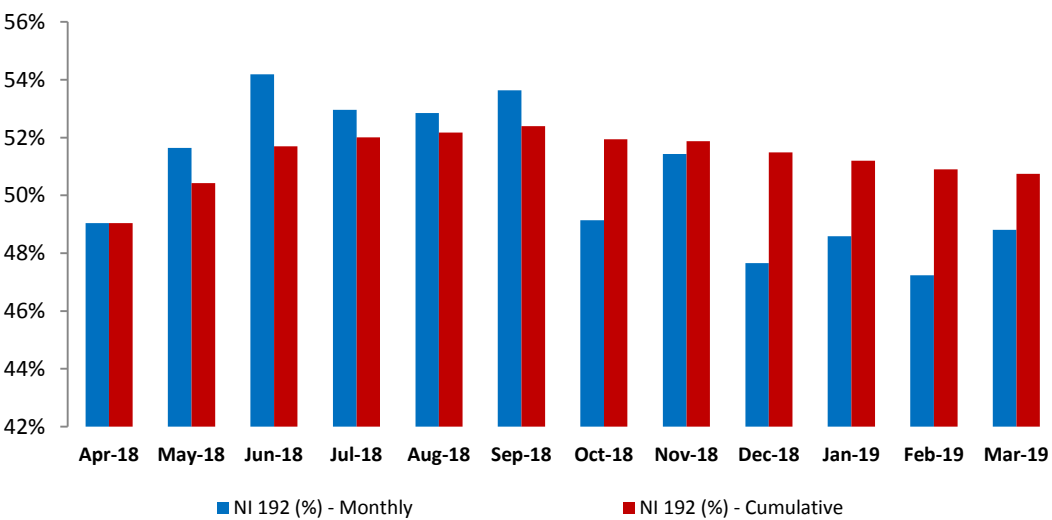


- Waste volumes remain level for the year at an average of 37kgs PH.

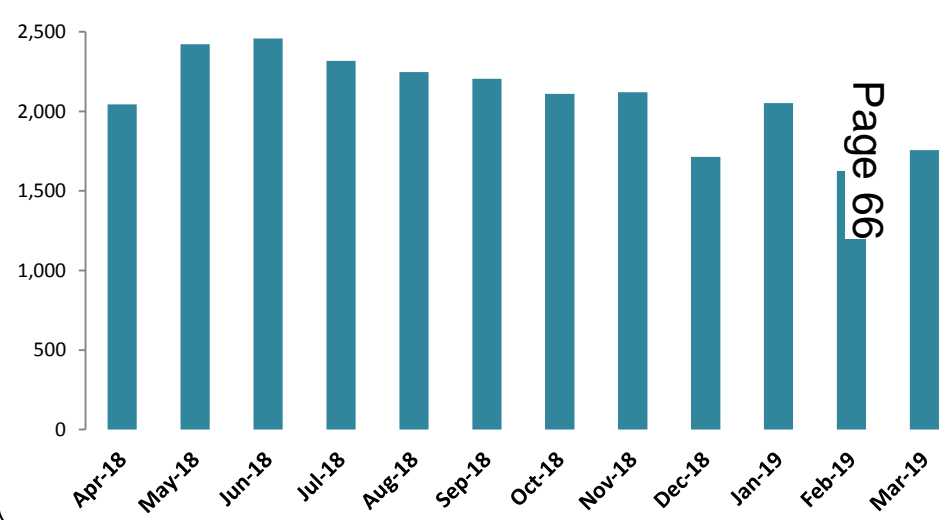


Deliver Quality: Waste Summary

NI 192 (%) Monthly & Cumulative Household Waste sent for Recycling, Reuse, Composted & AD



Monthly Total Household Waste sent for Recycling, Reuse, Composted & AD

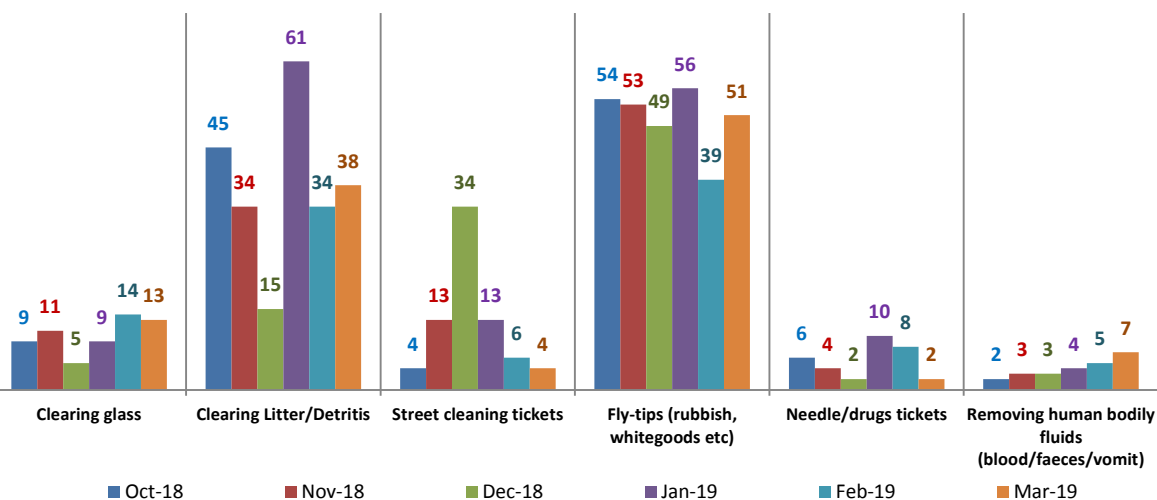


- Manager's comments: Downward trend for winter months as expected. This data is used to identify any trends that require focus during particular times of the year.

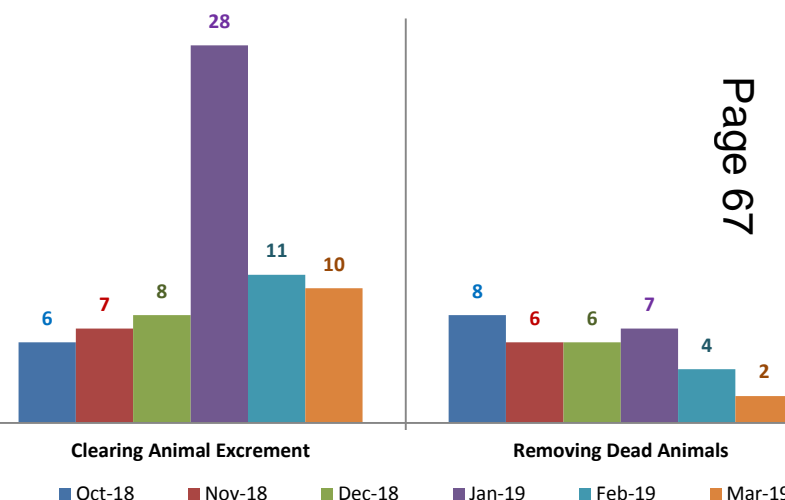


Care for the Environment - Requests

**No. of fly-tipping/Street Cleansing Requests
October 2018 - March 2019**



**No. of Animal Associated Requests
October 2018 - February 2019**



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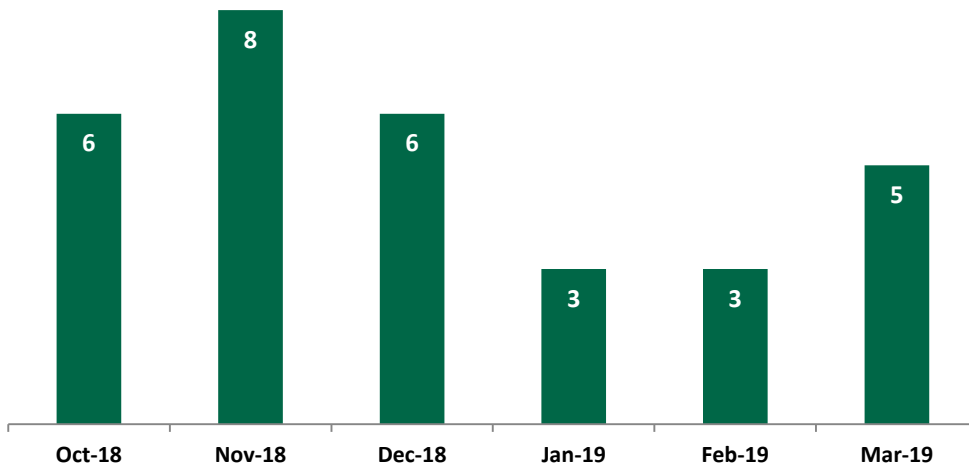
• **Manager's comments:**

- Glass reports have remained constant with no spike showing for March during the racing festival.
- New mechanical sweepers have been procured and are awaiting delivery which should further improve cleanliness of the borough. Litter remains a focus.
- Fly tipping remains constant and will be looked at at the same time as littering. This will be a joint task between Ubico & CBC
- Animal excrement is reduced from its recent peak and the number of animal issue is also at a positive low.

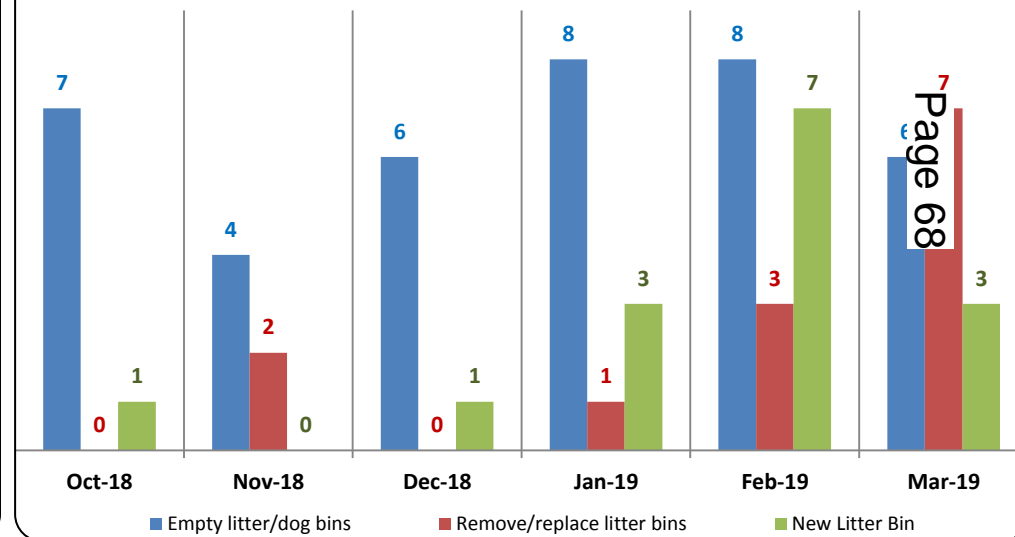


Care for the Environment – Requests

No. of Graffiti Requests



No. of Litter Bin Requests October 18 - February 19

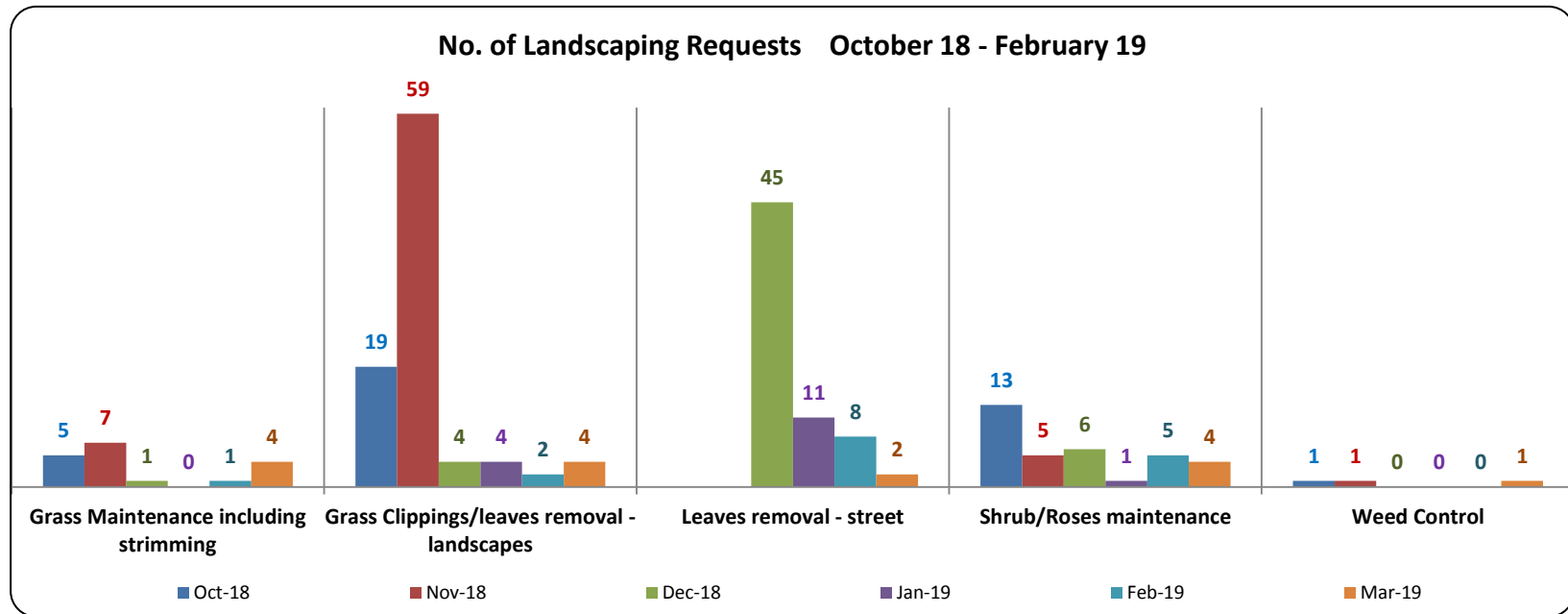


• **Manager's comments:**

- Graffiti issues reported are low
- Litter bin issues in general are steady or reducing in general.
- It is good to see no obvious spike in March for the racing so this shows that a successful operation was carried out during this week.



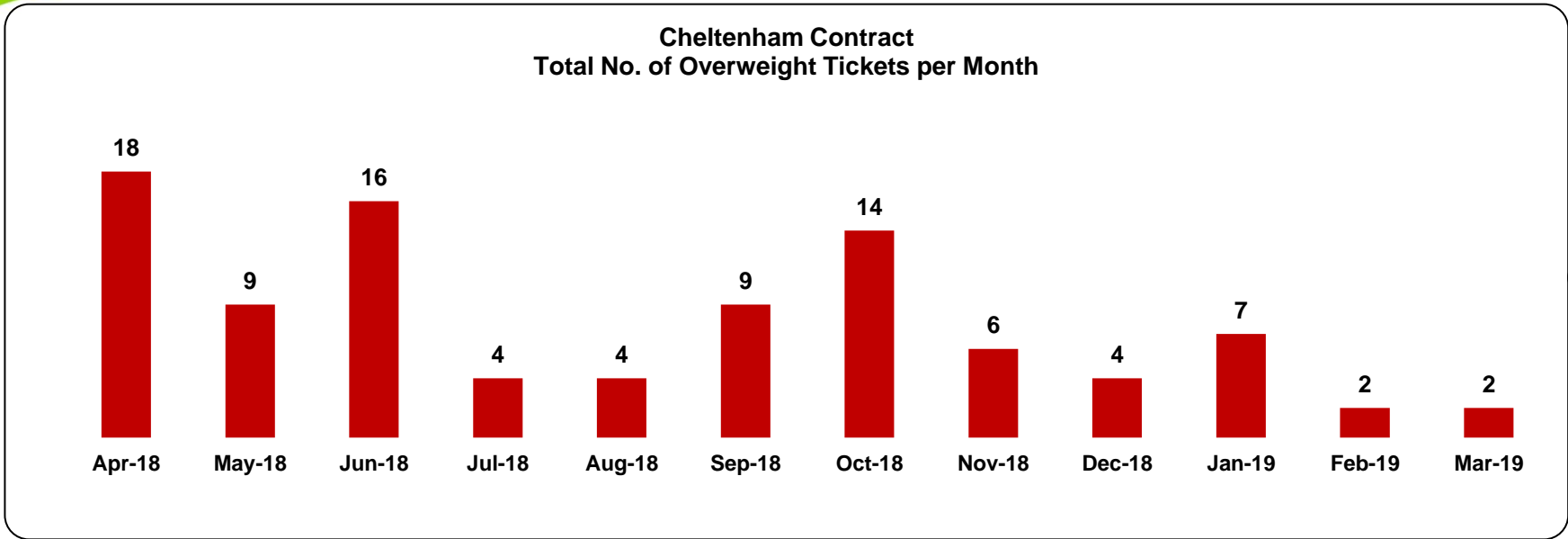
Care for the Environment – Requests



- **Manager's comments:** This service has operated successfully through the year with leaf clearance being a priority in late Autumn.



Be Safe: Over-weights



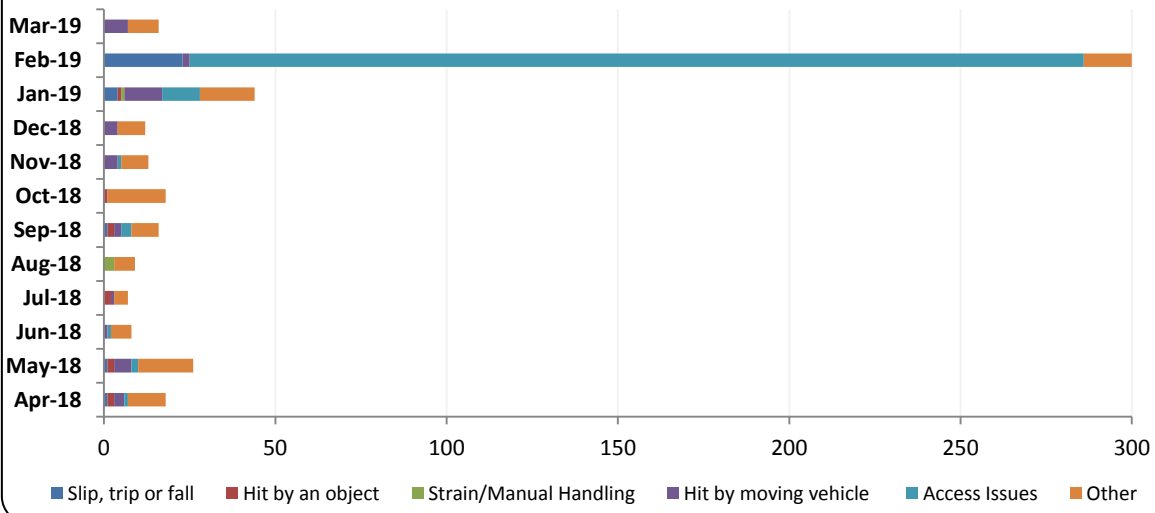
Target is 0 over-weight tickets

- Manager's comments: Issues in 2018 relate to new drivers and the subsequent control measures not in place for monitoring and breaching drivers until Q3. This has seen a reduction from Nov onwards with a blip in January again with a new driver. Action point for 2019 is to make sure the monitoring needs to be more robust and the need to ensure this is covered as a focus issue during induction.

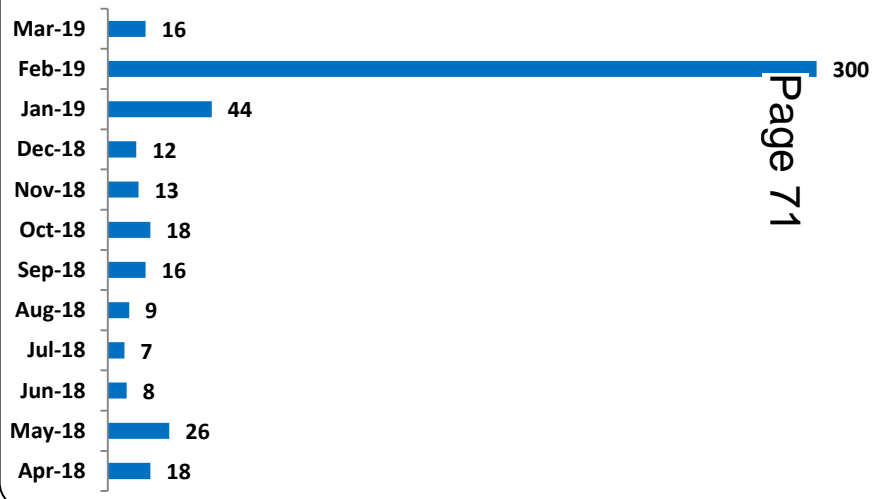


Be Safe: Safety Concerns Reporting - Waste & Recycling

Safety Concerns by Month & Cause
Cheltenham Waste & Recycling



Safety Concerns by Month
Cheltenham Waste & Recycling

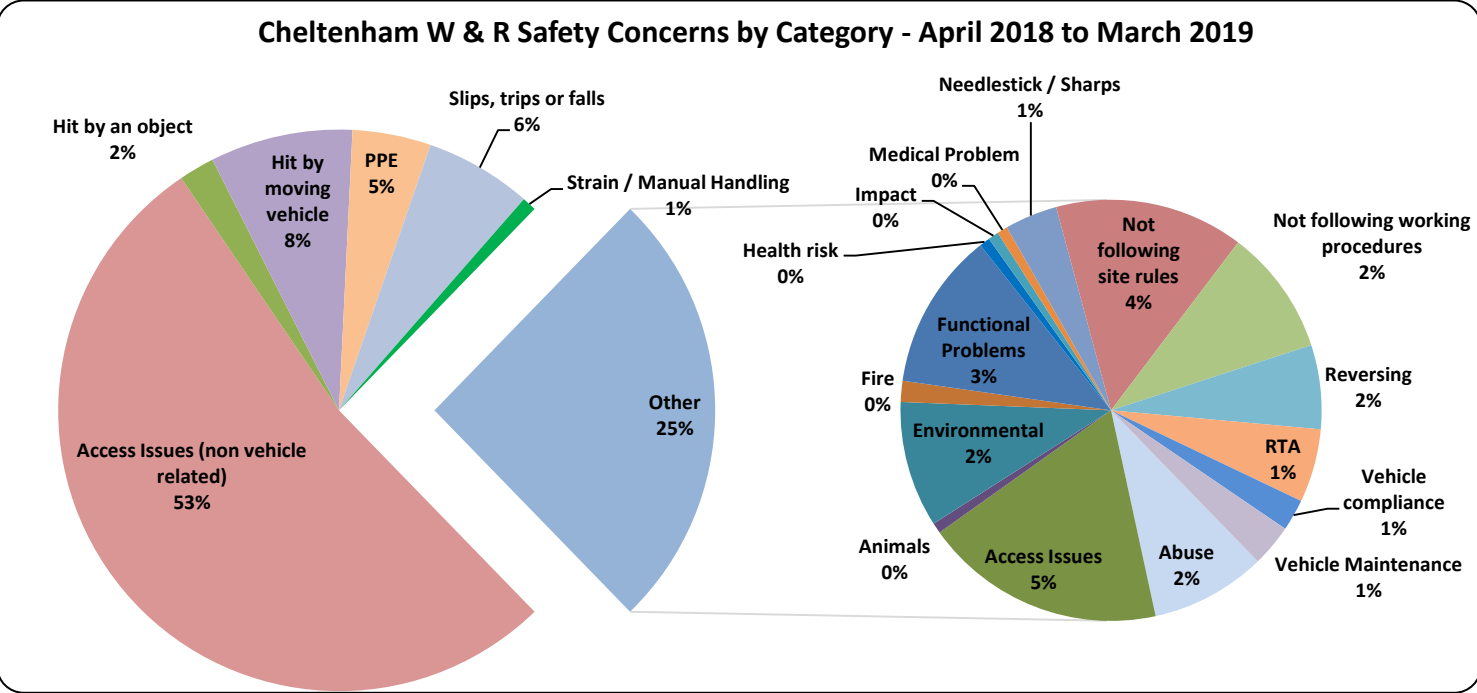


Page 71

- Manager's comments: Safety concern reporting needs continual pushing – daily reminders from supervisors and increase in signage around depot highlighting importance and benefits of reporting to increase awareness and reporting numbers.



Be Safe: Safety Concerns Reporting - Waste & Recycling



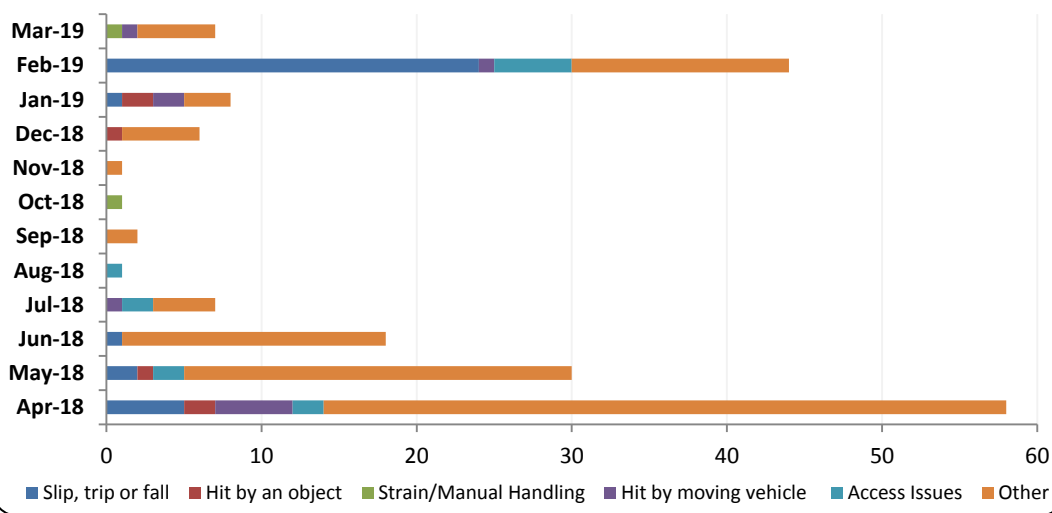
Page 72

- Manager's comments: Non vehicle related access issues highest cause – issues within employees control remain low – vehicle maintenance, Vehicle compliance, not following working procedures etc.
- High level of safety concerns issues caused by external factors or issues created beyond operational control.
- Action Point: To engage with all staff to complete safety concerns every time they spot one, part of a bigger scheme where the culture for H&S within the teams requires elevating.

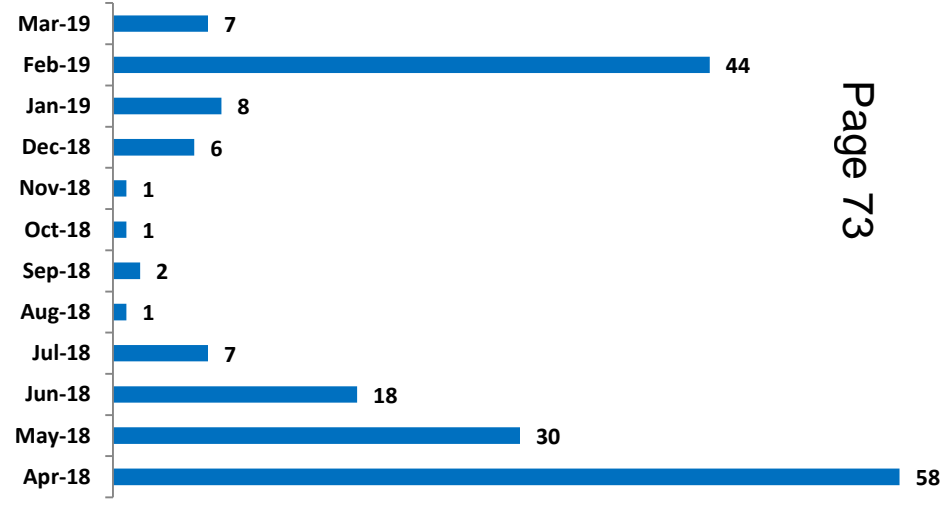


Be Safe: Safety Concerns Reporting – Environmental Maintenance

Safety Concerns by Month & Cause
Cheltenham Environmental



Safety Concerns by Month
Cheltenham Environmental

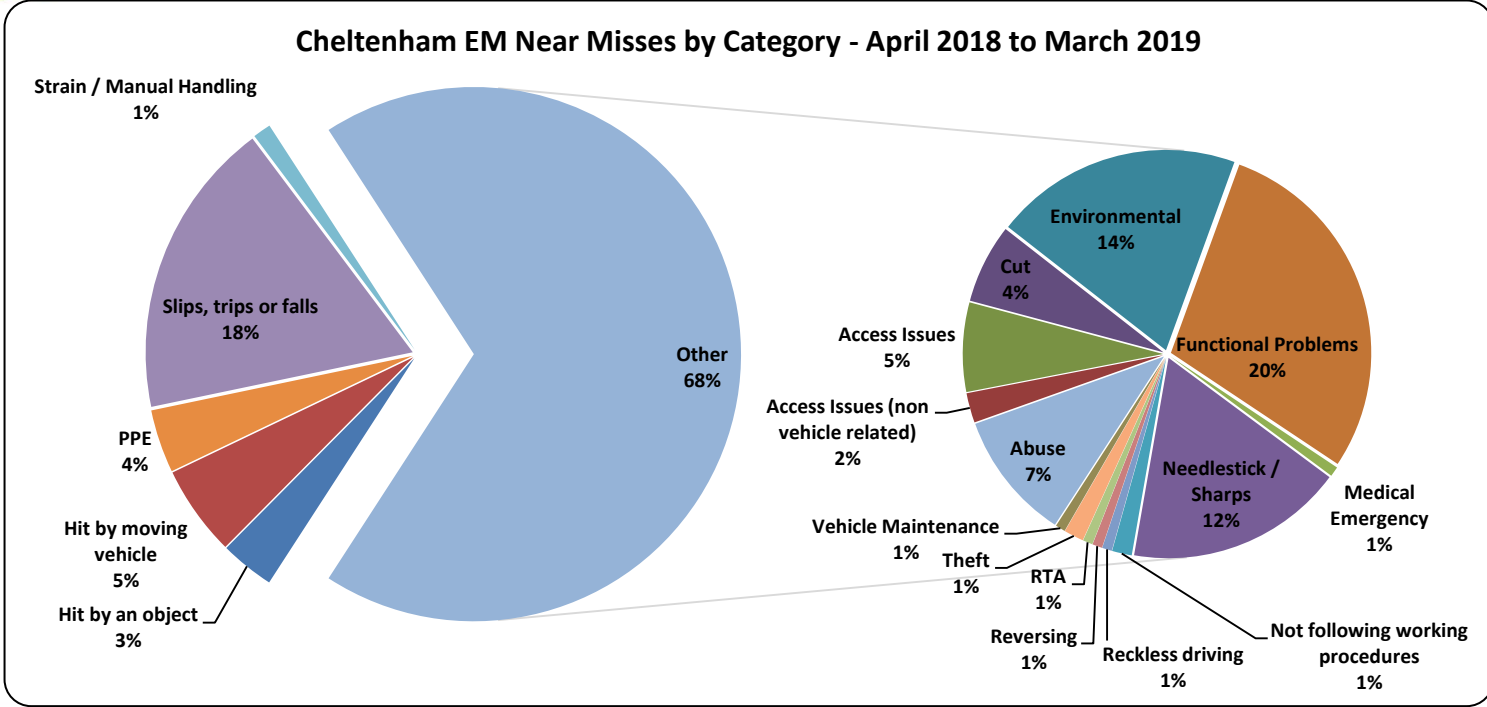


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- **Manager's comments:**
- **Environment:** There has been a constant push for all safety concerns to be reported. The main issue of low reporting is that staff see a lot of concerns as just part of their daily task. Work is ongoing to change this assumption and improve the awareness of HS throughout the company. February saw a spike due to the weather.



Be Safe: Safety Concerns Reporting - Environmental Maintenance

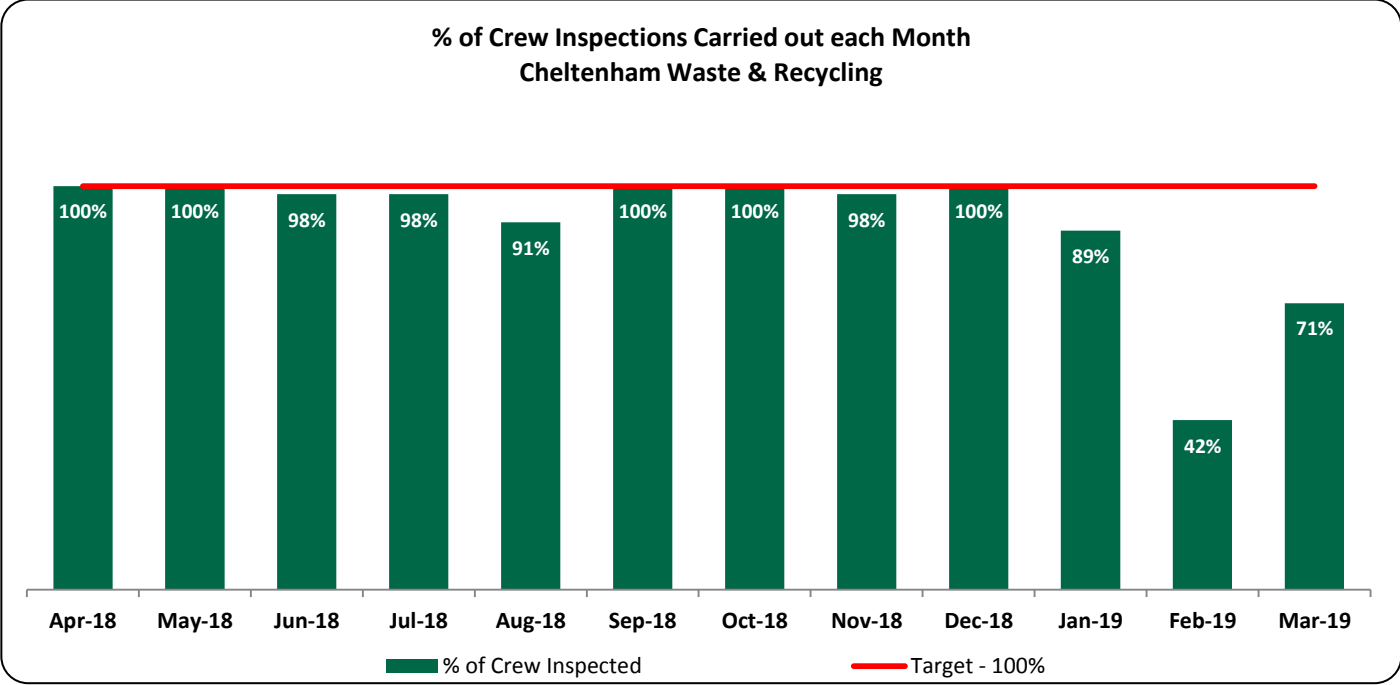


Page 74

• **Manager's comments:** I believe we still need to undertake a review of this information to enable a more clarified evaluation.



Be Safe: Crew Inspections - Waste & Recycling

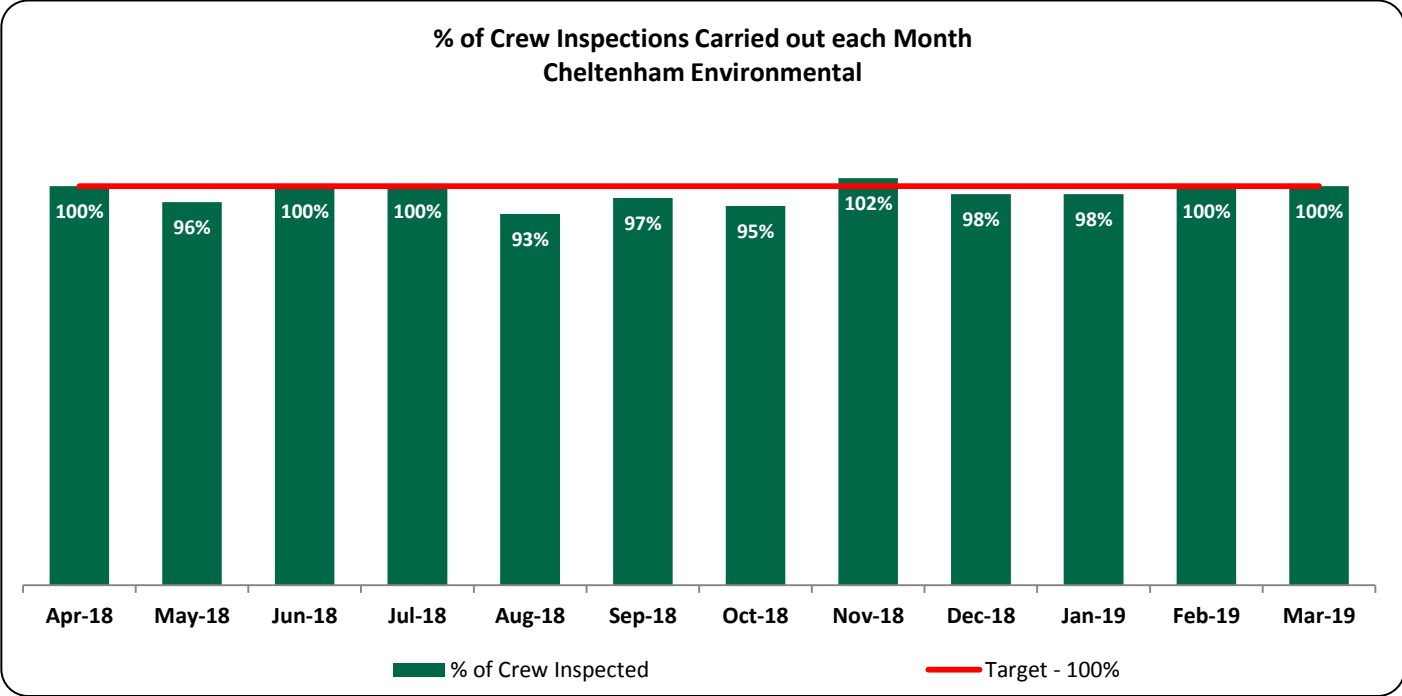


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- 2018 saw a great effort from the team to keep the focus on completing inspections. 2019 has been a more difficult challenge with completing inspections due to staffing changes within the supervisors arena. 3 supervisors were back in place for late April/May and the focus will be back on to ensure we get back to achieving target on a regular basis.



Be Safe: Crew Inspections - Environmental Maintenance



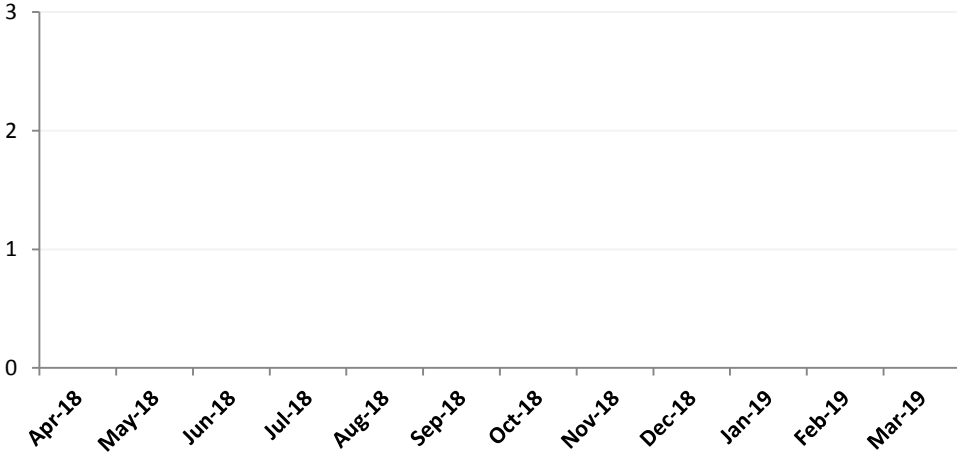
Page 76

• **Manager's comments:** This is a positive improvement over the year.

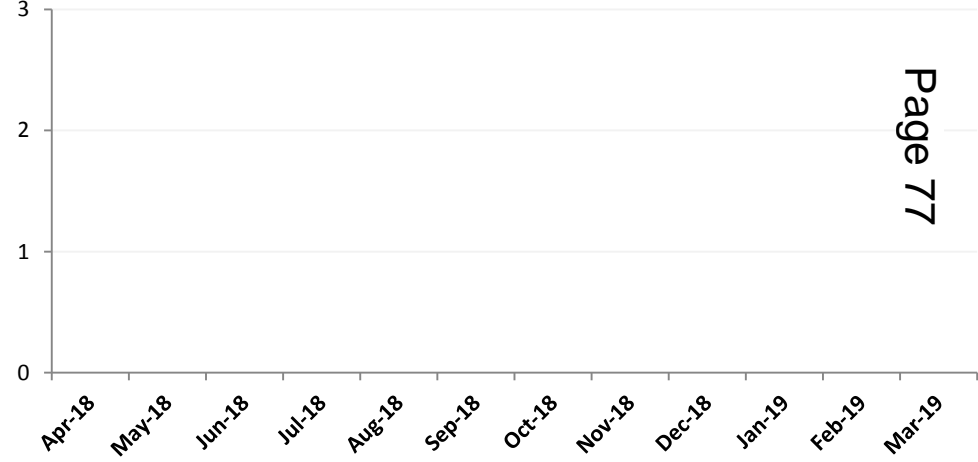


Be Safe: Disposal Site Breaches

Disposal Site Breach by Month
Cheltenham Waste & Recycling



Disposal Site Breach by Month
Cheltenham Environmental



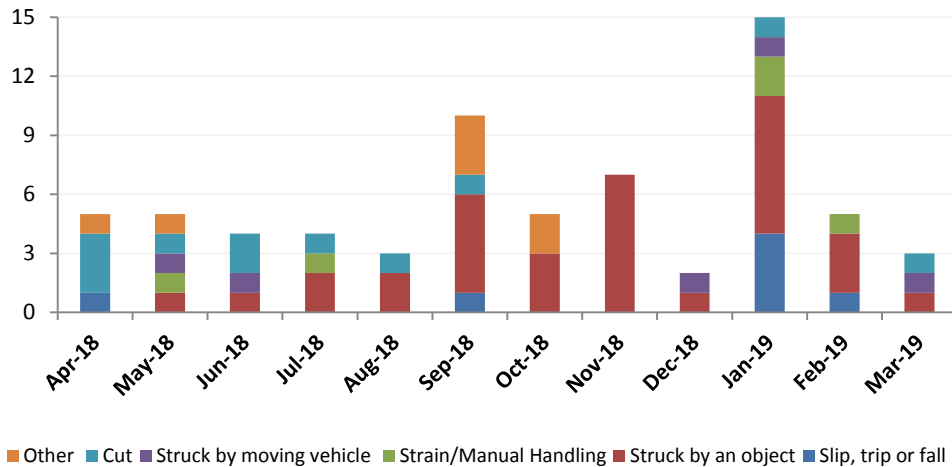
Page 77

No breaches reported therefore nil for both graphs

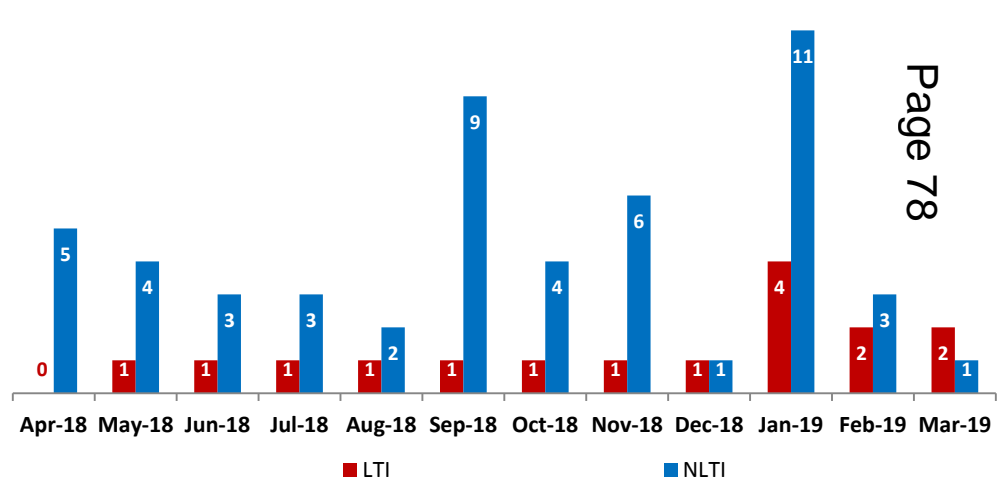


Be Safe: Personal Accidents - Waste and Recycling

Personal Accidents by Month & Cause
Cheltenham Waste & Recycling



LTI & NLTI by Month
Cheltenham Waste & Recycling



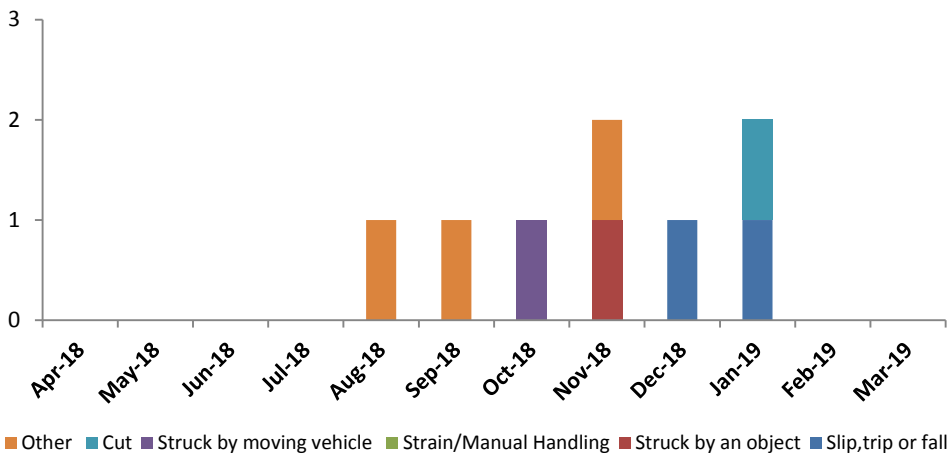
Page 78

- Manager's comments: It's apparent from these graphs that struck by an object is the largest cause for Personal accidents and has been the subject of toolbox talks as a consequence. Analysing the causes will help up us design any communication or training to try and reduce these for 2020.

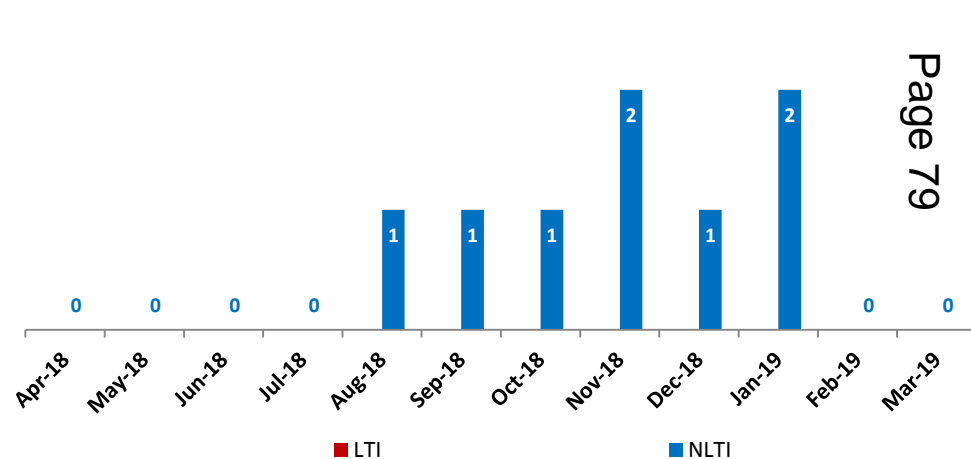


Be Safe: Personal Accidents - Environmental Maintenance

Personal Accidents by Month & Cause
Cheltenham Environmental



LTI & NLTI by Month
Cheltenham Environmental

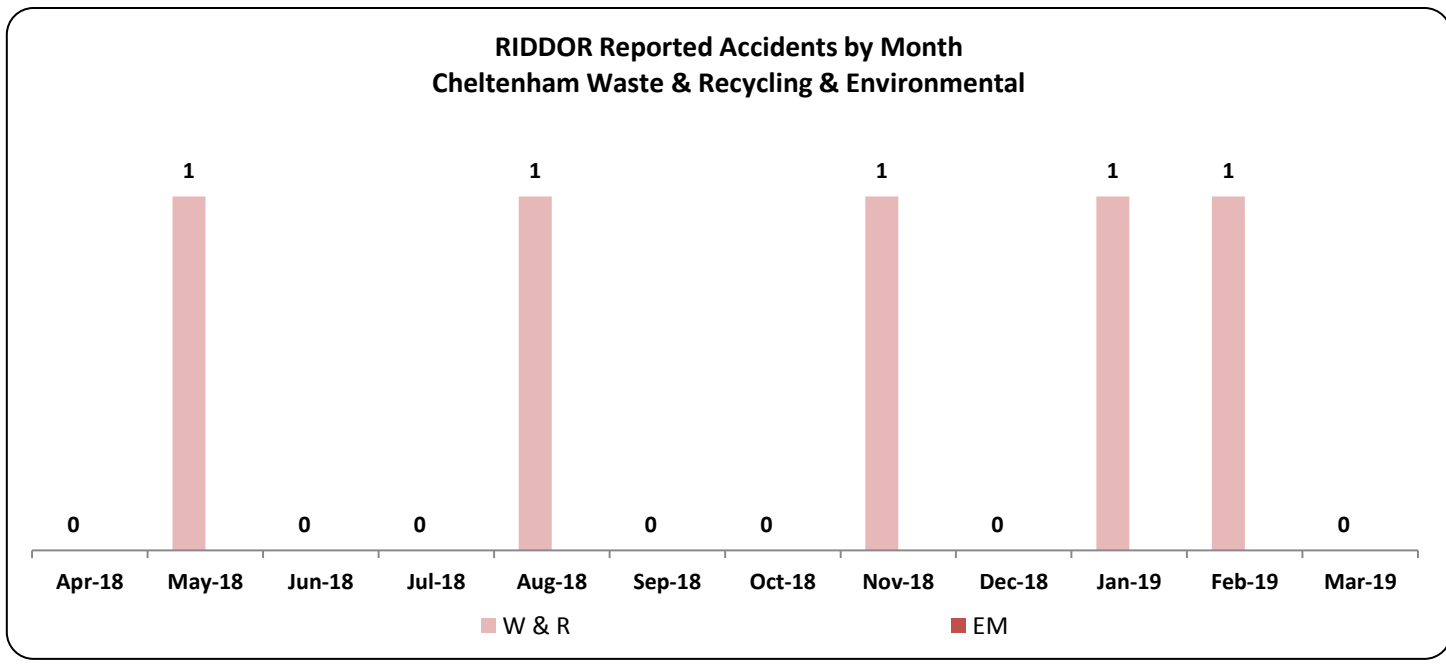


Page 79

Manager's comments: This is a positive report



Be Safe: Personal Accidents

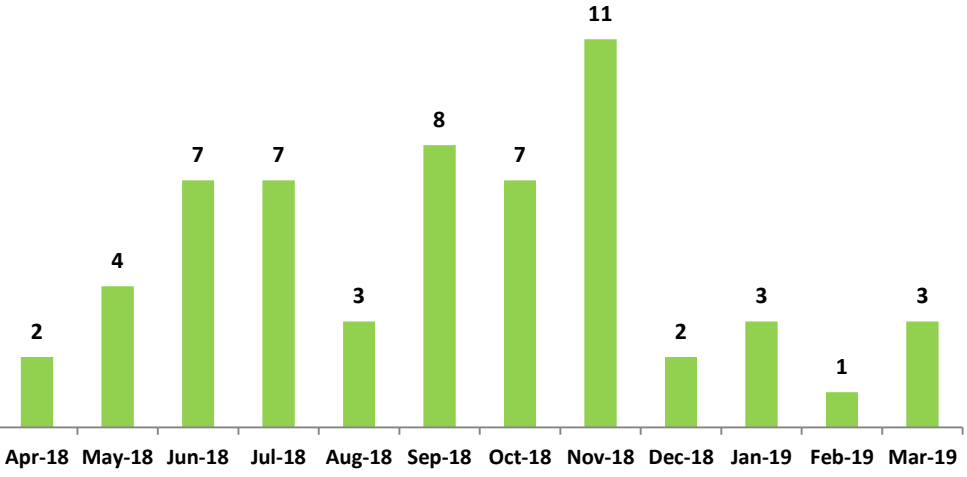


• Manager's comments:.

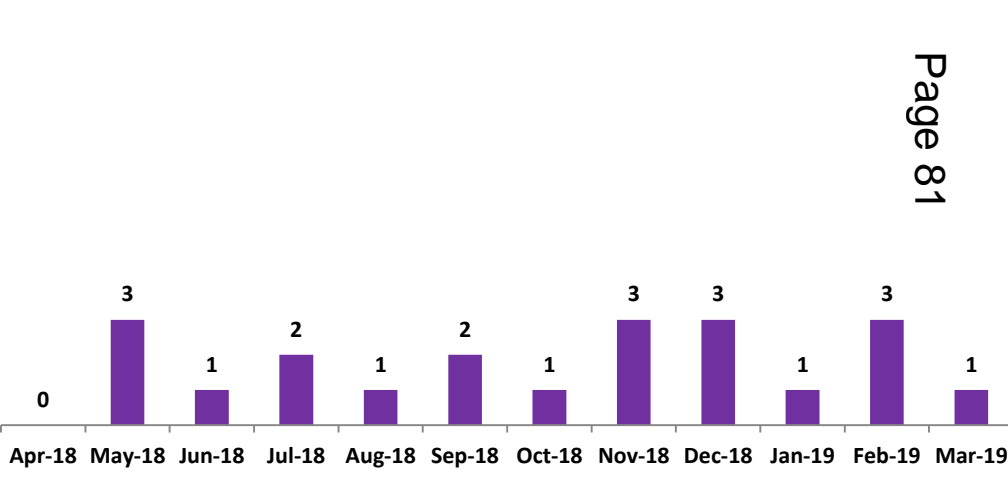


Be Safe: Vehicle/Property Accidents - Waste and Recycling

Vehicle Accidents by Month
Cheltenham Waste & Recycling



Property Accidents by Month
Cheltenham Waste & Recycling



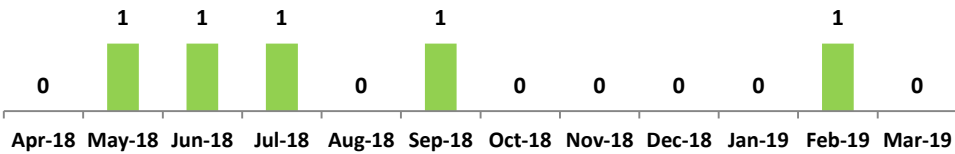
Page 81

- Manager's comments: Great work from Dec onwards to reduce the number of Vehicle accidents, Nov and Oct was identified as when the vehicle is manoeuvring through tight spaces or reversing. Communication, awareness and assessment for any drivers are the correct control measures in place to limit our exposure here as well as reviewing all accidents from the vehicles CCTV (where possible) to identify that the driver is using a reversing assistant and following Ubico driving guidelines.

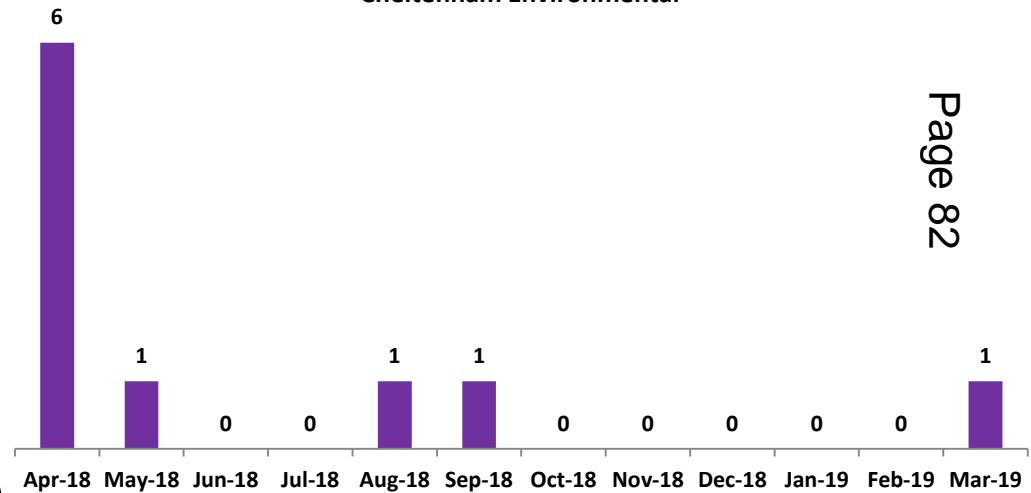


Be Safe: Vehicle/ Property Accidents - Environmental Maintenance

Vehicle Accidents by Month
Cheltenham Environmental



Property Accidents by Month
Cheltenham Environmental



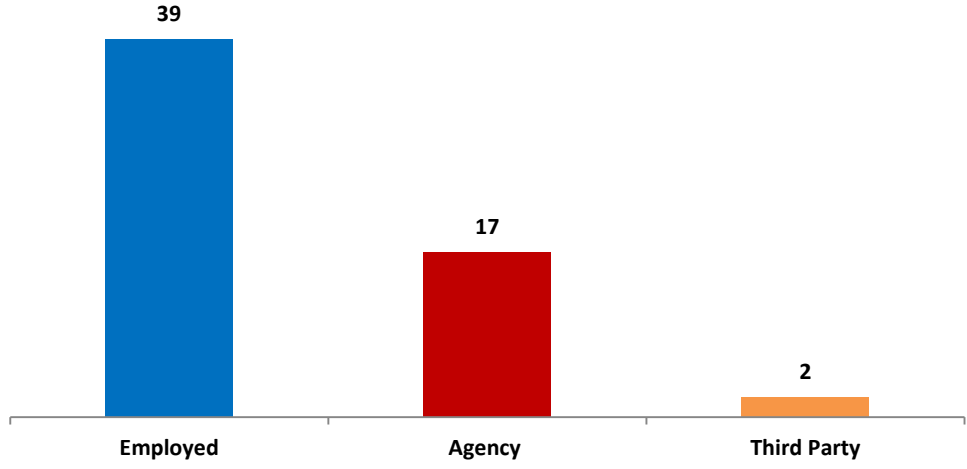
Page 82

- **Manager's comments:** April saw a peak in property accidents caused by manoeuvring in tight spaces.

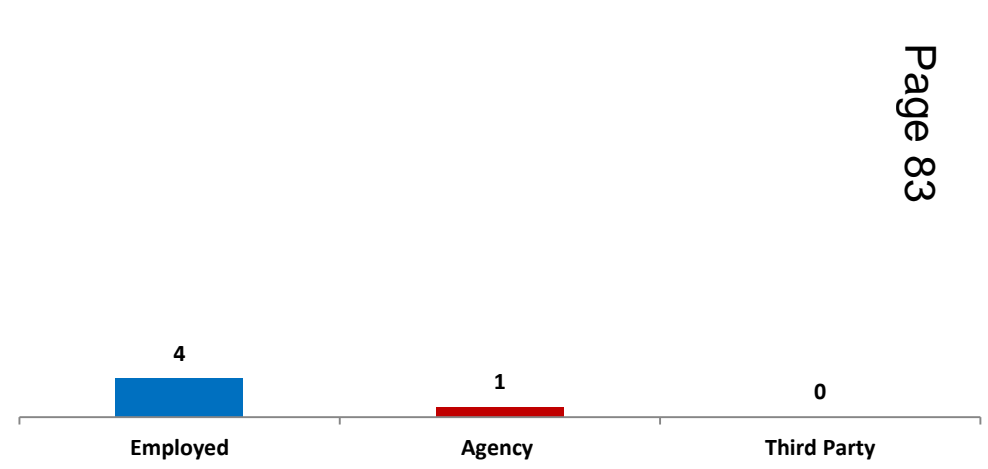


Be Safe: Vehicle Accident Employment Status

Vehicle Accident Driver Employment Status
FTE vs Agency Cheltenham Waste & Recycling
April 2018 to March 2019



Vehicle Accidents Employment Status
FTE vs Agency Cheltenham Environmental
April 2018 to March 2019



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- **Manager's comments:** W&R: The sheer number of accidents is concerning, averaging out to just under 5 per month. Analysis of each accident moving forward will be completed in line with driver assessments to rectify poor driving standards and identify any other trends or areas of concern.
- Environment; I believe the information speaks for itself in that it is positive over the period in question.



Work together: Sickness

Manager's Summary for Sickness

Sickness has remained at a stable level throughout the year and within expected parameters. That said work is ongoing to reduce sickness by using robust return to work interviews to identify issues and the use of the sickness absence policy when individual staff members absence exceeds agreed levels

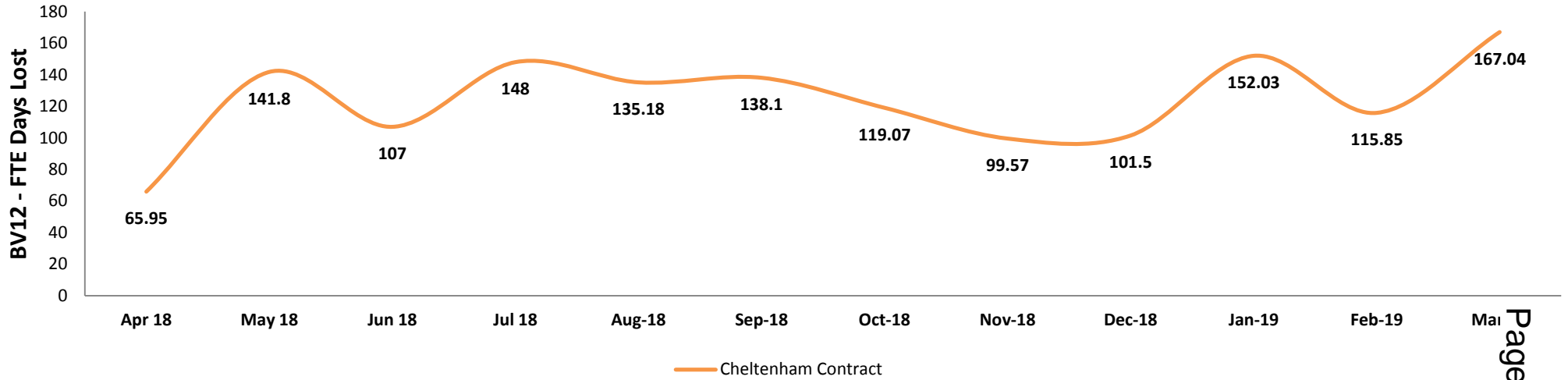
Page 84



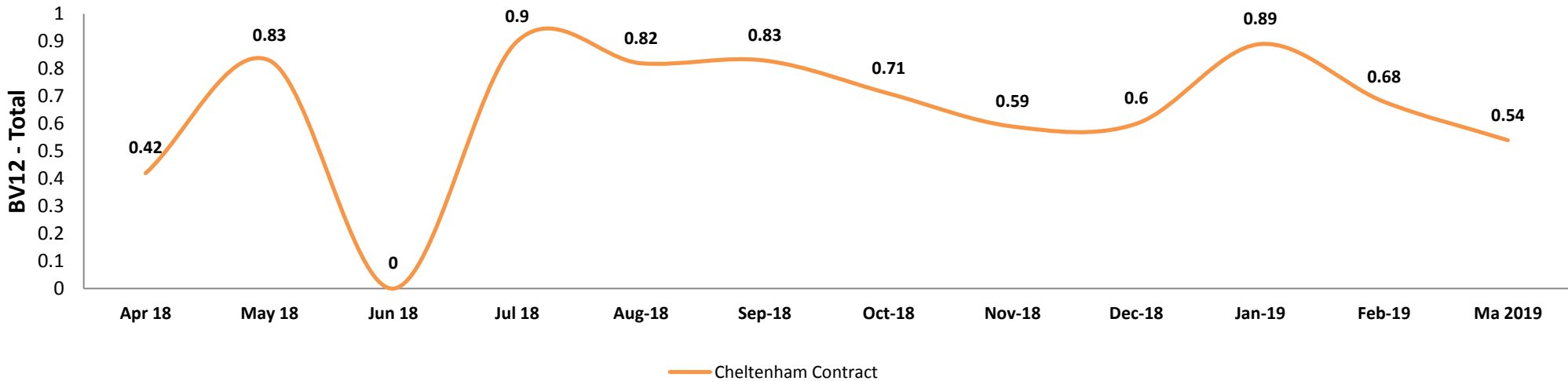
FTE Days Lost Rolling Year – (Cheltenham Contract)



BV12 - FTE Days Lost Rolling Year



BV12 – Total FTE Rolling Year



Deliver Quality: Traffic Commissioner / DVLA Rating

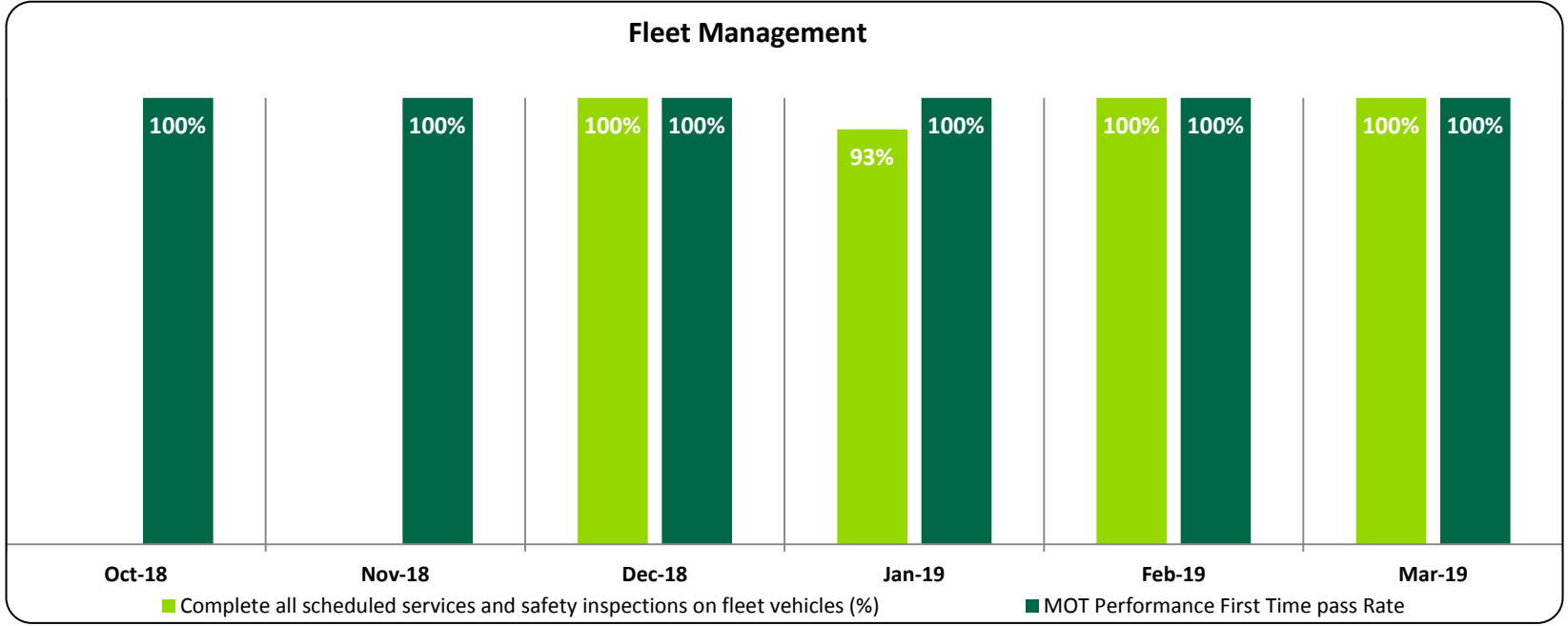
Rating from Traffic Commissioner / DVSA											
Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green

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- Manager's comments: The DVSA has a traffic light system to indicate roadworthiness compliance, Ubico retained a green rating throughout the year.



Deliver Quality: Fleet Compliance



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- **Manager's comments: Larger (LGV) vehicles have a strict 6 weekly maintenance cycle comprised of safety inspections, services and an annual MOT. Complying with this cycle affects the rating showed in the previous slide. Since this information has been recorded the first time pass rate of MOT's has remained 100%. The servicing schedule slipped in January due to operational requirements with these vehicles receiving their service a week later than scheduled.**



Deliver Quality: Fleet Compliance Score

The audit will be conducted on a 12 weekly programme.

The Score comprises of seven sections made up of the following headings;

Section 1 – Transport Manager

Section 2 – Driver First use check

Section 3 – Driver Defect Control

Section 4 – Maintenance planning

Section 5 – Scheduled Maintenance Documentation

Section 6 – Driver Hours Records

Section 7 – Auditors observations/ operators licence and General

TOTAL SCORE	100	88.1
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- Manager's comments: Ubico have started an internal fleet audit to ensure compliance so that it keeps the green rating as discussed previously. An internal compliance function has recently been set up to carry these out and the target score is 95/100



Deliver Quality: Cheltenham Financial Summary – March 19

Activity	Full Year Contract Sum	Forecast Variance
Refuse Collection	1,162,520	-12,888
Trade Refuse	590,600	-4,391
CA Site	624,950	125,646
Bring Schemes	172,890	-12,701
Recycling	1,948,640	161,318
Garden Waste	365,080	54,629
Food Waste	395,250	-42,255
Grounds Maintenance	1,500,260	7,507
Nursery	160,460	-43,840
Street Cleansing	962,040	121,951
Public Conveniences	80,120	-22,402
Housing Forecourts	313,130	-3,200
TOTAL	8,275,940	329,380

Deliver Quality: Financial Report Commentary

Waste & Recycling

- Manager's comments: Reasons for additional costs are as follows;
- Mixed Recycling being sent to an external processor due to reduced vehicle resources.
- Additional waste haulage costs.
- Extra recycling collection crew costs
- Third garden waste crew being implemented from April – 9 months worth of crew in financial year

Environmental

- Manager's comments: Reasons for additional costs are as follows;
- Vehicle hire costs to cover old vehicles no longer on the road.



Shareholder briefing June 2019

Gareth Edmundson - Managing Director
Beth Boughton - Operations Director
John Hays - Commercial Director



Presentation will cover

- Health & Safety (ISO 45001).
- Business Plan 2019-2020 Q1 Delivery Tracker.
- Finance & Corporate Charges.
- Fleet.



ISO 45001

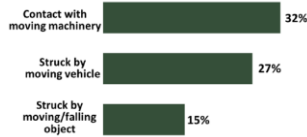
- International Health & Safety Standard agreed in 2018.
- ISO 45001 Replaces OH&S 18001 (UK Standard).
- Ubico achieved the international standard for Environmental management (ISO 14001) in 2016.



Why do we need ISO 45001?



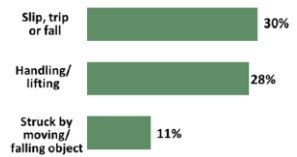
12
fatal
injuries to
workers in
2017/18



Why do we need ISO 45001?



5,000
non-fatal
injuries to
workers
each year



Source: RIDDOR, 2013/14-2017/18. Accident kinds are shown that account for 10% or more of injuries.



Source: Non-fatal injuries reported under RIDDOR 2013/14-2017/18. RIDDOR is used here as the LFS is not able to provide a breakdown to this level of detail. Accident kinds are shown that account for 10% or more of injuries.



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Aims of ISO 45001

- Allow organisations to integrate Health & Safety into the processes and management of the business.
- Minimise risks and harm.
- Create the opportunity for continuous improvement.



ISO 45001 certifications



Process to achieve certification

- Two in-depth audits by an external assessor (February & April 2019) to:
 - Interview employees at all levels of the organisation, including Executive Directors.
 - Review Ubico's health and safety management system, including a detailed review of documentation e.g. training records and risk assessments.
 - Inspect depots and facilities across the organisation.



ISO audit findings

- No major or minor non-conformities.
- No areas for concern.
- Overall the facilities provided for operational staff are of a good quality.
- Well-run organisation, albeit still paper based and some of the document systems are still young and require reviewing
- Seven opportunities for improvement across depots:
 - Five in Swindon Road, Cheltenham
 - One in Gossington, Stroud
 - One in Downs Road, West Oxfordshire



ISO opportunities for Improvement

- **Swindon Road, Cheltenham:**
 - 3x OFIs identified at the vehicle wash bay.
 - Internal audits could improve consideration of the management system.
 - Management reviews should follow the ISO standard structure.
- **Gossington, Stroud:**
 - Compliance records could be stored in one central database.
- **Downs Road, Witney:**
 - Introduce cross hatching as warning around an electrical fuse box, PAT testing of weighbridge, provision of an additional fire blanket.



ISO next steps

- Significant achievement for Ubico to achieve certification; all staff were involved in preparing for the audit.
- The hard work must continue in order to retain the accreditation, demonstrate ongoing improvements and prepare for annual audits.



Business Plan 2019-20

Q1 Delivery Tracker



People

Q1 Action	Update	On track
Launch and implement a new People Strategy for the company that addresses training, recruitment, retention and investment in staff.	Board approved People Strategy (subject to amendments), completing final amendments and planning resources in partnership with Publica HR.	Yes
Increase the Ubico contribution to the corporate pension scheme to 4% to be in line with legislative changes.	Completed. Agreed as part of partnership sum setting process.	Yes
Implement a new company-wide code of conduct, gifts and hospitality guide & declaration of interests.	Completed. Agreed by Board and being implemented.	Yes
Expand the use of our Apprenticeship Levy to train our own drivers.	Completed and launched. 12 apprentice drivers are embarking on training.	Yes



Operations

Q1 Action	Update	On track
Mobilise operation for the commissioning of Javelin Park Energy from Waste.	Javelin Park EFW delayed until June, preparations in place for operational mobilisation.	Yes
Implement changes to grounds maintenance (Tewkesbury BC).	Updated grounds maintenance schedule. Being implemented in TBC.	Yes
Work in partnership with TBC to implement changes to street services.	Review of street services underway in partnership with the commissioner.	Partial
Ensure specification and contract sums are appropriate for the costs of the Ubico operation (FoDDC)	Awaiting confirmation of variation and specification from FoDDC.	Partial



Value for money

Q1 Action	Update	On track
Implement an updated contract sum setting process for 2020/21 financial year.	Process planned and updated to be mobilised in partnership with shareholders and commissioners.	Yes
Embed the monthly production of management and performance information to meet corporate and commissioner needs.	Monthly management information reports completed and circulated for each contract. Working with commissioners to harmonise some production of information to streamline the process.	Partial
Procurement of a new PPE clothing contract.	Evaluation completed and contract awarded. Planned implementation for July.	Yes
Provide finance and procurement training to staff.	Underway, procurement training delivered to managers and finance training being rolled out.	Yes



Highlights of key activity next quarter

- Developing an updated training package for supervisors and key operational staff.
- Restructure of fleet services to improve operational performance and compliance.
- Begin implementation of a new Fleet Management software system.
- Work with CDC and other commissioners on tender of a new in-cab system and back office software.
- Commercial waste paper presented to Board.
- Independent NED recruitment.
- New process for agreeing Business Plan 2020/21.



Finance update



Background

- In 2016/17 Ubico was expanding rapidly and did not have corporate resources to meet demands from shareholders for improved transparency and detailed finance and management information.
- Shareholders expressed concerns that corporate capacity was not sufficient to manage expanded operation or compliance risks.
- The corporate charge was too low to fund the resources necessary to meet operational and shareholder requirements.
- Board agreed to allow an increase in corporate charge from 4.9% to up to 6% to fund additional staff.



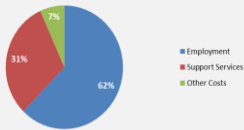
Corporate overhead

- Ubico corporate overhead is **5.8%**.
- This is benchmarked against **12-13%** in the Private Sector (Source: Eunomia & WYG). This is comprised of 8-9% overhead with a 4% profit margin.



Current position

Ubico Corporate Support Costs 2019/20

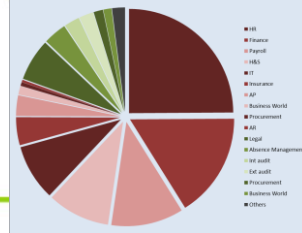


- 25 posts funded by the corporate support charge, including the three Executive Directors.
- Posts cover senior management and functions of compliance, company and board secretariat, internal communications, finance, business analysis and management information.



Support services

Proportion of Support Services Costs



- Total of £700K was spent on support services in 2018/19.
- £400K to provide HR and finance functions.
- 80% of support service cost is with Publica (HR, finance, payroll, IT, insurance, procurement, H&S advice).



Finance

- Ubico Financial Controller has now been in post for nine months. Finance team now appropriately resourced for a company of Ubico's size.
- Financial Controller working in partnership with commissioners and finance officers to make improvements to monthly reporting and accuracy.
- Partnership sum setting will begin in July for 2020/21.



Fleet



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Our fleet

- Ubico operates three vehicle maintenance workshops with 14 vehicle technicians and one apprentice.
- The company operates and manages the maintenance for a large and varied fleet consisting of **781** vehicles, plant and trailers including:

• 171 Heavy Goods Vehicles up to 32,000kg GVW	• 41 Trailers
• 77 Light Commercial Vehicles 3,500kg or less	• 12 Cars
• 44 Road registered plant	• 3 Other non mobile plant
• 433 Non road registered plant	



'Grey' fleet

- Vehicles which are owned by employees but used on company business.
- Ubico has 42 registered grey fleet drivers and vehicles.
- Ubico has a duty of care to ensure grey fleet is fit for purpose.
- Fleet team must ensure that every grey fleet vehicle has a valid MoT, is insured for appropriate business use and that the employee has a valid driving licence.
- Severe sanctions for non compliance including corporate manslaughter in extreme cases.



Priorities

- Maintaining compliance and safety
- Improving data, management information and telematics to:
 - Improve driver behaviour
 - Improve safety
 - Reduce fuel consumption
 - Drive efficiencies
 - Reduce costs and volatility
- Reducing environmental impact



Current work

- Proposal presented to Board and commissioners to improve the process of specifying and procuring the vehicles to reduce hires and improve cost efficiencies.
- Business cases developed to make investments in workshops to reduce costs and offer potential to deliver greater commercial income.
- Depreciated vehicles being assessed for refurbishment for deployment in a hire fleet.
- Improving the specifications and technology in vehicles.
- Restructure of fleet services team to improve operational performance.



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Information/Discussion Paper

Update on the development of the Gloucestershire Joint Health and Wellbeing Strategy

Overview and Scrutiny

1 July 2019

1. Background

- 1.1** Under the Health and Social Care Act 2012, Health and Wellbeing Boards have a statutory duty to develop a Joint Health and Wellbeing Strategy. It requires the Local Authority (GCC) and Clinical Commissioning Group (CCG) to work together to understand the health and wellbeing needs of their local community, and agree joint priorities for addressing these needs to improve health and wellbeing outcomes and reduce inequalities through commissioning.
- 1.2** The current Gloucestershire Joint Health and Wellbeing Strategy for 2012 - 2032, Fit for the Future, has focused attention on five priorities with an accompanying plan for each in the form of action cards:
- Reducing Obesity
 - Reducing the harm caused by alcohol
 - Improving mental health
 - Improving health and wellbeing into older age
 - Tackling Health inequalities
- 1.3** GCC commissioned a LGA Prevention System Peer Challenge that took place in Feb 2018. This stated that *“Whilst it is apparent that there is a lot of strategic, tactical and operational activity taking place in relation to prevention there is a need to co-ordinate this better. This will be helped by the refresh of the Joint Health and Wellbeing Strategy (JHWS) based on a needs assessment with a greater ‘place’ and community focus”*.
- 1.4** And *“The Gloucestershire Health and Wellbeing Board (HWB) needs to fulfil its ‘place shaping’ role to drive forward whole system approaches – including the wider determinants of health – and be bold in holding the whole system to account for the ambitions laid out in the refreshed JHWS”*
- 1.5** In response the Health and Wellbeing Board agreed to undertake a process to refresh the Joint Health and Wellbeing Strategy.

2. The process

2.1 The [draft strategy](#) (see agendas item 18) has been developed through engaging with Health and Wellbeing Board members and wider stakeholders including local communities.

2.2 Engaging communities

2.3 Engaging with the public and listening to their views about health and wellbeing has been an essential part of developing the draft strategy. There were four main stages to this.

Stage 1: Understanding the landscape

2.4 There had been a wealth of previous engagement and consultation about health and wellbeing with various populations within Gloucestershire. Findings from a wide range of these were assessed to help build an understanding about what people find most important. Mental health, loneliness, social and community connections were key themes.

Stage 2: Informing the priority setting

2.5 Through workshops and structured interviews, residents were encouraged to consider their top three priorities in maintaining positive health and wellbeing. This helped to inform the priority setting process.

Stage 3: Developing a better understanding of the priorities

2.6 This was an opportunity to feed back to communities the priorities that had been chosen and to start to understand some more detail about how they viewed these priorities. This gave better insights into what people view as the strengths and opportunities around the priorities and some examples of positive practice.

Stage 4: Is it right?

2.7 This final stage will involve the more traditional consultation stage for the strategy. It provide an opportunity to check that the draft strategy reflects what has been heard throughout the engagement.

2.8 Priority setting process

2.9 The community and wider stakeholder engagement helped to form a list of eleven potential themes for the Health and Wellbeing Board to then prioritise. In addition to these, 'Adverse Childhood Experiences (ACEs)' and 'early years' were added to the list since ACEs is an area in which the Board had recently taken a leadership role in and early years was a cross cutting theme running through many of the community engagement workshops.

2.10 The Health and Wellbeing Board went through a process of prioritisation taking into account need, impact, effectiveness, inequalities and acceptability. As part of the 'acceptability' criteria, the community and other stakeholder feedback was taken into account as well as a consideration of where the Health and Wellbeing Board could add value.

3. Progress to date

3.1 The draft strategy is still under development and was considered by the board at its meeting in May – [see link](#). See agenda item 18). Below are the key components of the strategy.

3.2 The Joint Health and Wellbeing Strategy vision

‘Gloucestershire is a place where everyone can live well, be healthy and thrive’.

3.3 The Joint Health and Wellbeing Strategy priorities

3.4 There are seven proposed Health and Wellbeing Board priorities.

- Physical activity
- Adverse Childhood Experiences (ACEs)
- Mental wellbeing
- Social isolation and loneliness
- Healthy lifestyles
- Early years and best Start in Life
- Housing

3.5 Tackling social isolation and loneliness is a shared priority between the Health and Wellbeing Board and Safer Gloucestershire.

3.6 The Health and Wellbeing Board will develop a position statement on economic development and transport to recognise the importance of these to health and wellbeing.

3.7 Furthermore, the Health and Wellbeing Board will maintain a watching brief over a wider health and wellbeing agenda.

3.8 Each of the seven priorities are at different stages of development. The Board has recognised that it is important that the emphasis is maintained on where they can truly add value and what can only be tackled in partnership.

3.9 It is important to recognise the need for local areas to be able to adopt bespoke approaches to how they approach the seven priorities.

3.10 The Joint Health and Wellbeing Strategy principles for ways of working

- **A systems leader:** The Health and Wellbeing Board to take a position as a systems leader to enable and facilitate change to improve population health and wellbeing.
- **Prevention focused:** Developing a system wide shared understanding and commitment to prevention and early intervention.
- **Collaborative and community centred:** Taking a strengths based, community centred approach. Ensuring a collaborative approach engaging communities in on-going conversations about the health and wellbeing priorities, assets and how we measure success.

- **Holistic:** Taking a whole person, whole life and whole population approach to prevention.
- **Parity of esteem:** Ensuring equality in how we think about mental health and physical health and how they are valued.
- **Achieving equity in health and wellbeing:** Developing shared understanding and commitment to addressing the differences in health status that exist between people due to social, geographical, biological or other factors.
- **Addressing the wider determinants of health and wellbeing:** Recognising that many poor outcomes in health and wellbeing result from a complex interaction and accumulation of factors and poor life chances over time.
- **Recognising where we add value:** Focusing on actions where by working together we can make the biggest difference to those in the greatest need.

3.11 Delivering the priorities

3.12 Whilst all of the priorities will need a whole systems approach, it remains important to have an identified lead for each priority. There will be an identified partnership and a named Health and Wellbeing Board member responsible for the strategic oversight of each priority.

Proposed strategic leadership for each priority

Priority	Partnership Board leading	Health and Wellbeing Board member lead
Physical activity	Gloucestershire Moves	tbc
Adverse Childhood Experiences (ACEs)	ACEs Panel	Julian Moss
Mental wellbeing	Mental Health Partnership	tbc
Social isolation and loneliness	Enabling Active Communities	Mary Hutton
Healthy lifestyles	Healthy Weight Programme Board	Sarah Scott
Early years / Best Start in Life	tbc	Andy Dempsey
Housing	tbc	Pat Pratley

4. Next steps

- 4.1** The updated draft Joint Health and Wellbeing Strategy will go to the Health and Wellbeing Board on 23 July for approval. There will then follow a consultation phase before the strategy is brought back to the November board meeting for final approval.
- 4.2** Overview and Scrutiny Committee may wish to consider the consultation draft strategy at a suitable meeting.

Background Papers	http://glostext.gloucestershire.gov.uk/documents/s52312/Draft%20JHWS%20May%20HWB.pdf
Contact Officer	Richard Gibson, Strategy and Engagement Manager. 01242 264280. richard.gibson@cheltenham.gov.uk
Accountability	Cllr. Flo Clucas, cabinet member healthy lifestyles

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Information/Discussion Paper

Review of the council's performance at end of Quarter 4 (April 2018 to March 2019)

Overview and Scrutiny

1 July 2019

1. Why has this come to scrutiny?

- 1.1 To review the corporate performance of the organisation at the end of quarter 4 (April 2018 to March 2019).
- 1.2 To make any comments and observations on the presentation of the performance information before the report goes to Cabinet on 9th July.
- 1.3 To make requests for further information where this might clarify understanding of corporate performance.

2. Background

- 2.1 The performance report takes information and data from our performance management system to provide elected members with an overview of how the council is performing. This enables elected members to input into discussions about how to resolve areas where there maybe performance concerns and also to recognise where performance is better than expected.
- 2.2 The report summarises how the council performed in regard to the published milestones, performance indicators and outcomes set out in the interim [2018-19 action plan](#) that was agreed by Council on 26th March 2018.
- 2.3 The performance report is attached as appendix A.

3. End of year performance overview

- 3.1 In the 2018-19 interim action plan, we identified 90 milestones to track our progress. Out of these:
 - 63 (70%) have been complete successfully within the financial year
 - 19 (21%) are green. These are projects that were not delivered within the financial year but have been pushed back into the current financial year with commitments set out in the 2019/20 corporate strategy and are on track to be delivered within this revised timescale.
 - 8 (9%) are red and were not completed by the end of the financial year.

3.2 The red milestones are as follows:

Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Q 4 R-A-G	Q4 commentary
Facilitating the delivery of the UK cyber security centre.	Planning application receipt for UK Cyber Park	Expected June 2018	Tracey Crews	Red	Planning application submission cannot be controlled by CBC. Transport modelling underway for West Cheltenham, further delays to modelling due to change in GCC contract provider from Amey to WS Atkins. Model outputs scheduled Summer 2019.
West Cheltenham Pre Application engagement.	Submission of outline application	June 2018	Tracey Crews	Red	The application is still progressing albeit very slowly.
	Detailed application and determination	December 2018	Tracey Crews	Red	No dates confirmed
Develop a new vision and masterplan for Cheltenham Town Hall.	Report to cabinet to gain agreement to a preferred option for the masterplan	July 2018	Mark Sheldon	Red	External consultants (Focus) have developed 6 options for the redevelopment of the Town Hall including a phased approach to delivering the masterplan. However funding remains an issue which is affecting deliverability of options.
Explore opportunities to introduce contactless donation points to support homelessness charities.	Funding and terms agreed with facilitator/provider	Dec 2018	Martin Stacy	Red	Following a review of the costs and benefits, it was agreed not to pursue this project.
Deliver the organisational development programme to create a modern workplace with a sustainable future operating model. (Now known as the Modernisation Programme)	Conclude the review of the service management structure (phase 2)	March 2019	Ann Wolstencroft	Red	This will be undertaken once organisational design has been completed and model agreed
	Introduce wellbeing champions across the council	Sept 2018		Red	A staff wellbeing survey has now been completed and ELT are considering options for how best to support staff wellbeing which may include introducing wellbeing champions across the council.
Cemetery and Crematorium project.	Review options for the future use of the Victorian chapels and develop a plan for their future viability	Dec 2018	Mike Redman	Red	On hold pending identification of suitable resource to progress this. Will hopefully still be complete by end of 2019.

3.3 There has also been a number of significant projects delivered by the Council in the past 12 months, where members might want to reflect on.

Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Q 4 R-A-G	Q4 commentary
Implement Phase 4 of Cheltenham Transport Plan – the trial closure of Boots corner and monitor the impact.	Boots Corner Trial starts	June 2018	Tim Atkins	Complete	The trial closure remains in progress – and has been extended until December 2019. There have been some recent changes to the trial to take on board feedback from traders and residents. Council in February assessed the impact of the scheme against its objectives of increasing modal shift to more

Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Q 4 R-A-G	Q4 commentary
					sustainable forms of travel, reduction of traffic in the town centre, improved connectivity and increased footfall.
Organise a programme of events to mark the Centenary Commemorations of the end of World War 1.	Partnership events	April-Nov 2018	Mark Sheldon	Complete	The WW1 events were really successful; including the march with 1278 participants, the remembrance Sunday event at the war memorial, a projection on the front of the Muni, lighting of a beacon in Montpellier Gardens and a concert at the Town Hall Programme of events generated a significant amount of positive public comments. Due to the success of the events; the programme has been submitted to APSE to be considered for an award.
A review of options for a step-change in the pace of the delivery of housing (including housing that is affordable) and a collective approach to reducing homelessness.	Key delivery mechanism confirmed and funding approach agreed	Sept 2018	Tim Atkins	Complete	£100m funding package agreed at Council on 15.10.18; the funding will help CBH deliver c.500 new homes to meet needs in Cheltenham
Lead a partnership approach to safeguarding children and adults that will nurture and support those that are most vulnerable through strengths-based approaches.	Agreed partnership action plan for vulnerable young people	July 2018	Tracy Brown	Complete	Good progress is being made on the No Child Left Behind year of action – the plans received unanimous support from full council on 11 December. Since then, we have organised a range of events; over 3,000 children and their families attended the Childrens festival in May, we've informed over 400 professionals about child poverty and we have worked with local businesses to organise a careers fair.
Invest in Cheltenham's development to ensure long-term housing, employment and infrastructure needs are met. Ensure existing and new assets make a direct contribution towards service delivery, place-making and economic growth	Agreement to a revised Capital and Investment Strategy	Feb 2019	Paul Jones	Complete	Agreed by cabinet / council in February 2019. The new investment strategy underpins our commitment to being a commercial council. This commitment has been recognised by an award submission to the Municipal Journal for Best Commercial Council with the winners being announced in June 2019.
Cemetery and Crematorium project.	Open Cheltenham's new crematorium	May 2019	Mike Redman	Complete	The crematorium building was opened successfully on 4th March and within budget. The £8.5m redevelopment provides two new chapels with seating for 150 people and 75 people. The success of the project has formed the basis of an award submission to APSE annual awards.

4. Next steps

- 4.1** The end of year performance report will be taken to Cabinet on 9 July. The comments from Overview and Scrutiny will be fed into that meeting.

Background Papers	2018-19 Interim Corporate Strategy action plan, Report to Council, 26 th March 2018.
Contact Officer	Richard Gibson, Strategy and Engagement Manager. 01242 264280. richard.gibson@cheltenham.gov.uk
Accountability	Cllr. Steve Jordan, Leader of the Council

DRAFT

Businesses and their workforce thrive

Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Q 4 R-A-G	Q4 commentary
Bring forward the Cheltenham Plan – the local development plan for Cheltenham which will include policies to support growth and protect the environment and contribute to the delivery of the Place Strategy.	Cheltenham Plan Examination	May 2018	Tracey Crews	Complete	Cheltenham Plan examination hearings completed on schedule. A draft Post Hearing Advice note has been submitted to the Council by the Inspector. Draft Main Modifications to the plan will be sent to the Inspector on 14th June. These will subsequently be presented at Council.
Facilitating the delivery of the UK cyber security centre.	Planning application receipt for UK Cyber Park	Expected June 2018	Tracey Crews	Red	Planning application submission cannot be controlled by CBC. Transport modelling underway for West Cheltenham, further delays to modelling due to change in GCC contract provider from Amey to WS Atkins. Model outputs scheduled Summer 2019.
Devise a clear action plan for delivery of economic development.	Economic Development Action Plan considered by cabinet	July 2018	Tracey Crews	On target against revised priority action	Work has been undertaken in preparing a draft economic development action plan in collaboration with Gloucestershire Local Economic Partnership, Cheltenham Chamber of Commerce, Cheltenham Bid, Gloucestershire University, Gloucestershire College, Employment and Skills Board, Cheltenham Development Task Force and lead portfolio members of the Cabinet. However, following this engagement it became clear that to successfully address our challenges and build upon our opportunities, we needed a leadership vehicle to help drive the economic growth agenda. In response to this it was agreed with the lead Cabinet portfolio holder to take a different approach and work with strategic businesses to establish a Cheltenham Growth Board as agreed by Cabinet on 14 May. The Growth Board will start develop a business plan by late 2019
Direct engagement with Employment and Skills Board, schools, colleges and University to consider practical actions to support priorities of Cheltenham Place Strategy and Economic Development Action Plan.	Agreed priorities with Learning and Skills Board	Sept 2018	Tracey Crews	On target against revised timescales	We are addressing this action in a number of ways: Through engagement via Gloucestershire Joint Economic Growth Committee and supporting preparation of the Gloucestershire Local industrial Strategy that will identify joint learning and skills priorities which will be published Autumn 2019 Through positive engagement with local primary and secondary schools on the No Child Left Behind project including plans for a careers event in July 2019.

Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Q 4 R-A-G	Q4 commentary
					Through positive engagement with the University on a range of shared projects including curricular, project based learning offers based on the existing and future portfolio of 'live' and extremely relevant projects.
West Cheltenham Pre Application engagement.	Submission of outline application	June 2018	Tracey Crews	Red	The application is still progressing albeit very slowly.
	Detailed application and determination	December 2018	Tracey Crews	Red	No dates confirmed
Growth Deal 3 funding Agreed to enable suitable access and delivery of transport capacity to facilitate the opening up of West Cheltenham JCS Strategic allocation.	GCC formally assume promoter role Full Business case approved Construction commences	2020/21	Jeremy Williamson	On target against revised timescales	GCC now formally project sponsor for West Cheltenham Transport Improvement Scheme. GCC currently progressing business cases to release LEP funds and in parallel finalising schemes and then tendering packages of work. Public share events are taking place in June 2019, with works for phase 1 being scheduled for Autumn 2020 .
Implement Phase 4 of Cheltenham Transport Plan – the trial closure of Boots corner and monitor the impact.	Boots Corner Trial starts	June 2018	Tim Atkins	Complete	The trial closure remains in progress – and has been extended until December 2019. There have been some recent changes to the trial to take on board feedback from traders and residents. Council in February assessed the impact of the scheme against its objectives of increasing modal shift to more sustainable forms of travel, reduction of traffic in the town centre, improved connectivity and increased footfall.
Commission consultants to support delivery of a borough wide transport plan – Connecting Cheltenham, with a focus on modal shift, accessibility and bus connectivity.	Procurement	March 2018	Ken Dale	Complete	Consultant 'Systra' appointed – action complete
	Report to Cabinet	December 2018	Ken Dale	On target against revised timescales	To be informed by consultant report. Awaiting consultants programme. Programme to be revised and new date identified for reporting to Cabinet. RAG rating green as we are on schedule in line with revised programme for delivery. Report to Cabinet proposed for September 2019
Keep the implementation of the car parking strategy under review.	Revised parking strategy action plan – Phase 1	September 2018	Mike Redman	Complete	Significant progress: Car parking prices reviewed and realigned, new traffic regulation order drafted, new parking machines with 'contactless' technology delivered and installed in most car parks, four more to be covered in Phase 2.

Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Q 4 R-A-G	Q4 commentary
					<p>New lighting commissioned through Property for three car parks, currently awaiting installation.</p> <p>Charging planned to be introduced in a number of currently 'free' car parks in Autumn 2019.</p> <p>New variable messaging signs showing space availability at Regent Arcade operational in Oriel Road.</p>
	Regent Arcade system upgrade	September 2018	Mike Redman	Complete	System went live 3 rd October, 2018 – some minor teething issues, but generally performing well, with improved management data availability.
Develop action plan and timetable for delivery of the Staff Green Travel Plan.	Parking Strategy - Phase 2 action plan agreed	March 2019	Mike Redman	Complete	<p>Phase 2 action plan now agreed by CMT and consultation on new parking orders underway.</p> <p>Discussions have taken place with GCC regarding the potential for CBC inclusion in an electric vehicle scheme, but this will require budget allocation for up-front investment in a number of vehicles and roll-out of the booking system which GCC already has in operation in Gloucester.</p> <p>Parking permit review in progress and wider staff 'green travel plan' objectives currently under review, having regard to the modernisation programme and future proposals for staff remuneration.</p>
	Report to Exec Leadership Team	March 2019	Mike Redman	Complete	Delayed due to competing work priorities – update report now scheduled for ELT by end of June 2019
Community Infrastructure Levy Examination and adoption.	Examination	May 2018	Tracey Crews	Complete	Examination concluded Summer 2018.
	Adoption	June 2018	Tracey Crews	Complete	Approved by Council 15 October 2018
Review of retailing across Gloucester, Cheltenham and Tewkesbury as part of the early review of the JCS.	Commission JCS retail review	March 2018	Jonathan Dibble	Complete	Commissioning of the JCS retail study completed and work now underway.
	Final version of retail evidence, including engagement and policy drafting	Spring 2019	Jonathan Dibble	On target against revised timescales	Work continuing on the retail study which is forecast to be complete by June, this work will then inform policy drafting and consultation with adoption in November 2019

Culture and creativity thrive

Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Q4 R-A-G	Q4 Commentary
Develop a coordinated approach to our events programme including exploring commercial opportunities.	Undertake infrastructure improvements	Dec 2018	Tracey Crews	On target against revised timescale	Lack of resource and priority level resulted in delay in delivery. Work currently focused on a simplified end to end process for event organisation, automation of event booking form, a single event database, guidance for event organisers, a charges matrix and a gazetteer detailing CBC site options. The Marketing Cheltenham Event manager is now in post and will be asked for input on proposals. Gazetteer delivery due Q2 2019 Process initiatives proposed for Q3 2019
Organise a programme of events to mark the Centenary Commemorations of the end of World War 1.	Programme of events published	March 2018	Mark Sheldon	Complete	Launched as planned; the programme set out 18 events and activities to be held in Cheltenham to commemorate the centenary of the end of WW1.
	WW1 Website launched	April 2018		Complete	The WW1 website cheltenhamremembers.org.uk was launched on 3 May 2018 and has proved highly popular
	Partnership events	April-Nov 2018		Complete	The events were really successful; including the march with 1278 participants, the remembrance Sunday event at the war memorial, a projection on the front of the Muni, lighting of a beacon in Montpellier Gardens and a concert at the Town Hall Programme of events generated a significant amount of positive public comments. Due to the success of the events; the programme has been submitted to APSE to be considered for an award.
	War memorial Interpretation Board installed	May 2018		Complete	Boards installed
Deliver a community cycling event in 2018	Project initiation	May 2018	Tracey Crews	Complete	Due to capacity issues in 2018, this activity was rescheduled for Spring 2019.
	Event	Sept 2018		Complete	This community-based event was delivered successfully on May 19 2019 with lots of support from local cycling clubs and around 500 people taking part. 140 children took part in the junior course
Develop a business case for a major cycling event for 2019	Bring forward the business case	Oct 2018	Tracey Crews	On target against revised timescale	Due to capacity issues in 2018, this activity was rescheduled for Autumn 2019. Initial work is underway with engagement with potential providers with the event to take place on 1 Sept 2019
Deliver the High Street East Public Realm project.	Delivery of phase 1	September 2018	Tracey Crews	Complete	Works completed in November 2018

Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Q4 R-A-G	Q4 Commentary
	Agreement of funding & of delivery programme for phase 2	September 2018		On target against revised timescale	<p>Delays in progress due to Central Government suspension of shared space projects. Agreement now reached with GCC to enable progression of phase 2.</p> <p>PID agreed for improvements to Strand / Cambray Place based on assumption of committed funding for this phase from GCC. Stakeholder Group re-established and project board in place to oversee Phase 2. An update was provided to O+S in June 2019.</p> <p>Preliminary works to assess ground conditions and constraints has now been commissioned. Detailed design work will take place in Summer 2019. Estimated delivery on-site will be late Autumn / early Winter 2019</p> <p>Visualisations of aspirations for Boots Corner being created to stimulate public discussion around future phases.</p>
Work towards more sustainable maintenance and planting practices.	Introduction of mixed public realm planting schemes (perennial & annual) to reflect new trends and sustainability	June 2018	Mark Sheldon	complete	As agreed by cabinet in Dec 2017. A new planting regime was implemented in a number of town centre locations delivering environmental and financial benefits.
Develop a new vision and masterplan for Cheltenham Town Hall.	Report to cabinet to gain agreement to a preferred option for the masterplan	July 2018	Mark Sheldon	Red	External consultants (Focus) have developed 6 options for the redevelopment of the Town Hall including a phased approach to delivering the masterplan. However funding remains an issue which is affecting deliverability of options.
Complete the Leisure-at redevelopment project to create a vibrant sport, fitness and play destination.	Complete Phase 1 redevelopment	May 2018	Mark Sheldon	Complete	The works were opened on 1 August, on schedule and slightly under budget. The splash-pad has been a great success and has helped leisure-at sustain high visitor numbers up to 2,000 customers per day.
	Complete phase 2 (splash-pad) redevelopment	Aug 2018		Complete	
Deliver an agreed approach to events and experiences.	Review of delivery via Tourism Partnership	Sept 2018	Tracey Crews	On target against revised timescale	Limited progress due to limited staff resource; however, two new posts within Marketing Cheltenham will drive this action forward, Events Manager and Marketing Cheltenham manager. Events strategy to be presented to cabinet in Autumn 2019
Bring forward options for the governance and operating model for marketing, promotion and events in Cheltenham	Options paper to cabinet	Sept 2018	Tracey Crews	On target against revised timescale	Best practice review continuing together with review of legal advice. Paper placed on hold in agreement with lead cabinet portfolio Member. This will be picked up again once Marketing Cheltenham

Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Q4 R-A-G	Q4 Commentary
					<p>Manager is in post in mid-July. RAG rating shown as green to reflect that a new timetable will be agreed.</p> <p>Push back to 2019/20 – to be led by marketing Cheltenham manager when in post (mid July 2019).</p>
	Business model options and recommendations to Cabinet	July 2018		On target against revised timescale	<p>Date to be rescheduled in order to take account best practice from elsewhere and to allow for bedding in of new Marketing Cheltenham Manager (in post mid July 2019). Programme for route to cabinet to be reviewed. RAG rating shown as green to reflect that a new timetable will be agreed.</p> <p>Push back to 2019/20 – to be led by marketing Cheltenham manager when in post (mid July 2019).</p>
Undertake a review of the Tourist Information Centre.	Implementation of preferred option	March 2019	Tracey Crews	On target against revised timescale	<p>More work needed to assess and appraise options. Keen to come up with longer term strategy of a dispersed model of mix of physical information points supplemented by digital information provision.</p> <p>Push back to 2019/20 – to be led by marketing Cheltenham manager when in post (mid July 2019).</p> <p>RAG rating shown as green to reflect that a new timetable will be agreed</p>

People and communities thrive

Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Q4 R-A-G	Q4 commentary
Commitment to working with Active Gloucestershire on delivering three Gloucestershire Moves projects in Cheltenham:	Review of year 1 approach to inform year 2	March 2019	Richard Gibson	Complete	Three liaison meetings have been held with Active Glos to oversee the delivery of these projects
Oakley health and wellbeing project as funding by the Gloucestershire Prevention and Self-Care Board.	Appointment of coordinator	April 2019	Richard Gibson	Complete	Coordinator now in post; she started on 20.8.18
	Implementation of projects	April 2019		On target against revised timescale	Due to the delayed start of the coordinator, there has been a slower start to the delivery of projects but now making good progress and will continue to February 2020 . As a result of the project, the centre is now very busy with a range of community activities including 9 weekly health and wellbeing sessions.
	Monitoring and evaluation	March 2019		On target against revised timescale	The evaluation element of the project is on track and will be completed by February 2020
Provide Changing Places accessible toilet facilities for people with complex disabilities.	Secure funding for two changing places facilities	April 2018	Mark Sheldon	Complete	Funding secured
	Provide Changing Places facility at Pittville park	May 2018		Complete	Opened on 10 August, the new facility has been very well received by disability user groups
	Provide Changing Places facility at a town centre location	July 2018		On target against revised timescale	Delay to delivery of second toilet due to plan to partner with Regent Arcade to deliver town centre location. Proposed completion Oct 2019
Collective action to protect and improve Cheltenham's air quality.	Feasibility study to inform future air quality measures e.g. clean air zone (subject to Defra funding)	July 2018	Sarah Clark	Complete	Study completed. Feedback provided by DEFRA confirms that the study demonstrated the road link under Ministerial Direction is already in compliance.
	Review the Air Quality Management Area (AQMA) and associated Air Quality Action Plan (AQAP).	Dec 2019	Sarah Clark	On target against revised timescale	Detailed assessment of Cheltenham's air quality has been commissioned by Env Health. Awaiting the results in order to begin the AQMA revision process which will be completed by March 2020 .
A review of options for a step-change in the pace of the delivery of housing (including housing that is affordable) and a collective approach to reducing homelessness.	Key delivery mechanism confirmed and funding approach agreed	Sept 2018	Tim Atkins	Complete	£100m funding package agreed at Council on 15.10.18; the funding will help CBH deliver c.500 new homes to meet needs in Cheltenham
Housing and homelessness strategy 2018-2023; key outcomes and priorities will be identified and delivery will be supported by a detailed action plan for the year ahead	Consultation	April – May 2018	Martin Stacy	Complete	Wide consultation undertaken and feed into final draft of the strategy
	Consideration by Cabinet	Summer 2018		Complete	Strategy approved by cabinet in July
Review of the Estates Regeneration approach in West Cheltenham.	Consideration by Cabinet	Nov 2018	Martin Stacy	Complete	A masterplan of the potential regeneration of the area was submitted to Homes England in the summer 2018, and this was followed up with a briefing to Members via a Members Seminar on 11 th October . (This Members Seminar was considered to be the preferred key milestone as there is no decision to be made by cabinet at this time.)

Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Q4 R-A-G	Q4 commentary
					Next step is to consider viability options in more detail regarding the potential delivery of the first phase. Any future recommendations will be brought to cabinet for approval, where appropriate.
A review of the Severe Weather Protocol for rough sleepers	Initial discussions will be with district authority partners to consider whether county-wide alignment is possible	Dec 2018	Martin Stacy	Complete	Partners have agreed to adopt the Cheltenham Standard, which we piloted last winter. A deal has also been brokered to secure the use of YMCA premises in the event of SWEPP being triggered.
Explore opportunities to introduce contactless donation points to support homelessness charities.	Funding and terms agreed with facilitator/provider	Dec 2018	Martin Stacy	Red	Following a review of the costs and benefits, it was agreed not to pursue this project.
Ensure that safeguarding is embedded across all areas of the council's business for staff and elected members including; recruitment, training and awareness-raising, service delivery, policy development, procurement and communications.	Adopting quality assurance safeguarding framework across all our service areas.	June 2018	Tracy Brown	Complete	Quality framework now adopted via the internal safeguarding officer group
Lead a partnership approach to safeguarding children and adults that will nurture and support those that are most vulnerable through strengths-based approaches.	Agreed partnership action plan for vulnerable young people	July 2018	Tracy Brown	Complete	Good progress is being made on the No Child Left Behind year of action – the plans received unanimous support from full council on 11 December. Since then, we have organised a range of events; over 3,000 children and their families attended the Childrens festival in May, we've informed over 400 professionals about child poverty and we have worked with local businesses to organise a careers fair.
Solace Implementation and Review (a partnership between Cheltenham Borough Council, Gloucester City Council and Gloucestershire Constabulary to prevent and address high and medium antisocial behaviour with partners and communities, with a particular focus on vulnerability and risk).	Briefings to Members, partners, staff and communities	July 2018	Sarah Clark	Complete	Co-ordinated and consistent briefings and messaging were produced by Solace Team Leader and released across CBC, Gloucester City and the police. This was supported by press releases and public roadshows. The Solace Team Leader produces monthly written updates on Solace work in Cheltenham and Gloucester which are incorporated in CBC Leaders' Briefings.
	Public launch of Solace	July 2018	Sarah Clark	Complete	This took place in May across Cheltenham and Gloucester.
Town Centre security: Co-create a town centre multi-agency engagement team that uses strength-based approaches to prevent and reduce antisocial behaviour and low-level crime (subject to funding)	Approval of Action Plan and Performance Framework	Sept 2018	Sarah Clark	Complete	Cabinet agreed action plan and associated funding at its meeting on 4 December
	Secure funding	Dec 2018	Mike Redman	Complete	Confirmation of funding has now been received from the following sources: <ul style="list-style-type: none"> - Cheltenham Business Improvement District - Cheltenham Borough Council - Late Night Levy

Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Q4 R-A-G	Q4 commentary
Town Centre CCTV	Town Centre CCTV upgrade to digital	March 2019	Louis Krog	On target against revised timescale	Contract now awarded for digital CCTV system and implementation will be carried out in June / July 2019
Facilitate a range of community building and celebration events to promote inclusion and reduce incidents of hate related crime	Midsummer Fiesta	July 2018	Richard Gibson	Complete	Successfully held on 7 th July 2018; despite clashing with the world cup semi-final, we still had around 5,000 people enjoying the day.
	World Mental Health Day	Oct 2018		Complete	The Heads Up Cheltenham team held a 'five steps to wellbeing' training session for Muni staff on 10.10.18, to highlight how we can all better take care of our mental and emotional wellbeing.
	Inter-faith	Nov 2018		Complete	Inter-faith event successfully held on 14.11.18; around 110 people attended this celebration of faith
	16 days of action	Nov 2018		Complete	Worked with the county DASV coordinator to support 16 days of action planning along the theme of "Bystander Intervention and engaging with employers: 'What would you do?'"
	Holocaust Memorial Day 2018	Jan 2019		Complete	HMD successfully held in the council chamber on 24 Jan; 100 people attended.
	International Women's Day	Mar 2019		Complete	£15k funding secured from GCC for the launch of a period poverty event that was launched on International Womens Day; 8 March 2019
Work through the Communities Partnership to facilitate delivery of projects in four communities;	Agreed action plan for the four geographic communities	November 2018	Richard Gibson / Tracy Brown	Complete	Action plans agreed for: <ul style="list-style-type: none"> • Oakley to tie in with the health and wellbeing project • The Moors – to tie in the work on criminal gangs • Hesters Way – to link with the Intensive Engagement work
Work through the Communities Partnership to facilitate delivery of projects to support priority communities of interest that are at risk of vulnerability and harm;	Agreed action plan for the four communities of interest	November 2018	Richard Gibson / Tracy Brown	Complete	Action plans agreed for: <ul style="list-style-type: none"> • Young people – via no child left behind • Families – working with Locality to develop a new model for Inspiring families • Hate Crime – staff sessions held in October • Older people – via the new Know your patch network
Bring forward an article 4 direction for St. Pauls that will remove permitted development rights for the conversion of single dwellings into HMOs	Article 4 issued	March 2019	Tracey Crews	Complete	Cabinet on 11 June agreed to give 12 months' prior notice of removing the C3 to C4 permitted development right through an Article 4(1) Direction.

Cheltenham Borough Council contributes to a thriving Cheltenham and delivers excellent services to its customers

Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Q4 R-A-G	Q4 commentary
Invest in Cheltenham's development to ensure long-term housing, employment and infrastructure needs are met. Ensure existing and new assets make a direct contribution towards service delivery, place-making and economic growth	Agreement to a revised Capital and Investment Strategy	Feb 2019	Paul Jones	Complete	Agreed by cabinet / council in February 2019. The new investment strategy underpins our commitment to being a commercial council. This commitment has been recognised by an award submission to the Municipal Journal for Best Commercial Council with the winners being announced in June 2019.
Undertake a LGA Peer Challenge.	Prepare self-assessment	Sept 2018	Pat Pratley	Complete	The self-assessment was submitted on 29 th October
	Peer Review Team on-site	Nov 2018		Complete	The peer review team were on site in November 2018. They spent 4 days on-site and spoke to more than 100 people including a range of council staff together with councillors and external stakeholders. The team gathered information and views from more than 50 meetings, focus groups and phone calls, plus additional research and reading. They collectively spent more than 260 hours to determine findings
	Feedback	Dec 2018		Complete	The team presented their feedback on 16 th November; they concluded that we are an ambitious council complemented by a well-regarded political and managerial leadership. The report identified 8 priority recommendations.
Deliver the organisational development programme to create a modern workplace with a sustainable future operating model. (Now known as the Modernisation Programme)	People strategy - development and approval	Dec 2018	Ann Wolstencroft	Complete	Now complete
	Customer & Digital strategy – development and approval	Dec 2018		Complete	Now complete
	Organisational design blueprint – development and approval	Dec 2018		On target against revised timescale	This is now being undertaken during Q3 – Q4 19/20
	Conclude the review of the service management structure (phase 2)	March 2019		Red	This will be undertaken once organisational design has been completed and model agreed
	Introduce wellbeing champions across the council	Sept 2018		Red	A staff wellbeing survey has now been completed and ELT are considering options for how best to support staff wellbeing which may include introducing wellbeing champions across the council.
Develop the Better Business for All (BBfA) partnership which provides a holistic link between local businesses and the support and regulatory functions of the council and explore and implement sustainable service delivery options (eg consultancy).	Wider range of business support related services will be made available	Apr 2018	Sanjay Mistry	Complete	Updated Better Business for All support content in now on CBC website. Opportunities to launch value adding commercial services. Initial service to include advisory consultancy, followed by full blown account management.
	Review & evaluation of BBfA	Ongoing	Sanjay Mistry	Complete	Ongoing at both local and regional level.

Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Q4 R-A-G	Q4 commentary
	activities through partnership meetings				
Implement the Committee room sound system improvement project.	Report to cabinet on preferred option	April 2018	Rosalind Reeves	Complete	Cabinet in April agreed a budget of £66k to install a modernised sound system in the Council chamber and other committee rooms.
	Implementation of preferred option	Sept 2018		Complete	The system has now been implemented and reviewed following initial teething problems.
Ensure the council complies with the new General Data Protection Regulations (GDPR) coming into force in May 2018	Each service area to have developed and be implementing their actions plans	Mar 2019	Mark Sheldon	Complete	Completed on target. Each service has their own GDPR service plan, risks being managed through project team.
Waste & Recycling Review: <ul style="list-style-type: none"> • Further route optimisation/balancing • Contract and Financial Management reviews • Waste Management Policy update • Analysis of operating processes - CBC/Ubico/JWT 	Production of Project Initiation Documentation	March 2019	Karen Watson	On target against revised timescale	<p>More resource than expected was required to deliver a resolution to the waste transfer issues with GCC relating to Javelin Park. Work streams have been taken forward during 2018/19 however milestone dates have changed to better fit with resources and the government's newly published waste and resources strategy. In addition, the decision to leave the Joint Waste Committee has required the transition of work from the Joint Waste Team to CBC. The new CBC client team was established at the end of 2018/19 and a wider improvement programme is being developed to deliver the key priorities within the corporate strategy.</p> <p>Route optimisation and round balancing has taken place for recycling during 2018/19 following the new service launched in October 2017 and work is continuing with garden waste and refuse. As part of the new improvement programme, refuse and recycling is being reviewed to ensure that there is capacity in the fleet to deliver the service with the additional number of properties due to be built as well as introducing weekly recycling if possible. The environmental maintenance policy will be fully reviewed during 2019 however a short review during 2018/19 confirmed the policy was still fit for purpose. Process mapping for Ubico related services is nearly complete as part of the case for change work. A value for money review of the Ubico contract is planned during 2019. Improvements have been made on budget monitoring and management during 2018/19.</p>
Create place governance partnership and cultural partnership to help deliver the place vision. Continue support for the	New place and cultural partnerships in place	Sept 2018	Richard Gibson	Complete	New place governance group met for the first time in June 2018 and has met twice subsequently. The

Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Q4 R-A-G	Q4 commentary
Communities Partnership.					culture board has met throughout 2018/19; cabinet in May agreed a mandate for the board to lead the development of a cultural strategy for Cheltenham
The council will contribute to shaping the Gloucestershire 2050 Vision.	Facilitate a workshop with members	June 2018	Pat Pratley	Complete	Members' seminar held on 28 th June which then informed the debate at full council on 23 July.
Cemetery and Crematorium project.	Open Cheltenham's new crematorium	May 2019	Mike Redman	Complete	The crematorium building was opened successfully on 4 th March and within budget. The £8.5m redevelopment provides two new chapels with seating for 150 people and 75 people. The success of the project has formed the basis of an award submission to APSE annual awards.
	Review options for the future use of the Victorian chapels and develop a plan for their future viability	Dec 2018	Mike Redman		On hold pending identification of suitable resource to progress this. Will hopefully still be complete by end of 2019.
Progress the Accommodation Strategy (consolidation, refurbishment & sub-letting)	Progress update	March 2019	Mark Sheldon	Complete	Short term proposal to consolidate CBC occupation to facilitate subletting and longer term proposals have been prepared for ELT sign off
Progress the ambitious plans for the re-development of the Municipal Offices.	Progress update	March 2019	Mark Sheldon	Complete	Market response to brief for external consultancy support to understand the market potential of the MO being evaluated.
Depot Rationalisation project.	Determine the masterplan for optimum use of site	March 2019	Mark Sheldon	Complete	Strategic discussions are taking place with regard to the possible relocation of UBICO within the next 3 years.
Determine the future of the Arle Nursery site.	Consider long term future & viability	July 2018	Mark Sheldon	Complete	Cabinet agreed proposals to change planting regime in a number of locations and to the disposal of the site. Property now progressing this.

Cheltenham Borough Council

Overview and Scrutiny Committee – 1 July 2019

Cabinet – 9 July 2019

The Future of Public Convenience Provision

Accountable member	Cabinet Member Clean and Green Environment, Councillor Chris Coleman
Accountable officer	Director of Projects, Mark Sheldon
Ward(s) affected	Park, Lansdown, Pittville, College, All Saints
Key Decision	Yes
Executive summary	This report identifies opportunities and recommendations for improvements to the future of public conveniences in the town centre. It discusses alternative partnership initiatives that will increase the choice of amenities available to the public, potential cost savings and capital generation realised from rationalisation of the current stock.
Recommendations	<p>That Cabinet resolves to:</p> <ol style="list-style-type: none"> 1. Adopt the proposed strategy to guide future decision making with regard to public conveniences set out in paragraph [5] 2. Undertake a consultation exercise in respect of option 3, set out in section 4, and to report back to AMWG, O&S and cabinet with the outcomes and recommended way forward.
Financial implications	<p>As detailed in report and appendices.</p> <p>Contact Officer: Jon Whitlock, Financial Officer</p> <p>Email: Jon.Whitlock@publicagroup.uk</p> <p>Tel: 01242 264354</p>

<p>Legal implications</p>	<p>Cheltenham Borough Council has power (but not a duty) under section 87 of the Public Health Act 1936 (as amended) to provide public conveniences, but is not obliged to do so. Where the authority provides such conveniences, regard must be had to the needs of disabled persons, and provision must be made so far as practicable and reasonable to meet those needs (s5 of the Chronically Sick and Disabled Persons Act 1970).</p> <p>If it chooses to exercise this power, it also has power to enter into agreements with third parties to achieve the outcomes, either under the Local Government Act 1972 or the Localism Act 2011.</p> <p>When deciding whether or not to close the existing public conveniences (and to proceed with any changes), the authority needs to be satisfied that it has discharged its consultation duties imposed by section 3(2) of the Local Government Act 1999 (as updated by revised Best Value Guidance Statutory Guidance of March 2015) and has had regard to its duties under the Equality Act 2010. In terms of the Equality Act 2010 the Council has to bear in mind its wider Public Sector Equality Duty (PSED) when proposing service changes i.e. the duty to: (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this (Equality) Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.” (“protected characteristics” are: Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.) Again, in practical terms, the PSED requires any consultation regarding service change to be at the earliest opportunity, with persons possessing a protected characteristic who may be affected, be clear who it may affect and how, and give them the opportunity to express their views. The authority needs to be satisfied that meaningful consultation has taken place in accordance with the PSED. It would be important to consider whether the provision of such services by third parties, as an alternative to the Council’s provision, would satisfy the Council’s duty.</p> <p>With regard to any infrastructure changes involving works, the authority needs to comply with the Contract Rules and procurement law.</p> <p>Contact Officer: Shirin Wotherspoon, Head of Law (Commercial)</p> <p>Email: shirin.wotherspoon@teWKesbury.gov.uk</p> <p>Tel: 01684 272017</p>
<p>HR implications (including learning and organisational development)</p>	<p>There are no direct HR implications identified in the report.</p> <p>Contact officer: Carmel Togher, HR Business Partner</p> <p>Email: carmel.togher@cheltenham.gov.uk</p> <p>Tel: 01242 775215</p>

<p>Key risks</p>	<p>That Cheltenham Borough Council is unable to develop a commercial partnership with suitable businesses to provide the number of fit for purpose facilities to replace those public facilities identified for closure.</p> <p>That the proposals are viewed as being detrimental to Cheltenham's amenity provision, by the public</p>
<p>Corporate and community plan Implications</p>	<p>The project supports the Place Strategy vision to be a place where our people, communities and environment thrives.</p> <p>Providing improved access to a greater number of well-maintained toilet facilities and investing in improvements to council owned facilities will contribute to improving the town centre and providing strong healthy inclusive communities.</p> <p>The project also contributes to our principles within the Corporate Plan to <i>"be commercially focused where needed and become financially self-sufficient to ensure we can continue to achieve value for money for the taxpayer"</i>.</p>
<p>Environmental and climate change implications</p>	<p>Reduction in use of energy and water on sites recommended to be closed.</p>
<p>Property/Asset Implications</p>	<p>Dependant on the delivery timescale for this scheme there may be resource availability issues within the Property team to undertake the activity proposed within this report.</p> <p>Contact Officer: Garrie Dowling, Senior Property Surveyor</p> <p>Email: gary.dowling@cheltenham.gov.uk</p> <p>Tel: 01242 264394</p>

1. Background

1.1 Property Services have been asked to review the public convenience facilities within the Town Centre. This report will consider their current condition and opportunities improved access to better facilities for all residents and visitors and for potential cost savings and revenue income, realised from further rationalisation of the stock and alternative initiatives that could realise potential revenue income from the assets.

1.2 The public convenience assets currently in operation are:

- Bath Terrace -
- Imperial Gardens
- Montpellier Gardens
- Pittville Park
- Royal Well
- Sandford Park

The following assets are not currently operational:

- Ambrose Street
- Town centre East

2. Rationale

2.1 The overall public convenience amenity serving residents and visitors is below standard as a result of the poor condition of some of the toilets. The majority of the facilities are in need of

major refurbishment which will put substantial pressure on the planned maintenance budgets over the next ten years. Operationally, these facilities are also expensive to run, and while desirable, in terms of public amenity they will continue to be a costly obligation on the Council's budgets.

Many towns and cities across the country have looked at alternative approaches to public toilet provision through successful community partnership schemes enabling public access to facilities within commercial premises. This has resulted in access to a greater number of well-maintained and more accessible facilities.

2.2 The high level assessment of the eight public conveniences, under Section 3.0, gives an overview of each property's condition and additional commentary on status and other considerations. This will assist in developing a strategy for the future provision of public conveniences in the borough.

2.3 There are commercial development opportunities that present themselves for a number of the public conveniences within the Town centre.

2.4 An additional consideration of this review is the cost of maintaining the new 'Changing Places' accessible toilet at Pittville Park. There is a commitment to off-set these costs by making savings elsewhere.

2.5 The review focuses on a number of options, namely:

- **Option 1** – Retain and invest in the facilities currently operational
- **Option 2** – Close all facilities and seek a community partnership initiative to provide public access to alternative facilities
- **Option 3** – Retain selective facilities and seek a community partnership initiative to provide public access to alternative facilities
- **Option 4** - Retain and invest in the facilities currently operational and introduce charging

2.6 The review includes the following information which may assist the Cabinet members in making decisions on a strategy for future provision of public conveniences.

3. Information on Current Status

Name	Location	Condition	Comments
3.1 Bath Terrace	Bath Terrace car park off Bath Road	Satisfactory	<ul style="list-style-type: none"> • There is currently a legal agreement in place with a representative of Bath Rd Traders Association that would need to be investigated • Commercial potential (additional car parking or commercial premises)
3.2 Imperial Gardens	Town Hall, Imperial Square	Poor	<ul style="list-style-type: none"> • Services Imperial Park garden bar and park users as well as general public. • Is part of fabric of Town Hall listed building • Opportunity to transfer responsibility to The Cheltenham Trust
3.3 Montpellier Gardens	Off Montpellier Walk	Good	<ul style="list-style-type: none"> • Basic refurbishment in 2004/2005 was part funded by HLF grant. • Adjacent to popular childrens' play area, tennis courts and refreshment kiosk. • Well used

3.4 Pittville Park	Off Evesham Road	Good	<ul style="list-style-type: none"> • Substantial refurbishment in 2005 • Adjacent to play area, refreshment kiosk and recently developed Changing Places accessible toilet facility. • Well used
3.5 Royal Well	Rear of Municipal Offices, Royal Well	Poor	<ul style="list-style-type: none"> • Within the footprint of the Municipal Offices so would be impacted by proposals for the building. • Opposite the bus station and consequently well used. • Alternative provision exists at bus station
3.6 Sandford Park	Off College Road	Poor	<ul style="list-style-type: none"> • The facility design is extremely basic and no longer fit for purpose. • Open only during the summer months
3.7 Ambrose Street	Adjacent to Bowling Green	Closed	<ul style="list-style-type: none"> • Commercial potential
3.8 Town Centre East	Under TCE car park	Closed	<ul style="list-style-type: none"> • Opportunity to use as storage facility • Commercial potential

4. Options Analysis

4.1 Option 1

Retain and invest in the facilities currently operational:

Continue to support the existing facilities from the Planned Maintenance reserve and include all necessary refurbishments in the ten year Planned Maintenance Programme (PMP). To keep the remaining six public conveniences open will cost the council an annualised net cost of approximately £320,300 p.a. over the next ten years. Currently there is no revenue income from these assets to off-set these costs.

4.2 Option 2

Close all facilities and seek a community partnership initiative to provide public access to alternative facilities:

Move to a similar strategy as adopted by other councils e.g. Gloucester City Council, (**Appendix A**) whereby the council could embark on a community partnership scheme with local businesses throughout the town. This initiative would provide the public with accessible toilets in convenient locations across the town, whereby the participating businesses would agree to let members of the public use their toilet facilities during normal working hours without the need to make a purchase from the business.

This would require negotiation and agreement with Cheltenham's business community but there could be a potential saving to the MTFs over the next ten years of up to £204,000 p.a., this would also relieve pressure on the Planned Maintenance reserve by approximately £102,300 p.a. This will be dependent on the cost of potential partnership grants or contributions to participating businesses. Some initial discussion with Cheltenham BID on community partnership for Cheltenham town has been undertaken by CBC's Business Transformation team and a proposal summary is included in **Appendix D**.

4.3 Option 3

Retain selective facilities and seek a community partnership initiative to provide public access to additional facilities:

Undertake negotiations to develop a community partnership scheme, as detailed in 4.2 and undertake a selection process to retain certain facilities, and invest where necessary, based on ability, or lack of, to provide suitable alternatives. The end result should provide an overall improvement to the current level of public convenience facilities within the town.

This option will enable the Property team to investigate revenue generation from disposal or commercial opportunity from the redundant amenities.

Detailed recommendations / Potential Opportunities

Asset	Recommendation	Opportunity
Bath Terrace	Close	Consider offering up for commercial venture, leasing to Bath Traders Association under a full repairing lease or demolish and turn into parking spaces and cultivate community partnership additional facilities nearby.
Imperial Gardens	Close	Propose to discuss transfer of all operational liabilities to the Cheltenham Trust and cultivate community partnership additional facilities nearby.
Montpellier Gardens	Retain	Retain to support parks activities and review cleaning contract
Pittville Park	Retain	Retain to support parks activities and review cleaning contract
Royal Well	Close	Close the facility, premises to be included in the redevelopment of the Municipal Offices, and cultivate community partnership additional facilities nearby.
Sandford Park	Retain	Potential to relocate and redevelop facilities to support park activities (including increases in events), and review cleaning contract. Include additional commercial potential within redevelopment plans
Ambrose Street	Keep Closed	Offer up for commercial venture and cultivate community partnership additional facilities nearby.
Town Centre East	Keep Closed	Offer up for commercial venture or as storage facility for Ubico and cultivate community partnership additional facilities nearby.

This would require negotiation and agreement with Cheltenham’s business community but could deliver an annual MTFs saving of £77,000 and reduction of £62,500 expenditure from the property maintenance reserve.

These figures have excluded any additional revenue from commercial opportunities. A separate piece of work would need to be undertaken to understand those financial benefits

4.4 Option 4

Retain and invest in all facilities and introduce charging:

This is essentially the same as Option 1 but in order to deliver savings there has been an investigation into the viability of generating revenue via a pay-to-use initiative. For the purposes of this report a simple usage appraisal has been carried out and details are to be found in **Appendix C**.

Based on our observations on usage and a charge of 20 pence, which appears to be the optimum charge, CBC could generate gross revenue of c£38k p.a. However, cash collection, processing and other lifecycle costs could be up to £24k p.a., leaving a net profit of £14k p.a. to go toward MTFs.

Capital outlay of £85k would be recovered in approximately a six year period, and following years would potentially see an operational cost reduction of 6%/£14k p.a. on the annual revenue costs. This option could deliver a potential saving to the property maintenance reserve and MTFS over the next ten years of up to £5,500 p.a.

5. Reasons for recommendations

In reviewing the current status and future opportunities presented from our public convenience amenity, the project team makes the following recommendations:-

- Adopt the following strategy to guide future decision making with regard to public conveniences

“As part of Cheltenham Borough Council’s strategy to be a place where everyone thrives, the Council will make best endeavours to ensure that daytime access to a toilet provision is available to members of the public within the town centre and its major public open spaces, and that the provision is clean and safe to use.”

- Undertake a consultation exercise in respect of option 3, that is to retain selective facilities and seek a community partnership initiative to provide public access to additional facilities,
- Report back to cabinet with the outcomes and recommended way forward that is likely to include;-
 - Development of a community partnership scheme allowing public access to public conveniences in commercial premises where it is beneficial for the community.
 - Implementation of asset investment and rationalisation in line with potential opportunities detailed in Option 3 (4.3).
 - Delivery of a communication plan that engages and informs the public and stakeholders on the project proposals in a timely manner.
 - Consideration of wayfinding signage requirements

6. Costs & Funding

Summary of operational costs and capital investment requirements

The detailed breakdown of costs can be found in **Appendix B**.

6.1 As noted in Option 3, the financial summary above does not include any potential to generate additional income through commercialisation or disposal of any redundant facilities. This report proposes that this be undertaken as a separate piece of work utilising specific skills of the Property team, in parallel with the progression of this project.

	Annual Revenue Net Cost	10 Year Refurbishment Costs (PMP)	New Capital Expenditure	Total 10 Year Cost	Annualised Net Cost for comparative purposes (10years)	Overall Annual Saving compared to current state	GF MTFS Saving	Relieved PRM pressure
Option 1 (Current)	£218,000	£1,023,000	£0	£3,203,000	£320,300	£0	£0	£0
Option 2	£14,000	£0	£0	£140,000	£14,000	-£306,300	-£204,000	-£102,300
Option 3	£141,000	£398,000	£0	£1,808,000	£180,800	-£139,500	-£77,000	-£62,500
Option 4	£204,000	£1,023,000	£85,000	£3,148,000	£314,800	-£5,500	-£14,000	£0

Notes/Assumptions

- Please note that refurbishment costs quoted are indicative only.
- All Property Services management and resourcing costs are excluded.
- Income for Option 4 is estimated on a small amount of research, based on 20p charge
- Current cleaning costs from Ubico are all savings if all public conveniences close

- Allocation of costs between the different WC's is based on Ubico's costs
- Normal Revenue Operating costs are currently within existing budgets, however note that the budget for 19/20 isn't the full cost of public conveniences. (some costs are attributed to Parks and Gardens through the Ubico contract)

7. Consultation and feedback

7.1 As one of the project objectives is to improve the current public convenience provision there has been no public consultation at this point. However, the council must be mindful of its wider Public Sector Equality Duty (PSED) when proposing service changes and to that end will consult partner groups on the Community Partnership Initiative opportunities to ensure they are fit for purpose for all residents and visitors.

7.2 Cheltenham BID manager has provided feedback on the findings and proposals, specifically the Community Partnership Initiative, and this has been encompassed within this report.

7.3 CBC Participation & Engagement Team Leader has commented on the Equality Impact Assessment (Appendix F)

a. Previous consultation specific to those with complex disabilities was undertaken as part of the CBC Changing Places project and has been reviewed as background to this project

b. The Research and Government guidance (March 2008 and November 2008) encouraging local authorities to provide better access and better quality toilets, provides useful information when considering Community Partnership Toilet Schemes

7.4 The councils Asset Management Working Group was consulted on 13th June and feedback on recommendations was generally positive. There was some discussion on the need to consider the following –

- Visitor experience impact from the Community Partnership Initiative
- Bath Terrace traders response to closure of Bath Terrace WC (to include in consultation)
- Royal Well bus/ coach station operatives (to include in consultation)
- Homeless, look into including the YMCA/YWCA into the Community partnership Initiative
- General wayfinding signage round town

7.5 A report was put together following a discussion with the Regeneration and Economic Development officer at Gloucester City Council, in 2017, on their Community Partnership Initiative. (Appendix A)

8. Performance management –monitoring and review

8.1 This project will follow the principles of Prince 2 project management.

8.2 The business case in this report will provide the benchmark for measuring the financial benefits over the following 10 years

8.3 The success of the project will be monitored as part of the councils standard performance management strategy

<p>Report author</p>	<p>Contact officer: Jane Stovell, Project Manager</p> <p>Email: jane.stovell@cheltenham.gov.uk</p> <p>Tel: 01242 264367</p>
<p>Appendices</p>	<ul style="list-style-type: none"> A. Gloucester City Council Community Partnership Initiative B. Detailed breakdown of operational costs and capital investment C. Pay-by-use initiative and detailed costings D. Cheltenham Borough Council Community Partnership Initiative proposals E. Risk Assessment F. Equality Impact Assessment
<p>Background information</p>	<p>https://webarchive.nationalarchives.gov.uk/20120920031420/http://www.communities.gov.uk/documents/localgovernment/pdf/1064520.pdf</p> <p>https://webarchive.nationalarchives.gov.uk/20120920031546/http://www.communities.gov.uk/documents/localgovernment/pdf/713772.pdf</p>

Community Partnership Initiatives - Gloucester City Community Toilet Scheme

(Original report from 2018, updated May 2019)

<http://www.visitgloucester.co.uk/explore/tourist-information-centre/community-toilet-scheme>

Background

The scheme has been in place between 6-8 years and all public toilets have been closed in the town except for the facility located in the new bus station.

Cost in set up

Required to dispose of the 99 year lease tenure on the toilets owned by Council

- Sold on to a private buyer, a café
- Some were demolished
- One is now a storage unit for contractor
- Materials required: signs, stickers, promotion (newspapers, door to door, centre 'tell, radio)
- Mini campaigns, "tourists" annotated maps kept at TIC

The Commercial Partners

There were originally 15 partners which has been reduced to 11, of which 6 are commercial partners paid £600 per year; 4 sites are council owned and Debenhams do not accept any payment. The partners are:

- G1 Leisure Centre (CC owned, managed by Aspire)
- Gloucester Guildhall (CC owned)
- Gloucester Folk Museum (CC owned)
- Gloucester City Museum (CC owned)
- Warehouse Climbing Centre
- Debenhams
- Eastgate Shopping Centre
- Poppins Restaurant (near to bus station)
- The New Inn [Pub - Part of the RelaxInnz]
- Robert Raikes [Pub - Samuel Smiths Brewery]
- The Imperial Inn [Pub - Brains SA, Draught Bass]

Pay-to-Use Facilities

The bus station redevelopment includes 6 toilets with coin operated doors (2 female, 2 male, 1 baby change and 1 disabled). The footfall through the bus station is approximately 10m which includes those accessing the train station as well.

No feasibility study was carried out as the pay as you go toilets have been included in the wider Kings Quarter redevelopment, to offset the capital cost and discourage vandalism. The political decision to charge 20p instead of 30p considered that people would only need one coin and there were no other pay as you go toilets in the city. There will be a change machine available on site. The site will have also have an attendant, which will be an additional cost of 1fte to the cleaning contract. However the site will be leased to Stagecoach who will have responsibility to maintain the services.

Note: Community Partnership Initiatives in Poole, Oxford, City of London, Cardiff, Wealden and Penzance were also reviewed as part of the research undertaken.

Detailed breakdown of operational costs and capital investment

Existing Costs

	Bath Terrace	Imperial Gardens	Montpellier Gardens	Pittville Park	Changing Places Pittville Park	Royal Well	Sandford Park	Ambrose Street	Town Centre East	Total
Ubico Costs	£7,428	£29,254	£35,787	£45,707		£35,206	£14,176			£167,557
Utilities - Electricity	£458	£1,803	£2,206	£2,817		£2,170	£874			£10,327
Utilities - Water	£294	£1,158	£1,417	£1,810		£1,394	£561			£6,634
Utilities - Sewerage & Drainage	£335	£1,319	£1,614	£2,061		£1,588	£639			£7,556
Compliance	£167	£756	£357	£508	£2,500	£364	£52			£4,704
Maintenance	£5,706	£4,446	£7,816	£6,603	£600	£8,336	£1,432			£34,939
Business Rates	£2,470	£1,656	£2,928			£1,646				£8,700
Contribution		-£14,600								-£14,600
Current Revenue Running Costs	£ 16,859	£ 25,793	£ 52,124	£ 59,505	£ 3,100	£ 50,703	£ 17,734			£225,817
Refurbishment Due	2021	Overdue	2024	2025		Overdue	Overdue			

Realigned cost breakdown

Option 1	Bath Terrace	Imperial Gardens	Montpellier Gardens	Pittville Park	Changing Places Pittville Park	Royal Well	Sandford Park	Ambrose Street	Town Centre East	Total
Current Revenue Running Costs	£ 16,859	£ 25,793	£ 52,124	£ 59,505	£ 3,100	£ 50,703	£ 17,734	£ -	£ -	£ 225,817
New Revenue Costs Yr 1	£ 16,859	£ 25,793	£ 52,124	£ 59,505	£ 3,100	£ 50,703	£ 17,734	£ -	£ -	£ 225,817
Annual Saving NNDR Yr2-10	-£ 2,470	-£ 1,656	-£ 2,928	£ -	£ -	-£ 1,646	£ -	£ -	£ -	-£ 8,700
NEW Revenue Saving Yr2-10	£ 14,389	£ 24,137	£ 49,196	£ 59,505	£ 3,100	£ 49,057	£ 17,734	£ -	£ -	£ 217,117
Referbishment costs next 10 years	£ 200,000	£ 200,000	£ 250,000	£ 60,000		£ 225,000	£ 88,000	£ -	£ -	£ 1,023,000

Option 2	Bath Terrace	Imperial Gardens	Montpellier Gardens	Pittville Park	Changing Places Pittville Park	Royal Well	Sandford Park	Ambrose Street	Town Centre East	Total
Current Revenue Running Costs	£ 16,859	£ 25,793	£ 52,124	£ 59,505	£ 3,100	£ 50,703	£ 17,734	£ -	£ -	£ 225,817
Adjusted by										
Remove All costs as closed	-£ 16,859	-£ 25,793	-£ 52,124	-£ 59,505	-£ 3,100	-£ 50,703	-£ 17,734	£ -	£ -	-£ 225,818
Add back NNDR, costs will be until asset disposal	£ 2,470	£ 1,656	£ 2,928	£ -	£ -	£ 1,646	£ -	£ -	£ -	£ 8,700
Community Partners 10 @ £500										£ 5,000
New Revenue Costs Yr 1	£ 2,470	£ 1,656	£ 2,928	£ -	£ -	£ 1,646	£ -	£ -	£ -	£ 13,699
Annual Saving NNDR Yr2-10										£ -
NEW Revenue Saving Yr2-10	£ 2,470	£ 1,656	£ 2,928	£ -	£ -	£ 1,646	£ -	£ -	£ -	£ 13,699
Referbishment costs next 10 years	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -

Option 3	Bath Terrace	Imperial Gardens	Montpellier Gardens	Pittville Park	Changing Places Pittville Park	Royal Well	Sandford Park	Ambrose Street	Town Centre East	Total
Current Revenue Running Costs	£ 16,859	£ 25,793	£ 52,124	£ 59,505	£ 3,100	£ 50,703	£ 17,734	£ -	£ -	£ 225,817
Adjusted by										
Remove All costs as closed	-£ 16,859	-£ 25,793				-£ 50,703		£ -	£ -	-£ 93,355
Add back NNDR, costs will be until asset disposal	£ 2,470	£ 1,656				£ 1,646		£ -	£ -	£ 5,772
Community Partners 10 @ £500										£ 5,000
New Revenue Costs Yr 1	£ 2,470	£ 1,656	£ 52,124	£ 59,505	£ 3,100	£ 1,646	£ 17,734	£ -	£ -	£ 143,235
Annual Saving NNDR Yr2-10			-£ 2,928	£ -	£ -		£ -			-£ 2,928
NEW Revenue Saving Yr2-10	£ 2,470	£ 1,656	£ 49,196	£ 59,505	£ 3,100	£ 1,646	£ 17,734	£ -	£ -	£ 140,307

Option 4 Pay-by-use initiative and detailed costings

Included below are some high-level costing which have assisted in making a decision on whether or not to pursue a pay-to-use initiative further and commission external expertise to report on the adaptability of CBC's remaining public conveniences, management costs and revenue potential.

This would need to be evidenced through a comprehensive operational study and options appraisal in order to collect empirical data on use and capital outlay required.

A similar study was commissioned by Gloucester City Council in 2014 and the report is a useful insight to the complexities of a wide-ranging bespoke optional appraisal. The study is included in Appendix A for reference.

Use data study

For the purpose of this report and in order to assimilate some basic cost information, Property Services carried out a series of brief observations on use for each of the six assets.

Review of usage

The count was based on two half-hourly observations made mid-week, one morning and one afternoon. The analysis below serves as a test-bed only and used as an example of what is possible and not what is probable. It is strongly advised that a more detailed study is undertaken on how often the conveniences are used to better inform use data as extrapolated in the study. This may require installation of automatic step-counters at each location to provide records obtained over a much wider period of time to give more reliable footfall figures for each location.

An assumed charging rate of 20 pence has been used for the purpose of the following analysis as market research has suggested this is a reasonable rate.

Use data calculations (Count based on two half-hourly observations mid-week am and pm)

Criteria							
Opening times (winter):	8	x	6 months	=	1456	hrs	
Opening times (summer):	10	x	6 months	=	1820	hrs	
Ave opening time:	3276	/	365	=		9	hrs
Opening days:	6	x	52	=	day x weeks	312	days
Assumed charging rate:	20	pence		=		0.2	pence
Property	Count	x	Uses/day	x	Uses/year	x	Revenue
Bath Terrace WC							
Male	11	x	99	x	30,888	x	£6,177
Female	5	x	45	x	14,040	x	£2,808
Disabled	0	x	0	x	0	x	£0
Imperial Gardens WC							
Male	8	x	72	x	22,464	x	£4,493

Female	1	x	9	x	2,808	x	£562
Disabled	0	x	0	x	0	x	£0
Montpellier Gardens WC							
Male	8	x	72	x	22,464	x	£4,493
Female	4	x	36	x	11,232	x	£2,246
Disabled	0	x	0	x	0	x	£0
Pittville Park WC							
Male	4	x	36	x	11,232	x	£2,246
Female	9	x	81	x	25,272	x	£5,054
Disabled	2	x	18	x	5,616	x	£1,123
Royal Well WC							
Male	10	x	90	x	28,080	X	£5,616
Female	3	x	27	x	8,424	X	£1,685
Disabled	0	x	0	x	0	X	£0
Sandford Park WC							
Male	1	x	9	x	2,808	x	£562
Female	2	x	18	x	5,616	x	£1,123
Total Potential Annual Revenue:							£38,188

Consider further, factors that may affect use:

- Locations e.g. parks and gardens, car parks, taxi rank, bus station etc.
- Human nature re charging and rather not pay
- All the facilities are communal (no single use WCs e.g. pods), therefore prone to vandalism, tailgating, propping doors open etc.
- No on-site supervision

Operational calculations and payback

The following table gives an indication of predicted benefits of implementing a pay-to-use initiative and the likely effect on future operational costs. We have included indicative cost information from CBC Support Services team regarding the coin collection and processing operations which will be additional to existing operational costs. Also included are the obvious additional servicing and maintenance costs together with other life-cycle costs associated with the new coin-operated doors.

Following on is the capital outlay and pay-back calculation which in turn is off-set against predicted operational costs less anticipated annual revenue income which in turn reduces the existing operational costs overall. Daily coin collection and process costs were extrapolated from existing cash collections overheads for car parks.

Property Services have made enquiries with two suppliers of coin-operated doors. Supply costs together with associated builders work alterations to doorways have an average cost per unit (door) of £5,000.00 and the potential number of doors to be upgraded is 17, ergo $17 \times 5,000 = £85,000$ capital outlay.

Capital costs and pay-back

Revenue			
Potential annual revenue from pay-to-use	based on use data	£	38,188.00
Less annual operational costs:			
Daily coin collection & process	£50.00 x (6 x 52)	£	15,600.00
Specialist door servicing & maintenance		£	5,100.00
Other life-cycle costs (replacement etc.)		£	3,400.00
Residual:			
		£	14,088.00
Implement pay-to-use initiative			
Capital costs:	Year 1	£	85,000.00
Pay back from pay-to-use revenue in years:	Year 6		6
Off-set against current operational costs:	Year 7	£	225,200.00
Annual revenue income:		£	14,088.00
Reduced operational costs:			
		£	211,112.00

Cheltenham Borough Council Community Partnership Initiative proposals

Proposal

It is proposed to use the same model as Gloucester City Council and work with Cheltenham's Business Improvement District (BID) to assist with promoting the scheme. The project proposes £500 per annum per business would be offered to incentivise participation in the Cheltenham scheme.

Navigation/Signposting Tools

The following communication tools could be used:

- BID website
- CBC website
- Google Maps
- Wayfinding signage

Potential Partners

The following businesses have been identified as potential partners who, depending upon the outcome of consultation, we would propose to approach initially:

Town Centre

- John Lewis
- Marks & Spencer
- Cavendish House
- Regent Arcade Shopping Center
- MacDonald's
- Cheltenham Trust
- Weatherspoons
- The Brewery
- Municipal Offices
- Premier Inn
- Copa
- Whittle Tap
- Old Courthouse
- Costa
- Starbucks
- Swan
- Restoration
- YMCA/YWCA

Montpellier

- Queens Hotel
- Brasserie Blanc
- 131
- Montpellier Lodge
- The Quadrangle (Swallow Bakery)

Lower High Street

- Grove St Community Centre
- One Stop

- Frog & Fiddle
- Bottle of Sauce

Bath Road

- Norwood Arms PH
- Exmouth Arms PH
- The Bath Tavern
- Weatherspoons

Note: This would not preclude other businesses from being considered

The risk				Original risk score (impact x likelihood)			Managing risk					
Risk ref.	Risk description	Risk	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register	Risk Status
		Owner										
1.01	If Cheltenham Borough Council is unable to develop a community partnership with suitable businesses to provide fit for purpose facilities then there will be a reduction in the number of public conveniences that are currently available.	MS	29/05	4	3	12	Reduce	Engagement with Cheltenham BID to support the initiative will assist with developing partnerships. Plan to approach more businesses that required to increase options Consult with partners to understand detailed requirements of our PSED	tbc	JS	N	open
1.02	If the proposals are determined to be detrimental to Cheltenham's amenity provision by residents then the reputation of the council will be damaged	MS	29/05	2	4	8	Reduce	Ensure that communications stress the benefits of the proposals to residents. Provide clear information about the toilets available as part of the community partnership on CBC website. Provide clear signage for businesses involved in the community partnership scheme.	tbc	Comms	N	Open
1.03	If the proposals are determined to be detrimental to Cheltenham's amenity provision by visitors then there could be a detrimental impact on tourism	MS	29/05	2	3	6	Reduce	Ensure that communications stress the benefits of the proposals to visitors. Share information with Marketing Cheltenham Provide clear information	tbc	Comms	N	open

								about the toilets available as part of the community partnership on CBC and Visit Cheltenham websites. Provide clear signage for businesses involved in the community partnership scheme.				
1.04	If the proposals are determined to be detrimental to Cheltenham's amenity provision by those with specific needs then the council could be accused of being unsupportive to disadvantaged groups.	MS	29/05	3	3	9	Reduce	Consult with partners to ensure the community partnership initiative delivers facilities suitable for all residents and visitors and PSED is considered. Ensure that communications stress the benefits of the proposals to residents. Provide clear information about the toilets available as part of the community partnership initiative on CBC website. Provide clear wayfinding signage to businesses involved in the community partnership scheme. Engage with 3 rd sector organisations to ensure information is available to those groups with specific needs. Complete equality impact assessment	tbc	JS	N	

1.05	If the costs of refurbishment of the retained toilets has been underestimated then the business case will not deliver the level of benefits identified in this document	PJ	29/05	3	3	9	Accept	Ensure refurbishment costs are competitive and design brief details cost effective requirements	tbc	Property	N	Open
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Explanatory notes

Impact – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical)

Likelihood – how likely is it that the risk will occur on a scale of 1-6

(1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability)

Control - Either: Reduce / Accept / Transfer to 3rd party / Close

What is an equality impact assessment?

An equality impact assessment is an important part of our commitment to improving equality practice. The form will help us find out what impact or consequences our functions, policies, procedures and projects have on our citizens, employees and potential employees.

By undertaking an impact assessment, we are able to:

- Take into account the needs, experiences and circumstances of those groups of people who use (or don't / can't use) our services.
- Identify any inequalities people may experience.
- Think about the other ways in which we can deliver our services which will not lead to inequalities.
- Develop better policy-making, procedures and services.

Impact assessment are required by law; The Race Relations Amendment Act, The Disability Discrimination Act and the amended Sex Discrimination Act all require local authorities to assess the impact of their functions, policies, projects and services, or the likely impact of any that are proposed, on equality.

However, our view is that we should be using the results of impact assessment to improve service delivery so that we become more accountable to the people that we serve.

Background

Name of service / policy / project and date	Improvements to the Future of Public Convenience Provision
Lead officer	Mark Sheldon, Director of Projects
Other people involved in completing this form	Jane Stovell, Project Manager Louise Forey, Participation and Engagement Team Leader

Step 1 - About the service / policy / project

<p>What is the aim of the service / policy / project and what outcomes is it contributing to</p>	<p>The project aim is to improve access to public conveniences for residents and visitors; to identify and generate cost savings to offset the additional costs of the providing the Changing Places facilities and realise the commercial potential from rationalisation of the public conveniences in the town centre; refurbish/replace the retained toilets and develop alternative partnership initiatives that will increase the choice of amenities available to the public.</p> <p>These outcomes contribute to enable our people, communities and environment to thrive. The project also contributes to our principles within the Corporate Plan to “be commercially focused where needed and become financially self-sufficient to ensure we can continue to achieve value for money for the taxpayer”.</p>
<p>Who are the primary customers of the service / policy / project and how do they / will they benefit</p>	<p>The public, both residents and visitor are the customers of this project.</p> <p>Providing public access to a greater number of well-maintained toilet facilities, with increased opening hours, and investing in improvements to council owned facilities will contribute to improving the town centre and providing strong healthy inclusive communities.</p>
<p>How and where is the service / policy / project implemented</p>	<p>The scope of the project covers Cheltenham Town centre and central parks</p>
<p>What potential barriers might already exist to achieving these outcomes</p>	<p>Ability to develop community partnerships with businesses that would provide sufficient suitable accessible toilet facilities</p>

Step 2 – What do you know already about your existing / potential customers

<p>What existing information and data do you have about your existing / potential customers e.g. Statistics, customer feedback, performance information</p>	<p>A small survey was undertaken with regard to number of users of public toilets and results are found in Appendix C of Cabinet report.</p> <p>Previous consultation specific to those with complex disabilities was undertaken as part of the CBC Changing Places project.</p> <p>Research and Government guidance (March 2008 and November 2008) encouraging local authorities to provide better access and better quality toilets, provides useful information when considering Community Partnership Toilet Schemes –</p> <ul style="list-style-type: none"> • Promotion of scheme • Signage both external and within the business facility • Accessibility for those with disabilities • Consideration of the nature of the business (e.g. single women or people with specific religious beliefs may not be comfortable using a pub toilet) • Range of businesses to meet needs at different times of the day
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<p>What does it tell you about who uses your service / policy and those that don't?</p>	<ul style="list-style-type: none"> • Improvements to poor quality facilities that attract anti-social activity • Anyone may need to use a public toilet. • Some people are comfortable using public facilities within businesses whilst others feel they should only use these facilities if they are a customer of said business. • Some people feel vulnerable using council facilities due to perceived isolated environment or threat of anti-social behaviour. • Some people cut short their time spent in the town centre as do not feel comfortable using a public facility at all • Council facilities opening hours do not always support the business hours within the town.
<p>What have you learnt about real barriers to your service from any consultation with customers and any stakeholder groups?</p>	
<p>If not, who do you have plans to consult with about the service / policy / project?</p>	

Step 3 - Assessing Impact

How does your service / policy / project impact on different groups in the community?

Group	What are you already doing to benefit this group	What are you doing that might disadvantage this group	What could you do differently to benefit this group	No impact on this group
Ethnicity / Race			Ensure the community partnership scheme engages with a variety of businesses to provide choice for the user	
Sex			Ensure the community partnership scheme engages with a variety of businesses to provide choice for the user	
Gender Reassignment			Ensure the community partnership scheme engages with a variety of businesses to provide choice for the	

			user	
Age			Ensure the community partnership scheme engages with a variety of businesses to provide choice and easy access for the user	
Disability			Ensure the community partnership scheme engages with a variety of businesses to provide choice and easy access for the user	
Religion or belief			Ensure the community partnership scheme engages with a variety of businesses to provide choice for the user	
Sexual orientation			Ensure the community partnership scheme engages with a variety of businesses to provide choice for the user	
Marriage and Civil Partnership			Ensure the community partnership scheme engages with a variety of businesses to provide choice for the user	
Pregnancy & Maternity			Ensure the community partnership scheme engages with a variety of businesses to provide choice and easy access for the user	
Other socially excluded groups or communities			Ensure the community partnership scheme engages with a variety of businesses to provide choice and easy access for the user	

Step 4 - what are the differences

Are any groups affected in different ways to others as a result of the service / policy / project?	Financially disadvantaged groups may be more likely to be impacted as may not have easy access to transport options which gives them greater mobility flexibility. This could result in these groups being more dependent on facilities within the town centre. People with disabilities that currently use the facilities may need to consider planning alternative pedestrian routes around the town to ensure ease of access to facilities in new locations.
Does your service / policy / project either directly or indirectly discriminate?	No
If yes, what can be done to improve this?	
Are there any other ways in which the service / project can help support priority communities in Cheltenham?	Promotion of the community partnership scheme needs to consider those who are visually impaired. Ensuring refurbishment of retained council facilities is undertaken in line with relevant Equality and Disability legislation.

Step 5 – taking things forward

What are the key actions to be carried out and how will they be resourced and monitored?	It is essential that the objectives of the Community Partnership Toilet Scheme are achieved and that the locations secured as part of the scheme are fit for purpose for all residents and visitors and successfully promoted through various channels, prior to implementing closure of existing facilities
Who will play a role in the decision-making process?	Propose to engage CBC community partnerships officers and partners to ensure no group is disadvantaged in decisions on the location and facilities on offer as part of the community partnership scheme.
What are your / the project's learning and development needs?	Discuss with partner groups the most appropriate way to promote the new facilities and ensure people are aware of the scheme.
How will you capture these actions in your service / project planning?	Captured as part of the project risks and individual considerations when determining locations and businesses to engage with as part of the Community Partnership Scheme

Briefing for Overview and Scrutiny Committee – 1 July 2019

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.

A417 'Missing Link'

Highways England have confirmed Option 30 as their preferred route. They are now carrying out informal consultation ahead of the statutory consultation planned for September/October 2019. Within option 30 HE are now comparing 3 different routes to access to the new section of road from the A436. CBC has taken up an option to meet separately with HE to better understand these options and any implications for Cheltenham.

Community Infrastructure Levy

As previously reported discussions are underway on governance arrangements for allocating income from CIL which may include a new committee at JCS level covering strategic projects. The target is for a report to be ready to go to the various councils in October. While there is currently no formal proposal it is intended to discuss emerging details at the Planning & Liaison Working Group.

Publica

Following the decision of David Neudegg to retire as Managing Director of Publica at the end of 2019, the process of recruiting his replacement is underway. An interview panel including shareholders will conduct final interviews on 28th June. This will be followed by a special meeting of Publica shareholders to agree the appointment of a new MD.

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Overview and Scrutiny Committee work plan – 2019/20

Item	Outcome	What is required?	Author/presenter
Meeting date: 1 July 2019			
Report deadline: 19 June 2019		Members Questions deadline: 5 June 2019	
Police powers illegal travellers	Information on how Police apply their current powers to deal with unauthorised traveller encampments and how they intend to apply them in the future in the light of the proposals, currently out for consultation, to amend the Criminal Justice and Public Order Act 1994	Discussion paper	Inspector John Turner (Gloucestershire Constabulary)
UBICO annual report and performance	Annual report and performance (what's gone well, what challenges have you faced and why / compliments and complaints)	Discussion paper and presentation	Gareth Edmundson, MD (Ubico), Karen Watson, Client Manager and Cabinet Member Clean and Green
Health and Wellbeing strategy	Update on progress in relation to the new health and wellbeing strategy (which will focus on a more joined-up approach to promoting health and wellbeing)	Discussion paper	Richard Gibson, Strategy and Engagement Manager
End of year performance	Consider performance and comment as necessary (will include progress on Peer Challenge review)	Discussion paper	Richard Gibson, Strategy and Engagement Manager
Public toilet review	Consider proposals for future provision for public conveniences in the borough	Discussion paper	Mark Sheldon / Jane Stovell (TBC)
Call-in	Consider the process leading up to the Cabinet Decision of 11/06/19 on Household Recycling centre and changes	Info/Discussion paper	Cabinet Member Clean and Green Environment and Client Manager Environmental Services requested to attend
Meeting date: 19 August 2019			
Glos. Hospitals NHS Foundation Trust (tbc)	Consider a range of development proposals and comment as necessary	Discussion paper / presentation	TBC

Overview and Scrutiny Committee work plan – 2019/20

Systra document (tbc)	Consider the document produced by Systra in relation to Connecting Cheltenham	Discussion paper	Ken Dale, Interim Townscape Manager
Events Scrutiny Task Group	Consider draft terms of reference (ToR) for the task group	Draft ToR	Saira Malin, Democracy Officer
Meeting date: 9 September 2019			
Report deadline: 28 August 2019		Members Questions deadline: 14 August 2019	
Glos. Hospitals NHS Foundation Trust (if not August)	Consider a range of development proposals and comment as necessary	Discussion paper / presentation	TBC
Systra document (if not August)	Consider the document produced by Systra in relation to Connecting Cheltenham	Discussion paper	Ken Dale, Interim Townscape Manager
North Place (perhaps August)	Update on North Place	Discussion paper (EXEMPT)	Paul Jones, Executive Director - Finance and Assets
Update on motions (perhaps August)	Climate Change motion	To be confirmed	Darren Knight,
Indices of deprivation	Deprivation and inequality in Cheltenham	To be confirmed	Richard Gibson, Strategy and Engagemer Manager
Police and Crime Commissioner	Overview of performance and highlight any current issues	Presentation and discussion	Martin Surl, Police and Crime Commissioner
Urban Gulls	Update on implemented measures and plans for the coming year	Discussion paper	Mark Nelson, Enforcement Manager
Scrutiny annual report	Consider the annual report prior to Council in October	Report	Saira Malin, Democracy Officer
Meeting date: 21 October 2019			
Report deadline: 9 October 2019		Members Questions deadline: 25 September 2019	
Post implementation of crematorium	Consider	Discussion paper	Mike Redman, Director of Environment

Overview and Scrutiny Committee work plan – 2019/20

Meeting date: 18 November 2019			
Report deadline: 6 November 2019		Members Questions deadline: 23 October 2019	
Quarter 2 performance review	Consider Q2 performance and comment as necessary	Discussion paper	Richard Gibson, Strategy and Engagement Manager
Meeting date: 13 January 2020			
Report deadline: 27 December 2019*		Members Questions deadline: 13 December 2019	
Budget proposals (for coming year)	Consider views of the Budget Scrutiny Working Group on the budget proposals for the coming year	Discussion paper	Chair, Budget Scrutiny Working Group
Meeting date: 24 February 2020			
Report deadline: 12 February 2020		Deadline for Members Questions: 29 January 2020	
Meeting date: 20 April 2020			
Report deadline: 8 April 2020		Members Questions deadline: 25 March 2020	
The Cheltenham Trust (TCT)	Presentation from Laurie Bell (CEX since May 2019) on performance over her first year	Presentation and discussion	Laurie Bell, Chief Executive (TCT)
Meeting date: 22 June 2020			
Report deadline: 10 June 2020		Members Questions deadline: 27 May 2020	
End of year performance review	Consider performance and comment as necessary	Discussion paper	Richard Gibson, Strategy and Engagement Manager

Overview and Scrutiny Committee work plan – 2019/20

Items for future meetings (a date to be established)			
Gloucestershire 2050	Update on Gloucestershire 2050	Verbal update	The Leader
Network Rail, GWR & British Transport Police	Representatives of relevant organisations to attend O&S	Discussion	Network Rail, GWR and BTP
NHS – integrated locality board	Update on integrated locality board	Presentation and questions	tbc

Annual Items		
Budget proposals (for coming year)	January	Chair, Budget Scrutiny Working Group
Draft Corporate Plan	February	Richard Gibson, Strategy and Engagement Manager
End of year performance review	June	Richard Gibson, Strategy and Engagement Manager
UBICO annual report	July	Ubico and Cabinet Member
Scrutiny annual report	September	Democracy Officer
Update on motions	September	Relevant Officer
Quarter 2 performance review	November	Richard Gibson, Strategy and Engagement Manager
Publica annual report	tbc	Dave Brooks (Chair) and David Neudegg (MD)

Briefing sessions/seminars

Overview and Scrutiny Committee work plan – 2019/20

Briefing sessions/seminars			
Car Parking Strategy	A joint seminar with GCC arranged at the request of Overview and Scrutiny	3 September 2019	Mike Redman, Director of Environment
CBH Masterplan	A member seminar arranged at the request of the O&S Committee (DSU to make necessary arrangements and to communicate to members nearer the time)	11 October 2019	Paul Stephenson and Peter Hatch (CBH)

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