



CHELTENHAM

BOROUGH COUNCIL

Notice of a meeting of Cabinet

**Tuesday, 18 December 2018
6.00 pm**

Municipal Offices, Promenade, Cheltenham, GL50 9SA

Membership	
Councillors:	Steve Jordan, Flo Clucas, Chris Coleman, Rowena Hay, Alex Hegenbarth, Peter Jeffries and Andrew McKinlay

Agenda

		SECTION 1 : PROCEDURAL MATTERS	
1.		APOLOGIES	
2.		DECLARATIONS OF INTEREST	
3.		MINUTES OF THE LAST MEETING Minutes of the extraordinary meeting held on 28 November 2018. The minutes of the meeting held on 4 December 2018 will be approved at the January 2019 meeting of Cabinet.	(Pages 3 - 6)
4.		PUBLIC AND MEMBER QUESTIONS AND PETITIONS These must be received no later than 12 noon on the fourth working day before the date of the meeting	
		SECTION 2 : THE COUNCIL <i>There are no matters referred to the Cabinet by the Council on this occasion</i>	
		SECTION 3 : OVERVIEW AND SCRUTINY COMMITTEE <i>There are no matters referred to the Cabinet by the Overview and Scrutiny Committee on this occasion</i>	
		SECTION 4 : OTHER COMMITTEES <i>There are no matters referred to the Cabinet by other Committees on this occasion</i>	
		SECTION 5 : REPORTS FROM CABINET MEMBERS AND/OR OFFICERS	
5.		GROUND MAINTENANCE SERVICES WITHIN THE HOUSING REVENUE ACCOUNT Report of the Cabinet Member Housing	(Pages 7 - 36)

6.		COUNCIL TAX DISCOUNT FOR CARE LEAVERS Report of the Cabinet Member Finance	(Pages 37 - 46)
7.		PROCUREMENT OF VEHICLES FOR THE DELIVERY OF ENVIRONMENTAL SERVICES IN CHELTENHAM Report of the Cabinet Member Clean and Green Environment	(Pages 47 - 56)
8.		HOUSING REVENUE ACCOUNT REVENUE AND CAPITAL-REVISED BUDGET 2018/19 AND INTERIM BUDGET PROPOSALS 2019/20 FOR CONSULTATION Report of the Cabinet Member Finance- to follow	
9.		GENERAL FUND REVENUE AND CAPITAL-INTERIM BUDGET PROPOSALS 2019/20 FOR CONSULTATION Report of the Cabinet Member Finance- to follow	
		SECTION 6 : BRIEFING SESSION • Leader and Cabinet Members	
10.		BRIEFING FROM CABINET MEMBERS	
		SECTION 7 : DECISIONS OF CABINET MEMBERS Member decisions taken since the last Cabinet meeting	
		SECTION 8 : ANY OTHER ITEM(S) THAT THE LEADER DETERMINES TO BE URGENT AND REQUIRES A DECISION	

Contact Officer: Rosalind Reeves, Democratic Services Manager, 01242 774937
Email: democratic.services@cheltenham.gov.uk

Cabinet

**Wednesday, 28th November, 2018
6.00 - 6.25 pm**

Attendees	
Councillors:	Steve Jordan (Leader of the Council), Chris Coleman (Cabinet Member Clean and Green Environment), Rowena Hay (Cabinet Member Finance), Alex Hegenbarth (Cabinet Member Corporate Services), Peter Jeffries (Cabinet Member Housing) and Andrew McKinlay (Cabinet Member Development and Safety)
Also in attendance:	County Councillor Moor, Cabinet Member Environment and Planning

Minutes

1. **APOLOGIES**
Councillor Clucas

2. **DECLARATIONS OF INTEREST**
There were no declarations of interest.

3. **MINUTES OF THE LAST MEETING**
The minutes of the meeting held on 6 November will be approved at Cabinet on 4 December 2018.

4. **PUBLIC AND MEMBER QUESTIONS AND PETITIONS**
There were none.

5. **SETTLEMENT OF FUTURE RESIDUAL WASTE DISPOSAL ARRANGEMENTS AND MANAGEMENT OF ENVIRONMENTAL SERVICES**
The Cabinet Member Clean and Green Environment introduced the report and explained that there were 3 recommendations for Cabinet to consider as follows :
 - 1) **Payment to Gloucestershire Council of £50,000 per annum for an interim period of three years starting upon the opening of the Javelin Park facility**

The Cabinet Member explained that the project plan for the Javelin Park waste facility had been worked up over a number of years and CBC had maintained some interest in the project, particularly when it was undertaking its service redesign which launched in 2017. CBC had been given the assurance by the Joint Waste Team and the County Council that there would be no changes to existing arrangements, i.e. that residual waste vehicles would continue to deliver waste to the existing landfill site facility at Stoke Orchard. CBC had therefore purchased

vehicles in the knowledge that there would be no direct delivery to Javelin Park.

The Cabinet Member then went on to inform that in April 2018 he was made aware that the county council may change arrangements to direct delivery which came as a surprise given previous information. It appeared that Tewkesbury Borough Council was in a similar situation. He explained that recommendation 1 therefore avoided entirely the prospect of direct delivery of residual waste to Javelin Park for which a payment of £50k per year had been negotiated. This solution had been made for both strategic and common sense reasons, namely :

- It would be both unfair and unprofessional for CBC to have launched a new service 12 months ago to residents and then change that service again in spring 2019
- It would be unreasonable and unsustainable to drive vehicles to Junction 12 of the M5 which would affect staff, vehicles and residents
- It was important to respond to the opening of Javelin Park in spring 2019 in a long term strategic way and therefore a 3 year timeframe to work up a future scheme which would include linking in the depot and potential joint waste transfer with Tewkesbury Borough Council and Gloucester City was proposed.

The Cabinet Member expressed his frustration at the cost to be incurred by CBC but highlighted the greater cost should the County Council force the borough to direct deliver to Javelin Park.

2) Withdrawal from the Gloucestershire Joint Waste Committee

The Cabinet Member explained that the inception of the Joint Waste Committee in 2014 represented an exciting opportunity for joint working between the 6 districts and the county undertook to produce a sensible strategic plan for a service which would deliver savings county wide. The experience however was far from this and he gave the example of the fact that 3 of the districts had redesigned their services during this time without the knowledge that their neighbouring authorities were doing this too which constituted a missed opportunity. The Joint Waste Team had therefore not made any progress which all authorities could have benefitted from.

The Cabinet Member highlighted that the decision would be subject to the expiry of the call-in period but he would inform the next meeting of the Joint Waste Committee on 4 December. He emphasised that the council remained committed to the idea that the authorities concerned could achieve the best outcome by working together and he would do everything he could to seek observer status in order to share experiences and continue joint working. The practicality was that the council was not getting value for money from the current arrangements.

3) Funding of an in-house team

Internal changes were necessary to undertake the functions currently delegated to the Joint Waste Committee. The Cabinet Member reported the changing relationship with Ubico and ward councillors has resulted in a significant improvement in service. The relationship would continue to strengthen, improvements would continue to be made in terms of increasing recycling and reducing residual waste and campaigns would

be delivered over and above this. This was, in his view, an exciting opportunity.

The Leader believed the payment to the County Council was a sensible solution but he expressed his disappointment that the proposal to direct deliver to Javelin Park came out of the blue, given how long the project had been in operation. He expressed concern that potentially there were other unknown costs associated with the facility. However, in practical terms CBC was keen to make it work and a permanent solution should be determined within 3 years. The Leader also felt that the Joint Waste committee could have achieved a great deal but this was not the case, despite the best endeavours from this council.

Finally, the Cabinet Member Clean and Green Environment wished to put on record his thanks to all officers who had provided him with advice.. He reiterated that CBC wished to continue the cooperation with the Joint Waste Committee as an observer.

RESOLVED THAT

1. Payment be approved to Gloucestershire County Council of £50,000 per year for 3 years payable from the date that Cheltenham Borough Council's residual waste commences transfer to proposed waste transfer facility locally and authority be delegated to the MD – Place and Growth, in consultation with the Cabinet Member - Clean and Green Environment and Borough Solicitor, to finalise the terms of the settlement agreement.
2. Cheltenham Borough Council's withdrawal from the Gloucestershire Joint Waste Committee be approved, by serving the requisite notice or by negotiated early termination and delegates authority to the MD – Place and Growth, in consultation with the Cabinet Member - Clean and Green Environment and Borough Solicitor, to take all necessary steps and enter into such agreements as appropriate to effect this withdrawal, including seeking observer status for Cheltenham Borough Council at Joint Waste Committee meetings in the same way as Stroud District Council and Gloucester City Council.
3. Completing the establishment and funding (as set out in 3.9 and in the financial implications in this report) of an in-house team be approved to undertake the functions currently delegated to the JWC and to deliver:
 - (a) management of the environmental services contract (waste, recycling, street cleansing and grounds maintenance) currently delivered by UBICO;
 - (b) development and delivery of an improvement programme, approved by members, for 12-18 months, that will present business cases for individual work streams which will be reported back to members as appropriate;
 - (c) transfer of all remaining functions from the Joint Waste Team to CBC by 31 March 2019, subject to early termination negotiations;

6. BRIEFING FROM CABINET MEMBERS

The Cabinet Member Development and Safety informed Cabinet that he had approved a contract waiver for the hire of air monitoring equipment which exceeded £10k for the purposes of the Boots Corner trial.

7. CABINET MEMBER DECISIONS SINCE THE LAST MEETING OF CABINET

Cabinet Member Housing	Rehousing of Syrian refugees :	https://democracy.cheltenham.gov.uk/ieDecisionDetails.aspx?ID=1151
Leader	Appointment of Commercial Finance Director and Operations Director to the Board of the Company for Gloucestershire Airport Limited	https://democracy.cheltenham.gov.uk/ieDecisionDetails.aspx?ID=1153

Chairman

Cheltenham Borough Council Cabinet – 18th December 2018

Grounds Maintenance Services within the Housing Revenue Account

Accountable members	Councillor Peter Jeffries, Housing
Accountable officers	Adam Reynolds, Green Space Manager Martin Stacy, Lead Commissioner – Housing Services
Ward(s) affected	All
Key Decision	Yes
Executive summary	This report outlines the culmination of a detailed review of Cheltenham Borough Council’s (CBC) grounds maintenance service on Housing Revenue Account (HRA) land, provided by UBICO Limited (UBICO) and managed on our behalf by Cheltenham Borough Homes (CBH). The review was prompted by the need to provide a more accurate and equitable charging system for grounds maintenance coupled with a desire to address outstanding quality issues in the service provided by UBICO.
Recommendations	<p>To approve CBC entering into the deed of variation with UBICO for the delivery of these changes to the grounds maintenance services in the contract dated April 1st 2012 for grounds maintenance and other services (the contract identifies CBH as the managing agents). The changes to commence on April 1st 2019.</p> <p>To note that any anomalies in current service provision (as detailed in Section 3 of this report) will be rectified, subject, where appropriate, to any financial approvals being first obtained from CBC.</p> <p>Delegate authority to the Managing Director Place & Growth, in consultation with the Borough Solicitor, to finalise the Deed of Variation to implement the objectives set out in this report. Also, delegate authority to the Managing Director Place & Growth, in consultation with the Cabinet Member Clean and Green Environment and the Cabinet Member Housing to make any subsequent changes to the Grounds Maintenance Services to be provided by UBICO provided that any such changes have no significant financial impact on either the General Fund or the HRA.</p>

<p>Financial implications</p>	<p>The gross budget for HRA grounds maintenance will be maintained at £317,000 in 2019/20 of which £206,000 (£213,000 in 2018/19) will be recharged to tenants and leaseholders. Total recharges excluding inflation will increase to £234,000 over the next two years as the protection described in paragraph 3.2 is reduced. The additional net cost of £7,000 in 2019/20 will therefore be recovered in future years.</p> <p>Contact officer: Paul Jones, paul.jones @cheltenham.gov.uk, 01242 264365</p>
<p>Legal implications</p>	<p>A deed of variation will be required to formalise the changes to the services provision and any charges in the agreement between CBC and UBICO dated 1 April 2012 for grounds maintenance and other services.</p> <p>The provisions for varying the agreement are contained in Clause 22 of the agreement.</p> <p>The property owners who are affected by service charges will be protected by section 20 of the Landlord and Tenant Act 1985 (as amended) which imposes on landlords a consultation procedure before the landlord can reclaim costs other than minor amounts.</p> <p>Contact officer: Steve Isaac, Solicitor</p> <p>Steve.isaac@tewkesbury.gov.uk,</p> <p>01684 272050</p>
<p>HR implications (including learning and organisational development)</p>	<p>None</p> <p>Contact officer: , @cheltenham.gov.uk, 01242</p>
<p>Key risks</p>	<p>Please refer to Appendix 1 of this report.</p>
<p>Corporate and community plan Implications</p>	<p>This will support our ambitions to support community wellbeing, as identified within our Place Strategy.</p>
<p>Environmental and climate change implications</p>	<p>None as a direct result of this report.</p>
<p>Property/Asset Implications</p>	<p>None</p> <p>Contact officer: Dominic Stead@cheltenham.gov.uk</p>

1. Background

- 1.1 CBH manages the grounds maintenance services provided by UBICO on HRA land on CBC's behalf. This grounds maintenance service is delivered by UBICO for approximately £317,000 per annum. This service plays a key role in supporting positive outcomes for communities. Good grounds maintenance provides more than just visual appeal and maintenance of the asset. It enables wellbeing, providing safe and well-kept areas for play and relaxation and has an impact on the pride felt by the community and how customers (tenants and leaseholders) respect the internal areas of where they live.
- 1.2 CBC tenants and leaseholders' satisfaction with the grounds maintenance service was 69% in Summer 2017. This is below other services provided on our behalf by CBH. This level of satisfaction has an impact on the overall satisfaction of CBH customers as grounds maintenance is deemed an important driver of overall satisfaction. Prior to this recent survey, the views of CBC tenants were also taken into account when an external review of the grounds maintenance service was conducted by external consultants HouseMark Limited (HouseMark) in July 2015. This review identified a number of areas where improvements could be made in relation to maintenance of grassed areas, shrubs, hedges and weed control, as well as the monitoring arrangements between CBH and UBICO.
- 1.3 The 2015 HouseMark review was followed by a comprehensive audit of all maintained areas to prepare for a variation to the existing grounds maintenance contract. The existing agreement uses outdated maps of some of the maintained areas. These have been corrected with the assistance of GIS software. This ensures that service charges are based on up to date measurements and reflect the current environment being maintained. A variation has been drafted and agreed between CBH and UBICO, with the contract services having been priced by UBICO, by type and scope of work.

2. A summary of the proposed changes

- 2.1 The proposed changes to the existing contract between CBH and UBICO will ensure that the service standards already in place are delivered via strengthened arrangements for management, liaison, performance and financial transparency.
- 2.2 The ground maintenance specification will remain largely the same and in line with that of other Council green spaces, but the main changes to service standards is CBC's request for an additional weed spray each year (from 2 to 3) and the requirement for UBICO to remove weeds once they have died, and to identify Japanese Knot Weed where it occurs.
- 2.3 The standard to which the service will be monitored is in the form of the "Estates Services Peer Review Photo Book" (please see Appendix 2). This document sets out, through a series of documented photographic standards, the quality that will be expected from grounds maintenance operations. The book is divided into three service elements: grassed areas, weed clearance, shrub bed and hedge maintenance. Within each element are four standards ranging from very good to very poor, the intention being to aim for "very good" immediately following maintenance, accepting that the site will drop to "good" in between maintenance visits, but rarely drop into "poor" and never into "very poor".
- 2.4 All parties have been piloting this new contract management arrangement to ensure it is deliverable and appropriate.

3. Service Charges

- 3.1 This ground maintenance service review has also provided us with the opportunity to tackle some anomalies that have been identified. These are as follows:

- 3.1.1 Land which is open and has been sold as part of a right to buy application has continued to receive grass-cutting services. Going forward, it is proposed that this arrangement will cease, and that those private owners who are affected will be notified of the new arrangements. It is anticipated that 45 households will be affected.
- 3.1.2 To ensure a consistent service charge policy it is proposed that tenants and leaseholders living on large housing estates where amenity land is not linked to a specific property, or within the curtilage and enjoyment of a block of flats, will not be charged for grounds maintenance services. This clarification will result in some current charges being cancelled from April 2019, with the additional sum of £3,500 being borne by the HRA.
- 3.2 Overall, the proposed changes will result in some volatility in service charges. These changes are due to a variety of reasons, including grass, shrub or weed care areas that have been increased, amended or reduced, improved measurement of areas, areas previously maintained not included in the original paper mapping and amended boundaries.

It is proposed that households facing an increase in their service charges will have them increased incrementally over a 3 year period to better enable them to adapt to these changes. This will restrict the maximum increase to £0.96 per week in 2019/20. Households due a decrease in service charges will have them decreased in full in year 1. Grounds maintenance service charges will range from £0.17 to £5.93 per week in 2019/20 (current year £0.22 to £5.55 per week). These changes to service charges will be confirmed as part of the Cabinet and Council's approval of the HRA budget in February 2019.

4. Alternative options considered

- 4.1 Continue with existing arrangements. This is not considered to be preferable, in view of customer feedback as detailed at 1.2 of this report and anomalies in the calculation of some service charges currently in place as detailed at 1.3 of this report.

5. Consultation and feedback

Progress towards this proposed deed of variation has come about following customer feedback, as detailed above. The proposed changes have been agreed with key officers within UBICO, CBH and CBC, and in consultation with Cabinet Member- Clean and Green Environment.

6. Performance management – monitoring and review

- 6.1 Quarterly strategic meetings will continue to consider direction, continuous improvement, performance management, risk management, best practice and joint working initiatives. Monthly monitoring meetings will continue to be undertaken to support operational delivery and consider spend against budgets and performance. Each meeting will have relevant officers from CBC, CBH and UBICO in attendance.

<p>Report author</p>	<p>Contact officers:</p> <p>Adam Reynolds adam.reynolds@cheltenham.gov.uk 01242 774669</p> <p>Martin Stacy <u>Martin.stacy@cheltenham.gov.uk</u> 01242 384171</p>
<p>Appendices</p>	<ol style="list-style-type: none"> 1. Risk register 2. Estate Services Peer Review Photo Book 3. Community Impact Assessment
<p>Background information</p>	

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 proposed deed of variation between CBC and UBICO is not approved in relation to the provision of grounds maintenance services on HRA land, then tenant and leaseholder satisfaction will not improve	Lead Commissioner - Housing Services	16.7.18	2	3	6	Reduce	Cabinet approves deed of variation	April 2019	Head of Building Services(CBH)	
	If current anomalies in the provision of ground maintenance services on HRA land are not rectified, then this will continue to lead to some inefficiencies and unfairness in service delivery	Lead Commissioner – Housing Services	16.7.18	2	3	6	Reduce	Cabinet approves recommendation in the report. Should there be financial applications that require further approvals, then these will also be sought.	April 2019	Head of Building Services (CBH)	
	If current anomalies in the provision of ground maintenance services on HRA land are removed, then this may lead to some dissatisfaction from householders currently benefiting.	Lead Commissioner - Housing Services	16.7.18	2	3	6	Reduce	Those residents affected will receive letters explaining the proposed changes and why they are necessary. Ward members from the affected areas will also be informed of the changes.	April 2019	Head of Building Services (CBH)	

	If current anomalies in the existing data used in the provision of ground maintenance services on HRA land remain, then the financial basis of the contract will be inaccurate	Lead Commissioner – Housing Services	30.8.18	2	6	12	Reduce	Cabinet approves deed of variation	April 2019	Head of Building Services (CBH)	

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

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Estate Services Peer Review Photo Book
HouseMark Estate Services Club
April 2016

Introduction

HouseMark is the country's leading provider of support to social housing organisations for performance and service improvement. It works in a variety of ways with most of the country's social housing organisations to improve their focus on customer needs, service and performance efficiency. HouseMark is jointly owned by the Chartered Institute of Housing (CIH) and the National Housing Federation (NHF), two not-for-profit organisations which reinvest their surpluses into the social housing sector. HouseMark runs Performance Improvement clubs both regionally and for specific service delivery areas.

This Photo Book has been designed by and for members of HouseMark's Estate Services club as part of a Peer Review and benchmarking exercise.

CBH will be adopting the basis of the Photo Book to set the standards needed to manage the grounds maintenance service delivered by Ubico

The contents are to be used as guidance to allow the user to identify areas where grounds maintenance has, or is going to be, implemented, by the use of an A,B,C,D standard

Contents

Element 1

Grounds Maintenance – grassed areas

Element 2

Grounds Maintenance – weed clearance

Element 3

**Grounds Maintenance – shrub bed & hedge
Maintenance**

THE ASSESSMENT OF GROUNDS MAINTENANCE.

GUIDANCE NOTE.

When judging the quality of grass cutting & other grounds maintenance issues, the score shall be attributable to the areas surrounding the block being inspected. The score shall also reflect the area between blocks, large grassed areas and the estate/area generally.

Individual block scores are only likely to change when considering elements such as weed control, shrubs and hedges which may vary between blocks on the same estate/area.

Questions should be asked about what regime the organisation has for the cutting of grass. Is it a particular number of cuts per year or is it to the length of the grass? If possible information should be provided as to when a particular area of grass was cut as this could affect the score given to it.

Some organisations may also have a cut and leave policy. This means that the grass is cut but arising's (cut grass) are not collected. Again the host organisation should say what their specification or service standards are and any organisation which has an advertised and accepted cut and leave strategy or service standard should not be penalised for it, even where it may be considered to look unsightly.

Question should also be asked as to how often weed control is carried out and by whom (caretakers, GM staff or GM contractor etc.). If however there is evidence of unacceptable levels of weeds this must attract a lower score regardless of the frequency of control measures, and should be seen as an area that requires improvement.

Element 1

Grounds Maintenance – the cutting and maintenance of all grassed areas

Grade A

“Very good”

A typical example of such **A** grade conditions below:



The grassed areas look as though they have been recently cut and are well maintained, with **little evidence of weeds and good quality grass**. The edges of the grassed areas should be cut back to their original line and not spreading over pathways and flower and shrub beds.



Grade B

“Good”

A typical example of such **B** grade conditions below:



The grassed areas are in need of some minor attention but are likely to be restored with routine maintenance or maybe more frequent cutting. The grass is reasonably well maintained and has little evidence of weeds. There should be evidence that an attempt has been made to cut the grassed areas back to their original line and they are not spreading over pathways and flower and shrub beds.

The example above indicates where the grass has been cut but arisings have not been collected and taken away. Care should be taken when assessing the quality of grass cutting when arisings have been left on the ground.

The quality of grass cutting under the arisings will determine if this element is worth an A, B, C or D score.



Grade C

“Poor”

A typical example of such C grade conditions below:

Grassed areas are overgrown; do not appear to have been cut as per the programme or to meet the service standards. The grass is generally in poor condition and needs to be cut back or trimmed. There may also be transgression of grass away from its original line, onto footpaths and into flower and shrub beds.



Grade D

“Very poor”

A typical example of such **D** grade conditions below



The grassed areas appear to have not been attended to for some time e.g. growth of grass onto footpaths, and length of grass. The grassed areas are also of an unacceptable quality and although 'green' consist mainly of weeds.



Element 2

Grounds Maintenance – weed clearance

Guidance note.

When judging weed control the person carrying out inspections should enquire as to what the weed control cycle is for the host organisation. Most organisation have weed control carried out 2 or 3 times a year but best practice dictates that attention should be paid to control weeds between the carrying out of programmed annual work to ensure no build-up of weeds happens during the growing season or throughout the summer.

Grade A

“All Clear of weeds”

A typical example of such A grade conditions below



The area is completely free of weeds. Evidence suggests that any weeds that have existed have been killed and all dead weeds removed

Grade B

“Generally Clear of weeds”

A typical example of such **B** grade conditions below



The area is generally free of weeds. Any weeds that are evident will be dealt with by seasonal maintenance or a little attention from contractor, GM staff or caretakers.

Grade C

“Evidence of weeds”

A typical example of such C grade conditions below



As well as weeds that are still alive there is evidence of weeds that appear to have been sprayed but have not been removed or not sprayed for a long period. Weeds in this category will appear to have been there for some time and there is little evidence that annual or routine maintenance has taken place.

There may also be evidence of moss that appears to have been there for some while and has not been attended to.



Grade D

“Evidence of weeds”

A typical example of such **D** grade conditions below



There is evidence of large amounts of well established, as well as new weeds that appear to have never been attended to. There will be no evidence that any annual or routine maintenance has taken place or that any other weed control has been carried out. There may also be evidence of weeds that have been sprayed a long time ago and have not been removed.



Element 3

Grounds Maintenance – shrub bed and hedge maintenance

Grade A

“Very Good”

A typical example of such A grade conditions below

Shrub beds and hedges are well maintained, they have been attended to by annual maintenance, have been cut back and are attractive to the eye. There should be no shrubs or hedges that have overgrown footpaths, grassed areas and parking or seating areas.



Grade B

“Good”

A typical example of such **B** grade conditions below



Shrub beds and hedges are generally well maintained, but there is evidence of both new and established growth that requires routine attention. Shrubs or hedges should not yet be overgrowing footpaths, grassed areas and parking or seating areas.



Grade C

“In need of attention”

A typical example of such C grade conditions below



Shrubs or hedges are generally in need of some immediate attention. They are overdeveloped and look like annual maintenance has not been adequate and attention should be paid to them as soon as possible. Shrubs or hedges may have started to overgrow footpaths, grassed areas and parking or seating areas but are not making them impassable or constituting a hazard to residents.

Grade D

“Very Poor”

A typical example of such **D** grade conditions below



There is evidence that in a number of areas shrub beds or hedges are overgrowing footpaths, grassed areas and parking or seating areas. Shrubs and hedges look to have not been attended to for a long period of time and have the potential to be a hazard or risk to residents. Shrubs and hedges in this condition would be considered a service failure and would require immediate attention.

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Community impact assessments – for services, policies and projects

What is a community impact assessment?

A community impact assessment is an important part of our commitment to delivering better services for our communities. The form will help us find out what impact or consequences our functions, policies, procedures and projects have on our communities, as well as 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.

Background

Name of service / policy / project and date	Ground Maintenance Services within the Housing Revenue Account September 2018
Lead officer	Adam Reynolds, Green Space Manager Martin Stacy, Lead Commissioner – Housing Services
Other people involved in completing this form	Emma Wall, Head of Building Services CBH

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>Grounds Maintenance Services provide a range of horticultural services on Housing Revenue Account land to maintain and improve the environment of estates, playing a key role in supporting positive outcomes for communities. This service is delivered by UBICO and managed by CBH.</p> <p>Good ground maintenance provides more than just visual appeal and maintenance of the asset. It enables wellbeing, provides safe and well kept areas for play and relaxation and has an impact on the pride felt by the community and how customers and CBC tenants and leaseholders respect the environment in which they live in.</p> <p>The contract is subject to a deed of variation, programmed to commence April 2019. The variation sets out improvement to the existing standard and to the monitoring arrangements for the contract.</p>
<p>Who are the primary customers of the service / policy / project and how do they / will they benefit</p>	<p>Primary customers of the service are CBC tenants and leaseholders living on estates and in blocks of flats. They benefit from the maintenance and upkeep of grounds including:</p> <ul style="list-style-type: none"> • grass cutting and management • shrub and hedge maintenance • rose bed maintenance • weed control on soft and hard landscaped areas • litter picking of all grassed areas prior to grass cutting • minor work tree management • general horticultural duties
<p>How and where is the service / policy / project implemented</p>	<p>The service operates from The Depot and is delivered across the Borough to Housing Revenue Account land by UBICO. It is managed by CBH on behalf of CBC through regular contract meetings.</p>
<p>What potential barriers might already exist to achieving these outcomes</p>	<p>Consultation has been undertaken with CBC tenants and leaseholders and stakeholders during an external review of the ground maintenance service in 2015. No barriers were identified through this process. Any arising barriers are mitigated through Strategic and Monthly Ground Maintenance meetings and the resolution of day to day issues. This aims to ensure we continue to achieve our goals and ambitions for sustainable improvement in services and that we maintain a safe environment for the public and our employees.</p>

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

<p>What existing information and data</p>	<p>Data for CBC tenants and leaseholders is held on CBH's Housing Management System. This data provides the</p>
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<p>do you have about your existing / potential customers e.g. Statistics, customer feedback, performance information</p>	<p>information required to deliver an effective ground maintenance service for customers. Supporting data (mapping) is held on GIS (electronic geographic information mapping system). CBC tenants and leaseholder satisfaction with the ground maintenance service was 69% in Summer 2017. Prior to this recent survey, the views of CBC tenants were also taken into account when an external review of the grounds maintenance service was conducted by external consultants HouseMark Limited in July 2015. This review identified a number of areas where improvements could be made in relation to maintenance of grassed areas, shrubs, hedges and weed control, as well as to the monitoring of arrangements between CBH and UBICO.</p>
<p>What does it tell you about who uses your service / policy and those that don't?</p>	<p>CBC tenants and leaseholders access areas where services are delivered for wellbeing, play and relaxation. All areas are designed to be accessible for all customers (where possible).</p>
<p>What have you learnt about real barriers to your service from any consultation with customers and any stakeholder groups?</p>	<p>Views from four groups of stakeholders were captured by Housemark in 2015. The groups were diverse who possessed a range of protected characteristics. The stakeholder groups were:</p> <ul style="list-style-type: none"> • front line CBH staff and Housing Support Officers • members of CBH's Tenant Scrutiny Improvement Panel • CBC tenants from both general needs and sheltered schemes • leaseholders <p>The consultation identified a number of comments, suggestions and feedback as summarised below:</p> <p>Improvements to grass areas:</p> <ul style="list-style-type: none"> • the quality of the grass is sometimes poor <p>Quality of service:</p> <ul style="list-style-type: none"> • use of modern machinery - clumps of grass left when the grass is cut when it is raining affect the cleanliness of the block and increase cleaning and maintenance grass is not cut or strimmed around manhole/drain covers leaving a very unsightly mess afterwards • litter is not collected on grassed areas before the grass is cut. • the effects of mowing over or around dog fouling. • overhanging branches and new growth from trees require removal • poor leaf control can make it very dangerous for residents • some paths and car park areas are impassable because of overgrown shrubs and hedges. • weed control is not consistent <p>Communication:</p> <ul style="list-style-type: none"> • the weed control programme is not communicated



If not, who do you have plans to consult with about the service / policy / project?

Further consultation is planned during 2019 to understand CBC tenant and leaseholder views on the level of service offered and received and to capture specific areas for improvement at individual locations

Step 3 - Assessing community 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
People from black and minority ethnic groups				X
Gender				X
Gender Reassignment				X
Older people / children and young people	Sheltered schemes benefit from the collection of arisings from grass cutting and the collection of leaves			
People with disabilities and mental health challenges				X
Religion or belief				X
Lesbian, Gay and Bi-sexual people				X
Marriage and Civil Partnership				X
Pregnancy & Maternity				X
Other groups or communities				X

Step 4 - what are the differences

Are any groups affected in different ways to others as a result of the service / policy / project?	At present, the service delivered at sheltered schemes uses a different process, as detailed above – and it is proposed that this will continue.
Does your service / policy / project either directly or indirectly discriminate?	No
If yes, what can be done to improve this?	N/a
Are there any other ways in which the service / project can help support priority communities in Cheltenham?	No

Step 5 – taking things forward

What are the key actions to be carried out and how will they be resourced and monitored?	<p>The service will continue to be managed by CBH. Performance of both CBH and Ubico will be monitored through Strategic and Monthly meetings.</p> <p>The implementation of the changes to fulfil the obligations set out in the deed of variation will be programmed and monitored through the Strategic meetings. Colleagues will be consulted about the required level of service, as defined in the deed of variation.</p>
Who will play a role in the decision-making process?	Cabinet decision for approval
What are your / the project's learning and development needs?	None
How will you capture these actions in your service / project planning?	The Strategic meetings are diarised and will continue to manage the existing service and service improvements set out in the deed of variation. All relevant risks and actions have been identified by Ubico and CBH. The management structure will continue to ensure monitoring of the service provision.

**Cheltenham Borough Council
Cabinet 18 December 2018
Council Tax Discount for Care Leavers**

Accountable member	Councillor Rowena Hay
Accountable officer	Jayne Gilpin, Head of Revenues and Benefits
Ward(s) affected	All
Key/Significant Decision	Yes
Executive summary	<p>Section 13A(1)c) of the Local Government Finance Act 1992 gives the Council discretion to reduce the amount of council tax payable. This can be for individual cases or by determining a class of case.</p> <p>This report proposes that a class of case is determined for Gloucestershire Care Leavers between the ages of 18 and 21, residing in Cheltenham.</p>
Recommendations	<p>That Cabinet</p> <ul style="list-style-type: none"> a) Determines Care Leavers as a class for the purpose of Section 13A(1)(c) of The local Government Finance Act 1992 b) Approves the Council Tax Discount Scheme for Care leavers in appendix 2 to be effective from 1st April 2019 c) Delegates decisions relating to the application of these reliefs to the Head of Revenues and Benefits and officers in the council tax team. In the case of a dispute an internal reconsideration is to be made by the Executive Director Finance and Assets.

Financial implications	<p>The full cost of any council tax reduction awarded under section 13A(1)(c) must be borne by this council. Gloucestershire County Council has agreed to fund their share of the cost of any Care Leaver discounts awarded. This Council will be required to fund its own and the Police share.</p> <p>Although the cost of awarding these discounts is not known numbers are expected to be low. There are currently 14 Care Leavers who may be eligible and it is very likely they will already be in receipt of other discounts, exemptions or council tax support and full discounts will not be required in every case</p> <p>Contact officer: Paul Jones, Executive Director, Finance and Assets paul.jones@cheltenham.gov.uk, 01242 264365</p>
Legal implications	<p>Section 13A(1)(c) of The Local Government Finance Act 1992 (as amended) gives the Council discretion to reduce the amount of council tax payable to individual cases or by determining a class of case.</p> <p>Care Leavers as defined in appendix 2 is a class of case</p> <p>Contact officer: peter.lewis@teWKesbury.gov.uk, 01684 272012</p>
HR implications (including learning and organisational development)	<p>There are none</p> <p>Contact officer: , @cheltenham.gov.uk, 01242</p>
Key risks	
Corporate and community plan Implications	<p>Creating the Care Leaver Discount scheme will provide support to Vulnerable young adults</p>
Environmental and climate change implications	
Property/Asset Implications	<p>There are none</p> <p>Contact officer: Dominci @cheltenham.gov.uk</p>

1. Background

- 1.1 Section 13A of the Local Government Finance Act 1992 gives the Council discretionary powers to reduce the amount of council tax payable in individual cases or for classes of case. This includes reducing the amount payable to nil.
- 1.2 The government made recommendations in its care leavers strategy “Keep on Caring” published in July 2016, that local authorities should consider exempting care leavers from council tax, using their existing discretionary powers under Section 13A.
- 1.3 Care leavers are considered to be a particularly vulnerable group for council tax debt. Moving to independent accommodation and managing finances for the first time is challenging. Care leavers are faced with a new set of potentially overwhelming responsibilities, without the family support and wider network that most other young people can rely on.
- 1.4 The 6 district Councils and Gloucestershire County Council are working together to provide a common council tax discount scheme for care leavers which provides a consistent approach to across Gloucestershire.
- 1.5 Cabinet is being asked to approve a class for awarding a council tax discounts for Care Leavers as detailed in Appendix 2.
- 1.6 Any reduction awarded using this power must be funded by the billing authority. However by agreement Gloucestershire County Council will fund its share of the cost of any care leaver discounts awarded.
- 1.7 The latest information from the County Council suggests there are 14 Care Leavers living independently in the Cheltenham area who may be eligible for a discount.

2. Care Leavers Discount Scheme

- 2.1 The Council Tax Discount Scheme for Care Leavers detailed in appendix 2 proposes discounts for Care Leavers between the ages of 18 and 21 residing in Cheltenham, who were formerly in the care of Gloucestershire County Council.
- 2.2 The scheme will provide for a full exemption from council tax to be awarded where care leavers live alone and a 50% discount where they live with others.
- 2.3 Some care leavers will already have their council tax liability reduced. The Care leaver discount will be awarded after all other discounts, exemptions and council tax support.
- 2.4 The full eligibility criteria and arrangements for administering the scheme are detailed in appendix 2.
- 2.5 The relevant team at Gloucestershire County Council will liaise with the Revenues team to ensure the necessary information is available to enable the Care Leaver discounts to be awarded.

3. Reasons for recommendations

- 3.1 Creating the Care Leavers Discount Scheme will form part of an overall package to prepare Care Leavers for independence and support will them in making an effective social and financial transition from Local Authority care. Ultimately it will help to improve the life chances of looked

after children.

3.2 The discounts will sit alongside a number of other support arrangements provided to care leaver by Gloucestershire County Council.

4. Alternative options considered

4.1 The Council could chose not to approve a Care Leaver discount.

5. Consultation and feedback

5.1 No direct consultation has been taken in relation to the implementation of this scheme.

6. Performance management –monitoring and review

6.1 The impact of these changes will be monitored closely.

Report author	Contact officer: Jayne Gilpin, Jayne.gilpin@cheltenham.gov.uk, 01242 264323
Appendices	1. Risk Assessment 2. Council Tax Discount Scheme for Care Leavers
Background information	1. The Local Government Finance Act 1992 amended by Section 10 of The Local Government Finance Act 2012 http://www.legislation.gov.uk/ukpga/2012/17/contents

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 Care Leaver Discount Scheme is not approved Care Leavers living in Cheltenham will not get the same level of support as in other areas of the county	Jayne Gilpin	18/12/2018	2	1	2	Accept	Approve the scheme		Jayne Gilpin	

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

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Cheltenham Borough Council

Council Tax Discount Scheme for Care Leavers

1. Background

The government made recommendations in its care leavers strategy “Keep on Caring” published in July 2016, that local authorities should consider exempting care leavers from council tax, using their existing discretionary powers under Section 13a of the local Government Finance Act 1992. Many Councils have since introduced discounts for care leavers.

The 6 Gloucestershire District Councils (billing authorities) and Gloucestershire County Council have worked together to agree a common council tax discount scheme for Care Leavers from April 2019.

Discounts made using this power have to be funded by the billing authority. Gloucestershire County Council, by agreement, will fund its share of the cost of any Care Leavers discounts proportionate to its share of the council tax.

2. Legal Provision

Billing authorities have discretion under Section 13A(1)(c) of the Local Government Finance Act 1992 to reduce the amount of council tax payable for individuals, or for classes of council taxpayer. This includes the power to reduce the amount payable to nil.

This provision is separate to and distinct from the Council Tax support scheme which is made under Section 13A(1)(a) of the Local Government Finance Act 1992. It allows the Council to reduce the amount payable after all statutory discounts and exemptions and local council tax support.

3. Eligibility Criteria

- A care leaver, for the purpose of this policy, is defined as a young person aged 18 – 21 who was formerly a child in the care of Gloucestershire County Council and then became a ‘Former Relevant Child’ as defined by The Children (Leaving Care) Act 2000. The Care Leaver must be resident and liable for council tax on a property within the Cheltenham Borough Council area
- A Care Leaver must be aged 18-21 years old to qualify for a reduction under the care leavers discount scheme. A Care Leaver will cease to qualify for the discount from the date of their 22nd birthday
- The Care Leaver must be the liable person for council tax, either solely or jointly and severally with other(s), at the dwelling in respect of which the application is made. The council tax bill must be in their name
- Where a Care Leaver lives in a HMO or other property where they are not the council tax payer no discount will be awarded

- The Care Leaver discount will apply to occupied properties only
- Confirmation that a claimant is a Gloucestershire County Council Former Relevant Child must be received from Gloucestershire's 11-25 Permanency Service .

4. Care Leaver Discount

The Care Leaver Discount is effective from 1st April 2019

Care Leavers that meet the eligibility criteria above will be eligible to apply for a discretionary council tax discount as follows.

- Where a property is solely occupied by Care Leaver(s) 100% discount will be awarded,
- Where a Care Leaver is in occupation and jointly liable with others 50% discount will be awarded

The Care Leaver discretionary discount will be awarded after statutory discounts, exemptions, disability discount and local council tax support.

5. Application Process and Administration

Gloucestershire County Council's 11-25 Permanency Service will provide information to confirm the name, address and date of birth of Care Leavers, living in the Cheltenham area who will qualify for the discount.

A Care Leaver discount may also be awarded where the following information is provided and the Care Leaver status has been verified with Gloucestershire County Council's 11-25 Permanency Service.

An application should provide the following information:

- Full name
- Date of birth
- Current address
- Details of any other adults in the property and relationship to them
- Details of any circumstances that would be relevant to entitlement to legislative discounts, disregards or exemptions
- Contact details
- Name of Leaving Care Worker if known

Awards will be made directly by a discount in council tax liability and notification of the discount being awarded will be by way of the council tax bill.

The Revenues and Benefits Service will undertake periodic reviews appropriate to the individual circumstances of each case.

The care leaver (or his/her appointee or a recognised third party acting on his/her behalf) must advise Cheltenham Borough Council of any change in circumstances which may affect entitlement to the discount within 21 days of the change occurring.

Any overpaid Care Leaver discount will be reclaimed through the relevant council tax account and collected and recovered under the Council tax (Administration and Enforcement) Regulations 1992.

6. Review of Decision / Backdating

The care Leaver discount Scheme is administered in accordance with the Local Government Finance Act 1992 and is subject to a statutory appeals process. If the applicant disagrees with the decision they must put this in writing giving their reasons. This should normally be received by Cheltenham Borough Council within a month of the date of the decision although more time can be given in exceptional circumstances.

If a decision is challenged a reconsideration will be made by the Executive Director Finance. The applicant will then be notified of the reconsideration which will clearly state the reasons for the decision made.

If the applicant remains dissatisfied with the decision, an appeal may be made to the independent Valuation Tribunal. Further details on this process will be notified to the applicant with the outcome of any previous review of the decision.

The Council will accept applications backdated to the beginning of the financial year, or to the date the care leaver became responsible for council tax so long as the date is not more than 12 months prior to the date of the application. The Care Leaver discount cannot be awarded prior to 1st April 2019.

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Cheltenham Borough Council Cabinet – 18 December 2018

Procurement of vehicles for the delivery of environmental services

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>Following the introduction of an enhanced recycling service in October 2017, total household recycling collected has increased by 4.42% to 52.72% of the total waste stream, 2.42% higher than expected. The additional amount of recycling collected at the end of this year (2018/19) is expected to be approximately 1,600 tonnes more than the previous year. Following a procurement exercise, the vehicles chosen for the kerbside recycling service, were Romaquip kerbside recycling vehicles requiring kerbside sorting by residents and operatives of recycling materials collected on a fortnightly basis in green boxes.</p> <p>A fleet of 10 vehicles and a spare (11 in total) was purchased for the new service launch in October 2017, however the much greater take up in participation by the residents in Cheltenham than forecast required the use of the spare vehicle every day and another vehicle hired in from Cotswold District Council. In total, following round changes to ensure all collections could be completed on the scheduled collection day, 12 vehicles are in use every day although no spare vehicle is available to cover servicing and repairs.</p> <p>To overcome the operational difficulties as a result of operating a service without a spare vehicle, a refuse style vehicle is used every time a recycling vehicle is off the road. However these vehicles can only collect mixed recycling, and cannot collect separated recycling materials which has proved unpopular with residents who have presented sorted recycling in their boxes. The mixed recycling collected in this way is sorted when tipped but generates less income for the council.</p> <p>This report seeks approval for the purchase of 2 additional recycling vehicles to maintain the existing recycling service to residents and provide resilience when one of the fleet of 12 vehicles is off the road for servicing resulting in a fleet of 13 vehicles in total. The purchase of these vehicles will be funded from within the existing 2018/19 capital budget.</p>

Recommendations	<p>That Cabinet approve the purchase of 2 Romaquip recycling vehicles funded from within existing capital budgets to maintain the existing service and provide operational resilience, resulting in a total fleet size of 13 vehicles:</p> <p>(1) The Romaquip recycling vehicle (currently in use by Cheltenham Borough Council) on hire from Cotswold District Council for the sum of £138,644.02;</p> <p>(2) One new Romaquip recycling vehicle for the sum of £139,178.79, as a spare vehicle to avoid the need for mixed recycling collections when a recycling vehicle from the current fleet is out of service for any reason.</p>
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Financial implications	<p>The purchase of these vehicles, at 2017/18 prices, will be funded from within existing capital budgets previously approved by members as part of the 2018/19 budget setting process.</p> <p>Contact officer:</p> <p>Jon Whitlock, Jon.Whitlock@publicagroup.uk , 01242 264354</p>
Legal implications	<p>The executive summary indicates that there are two procurements: One of the vehicle currently on hire, the other a new purchase. The value of each procurement is below the relevant EU threshold for goods and services (which does not include VAT). Thus it is permissible for the Council to waive the requirement contained in its contract procedure rules for advertisement and open completion in order to make a direct purchase of each vehicle.</p> <p>The relevant ground for waiver is contained in paragraph 6.1.1 of the contract procedure rules i.e. “Where the goods, materials, works or services are of a unique or specialised nature...so as to render only one or two sources of supply appropriate,”</p> <p>The Council is required to publish a contract award notice on the central government “Contract Finder” website subsequent to each purchase. The award notice should contain the following information:</p> <ul style="list-style-type: none"> a) Name of contractor b) Date on which the contract was entered into c) The value of the contract d) Whether the contractor is an small/medium sized enterprise or a voluntary community and social enterprise <p>Contact officer: linden.dunham @teWKesbury.gov.uk, 01242</p>
HR implications (including learning and organisational development)	<p>None identified</p> <p>Contact officer: Clare.Jones@cheltenham.gov.uk</p>

Key risks	Risks are identified in appendix 1
Corporate and community plan Implications	<p>Supporting the Council's 2018/19 corporate strategy - <i>Culture and creativity thrive</i></p> <p>CBC Business as usual that supports the vision:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Environmental cleanliness, maintenance and enforcement;
Environmental and climate change implications	<p>These vehicles are new/current model and will therefore be manufactured to the latest environmental standards. The vehicles are designed to be able to collect every type of recycling currently collected by the authority in one pass thereby reducing the need for separate food waste vehicles.</p> <p>Utilising these vehicles to cover periods when other fleet vehicles are taken off the road, rather than hiring in potentially older vehicles with lower environmental standards will deliver a benefit.</p> <p>Contact officer: Gill.morris@cheltenham.gov.uk</p>
Property/Asset Implications	<p>None identified – these vehicles will operate out of Swindon Road Depot within the existing Operator licensing permissions</p> <p>Contact officer: Garrie.Dowling@cheltenham.gov.uk</p>

1. Background

- 1.1 In 2016, in conjunction with the Joint Waste Team, Cheltenham Borough Council reviewed the waste and recycling service available to residents. Following detailed analysis of a range of options, a shortlist of options was chosen and reported to Cabinet on 6 December 2016. An enhanced fortnightly recycling service with weekly food waste, fortnightly residual waste collections and a paid for fortnightly garden waste collection was approved for introduction in October 2017.
- 1.2 The redesigned recycling service launched in October 2017 was modelled to operate with 10 vehicles and a spare. The new enhanced service enabled residents to recycle more materials at kerbside: all plastic pots, tubs and black plastic, more cardboard, textiles and shoes, batteries and small electrical items. However, whilst an increase in recycling was forecast, the scale of the increase in recycling presented at kerbside was not foreseen and, although this represents a success for the recycling service, it has also required additional resource.
- 1.3 In early 2018, a spare recycling vehicle from Cotswold District Council was hired to provide additional recycling capacity to ensure all collections could be completed on the scheduled collection day. This additional resource, along with some adjustments to rounds, has successfully enabled the extra recycling presented at kerbside to be reliably collected on the scheduled collection day.
- 1.4 The recycling service is currently operating without a spare vehicle causing difficulties in completing rounds particularly when more than one vehicle is off the road at any one time, for example, for a scheduled service, puncture or other minor defect. To date a refuse vehicle has been used to collect recycling, in the absence of a spare recycling vehicle, resulting in the need to collect mixed recycling materials in the vehicle which is then sorted into separate recycling materials when tipped. This method of collection, whilst it has been the only option available in the absence of a spare recycling vehicle, has caused negative feedback from the public and results in less income received by the council than the standard method of collection.

2. Reasons for recommendations

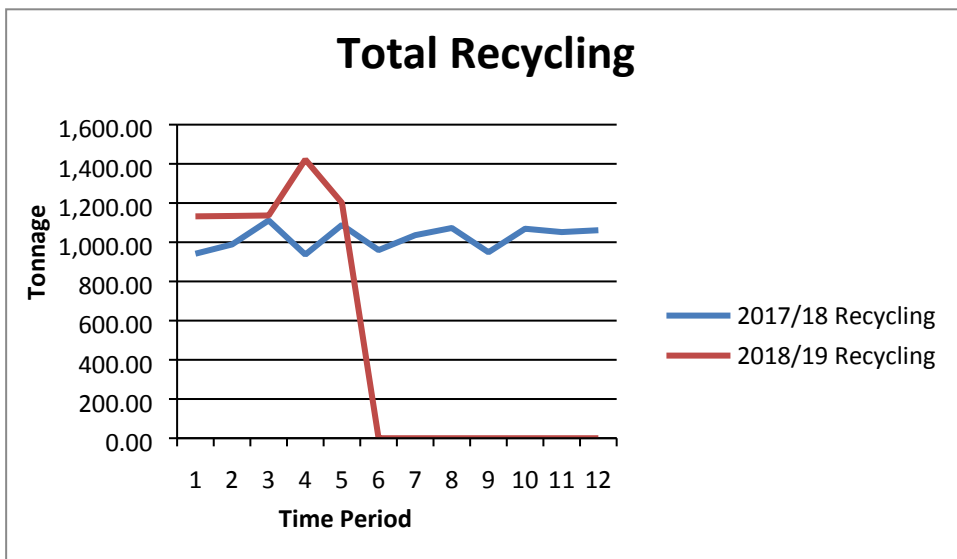
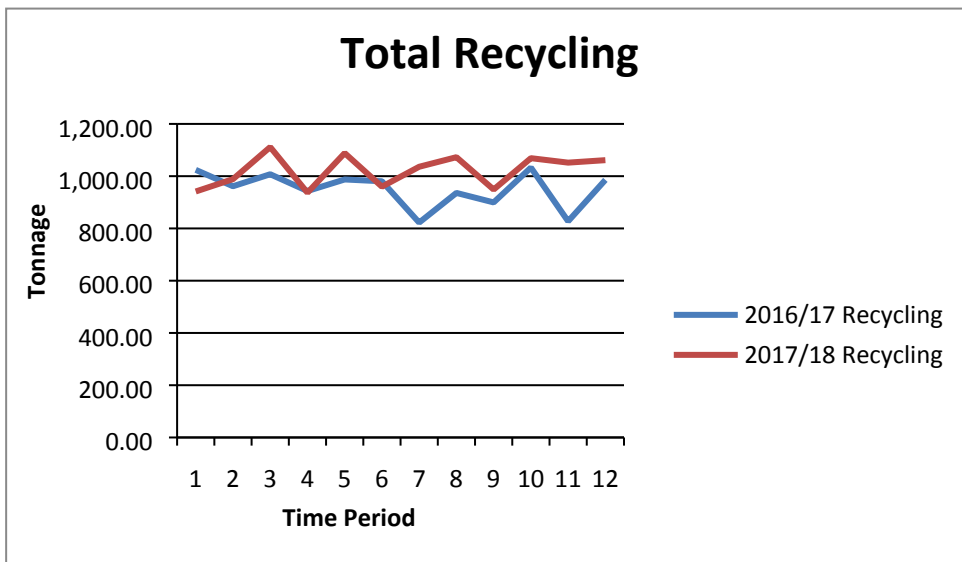
- 2.1 In 2016, when cabinet approved the introduction of the new service, the new service, when it was launched in October 2017, was expected to deliver a 2% increase in recycling performance however performance has been significantly better, delivering a 4.42% increase and, as shown below, this has resulted in 52.72% of the total waste stream now being recycled in Cheltenham.

Year	Total Household Recycling Performance % (NI 192)
1 April 2016 - 31 March 2017	47.30%
1 April 2017 - 31 March 2018	48.30% (new service launched October 2017)
1 April 2018 – 31 August 2018	52.72%

Whilst performance data is only available for part of the current financial year (April through August 2018), the data demonstrates that increased levels of recycling, higher than a 2% improvement, have been sustained since the new service was launched in October 2017. Investment is now required to support the existing level service and improve on the increased recycling rate of 4.42% achieved. The additional amount of recycling collected at the end of 2017/18 amounted to 804 tonnes with the new service being launched part way through the year in October 2017. The additional amount of recycling collected at the end of this year (2018/19) is expected to be double this figure, approximately 1,600 tonnes.

2.2 Due to the difference in the number of collection days during any given month, the estimated commodity weights from the bulking facility and seasonal effects, commodities have not been compared individually but this will be done at year end when data is available (in May 2019). However, whilst the data shows that refuse is higher year on year reflecting the national trend and work is required to help residents and business reduce the amount of waste put into residual bins, not only for environmental reasons but also to reduce the cost of collection and disposal, recycling is also higher year on year (see graphs in 2.3 below).

2.3 The first graph below shows total recycling performance (kerbside, bring sites and HRC) in tonnes per month for 2016/17 compared with 2017/18. The top line in red is the 2017/18 improved performance line. The second graph below shows total recycling performance (kerbside, bring sites and HRC) in tonnes per month for 2017/18 compared with 2018/19 (April to August). The top line in red is the 2018/19 improved performance line which drops off at the end of period 5 (August) after which there is no data available.



3. Alternative options considered

3.1 Do nothing

3.2 The authority has already trialed a fleet of 12 vehicles with no spare since early 2018 which has attracted negative feedback from residents and reduced the income received from the recycling service for those days when mixed recycling collections are necessary due to a recycling vehicle being off the road. Maintaining the status quo and doing nothing is therefore not recommended as an appropriate way forward. Residents who support the recycling service by sorting out their recycling into separate boxes at kerbside are demotivated when they see a mixed collection by a refuse style vehicle. Over time it is likely this will reduce the overall level of sorting and participation in the recycling service.

3.3 Hire in spare vehicles

3.4 The Romaquip recycling vehicles are not generally available for short term hire to cover MOTs, servicing or repairs. There is an alternative vehicle which is similar that can be hired in however the reliability of these vehicles has been proven to be operationally problematic and this solution cannot collect food waste on the same vehicles (as the Romaquips can). A separate food waste collection is required every time this alternative vehicle is used and therefore this is not the most operationally, financially or environmentally advantageous solution.

3.5 Purchasing the recommended two Romaquip vehicles will improve the current level of service by increasing the operational resilience and avoiding mixed recycling collections as much as possible and maximising income levels.

4. Consultation and feedback

4.1 Since the public consultation carried out in 2016, no separate consultation has been carried out however it is intended to consult on a range of issues connected with environmental services in the next few months, including waste and recycling.

4.2 The authority is keen to understand the public’s views around weekly recycling collections going forward, which is the service currently operated by Gloucester City Council. It may be possible to operate weekly recycling services using the existing fleet, including the 2 vehicles recommended for purchase in this report, (a total of 13 vehicles) however further analysis is required as part of a business case to support this to be certain.

5. Performance management –monitoring and review

5.1 Waste and recycling performance is reported monthly to Gloucestershire County Council as waste disposal authority. In addition to day to day performance monitoring, performance is managed by monthly and quarterly meetings between Ubico as the service provider and the council.

5.2 A strengthened in-house client team will further improve the monitoring and management of performance.

Report author	Contact officer: Karen Watson, Karen.watson@Cheltenham.gov.uk, 01242 264397
Appendices	1. Risk Assessment
Background information	1. Cabinet report, 6 December 2016

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 authority does not improve operational resilience, reputational damage and non completion of rounds may result.	Tim Atkins	29/11/18	4	4	16	Reduce	Maintain current service ensuring optimisation and improve communication with the public.	31/3/2019	Karen Watson		
	If the authority does not minimise mixed recycling collections, there will be a greater negative impact on the MTFS as a result of lower recycling income.	Tim Atkins	29/11/18	4	5	20	Reduce	Maximise recycling collected at kerbside using a fleet of 13 vehicles purchased or hired.	31/3/2019	Karen Watson		
	If the new waste and resources strategy leads to lower kerbside recycling volumes the additional vehicles may not be needed however any measures are unlikely to take full effect until the end of the life of the vehicles in this report.	Tim Atkins	29/11/18	2	2	4	Accept	The new in-house client team will keep abreast of new developments and will be positioned to be more proactive with promotional activity.	31/3/2019	Karen Watson		
Explanatory notes												
<p>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)</p> <p>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)</p> <p>Control - Either: Reduce / Accept / Transfer to 3rd party / Close</p>												



Guidance

Types of risks could include the following:

- Potential reputation risks from the decision in terms of bad publicity, impact on the community or on partners;
- Financial risks associated with the decision;
- Political risks that the decision might not have cross-party support;
- Environmental risks associated with the decision;
- Potential adverse equality impacts from the decision;
- Capacity risks in terms of the ability of the organisation to ensure the effective delivery of the decision
- Legal risks arising from the decision

Remember to highlight risks which may impact on the strategy and actions which are being followed to deliver the objectives, so that members can identify the need to review objectives, options and decisions on a timely basis should these risks arise.

Risk ref

If the risk is already recorded, note either the corporate risk register or TEN reference

Risk Description

Please use "If xx happens then xx will be the consequence" (cause and effect). For example "If the council's business continuity planning does not deliver effective responses to the predicted flu pandemic then council services will be significantly impacted."

Risk owner

Please identify the lead officer who has identified the risk and will be responsible for it.

Risk score

Impact on a scale from 1 to 5 multiplied by likelihood on a scale from 1 to 6. Please see risk [scorecard](#) for more information on how to score a risk

Control

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

Action

There are usually things the council can do to reduce either the likelihood or impact of the risk. Controls may already be in place, such as budget monitoring or new controls or actions may also be needed.

Responsible officer

Please identify the lead officer who will be responsible for the action to control the risk.

For further guidance, please refer to the [risk management policy](#)

Transferred to risk register

Please ensure that the risk is transferred to a live risk register. This could be a team, divisional or corporate risk register depending on the nature of the risk and what level of objective it is impacting on