



# CHELTENHAM

## BOROUGH COUNCIL

### Notice of a meeting of Overview & Scrutiny Committee

**Monday, 17 January 2022**  
**6.00 pm**  
**Council Chamber - Municipal Offices**

<b>Membership</b>	
<b>Councillors:</b>	Chris Mason (Chair), Alex Hegenbarth (Vice-Chair), Dilys Barrell, Nigel Britter, Wendy Flynn, Alisha Lewis, Emma Nelson, John Payne, Julie Sankey and Jo Stafford

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

### Agenda

<b>1.</b>		<b>APOLOGIES</b>	
<b>2.</b>		<b>DECLARATIONS OF INTEREST</b>	
<b>3.</b>		<b>MINUTES OF THE LAST MEETING</b> Minutes of meeting held on 23 <sup>rd</sup> November 2021.	(Pages 3 - 20)
<b>4.</b>		<b>PUBLIC AND MEMBER QUESTIONS, CALLS FOR ACTIONS AND PETITIONS</b>	
<b>5.</b>		<b>MATTERS REFERRED TO COMMITTEE</b>	
<b>6.</b>	6.05 pm	<b>BUSINESS IMPROVEMENT DISTRICT (BID)</b> <b>Objective:</b> Chief Executive of BID to present the business plan  Heath Gunter, BID CEO	(Pages 21 - 48)
<b>7.</b>	6.20 pm	<b>BUDGET PROPOSALS FOR COMING YEAR</b> <b>Objective:</b> To consider feedback from the Budget Scrutiny Working Group on the budget proposals for 2022-23  Chair of the Budget Scrutiny Working Group, Cllr. Matt Babbage Head of Finance, Gemma Bell  To follow	

8.	6.35 pm	<p><b>ASSET MANAGEMENT STRATEGY 2021- 2023</b>  <b>Objective:</b> To review the draft strategy and provide constructive feedback</p> <p>Gemma Bell, Head of Finance</p> <p>To follow</p>	
9.	6.55 pm	<p><b>THE COUNCIL'S RESPONSE TO THE COVID CRISIS</b>  <b>Objective:</b> To consider the outcomes and lessons learned from the council's Covid response – what went well and what could have been done better?</p> <p>Darren Knight, Executive Director People and Change</p>	(Pages 49 - 58)
10.	7.15 pm	<p><b>COMMUNITY INFRASTRUCTURE LEVY (CIL) REGISTER</b>  <b>Objective:</b> Review register (monies collected/held/spent and details of how the decisions were made)</p> <p>Andy Robbins, Head of Planning</p>	(Pages 59 - 62)
11.	7.30 pm	<p><b>FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED</b>  Gloucestershire Health O&amp;S Committee (30<sup>th</sup> November 2021 and 11<sup>th</sup> January 2022) – updates from Councillor Barrell to follow</p> <p>The Gloucestershire Police and Crime Panel and the Gloucestershire Economic Growth Scrutiny Committee have not met since the last O&amp;S meeting.</p>	
12.	7.35 pm	<p><b>CABINET BRIEFING</b>  Verbal update from the Leader of the Council, Cllr. Rowena Hay</p>	
13.	7.40 pm	<p><b>REVIEW OF SCRUTINY WORKPLAN</b></p>	(Pages 63 - 68)
14.		<p><b>DATE OF NEXT MEETING</b>  28<sup>th</sup> February</p>	
		<p>Informal de-brief  What went well? Can we identify opportunities for improvement or training needs?</p>	

**Contact Officer:** Harry Mayo, Democracy Officer,  
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**Overview & Scrutiny Committee****Tuesday, 23rd November, 2021****6.00 - 7.40 pm**

<b>Attendees</b>	
<b>Councillors:</b>	Chris Mason (Chair), Dilys Barrell, Nigel Britter, Alisha Lewis, Emma Nelson, John Payne, Julie Sankey, Jo Stafford, Paul McCloskey (Reserve) and Simon Wheeler (Reserve)
<b>Also in attendance:</b>	Councillor Steve Harvey, Bev Thomas, Harry Mayo, Councillor Flo Clucas, Councillor Rowena Hay, Darren Knight, Councillor Mike Collins and Councillor Matt Babbage

**Minutes****1. APOLOGIES**

Apologies were received from Cllrs. Flynn and Hegenbarth. Cllrs. McCloskey and Wheeler substituted for them.

**2. DECLARATIONS OF INTEREST**

Cllr. Nelson declared an interest as the spouse of the Police and Crime Commissioner.

**3. MINUTES OF THE LAST MEETING**

The public minutes of the meeting held on 4<sup>th</sup> October were approved and signed as a correct record.

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

There were none.

**5. MATTERS REFERRED TO COMMITTEE****6. COUNCIL MOTION - 18TH OCTOBER 2021**

Mark Walkingshaw (Deputy Accountable Officer, NHS Gloucestershire Clinical Commissioning Group) (MW) gave a presentation on the pressures facing the NHS Trust and its partners and how these were being addressed, and informed Members of the winter plan and how they could support the Trust going forward.

He acknowledged that the NHS and social care system were undergoing significant pressure, and they the need to be open and honest about the challenges faced and the responses needed. The winter plan had been pulled together with all partners, as it was on an annual basis, but was different this year due to the ongoing impact of Covid-19 on a wide range of actions. This

was set alongside the normal winter challenges, such as seasonal flu and respiratory diseases like respiratory syncytial virus (RSV).

They also needed to plan for significant workforce challenges across the health and social care system, which were even more pronounced as a result of the pandemic as the economy recovered and different sectors competed for staff. There had been particular pressures this year on recruiting and maintaining nursery, domiciliary and care home staff – part of a wider national issue which had received significant media coverage.

The focus was increasingly on joint work with adult social care services, which had significantly changed in terms of the scale of pressures. There was a build-up of patients who could be discharged but lacked proper pathways like returning home or moving into a care home. They needed to work closely with the adult social care system to solve this.

He reflected on what they had learned from the first phases of the pandemic, and emphasised that the system would succeed if it worked together and escalated together. A series of metrics was reviewed hourly to inform actions that they needed to take as system partners, across general practice, the ambulance service and more. He highlighted the increased importance of digital technology and the ways in which staff deployment and flexible working had been affected by the pandemic.

He acknowledged that there were risks within the winter plan, including demand possibly exceeding capacity, workforce pressures, risks related to increased Covid cases, difficulty in maintaining operational performance standards, increased activity in NHS 111 and out-of-hours, and patients deconditioning. Despite this, the vaccination program continued to be key, with Gloucestershire and its primary care networks performing excellently.

The winter plan would be supported by system-wide capacity and demand modelling, with detailed work having taken place with business intelligence teams to model this and set up the Single Health Resilience Early Warning Dashboard (SHREWD) system.

Key actions taken to reduce ambulance handover delays included identifying new cohorting areas, referring sub-acute cases to Community Hospitals, incorporating senior clinical advice and enabling additional back door capacity. Meanwhile, the expansion of the Cinapsis service supported patients diverted away from the emergency department and delivered care in alternative settings. A system-wide information sharing service had been developed.

He concluded by outlining the next steps. Additional recruitment for key schemes needed to be progressed, while system pressures and responses were continually reviewed. They would also continually evaluate the impact of all initiatives, influence and build on changes in patient behaviour, and repurpose or redirect resources where needed.

### **Member Questions**

<b>1.</b>	<b>Question from Councillor John Payne</b>
	<p>I hope you will agree that your staff are your most valuable resource. I would appreciate it if you could convey to the Committee your views on the current position, in particular where are staff shortages impacting on the current provision of services and what action is the Trust taking to address this issue.</p>
	<b>Response from the ICS</b>
	<p>Yes, staff are definitely our most valuable resource and we are doing everything possible to continue to support all health and social care staff across the county. In particular recognising the many challenges the pandemic has created during the last 18 months. This includes a range of staff health and well-being measures, practical measures taken to date include ensuring all staff continue to take breaks and annual leave, ensuring good access to mental health support, subsidising meals, contributing to car parking costs etc.</p> <p>In terms of workforce pressures, in common with other parts of the country, these are being experienced across the health and social care system with particular challenges experienced in relation to the recruitment and retention of nursing staff within the NHS and domiciliary and care home staff within the adult social care sector. <i>Please also see answer to question 5 for more detail on the specific initiatives in place to support staff at both Gloucestershire Hospitals NHS Foundation Trust (GHFT) and South Western Ambulance NHS Foundation Trust (SWAST).</i></p> <p>As a system we have worked together to take a number of further targeted actions. There is a system wide 'People Framework' that allows organisations to share staff when required. This was used during the first phases of the pandemic and, more recently, to enable staff to be shared across the system to deliver the vaccination programme. Specific actions taken to address workforce shortfalls include use of bank and agency staff, international recruitment, partnerships with the third sector, staff passports (to allow staff to work more easily across different parts of the system) and system wide recruitment and retention programmes.</p>
	<b>Supplementary question from Cllr. Payne</b>
	<p>I would like a wider understanding of what these backlogs are and what the ICS is doing to address them. Subsidised meals/car parking are not enough, and many Trusts do that already. Where are the most significant staff shortages?</p>
	<b>Response from the ICS</b>
	<p>The key sign of an effective service is not constantly hiring new staff, but maintaining who we have already got. We are working hard to do this despite the loss of national funding, which was reinstated this week. It is more about a lack of capacity overall rather than specific areas for shortages – the challenge is in supporting people to leave hospital when they are ready to do so. Turnover and vacancy rates are key in reducing waiting times and maintaining bed capacity. Staff levels differ in every department – for example, the recruitment of overseas radiographers has been a huge success. The biggest area of concern is social care, since it</p>

	is difficult to deliver good healthcare without a robust social care system.
<b>2.</b>	<b>Question from Councillor John Payne</b>
	Your “Live A&E waiting times” you publish on the internet does not provide information on waiting times, just that you will be triaged within 15 minutes. Triage is not treatment. The NHS statistic for September shows that only 60% of patients were seen within the 4 hour target, making GNHS Trust one of the worst performing trusts in the country. Could you please provide a breakdown of wait times at GRH and CGH, and do you count the time of triage as “receiving treatment”?
	<b>Response from the ICS</b>
	<p>The 4 hour waiting time standard is a measure of the time period from a patient being booked into A&amp;E and being discharged home or admitted to hospital. Triage is the process by which patients are assessed by a clinician and given a clinical priority using a recognised national triage score.</p> <p>Performance against the Emergency Department four hour standard is under daily pressure across the country. GHFT and system performance is currently in the ‘middle of the pack’ in terms of our relative position compared to other parts of England. <i>However all parts of the system continue to be committed to further improve this performance and further reduce waiting times.</i></p> <p>Performance for the most recent week shows performance above 70% against the 4 hours <i>maximum</i> wait standard.</p> <p>In terms of the last full month, in October Gloucestershire Hospitals NHS Foundation Trust saw 62.2% of patients within a maximum of 4 hours or less. Taking all settings the Gloucestershire system saw 73.3% of patients in all settings within the maximum of 4 hours. Both GHFT and Gloucestershire’s performance has improved compared to the previous month.</p> <p>In October, of the one hundred and eleven providers in England with a Type 1 A&amp;E service, GHFT ranked 55<sup>th</sup> and Gloucestershire ranked 21<sup>st</sup> out of 42 systems (in terms of the overall percentage of attendances within 4 hours) and 17<sup>th</sup> in terms of type 1 activity.</p>
	<b>Supplementary question from Cllr. Payne</b>
	Could you clarify the meaning of ‘clinician’ in reference to triage?
	<b>Response from the ICS</b>
	‘Clinician’ refers to anyone with a clinical qualification. Triage is usually carried out by a clinician or senior nurse, but they are constantly looking at how triage protocols can be improved in order to reduce waiting times. A new ‘pit stop’ system has been trialled recently, where the consultant or registrar assesses the sickest patients on arrival to ensure they can be dealt with as soon as possible. There is always a balance to be found.
<b>3.</b>	<b>Question from Councillor John Payne</b>

	<p>As an outsider it is difficult to define the causes of the failure of GNHS Trust to provide and acceptable level of service, particularly A&amp;E services. Could you please highlight what you see as the main areas of concern and how are these to be addressed.</p>
<p><b>Response from the ICS</b></p>	
	<p>GHFT aims to provide high quality, safe and effective urgent and emergency care services as part of the wider urgent and emergency care system in Gloucestershire.</p> <p>There are a number of factors impacting upon A&amp;E performance at present, these include in particular:</p> <ul style="list-style-type: none"> <li>• The ongoing impact of the Covid-19 pandemic (in terms of additional infection prevention and control measures, the admission of Covid patients, Covid related staff absence etc.).</li> <li>• Pressure caused by discharge delays from hospital. This sometimes leads to delays in being able to admit patients from the Emergency Departments and can sometimes lead to Ambulances queuing as pressure builds during the day/into the evening. These high numbers of discharge delays are due in particular to the pressure upon out of hospital and home based onward pathways for patients and reflects the wider pressure upon community and adult social care services. <i>This continues to require a whole health and social care system response (see list of system actions below).</i></li> <li>• Workforce pressures across all parts of the health and social care system (contributing to the above capacity issues).</li> </ul> <p>All system partners continue to work closely together to respond to these pressures and additional actions taken to date have included:</p> <ul style="list-style-type: none"> <li>• Putting in place additional doctors and nurses within the services provided by NHS 111, Out of Hours GPs and SWAST (i.e. increase in the trained doctors and nurses able to take call from patients).</li> <li>• Increased use of community and rapid response teams to support A&amp;E, reduce unnecessary admissions to hospital and facilitate discharge.</li> <li>• Commissioning additional 'Discharge to Assess' care home capacity supporting more people to have their Adult Social Care or Continuing Health Care assessment in another setting to avoid a delay to hospital discharge (e.g. in a specially commissioned care home bed).</li> <li>• Commissioning additional home based care alongside additional respite care capacity.</li> <li>• The introduction of an Enhanced Independence Offer/Increase in 'Home First' capacity. This is a discharge pathway for individuals who are not safe to be discharged home without some level of support. The service is "therapy led" for a maximum of 10 days and works closely with the person to promote their independence.</li> <li>• All community hospital beds have been prioritised for acute hospital transfers including 'flexing' admission criteria to support</li> </ul>

	<p>those patients waiting assessment/home based pathways.</p> <ul style="list-style-type: none"> <li>• The use of patient cohorting areas within A&amp;E during times of particular pressure.</li> <li>• Opening of additional inpatient escalation areas within the hospital during times of pressure.</li> <li>• The cancelling and rescheduling of some non-urgent planned surgery during periods of escalation.</li> <li>• The recruitment of a senior system lead for discharge and flow to co-ordinate the key programmes of work across the system and to manage daily escalation processes pertaining to flow.</li> </ul> <p>A wider set of actions is being taken by GCC, GCCG and system partners to help stabilise the domiciliary and care home markets (some of which are referenced above). These include:</p> <ul style="list-style-type: none"> <li>• Provider relief funding: providing additional funding to providers from the Covid Emergency Fund including helping to meet additional infection control, testing and workforce costs.</li> <li>• Actions to support retention and recruitment: Most of these are extensions of work already in development by our 'Proud to Care' team. They include activities to promote jobs, select and recruit staff, increase training opportunities for staff and the promotion of care as a career as well as recognition of the value of our care workforce.</li> </ul>
<b>Supplementary question from Cllr. Payne</b>	
	<p>Many staff are likely unaware of all these initiatives, such as the 'Proud to Care' development. What is this, and when will its results be seen?</p>
<b>Response from the ICS</b>	
	<p>The 'Proud to Care' project is an initiative which relates to social care alongside the county council and across many systems in the South West, and seeks to support staff and help them grow to work across the whole system.</p>
<b>4. Question from Councillor Dilys Barrell and Councillor Flo Clucas</b>	
	<p>Please could you tell us about the various types of Alert levels used in health care, in particular the Black Alert /Opel 4 / internal incident:</p> <ul style="list-style-type: none"> <li>• What are the criteria which trigger each of these levels of escalation?</li> <li>• Who do the Trust have to inform when they declare each level?</li> <li>• Which services are involved?</li> <li>• What actions are staff and partners expected to take in response to each level of escalation?</li> <li>• Is there any way CBC could help on these occasions?</li> </ul>
<b>Response from the ICS</b>	
	<p>There are two main reported escalation levels, a system escalation level and an individual provider escalation level. They both use the national Operational Pressure Escalation Levels (OPEL) definitions and these align with the National Resource Escalation Action Plan (REAP) comprising of 4 distinct levels:</p>

	<ul style="list-style-type: none"> <li>• OPEL 1 (Green) The local health and social care system capacity is such that organisation are able to maintain patient flow and are able to meet anticipated demand within available resources.</li> <li>• OPEL 2 (Amber) The local health and social care system is starting to show signs of pressure, focussed actions are required in organisations.</li> <li>• OPEL 3 (Red) The health and social care system is experiencing major pressures which are compromising patient flow and these continue to increase. Further urgent action required across the system.</li> <li>• OPEL 4 (Black) Pressure in the local health and social care system continues and there is increased potential for patient care and safety to be compromised. All available local escalation actions taken, external extensive support and intervention required.</li> </ul> <p>The status of the system is assessed each day by the submission of a set of data from each organisation which is put together through our daily reporting system in order to assess the overall position. As a system we are currently at OPEL 3 (Red). All parts of the system are required to submit this data every day of the week.</p> <p>All parts of the health and social care system are covered by this process including NHS 111, SWAST, acute and community providers, social care etc. SWAST uses REAP levels Green through to Black to determine and communicate the escalation level.</p> <p>There is a system wide and individual NHS provider escalation plan which details each action which will be taken at each level of escalation to relieve the pressure upon the system. This is supported by a series of escalation calls which take place each day and Gold (CEO level calls) which take place across the week.</p> <p>In terms of support during these periods of pressure CBC could continue to support our 'Click or Call First' campaign messaging to the public, regarding the use of Urgent and Emergency Care Services. The great majority of people with minor illness or injury are continuing to access services appropriately.</p>
	<p><b>Supplementary question from Cllr. Barrell</b></p>
	<p>What is the 'Click or Call First' campaign, and how can the council help support it?</p>
	<p><b>Response from the ICS</b></p>
	<p>This project is yet to be launched but has already received strong support from CBC. It is effectively a campaign to reinforce the ways the public can access urgent care services, particularly NHS 111, local GP services and pharmacies. They need to put out clear messaging around it, and the council and the public can help by spreading and reinforcing the message that the public should continue to access healthcare at an appropriate point. Every part of the system is working as hard as possible to deliver</p>

	fantastic primary care in Gloucestershire, demonstrated by how 10% more appointments have been provided than in a comparative pre-Covid year.
	<b>Supplementary question from Cllr. Clucas</b>
	The system is currently at OPEL 3. How long has that been the case, and has it ever been at OPEL 4?
	<b>Response from the ICS</b>
	The system has been at OPEL 3 consistently for the last 3 months. It has never tipped over into OPEL 4, although many neighbouring systems have. Level 4 means that services are compromised and you would need mutual support, so we do all we can to avoid that. We are not aware of any Trust operating at level 2 recently, so 3 is very much the norm. A move to level 4 would have to be approved by NHS England. It was important to be clear about the difference between business continuity plans and managing escalation and the OPEL levels. The Trust may send out communications to staff regarding de-escalation, but this doesn't necessarily mean OPEL 4 has been reached.
<b>5.</b>	<b>Question from Councillor Dilys Barrell</b>
	Staff must be working under enormous pressure at the moment. What measures are there in place to support their mental health? Are there any problems with staff shortages? Can you tell us about the measures you have in place to help retain staff and recruit new ones? Is this an area where CBC could help?
	<b>Response from the ICS</b>
	<p>There are a number of initiative in place to support the mental health and well-being of all NHS staff. These include access to a range of mental health support as well as wider health and well-being programme. The following summarises just some of the key initiatives in place within GHFT and SWAST.</p> <p>Examples of GHFT wellbeing initiatives include:</p> <ul style="list-style-type: none"> <li>▪ a Staff Support and Advice Hub which staff can contact for support in relation to their psychological wellbeing, this is able to facilitate access to telephone counselling services and occupational health advice;</li> <li>▪ the Trust has a large number of Trauma Risk Management (TRiM) Practitioners who are front line staff who have been additionally trained to identify and support those at risk of mental health problems in their teams;</li> <li>▪ the Trust introduced Psychology Link Workers during the pandemic and these remain in place and are clinical psychologists who work with teams and individuals to support their mental health and psychological wellbeing.</li> </ul> <p>Examples of SWAST wellbeing initiatives include:</p> <ul style="list-style-type: none"> <li>▪ wellbeing support provided by an in house Staying Well Service;</li> <li>▪ access to formal based counselling, physiotherapy, coaching and alternative therapies to provide specialist support to retain and</li> </ul>

	<p>help with returning to work, like GHFT a Trauma Risk Management (TRiM) is available for when employees have attended a traumatic event;</p> <ul style="list-style-type: none"> <li>▪ welfare cars have been made available;</li> <li>▪ Employee Assistance Programme service app, providing access to 24/7 counselling support;</li> <li>▪ long Covid support through Outreach Support Workers;</li> <li>▪ psychological wellbeing packs shared with all employees.</li> </ul> <p>In terms of the establishment position SWAST are projected to have an over established position of 125 whole time equivalents (WTE) by the end of this financial year. In order to achieve this, they have recently recruited an additional 50 WTE paramedics in order to reduce the requirement for incentive and overtime shifts because it is recognised this will be contributing towards employees' fatigue. In terms of Gloucestershire SWAST are projecting a year end paramedic over establishment of 22.</p> <p>The issues in relation to system workforce challenges are covered in the earlier answer but in terms of areas where CBC could offer support, there is a particular need to ensure all NHS and social care staff continue to feel supported and valued during what we know will continue to be a challenging period. If there is any way the council could help to continue to communicate this through their public messaging would be very much appreciated.</p>
<b>Supplementary question from Cllr. Barrell</b>	
	<p>Have the Trust carried out surveys (ideally anonymously) to find out whether staff feel properly supported?</p>
<b>Response from the ICS</b>	
	<p>There are many different ways that we try to understand how frontline staff are coping, including constant dialogue in A&amp;E departments and the 'barometer' system, which allows staff to anonymously report how they are doing and about any difficulties in their role.</p> <p>A national survey of staff welfare is currently taking place, and will close on 26<sup>th</sup> November. It will run for 6 weeks in total and is overseen by an independent, external body. The results will be published in January 2022 and it will be good to be able to compare Gloucestershire to other Trusts around the country.</p> <p>Additional support is also in place for BAME, LGBT and disabled staff.</p>
<b>6. Question from Councillor Dilys Barrell</b>	
	<p>Do you have the resources you need to cope with the increased pressure services are under? Can CBC work with you and help in any way?</p> <p><i>(I am wondering about such things as giving residents information about appropriate use of services, e.g. when to use 111 or the use of "what 3 words" to pinpoint a location for ambulance staff)</i></p>
<b>Response from the ICS</b>	

	<p>Additional national funding has been received by both the NHS and GCC to help ensure we are able to respond to the current pressures (with the GCC funding focussed upon further support to the ASC workforce). In particular this is being used to recruit additional staff and to purchase additional equipment in order to put us in the best possible position in order to be able to respond to the challenges the system faces this winter.</p> <p>It should be noted that as well responding to the urgent and emergency care pressures facing the system, this is also being targeted at furthering the progress already made in reducing the number of patients and the time patients currently wait for planned treatments (including diagnostics, cancer care and planned procedures/treatment).</p> <p><i>Please see answer at 4. above regarding 'Click or Call First' campaign.</i></p>
<b>Supplementary question from Cllr. Barrell</b>	
	What is the ASC workforce?
<b>Response from the ICS</b>	
	This refers to adult social care.
<b>7.</b>	<b>Question from Councillor Flo Clucas</b>
	<p>On 8th November at 11.50am, waiting time to be seen by a doctor in A&amp;E at the RGH was 394 minutes (6hrs 56 minutes) with 94 people in the queue. At CGH, the waiting time was 84 minutes, with 30 people in the queue. At 12.32, there were already 15 ambulances queueing outside the A&amp;E department.</p> <p>Emergency ambulances were not able to respond to many emergency (999) calls because so many are waiting outside A&amp;E departments.</p> <p>It would help the Committee's understanding of the process if the Hospital Trust could please explain the escalation framework it uses:</p> <ul style="list-style-type: none"> <li>• How it judges when to declare a 'Critical Incident', a 'Reset Day' or any other kind of 'Incident'. Particularly as one was declared this week, prior to the Opel 4 declaration.</li> <li>• How it grades such incidents: for example by Number 1,2,3,4, or colour- Green, Amber, Red, Black - as in the national NHS Framework. Operational Pressures Escalation Levels (OPEL); or as Resource Escalation Action Plan (REAP), or by some other method? If so, can the Trust please define what it means by 'Alert', 'Internal Incident', 'Internal Critical Incident' and Reset Days and how these relate to the above?</li> </ul>
<b>Response from the ICS</b>	
	The Trust has in place a detailed internal escalation policy which contains a series of triggers which prompt specific escalation actions. <i>The Operational Pressure Escalation Levels are as set out in the answer to question 4. above.</i>

	<p>The Trust moves into 'Internal Incident' when a different level of response is required, this can for example mean that some routine activities (which do not contribute to responding to the immediate pressures) are stood down, that staff are redeployed or additional staff are called in to the hospital to help with the response. It also means that non-urgent meetings or training may be cancelled to release staff.</p>
	<p><b>Supplementary question from Cllr. Clucas</b></p>
	<p>What are the triggers which prompt specific escalation points? For example, is there a particular length of ambulance turnaround or a percentage threshold of cases reaching the 4 hour limit?</p> <p>Is it correct, as the Nuffield Trust has stated, that Opel Red and Black correspond to the old term 'black alert' or 'major incident'?</p>
	<p><b>Response from the ICS</b></p>
	<p>We have a comprehensive document outlining the criteria for OPEL levels, which we will share with Cllr. Clucas after the meeting. To respond to specific examples, ambulances and bed capacity would generally be level 3 while waiting times would be level 2. OPEL 4 would relate to system-wide pressure, which is why the Trust could not declare it itself. Some indicators can vary, for example having capacity but not Covid capacity, or a surge in paediatrics. It all depends on demand, staff, patients and what we can discharge. We are not familiar with this statement from the Nuffield Trust but will look into it.</p>
8.	<p><b>Question from Councillor Flo Clucas</b></p>
	<p>The Hospital Trust is fined if it is unable to unload emergency ambulance patients within 30 minutes and fined even more when it is unable to unload them within one hour. Did the Hospital Trust inform the Ambulance Service, it's Commissioners, or any of its other partners, when it started to be unable to unload patients from emergency ambulances within the target times? Did this count as a formal alert within the above framework? If not, why not?</p>
	<p><b>Response from the ICS</b></p>
	<p>There are no financial penalties imposed for Ambulance Handover delays and SWAST receives no funding linked to this. This is not just a GHFT issue but rather a system issue as reflected in the system wide action plan and escalation processes. It is also important to emphasise that ambulance handover delays can also be seen as a symptom of the wider demand and capacity pressures being experienced across the health and social care system.</p> <p>Ambulance handover delays form a key part of the daily assessment of the pressures facing the system and inform the escalation level and actions.</p>
	<p><b>Supplementary question from Cllr. Clucas</b></p>
	<p>Does this mean that the financial penalties formerly applied by the PCT and CCG in relation to turnarounds of more than 30 minutes have been</p>

	waived?
	<b>Response from the ICS</b>
	These financial penalties were suspended nationally some time ago and later removed, reflecting the fact that ambulance delays were a reflection of wider system issues. It was deemed inappropriate to levy a financial penalty on one part of the system when all parts of the system were responsible.
<b>9.</b>	<b>Question from Councillor Flo Clucas</b>
	<p>What communications took place between the Hospital Trust and SWAST management over the Hospital Trust's inability to unload patients within the target times and the impact this was having on the efficiency of the ambulance service? It was frequently taking between three and five hours to unload patients and peaking at between ten and fifteen hours.</p> <p>At times there were between 12 and 27 ambulances queuing outside GRH ED. On at least one occasion there were over 30 Class 1 Ambulance calls outstanding because there were no emergency ambulances available because they were all waiting to unload patients outside GRH ED.</p>
	<b>Response from the ICS</b>
	<p>Operational teams in both GHFT and SWAST are in regular contact with each other every day and the Trust has members of the SWAST team on site with them and has access to the SWAST system which gives details of the numbers of ambulance calls, ambulances on route to ED etc.</p> <p>The focus of the Trust and the wider system continues to be upon releasing ambulance crews as quickly as possible (see list of actions above). All patients are assessed upon arrival and monitored whilst they are awaiting treatment.</p>
	<b>Supplementary question from Cllr. Clucas</b>
	When was the Hospital Ambulance Liaison Officer (HALO) position created? And if the focus of the Trust and the system continues to be on releasing ambulances as soon as possible, why has it not been able to achieve this?
	<b>Response from the ICS</b>
	It is not a new role, and has been in place for some time. The role has been generally successful although one person cannot achieve zero ambulance delays. It is affected by a complex range of factors.
<b>10.</b>	<b>Question from Councillor Flo Clucas</b>
	<p>What was the nature of the notice circulated to Hospital staff on 19<sup>th</sup> September? That situation was referred to again in internal notices on 23/24 September and again on 05 October.</p> <p>Was that some kind of internal escalation? If so, where in the escalation framework did it rank? 2, 3, or 4, or 'Amber', 'Red', or 'Black'?</p>
	<b>Response from the ICS</b>

	This related to the Trust's internal escalation status, please see earlier response regarding the various levels of escalation.
<b>Supplementary question from Cllr. Clucas</b>	
	<p>Was the specific notice circulated to hospital staff on 19<sup>th</sup> September an internal critical incident, and if so at what OPEL level?</p> <p>What is the difference between an internal critical incident and a critical incident?</p> <p>What is a reset day?</p> <p>How many beds are there in each of our hospitals, and has this decreased? What has the impact of this been on patients and care?</p>
<b>Response from the ICS</b>	
	<p>The dates referred to are internal incidents which do not necessarily operate under the OPEL framework. Internal communications don't declare an OPEL level. This particular incident referred to capacity challenges and galvanising the response to this at both front door and back door levels. Declaring an internal critical incident allows us to park some of the routine work that we do and focus attention on a particular area in order to de-escalate, either at the front door or back door.</p> <p>The reset day was something that ambulance colleagues operated last Monday, where they resourced the day differently to reduce the 'stack' of people waiting to be seen across the country. This saw varying degrees of success across the regions.</p> <p>There are approximately 895 fewer beds, which is fewer than in the past by default. We used to have about 125 medically optimised for discharge patients, and there are now 225. This means they are technically 100 beds short from pre-pandemic levels, but in reality there are 100 more patients who would not have been in beds pre-pandemic. Additionally, the bed base was reduced on occasion to maintain social distancing, leading to a loss of around 160 beds at its peak when 2 metre distancing was required. Some of these have returned, and the situation fluctuates based on circumstances by as many as 100 in a single day. Difficulties with pathways to care facilities and access to care mean that up to 200 beds may be taken up by patients who could be discharged but do not have anywhere to go.</p> <p>The vaccination and Covid status of patients are continually monitored to avoid infection, and we must continually balance risk and make judgements on where is best to treat patients, while assessing where the greatest risks are in the system.</p>

**Member debate**

Cllr. Stafford (JS) agreed that the flow of patients was critical, and that it was good to see constant monitoring. Did NHS 111 feed into that? MW responded

that it was a useful indicator of demand, but the focus was on what happened to patients next. The evidence suggested that when patients had access to clinical advice through 111, they were more likely to go to the appropriate service.

Qadar Zada (Chief Operating Officer, Gloucestershire Hospitals NHS Foundation Trust) (QZ) added that they did not wait for OPEL level escalation, and it was a rigorous process that was monitored throughout the day. There was constant contact with the wider system, including twice-weekly calls with Chief Executives across the whole system. They would never get to a situation where the escalation level was a surprise.

Cllr. McCloskey (PMC) recounted a recent experience in hospital where he had been impressed by the resilience and humour of staff, and suggested that managing resources was key. How much work was going on to prevent inefficiencies within the system, such as misdirected patients?

Professor Mark Pietroni (Director of Safety and Medical Director, Gloucestershire Hospitals NHS Foundation Trust) (MP) responded that anybody who came to A&E had their fully digital medical record automatically sent to general practice, enabling immediate feedback on patients. They had compared individual practices to see what could be improved. Indices of deprivation were relevant, as they had found that those from deprived backgrounds were more likely to come to A&E.

MW added that national research on this had found that small parts of the population had particular needs, both physically and mentally. They were constantly analysing most frequent patients, such as those who used A&E more than 5 times a year, to see whether services could be 'wrapped around' them.

Cllr. Lewis (AL) noted that the NHS was a regular topic of discussion with constituents, with ambulanced and A&E queues being particular areas of concern. She was worried that individuals might decide not to go to hospital if they were worried about the queues, and asked how these changes in behaviour were being modelled and addressed. MP agreed that it was imperative to avoid discouraging people from accessing care. Their public messaging was around accessing care in the most appropriate place, to avoid overwhelming A&E. It was a problem in the early pandemic that many people did not access care, as they were presumably concerned about contracting Covid in hospitals or surgeries, and it was important to discourage this.

Deborah Lee (Chief Executive, Gloucestershire Hospitals NHS Foundation Trust) (DL) noted that a key factor in effective care was communication. The BBC had reported last month that 18 ambulances were backed up outside Gloucestershire Royal, when the reality was 7. It was important to tackle misinformation and avoid discouraging people from accessing care.

MP added that while there were concerns about cancer diagnoses being reduced, for example, Gloucestershire's rates were down by less than the national average. Front door services were struggling but cancer pathways were doing as well as before. Routine surgeries were unsurprisingly way below pre-pandemic levels, but were performing well in Gloucestershire compared to the rest of the country.

AL queried the efficiency of the NHS 111 service, noting that one of her constituents had called it at 11pm and received a call back at 4am. MW was concerned by this, and acknowledged that the service had been relatively volatile during the pandemic, especially during the vaccine rollout. In response to that, they had invested an extra £250k before the end of the year on top of national funding to address this increased demand and need for more call handlers. AL clarified that the constituent's issue had been within the last month. DL acknowledged that the 111 service was sub-optimal at the moment, but reassured her that the issue was recognised and understood at the highest level.

Mary Hutton (Accountable Officer, NHS Gloucestershire Clinical Commissioning Group) (MH) added that they were encouraging people to contact their GP first during their hours as well as other services like pharmacies to spread the load.

Cllr. Sankey (JS) asked whether patients in adult social care were being supported outside of hospital, and whether there was a shared database. MW clarified that there was close involvement between services and a heavy push by the NHS for new services. For example, more assessments were being done outside of hospitals and in homes instead, which was the ideal environment for them.

JS noted that the presentation had looked at frail and elderly people and asked how resources would be allocated to prevent inefficiency – for example, sending ambulances to help people who have fallen down. MH responded that a new service was being developed for the winter which was a rapid response service for people who had fallen.

Cllr. Barrell (DB) noted that she had been impressed by the quality of care during a recent hospital visit. The loss of beds was a key issue, with the Guardian reporting last week that the number of beds in the UK had fallen from 169,000 hospital beds in 2010 to 132,000 in 2021. DL noted that this was partly due to advances in technology – for example, the new robotic technology used to reduce the length of bladder surgery from 10 days to 5 reduced the need for beds. This was offset by increased demand for urgent and emergency care as the average population continued to get older.

PMC asked how increased mental health need was being dealt with. MP noted that one of the key effects of Covid had been on mental health, with a significant rise in eating disorders for example. School closures and lockdowns had also increased anxiety in children and vulnerable adults. The effect on mental health services was clear and sometimes this split over into emergency departments. Hospital was rarely the best place to deal with mental health disorders, and he added that they continued to invest in preventative mental health services such as talking therapies, community support and low-level mental health services for both younger and older people.

Cllr. Nelson (EN) noted that Gloucestershire had the lowest response rate to eating disorders in the country. What was being done to address this? DL agreed that Gloucestershire lacked service provision on this topic, and although they were doing myriad things in order to address it, the pandemic had been a perfect storm with demand soaring. Eating disorders were harder to identify

when people were staying at home and not venturing out like normal. She agreed that hospital was rarely the right place for someone with an eating disorder, other than in immediate severe situations like refeeding. In-patient care could be beneficial, and community-based services were key but they were currently struggling with demand.

Cllr. Britter (NB) asked how they could combat misinformation. MW suggested that clarity and simplicity were key. There was a dedicated communications team within the clinical commissioning group which was working hard to simplify messages and ensure they landed with the public. He emphasised importance of the message coming directly from clinical leads, who were particularly authoritative with the public.

Cllr. Mason (CM) suggested bringing health and social care under one body, lest the bodies end up competing with each other. MH responded that they were moving towards a statutory Integrated Care System next year. There was regular contact between health and social care, and they worked closely together and sharing resources. Recruitment issues affected the whole system and would not be solved by a restructure. MP emphasised that the public did not care precisely which organisation did what, but rather what was actually done. Organisational structure was always secondary to outcomes, and he was concerned that a restructure would make things worse before they got better. QZ reassured members that the problems faced were not organisational, but were rather about challenges to the workforce.

CM summed up the key message as being that members needed to help with messaging to residents about accessing care at the appropriate point. On behalf of the council, he thanked the representatives for their contributions to the meeting and the wider NHS staff for their efforts.

**7. FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED**

Cllr. Barrell's update from the Gloucestershire Health O&S Committee on 12<sup>th</sup> October 2021 was taken as read.

Cllr. McCloskey's update from the Gloucestershire Economic Growth O&S Committee on 20<sup>th</sup> October 2021 was taken as read.

Cllr. Brownstein's update from the Gloucestershire Police and Crime Panel on 3<sup>rd</sup> November 2021 was taken as read.

**8. CABINET BRIEFING**

The Leader did not have anything to report.

**9. REVIEW OF SCRUTINY WORKPLAN**

There were no comments from members on the scrutiny workplan.

**10. DATE OF NEXT MEETING**

17<sup>th</sup> January 2022.

**11. LOCAL GOVERNMENT ACT 1972 - EXEMPT INFORMATION**

**12. EXEMPT MINUTES**

Members resolved to move into exempt session.

The exempt minutes of the 4<sup>th</sup> October meeting were approved and signed as a correct record.

Chris Mason  
**Chairman**

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# BUSINESS PLAN

# 2021- 2026



Renewal proposal for  
**Cheltenham Business  
Improvement District**

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Building on the firm foundations that have been laid in the BID's first term, and now as a respected town partner, Cheltenham BID intends to play a vital role in the town's recovery and rejuvenation following the Covid-19 pandemic.



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# A MESSAGE FROM THE CHAIR

**BACK AT THE OUTSET OF THE BID IN 2016, WE KNEW THERE WOULD BE TWISTS AND TURNS IN THE PATH AHEAD, BUT NO ONE COULD HAVE FORESEEN THE PROFOUND CHALLENGES WE HAVE ALL FACED OVER THE PAST YEAR ON BOTH A PROFESSIONAL AND PERSONAL LEVEL.**

Throughout this period, the BID has continued to do all we can to support businesses in the town – from helping to fast-track vital business grants to running training sessions and delivering marketing campaigns. Your feedback has highlighted just how valuable this has been and how important it is that this work continues as part of the town’s recovery.

However, the events of the past year and the impact of Covid-19 should not overshadow the many significant achievements during our first term. From the step-change in town centre events and marketing activity through to initiatives such as BID in Bloom, Tidy Up Cheltenham and our investments in public safety – the BID has delivered and added-value at every turn. Again, it was great to see during our consultation that the overwhelming feeling from businesses was that these initiatives and interventions had made a real difference - and must continue in the future.

We cannot be complacent however. There will be many more challenges ahead as Cheltenham, like so many towns and cities up and down the country, seeks to reimagine and revitalise our town centre. Speaking as both a business owner and levy payer myself, the need for a BID to provide leadership, bring businesses together and provide a collective voice on behalf of the

town centre is surely more compelling now than ever.

Despite the challenges of the past year, I firmly believe that these are hugely exciting times for Cheltenham. With your continued support, the BID is uniquely placed to harness the many opportunities that lie ahead, helping to inject new energy and dynamism to drive our collective economic recovery.

We will support businesses. We will work to bring back visitors to the town. To increase footfall. To promote everything our town has to offer. Together we share a collective aspiration for a vibrant and prosperous Cheltenham town centre, and together we can make a positive difference to our town.

This business plan sets out the BID’s renewal proposal for term two, which was formed following consultation with BID levy paying businesses. On behalf of businesses, I urge you to take the time to read this renewal proposal and vote YES for Cheltenham BID in the renewal ballot in June 2021.



**ALEX ROSE, CHAIRMAN,  
CHELTENHAM BID**

**MANAGING DIRECTOR,  
BEARDS**

## WHAT IS A BUSINESS IMPROVEMENT DISTRICT (BID)?

A Business Improvement District (BID) is a business-led body formed to improve a defined commercial area.

Funded by businesses, for the benefit of those businesses, a BID enables a coordinated investment into the area and delivers projects and services which are in addition to, and enhance, those already provided by the Councils.

A BID is a not-for-profit company, which can only be formed following consultation and a ballot in which businesses vote on a BID proposal.

Following a successful ballot, a BID is created for a maximum five-year term and operates within a legislative framework. During the term, all businesses defined within the business plan will be required to pay the mandatory BID levy, irrespective of whether they cast a vote in the ballot.

BIDs were first established in Canada and the US, and now exist across the world. There are more than 300 BIDs in the UK, including Bath, Bristol, Swindon, Salisbury and Worcester.

# THE STORY SO FAR

## **CHELTENHAM BID WAS ESTABLISHED WITH A PROPOSAL TO HELP MAKE CHELTENHAM A VIBRANT AND PROSPEROUS TOWN WHERE BUSINESSES CAN FLOURISH AND VISITOR NUMBERS INCREASE.**

Using the annual levy collected from more than 600 businesses, the BID has invested more than £2million into projects, services and initiatives to support businesses and improve the visitor experience of Cheltenham town centre.

The BID's purpose is to deliver work of added-value, that would not otherwise be carried out by any other business, authority or stakeholder.

Work delivered by the BID in its first five year term (2016 – 2021) was split into five key areas: events, marketing & promotion, public realm improvements, business support and parking & accessibility.

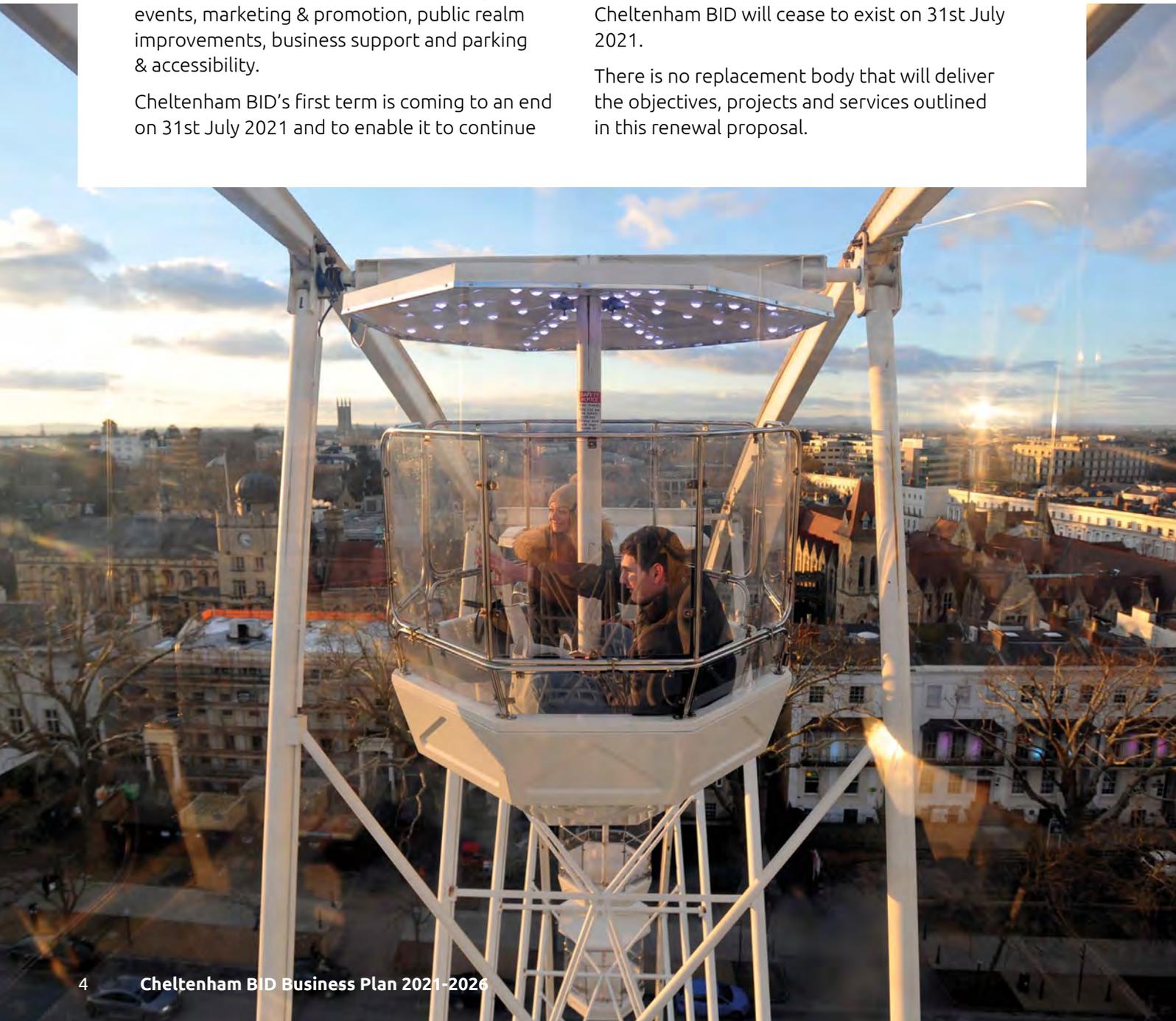
Cheltenham BID's first term is coming to an end on 31st July 2021 and to enable it to continue

its work for a second term (1st August 2021 – 31st March 2026) the BID is required to hold a renewal ballot.

The ballot will run from 3rd June to 1st July 2021, and all BID levy paying businesses plus businesses within the proposed new area (see page 24) will be invited to vote.

If the ballot is successful, Cheltenham BID will start a second term commencing on 1st August 2021. In the event the ballot is unsuccessful, Cheltenham BID will cease to exist on 31st July 2021.

There is no replacement body that will deliver the objectives, projects and services outlined in this renewal proposal.



# 5 YEARS OF ACHIEVEMENTS (2016–2021)

## £2 MILLION+

ADDITIONAL INVESTMENT INTO THE TOWN THROUGH THE BID

## 570,000

ANNUAL VISITORS TO  
[WWW.VISITCHELTENHAM.COM](http://WWW.VISITCHELTENHAM.COM)

## 14 THOUSAND

ON CHELTENHAM BID'S  
SOCIAL MEDIA CHANNELS

## OVER £56,000

SAVED BY BUSINESSES THANKS TO  
THE BID'S COST SAVING INITIATIVES

## 781

STREET ISSUES  
REPORTED  
AND RESOLVED  
BY THE BID  
AMBASSADORS

## 9,257

SUPPORT VISITS  
TO BUSINESSES  
BY THE BID TEAM

## TWO HUNDRED

FLORAL DISPLAYS  
PROVIDED AND  
MAINTAINED FOR  
BID BUSINESSES

## 780 HOURS

SPENT ON TIDY UP  
CHELTENHAM CAMPAIGNS

## 200

BUSINESSES LISTED  
**FOR FREE**

ON [WWW.VISITCHELTENHAM.COM](http://WWW.VISITCHELTENHAM.COM)  
THANKS TO THE BID'S INVESTMENT

## £50,000

OF SPEND KEPT IN THE TOWN'S BUSINESSES  
THANKS TO THE CHELTENHAM GIFT CARD

**FOURTEEN** NEW ANNUAL EVENTS AND THEMED  
PROMOTIONS CREATED OR SPONSORED BY THE BID

## 46,000

PEOPLE ATTENDED THE BID'S  
MAJOR EVENT LAUNCHES

## 76,000

CHELTENHAM MAP  
GUIDES PRODUCED  
AND DISTRIBUTED

**ONE**  
STRONG VOICE  
REPRESENTING BUSINESSES  
IN THE TOWN CENTRE





“  
CAME DOWN FROM  
WORCESTER JUST FOR  
THE SWITCH ON AS IT WAS  
SOMETHING DIFFERENT.  
THE CHILDREN ENJOYED IT.

CLARE FROM WORCESTER

# BUSINESS & STAKEHOLDER CONSULTATION

**OVER THE PAST FIVE YEARS, THE CHELTENHAM BID TEAM AND BOARD OF DIRECTORS HAVE BUILT UP RELATIONSHIPS WITH THE PEOPLE REPRESENTING BID LEVY PAYING BUSINESSES.**

As a business-led organisation, this engagement with levy payers is key to ensure the BID is delivering valuable projects and services. Feedback and suggestions from levy payers is always welcomed, and the BID actively encourages levy payers to get involved.

In February and March 2021, businesses were asked to complete the BID's formal consultation survey.

The consultation survey asked businesses to prioritise the BID's projects under each of the key themes. Businesses were also invited to give their feedback on the BID's work in its first term (2016 – 2021) and what they think the BID's priorities should be for the next term (2021 – 2026).

The responses from the consultation form the foundation of this renewal proposal.

Due to the changing nature of the town centre, and in particular the accelerated impact that Covid-19 has had on the retail sector, the consultation guided the BID to expand the proposed BID operational area to include a wider commercial and civic audience. Including this new area acknowledges the importance of the education, commerce and hospitality sectors to the well-being and operation of our town centre.

Businesses within the proposed area extension (as outlined on page 24) have been contacted and meetings offered to confirm support formally.

“

*I love being a part of the Cheltenham BID community. I'm excited with the proposal to extend the BID area, it means more businesses to potentially collaborate with on supportive events.*

**ALISON JACOBSEN,**  
Store Manager, Molton Brown



# YOUR BID, YOUR VIEWS

**DURING THE BID'S CONSULTATION PROCESS IN SPRING 2021, BUSINESSES SAID THEIR PRIORITIES FOR THE BID'S SECOND TERM ARE:**

## SUPPORTING BUSINESSES

with reopening following the Covid-19 lockdown



## WORKING WITH TOWN PARTNERS

on the long-term recovery of the town centre



## PROMOTION OF THE TOWN

through Marketing Cheltenham



## MAKING IMPROVEMENTS

to the appearance of our town centre streets



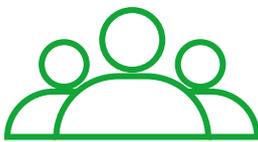
## Working to attract INWARD INVESTMENT



## Delivering high quality TOWN CENTRE EVENTS



## WORKING WITH PARTNERS to tackle anti-social behaviour



## LOBBYING AND REPRESENTING businesses' interests on local matters



## Creating BUSINESS COLLABORATION opportunities



## Funding business COST SAVING SCHEMES



## Providing TRAVEL AND PARKING INITIATIVES



## COLLECTING AND SHARING town performance data



## OUR PLANS FOR 2021–2026

# BUSINESS SUPPORT

### ACHIEVEMENTS IN TERM 1 (2016–2021)

- Covid-19 support by helping more than 100 businesses access grants, regularly communicating important information, providing 2,600 social distancing stickers and face coverings, plus support for managing queues.
- Funding of Ambassadors to support businesses by regularly engaging with businesses, communicating important updates, getting businesses involved with events, reporting and resolving cleanliness issues to the Council and providing a meet and greet service to visitors.
- Delivered cost savings initiatives to reduce levy payers utility bills and merchant service fees by using the BID's collective buying power, with a collective cost saving of over £56,000.
- Secured discounted travel and parking for staff of BID businesses on Stagecoach buses, CitiPark season tickets and NCP night-time parking.
- Provided free training and recruitment support including social media training, job fairs and recruitment advertising.
- Celebrated and rewarded businesses for their achievements and contributions to the town through the annual BID Awards and the BID Business of the Month Award.

### WHAT YOU SAID

In the BID's Spring 2021 consultation with businesses, you said the BID's support for businesses is an invaluable service, particularly throughout the Covid-19 pandemic. The BID will play an instrumental role in the town's

recovery following the pandemic, and continuing to support businesses remains a priority. You value the BID's collective voice for businesses and you welcome reduced costs through cost savings initiatives.

### WHAT WE'LL DELIVER IN TERM 2 (2021–2026)

**SUPPORTING BUSINESSES** The BID will continue to provide invaluable support to businesses. Communicating regular updates, signposting and providing businesses with guidance, facilitating partnership working and opening up new opportunities for businesses is a key role of the BID.

**STRONG VOICE** As the organisation representing Cheltenham town centre businesses, the BID gives businesses a strong, collective voice. The BID will use this voice to represent and champion business needs on local matters. The BID will strive to influence local decision making for the benefit of businesses.

**PARTNERSHIPS** Building on the solid foundations laid in the past 5 years, the BID will continue to work with the Councils and other key town partners to facilitate stronger partnership working; with the aim of achieving visible business results.

**COST SAVINGS** Delivering cost saving initiatives and cutting costs off the bottom line for businesses will also remain a priority. The BID will work to reduce business costs by using the BID's buying power to negotiate favourable rates and discounts, and by facilitating free training and recruitment support.

**AMBASSADORS** The BID will continue to fund Ambassador roles to develop a strong working relationship with levy paying businesses, share important information and facilitate partnership opportunities. The Ambassadors will play an important role in providing a welcoming atmosphere for town centre visitors.

**BUSINESS INTELLIGENCE** Through gathering and sharing data, the BID will help you drive your business forward and work with partners to create opportunities for successful collaborations and partnerships.



# CHAMPIONING CHELTENHAM BUSINESSES

# JOINED-UP MARKETING TO PROMOTE THE TOWN



## OUR PLANS FOR 2021–2026

# MARKETING & PROMOTION

### ACHIEVEMENTS IN TERM 1 (2016–2021)

- Key partner in the formation and on-going funder of Marketing Cheltenham; the organisation promoting the town as a great place to visit, work, play, stay and invest.
- Enhancement of the Visit Cheltenham website including enhanced business directory listings for BID levy payers, attracting over 570,000 annual web visitors.
- Production of annual maps and guides including venue information, entertainment and shopping guides with a distribution of 76,000 to local, regional and national audiences.
- Social media promotion of businesses, events and the town to a wider audience through @CheltenhamBID and @OurChelt social media channels.
- On-going PR to promote business successes and achievements, promoting new town initiatives and attractions and showcasing major town centre events to local and national audiences.
- Introduction of the Cheltenham Gift Card; keeping over £50,000 of spend in the town centre and promoting the more than 100 local businesses who accept the gift card.

### WHAT YOU SAID

In the BID's Spring 2021 consultation with businesses, you said marketing and promotion is vital for the recovery of Cheltenham town centre following the Covid-19 pandemic and should therefore continue

to be one of the BID's priorities. You value promotion of your business and the joined-up approach of marketing the town.

### WHAT WE'LL DELIVER IN TERM 2 (2021–2026)

**JOINED-UP MARKETING** As a founding partner, Cheltenham BID will continue to invest in the Marketing Cheltenham partnership, ensuring businesses and the town are effectively promoted through the Visit Cheltenham channels.

The Visit Cheltenham website and social media channels will continue to be used to promote the town's offer and will encourage people back into the town safely.

As a result of this investment, BID levy payers will continue to receive an enhanced business listing on the Visit Cheltenham website free of charge.

The BID will invest in and carry out other promotional activities such as town maps and guides, marketing campaigns and communications and PR.

**KEEPING SPEND IN THE TOWN** The Cheltenham Gift Card supports our local economy by keeping spend in the town centre. With consumers on average

spending 35% more than the value of their gift card, the Cheltenham Gift Card also encourages additional spend in the town centre. The BID will continue to fund the Cheltenham Gift Card, as well as the on-going promotion of it and the businesses who accept it.

**GROWING OUR REACH AND INFLUENCE** With a collective following of over 14,000 followers, the BID will promote businesses, events and the town centre through the @CheltenhamBID and @OurChelt social media channels.

**MARKETING SUPPORT FOR YOU** Supporting BID levy payers, the BID will also provide guidance to businesses who require assistance with their own marketing, communications and PR.

The BID will carry out market research to help businesses and partners develop strategies and implement meaningful campaigns.

## OUR PLANS FOR 2021–2026

# TOWN CENTRE EVENTS

### OUR ACHIEVEMENTS IN TERM 1 (2016–2021)

- Funded new and extended Christmas lights.
- Put on an exciting new switch-on event, bringing more than 10,000 people to town.
- Brought Light Up Cheltenham, the drummers and big wheel to the town centre; increasing footfall throughout a typically quiet month (February).
- Sponsored major events including Cheltenham Festivals ...Around Town, Cheltenham Festival of Cycling, Cheltenham Paint Festival, Cheltenham Wellbeing Festival – bringing thousands of new visitors to town.
- Created new, sector specific annual events including Boutique Sale, Cocktail Week, Beauty Week and Great Taste of Cheltenham.
- Delivered interactive and free wayfinding trails to encourage people to walk around all parts of the town and explore new areas they wouldn't usually go to.

### WHAT YOU SAID

In the BID's Spring 2021 consultation with businesses, you said events should continue to be a priority for the BID. Events bring both residents and visitors to the town, increases spend in your businesses, generates

good PR for the town and creates a vibrant place; all key elements to support the town's recovery from the Covid-19 pandemic.

### WHAT WE'LL DELIVER IN TERM 2 (2021–2026)

**DELIVERING EVENTS** Following the Covid-19 lockdowns, events which are safe, outdoors and spread out will be a strong pull in for residents and visitors, and also for increasing consumer confidence. In line with the government guidance and environment at the time, the BID will deliver appropriate and engaging events and trails to attract people back into the town.

When government guidance allows, Cheltenham BID will continue to deliver high-quality annual events, as well as sector specific events, seasonal experiences and family-friendly wayfinding trails.

**ENHANCING EVENTS** Through sponsorship, Cheltenham BID will continue to invest in enhancing existing major events which bring visitors into the town, supports our economy and raises the profile of Cheltenham.

**MAXIMISING THE BENEFIT** Working with event organisers, the BID will work to provide more opportunities for BID levy payers through trading opportunities and better engagement. The BID will also endeavour to ensure events are beneficial to businesses across the whole town; liaising with event organisers and businesses to encourage communication and partnership working.

**CHRISTMAS** Investment into the Christmas Lights will also remain a priority for the BID, along with magical Christmas experiences to make Cheltenham the centre of attractions in the region. Making sure Cheltenham is beautifully dressed and vibrant for the important festive trading period will encourage more people into the town, and therefore increasing spend in businesses.



DELIVERING AND  
SUPPORTING EVENTS TO  
**RAISE THE PROFILE**  
OF CHELTENHAM



INVESTING IN  
MAKING OUR TOWN  
WELCOMING  
AND ATTRACTIVE

## OUR PLANS FOR 2021–2026

# TOWNSCAPE ENHANCEMENTS

### ACHIEVEMENTS IN TERM 1 (2016–2021)

- Invested in the appearance of our streets through our ‘Tidy Up Cheltenham’ campaign which saw benches refurbished, streets weeded, bins cleaned, graffiti removed, fly-tipping reported, bollards painted and personal ashtrays given out.
- Funded over 200 floral displays for businesses through our annual ‘BID in Bloom’ campaign.
- Successfully lobbied to the Council on behalf of businesses’ on public realm matters including request for more weeding, more café culture style seating areas, more bins, better pavements and clearer signage.
- Delivered public safety initiatives including sponsorship of the Cheltenham Guardian car, purchase and maintenance of three public access defibrillators, invested in the town centre CCTV and helped achieve Purple Flag status for the town’s evening and night time economy 4 years in a row.

### WHAT YOU SAID

In the BID’s Spring 2021 consultation with businesses, you said a clean, safe, accessible and attractive town centre was key for a vibrant town centre, attracting visitors and business success. Therefore you’d like

to see the BID deliver initiatives to improve the appearance of the town centre, including lobbying the Council for improvements to our streets.

### WHAT WE’LL DELIVER IN TERM 2 (2021–2026)

**PRIDE OF PLACE** Through tidying up campaigns and floral displays, the BID will continue to invest and help make Cheltenham town centre cleaner and more attractive for businesses, residents and visitors.

The BID will work with local authorities and other partners to make Cheltenham an attractive place where people choose to come and spend time with friends and family.

**LOBBYING** The BID will also commit to reporting street issues to the Council and will lobby the Council to ensure appropriate investment and attention is given to improving our town centre streets.

**SAFER STREETS** Working in partnership with key town partners, the BID will invest in public safety initiatives to improve the safety and perception of Cheltenham town centre and to reduce anti-social behaviour.



*After initially being sceptical about an additional cost to my already sizeable business rates Overhead, I have been tremendously impressed by the input, influence, guidance and general business assistance generated by the BID team.*

*The BID in bloom program has worked positively with the supply & placing of hanging baskets at my premises & across town. Over the past 12 months the ongoing advice and assistance within an unprecedented operating or closed business environment has been invaluable. Thankyou.*

**ANDREW BILLINGTON**, Owner and Director, Montpellier Wine Bar



“

WHAT AN ABSOLUTELY FANTASTIC EVENT  
LIGHT UP CHELTENHAM IS.  
I LEFT WORK ON SATURDAY NIGHT TO A  
PACKED OUT HIGH STREET & PROMENADE.  
I'VE NEVER SEEN SO MANY PEOPLE,  
WHAT A GREAT TURN OUT.

**SHARRON LAMANUZZI, MARTIN & CO**

# THE BID LEVY & BUDGET



Artist: Samer aka Curtis Hylton

## THE TERM OF THE BID WILL BE FOR A PERIOD OF FOUR YEARS AND EIGHT MONTHS FROM 1st AUGUST 2021.

Cheltenham BID will raise an approximate annual budget of over £600,000 through a mandatory levy on businesses with a rateable value of £7,500 and above within the BID's defined area (as outlined on page 24).

Businesses will be charged 1.25% of their rateable value (or 1% for tenants within managed shopping centres and non-retail charities with no trading income) and will be charged annually on the 1st August.

Properties that come on to the rating list during the BID term will be subject to the BID levy from the effective date the property is brought into the rating list.

The BID levy income will be supplemented by voluntary levy payer contributions by businesses who fall below the rateable value threshold (and therefore are exempt from paying the mandatory BID levy) but choose to

voluntarily contribute to the BID.

The budget is subject to annual review based on evaluation of project results.

A BID levy collection rate of 97% is assumed. Contingency is assumed at 5%.

The discretionary annual inflation rate on levy income has been assumed at 0.02%.

The figures included for voluntary levy contributions and external contributions income are estimates based on the BID's first five year term, but these cannot be guaranteed.

The annual levy collection charge has been set at 3% of levy income.



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*Cheltenham BID is a very big part of the Cheltenham community. They give hope to the smaller businesses and they are a voice for us all, we need them now more than ever. We have been voluntary members since setting up business in the town and are delighted that we will now be part of the new BID area.*

**CHRISTOPHER SMITH, The Logical Utilities Company**

# THE BID LEVY & BUDGET

THE TABLE BELOW SHOWS THE ANTICIPATED BUDGET FOR CHELTENHAM BID'S SECOND TERM.

INCOME						
	Year 1 2021- 2022	Year 2 2022- 2023	Year 3 2023- 2024	Year 4 2024- 2025	Year 5 2025- 2026	Total
BID Levy	372,000	558,112	558,223	558,335	558,447	2,605,116
External Contributions	50,000	50,000	50,000	50,000	50,000	250,000
<b>Total Income</b>	<b>422,000</b>	<b>608,112</b>	<b>608,223</b>	<b>608,335</b>	<b>608,447</b>	2,855,116

EXPENDITURE								
	Year 1 2021- 2022	Year 2 2022- 2023	Year 3 2023- 2024	Year 4 2024- 2025	Year 5 2025- 2026	Total	Year 1 %	Years 2-5 %
Business Support	78,120	119,715	119,739	119,763	119,787	<b>557,124</b>	21.00	21.45
Marketing & Promotion	72,354	114,134	114,156	114,179	114,202	<b>529,025</b>	19.45	20.45
Events	133,514	158,553	158,574	158,596	158,618	<b>767,855</b>	22.45	19.45
Townscape Enhancements	33,852	59,439	59,451	59,463	59,475	<b>271,680</b>	9.10	10.65
Management & Overheads	74,400	111,622	111,645	111,667	111,689	<b>521,023</b>	20.00	20.00
Levy Collection Costs	11,160	16,743	16,747	16,750	16,753	<b>78,153</b>	3.00	3.00
Contingency	18,600	27,906	27,911	27,917	27,922	<b>130,256</b>	5.00	5.00
<b>Total Expenditure</b>	<b>422,000</b>	<b>608,112</b>	<b>608,223</b>	<b>608,335</b>	<b>608,447</b>	<b>2,855,116</b>	<b>100.00</b>	<b>100.00</b>

# THE BID LEVY RULES

1. The BID levy rate will be charged at 1.25% (or 1% for tenants within service-charged centres and non-retail charities with no trading income) of the rateable value as at 1st August 2021 based on the 2017 rating list.
2. All new hereditaments entering the rating list after this date will be charged on the prevailing values.
3. The levy will be charged annually in advance starting on 1st August 2021. In the event of a change of occupation, refunds will be given based on the residual for that chargeable year and the new occupier will be charged from the point of occupation for the remainder of that chargeable year. No other refunds will be provided.
4. For each subsequent chargeable year, the levy will be charged as at 1st August based on the 2017 rating list values at that time.
5. The BID levy may increase by an annual inflationary factor of 0.02% (i.e. the levy may increase to 1.27% from year 2, 1.29% from year 3 and so on). It will be at the Board's discretion whether to apply the inflation factor each year.
6. The BID levy will be applied to all businesses within the defined area with a rateable value £7,500 and above, provided they are listed on the National Non-Domestic rates list as provided by Cheltenham Borough Council.
7. Businesses who meet the criteria outlined above and who are located on the streets listed in the business plan will be included in the BID, and therefore will be legally required to pay the BID levy.
8. Vacant and partly occupied properties will be subject to the BID levy. The registered business ratepayer will be liable to pay the levy and will be entitled to vote in the BID ballot.
9. Collection and enforcement regulations will be in line with the Operating Agreement and the Board of Directors will be responsible for any necessary debt write-off.
10. Cheltenham Borough Council, or their appointed agent, are the only authorised bodies able to collect the BID levy on behalf of the BID company.
11. VAT will not be charged on the BID levy.
12. Voluntary BID levy payers will not be entitled to vote in the BID ballot.
13. The term of the BID will be four years and eight months. The first year will run from 1st August 2021 to 31st March 2022, then 1st April to 31st March for the subsequent four years.



“

*The BID team are a huge asset to Cheltenham businesses. They are always available and ready to answer our questions and take our calls, they take our issues seriously and understand our points of view. They are like a lifeline!*

**SALVO & CLAIRE MATTIOLO,**  
Dolce & Solato

# MANAGEMENT, GOVERNANCE & TRANSPARENCY OF THE BID

## THE MANAGEMENT AND GOVERNANCE OF THE BID WILL BE OPEN AND TRANSPARENT AND WILL BE ACCOUNTABLE TO ALL LEVY PAYERS.

Cheltenham BID operates as a company limited by guarantee and has a voluntary Board of Directors, all of whom are BID levy paying businesses.

The Board takes responsibility for the strategic and financial management of the BID. It is the responsibility of the Board of Directors to ensure good management of the BID.

The Board will meet on a quarterly basis (as a minimum), to review strategy and consider recommendations from the staff team and to agree any decisions on behalf of the BID company.

The make-up of the Board will consist of a skills-based matrix and will aim to reflect the sector breakdown of the BID levy paying businesses across the town, including both national and independent business representation.

To see the current BID Board and staff team, visit [www.cheltenhambid.co.uk](http://www.cheltenhambid.co.uk).

The BID will produce a set of annual accounts made available to all BID levy paying businesses.

The BID will enter into legal agreements with Cheltenham Borough Council and Gloucestershire County Council.

- **Baseline agreement** – this agreement sets out the minimum service standards to be delivered by Cheltenham Borough Council and Gloucestershire County Council.
- **Operating agreement** – this agreement is between the BID and Cheltenham Borough Council which defines the contractual arrangements for the collection and enforcement of the BID levy collection. This will be carried out by Cheltenham Borough Council on behalf of the BID. This contractual relationship is in line with the requirements of BID legislation.

Copies of these agreements can be viewed at [www.cheltenhambid.co.uk](http://www.cheltenhambid.co.uk)



# CHELTENHAM BID AREA

The map shows the Cheltenham BID operating area. Businesses who meet the criteria outlined on page 22 and who are located on the streets listed on the next page will be included in the BID. Therefore these businesses will be required to pay the BID levy and have access to the BID's services.



**THE STREETS WHICH ARE INCLUDED IN THE CHELTENHAM BID AREA ARE:**

- Albion Street
- Bath Road
- Bath Street
- Bayshill Road
- Bennington Street
- Cambray Place
- Chapel Walk
- Chester Walk
- Church Street
- Clarence Parade
- Clarence Street
- Crescent Place
- Crescent Terrace
- Grosvenor Terrace
- Henrietta Street
- High Street
- Imperial Square
- Montpellier Avenue
- Montpellier Parade
- Montpellier Street
- Montpellier Terrace
- Montpellier Walk
- North Place
- North Street
- Oriel Road
- Ormond Place
- Oxford Passage
- Parabola Road
- Pittville Street
- Portland Street
- Promenade
- Queens Circus
- Regent Arcade
- Regent Street
- Rodney Road
- Royal Crescent
- Royal Well Place
- Royal Well Road
- St Georges Place
- St Georges Road
- St Georges Street
- St James Square
- St Margarets Road
- Vittoria Walk
- Well Walk
- Wellington Street
- Winchcombe Street



“

*I was delighted when Cheltenham BID approached me as the Manager of Barclays in Cheltenham to see if they could place hanging baskets along the front of the building. They have been absolutely beautiful all summer and have made a huge difference to the way that both the Branch and the High Street have looked.*

**JEREMY LINLEY,**  
Branch Manager, Barclays Bank

# THE BID BALLOT

## THE BALLOT TO RENEW CHELTENHAM BID WILL BE HELD IN LINE WITH THE BUSINESS IMPROVEMENT DISTRICTS (ENGLAND) REGULATIONS 2004, ON BEHALF OF CHELTENHAM BOROUGH COUNCIL – THE BALLOT HOLDER.

The formal Notice of Ballot to BID voters will be issued by post on **20th May 2021**. This will be issued to the nominated named voter. Where no named voter is identified, it will be addressed to the local manager at the local hereditament address. This stage is an opportunity for businesses to confirm a nominated named voter if it hasn't already been submitted.

Ballot papers will be issued by post on **3rd June 2021**.

Businesses occupying more than one hereditament (premises with a rateable value) are entitled to multiple votes and will be sent multiple ballot papers. All ballot papers should be completed and returned, these are not duplicates.

Businesses should return completed ballot papers by **5pm on 1st July 2021**. Please note, ballot papers should be posted in advance of the deadline date to allow for delivery time. No papers received after the 5pm deadline can be counted.

The ballot result will be declared by Cheltenham Borough Council's Returning Officer on **2nd July 2021**.

If the majority of businesses (by both number and rateable value) of those voting vote in favour of the BID's renewal, Cheltenham BID's second term will formally start on **1st August 2021**.

If the ballot is unsuccessful, Cheltenham BID will cease to exist on **31st July 2021**. Under such circumstances, all projects and activities funded by the BID will terminate. There is no replacement organisation that will deliver these services.

### BALLOT TIMELINE

<b>FEBRUARY–MARCH 2021</b> Consultation with businesses	<b>20th MAY 2021</b> Notice of Ballot issued to BID voters (by post)	<b>3rd JUNE 2021</b> Ballot papers issued to BID voters (by post)
<b>1st JULY 2021</b> Last day of ballot	<b>2nd JULY 2021</b> Ballot result announcement	<b>1st AUGUST 2021</b> If successful, the BID's second term formally begins

# GET IN TOUCH

For more information,  
please contact us  
on **01242 571123**  
or **info@cheltenhambid.co.uk**

**Cheltenham BID**  
**First Floor, Isbourne House,**  
**3 Wolseley Terrace,**  
**Oriel Road,**  
**Cheltenham GL50 1TH**

 **@cheltenhamBID**  
 **@cheltenhamBID**  
 **@cheltBID**





# ***Information/Discussion Paper***

## **Overview & Scrutiny – 17<sup>th</sup> January 2022**

### **The Council's response to the Covid crisis**

#### **Introduction:**

The purpose of this paper is to set out the Council's response to the Covid-19 crisis and consider the outcomes and lessons learned, what went well and what could have been done better. In the last two years there has been a lot of work undertaken by the Council and its partners to maintain services, protect communities and support business. This paper covers several themes with supporting evidence and examples for the period March 2020 to December 2021.

Themes include:

- Business Continuity & Maintaining Services
- Supporting Communities
- Recovery Strategy
- External & Internal Communications
- Business Support & Recovery
- Covid-19 Recovery Budget
- 2020: Local Government Association (LGA): Renewal & Recovery Review
- 2021 Internal Audit Finding: Response to Covid-19
- Would anything be done differently?
- Organisational learning
- Conclusion

This paper provides a brief summary but will not include all Covid-19 related activity but gives the Committee a guide as to the range of work undertaken since the pandemic. More information can be provided to Committee members on request.

#### **Business Continuity & Maintaining Services:**

To support the emergency response and recovery efforts, the council needed a solid foundation. The business continuity response, mobilised in March 2020, included setting up a dedicated Covid-19 health, safety & employee working group, a business continuity working group for the Council's crematorium as well as achieving our objective of becoming a virtual Council; we were one of the first district Councils in Gloucestershire to establish virtual meetings with support from the One Legal partnership. Examples include:

- By April 2020, we had become a virtual Council ahead of schedule
- Over 90% of staff working from home, making full use of the new technology that had been introduced pre-Covid-19, as part of the Council's modernisation agenda

- Seamlessly moving to virtual Cabinet, Council and committee meetings, ensuring political decision-making was rapidly restored following March's lockdown
- During the height of the pandemic our Building Control Service introduced 'virtual' inspections with the aid of video apps, allowing site operations to continue where necessary under the restrictions whilst ensuring wherever possible building standards were satisfied. The proactive service has secured future engagement within the construction sector and this type of 'availability' is vitally important to the customer. As a result, we were able to continue to secure significant building control contracts.
- Continued to improve recycling rates, which increased from 51.23% at the end of 2019/20 to 53.98% at the end of September 2020, due to our strong partnership with our waste partnership UBICO.
- We were also one of the first councils to partner with Podback, offering residents a simple way to recycle coffee pods at the kerbside.

### **Supporting Communities:**

At the height of the pandemic, to ensure the most vulnerable were supported, we rapidly established a community 'help-hub', working with Gloucestershire County Council, supported by Cheltenham Borough Homes and The Cheltenham Trust (TCT). We re-deployed 25 staff to support hundreds of vulnerable residents to ensure they had the essentials of food, their prescriptions, as well as to hear a friendly voice. With TCT, we established an additional innovative food service to provide more support to local people:

<https://www.cheltenham.gov.uk/news/article/2394/>.

With our well-established community connections and councillor insight, we quickly gathered intelligence from across the town, swiftly realising that local food banks were struggling to meet demand. Therefore, the Mayor's Foodbank fund was established and raised thousands of pounds - <https://www.cheltenham.gov.uk/news/article/2415/>

### **Community Food Network - #feedcheltenham**

The issue of access to affordable food and essential items was seen as the highest risk by community partners. We know that at the height of the pandemic, in excess of 1500 food parcels were being delivered per-week to Cheltenham residents. Volunteers from GCHQ initially offered their expertise to help build a map of the food support being offered to local residents to help us understand where there might be gaps in coverage or organisational resilience risks. Alongside this report, local partners Family Space, came up with the idea of #FeedCheltenham, a means of raising much needed funds to support community food providers.

From May 2020, we launched our community food network that brings community-based food providers under the #FeedCheltenham banner with the council providing co-ordination, access to grants and communications support to help them grow their capacity and increase the ability to respond. As the issue of food poverty has continued to be a real challenge, the #FeedCheltenham community food network has continued to meet monthly over the past 20 months. We have seen some significant successes with the establishment of three new community food pantries at Springbank, Hesters Way and Cornerstone (Oakley). The success of the #FeedCheltenham food network and the quality of the relationships have enabled us to tap into county council funding to access both household grant funds and funds for holiday food and activity programmes. For instance, just before Christmas, #FeedCheltenham partners ensured that children on free school meals wouldn't go hungry this Christmas and helped to deliver 700 food hampers to local schools, 760 food pantry tokens and 700 activity packs.

Combining our community grant funding with additional funding from Gloucestershire County Council saw a £100,000 funding pot to bolster those charities/community groups that were providing essential support for the most vulnerable; 51 good causes received on average £1,900.

Through the Council's No Child Left Behind initiative, we established the laptops for learning campaign, which saw under £35,000 raised and 129 devices donated, which has enabled Cheltenham's children to have access to the right IT equipment gives them the foundations to get the most out of their education. No Child Left Behind has teamed up with Cheltenham Education Partnership, representing local secondary schools, Cheltenham Learning Partnership, representing local primary schools and IT Schools Africa - <https://nclbcheltenham.org.uk/laptops-for-learning>

Covid-19 presented challenges in tackling rough sleeping, undeterred, our Housing Options Team ensured that by:

- August 2020 we had made 125 placements into hotels for rough sleepers and
- By September 2020 we had eliminated our need for hotel accommodation altogether

The team made early assessment of individuals' support requirements so their needs could be met and appropriate pathways into housing understood. Vacancies within Accommodation Based Support were created by direct matching into social housing for those ready to move-on. Accomplished by utilising the private rented sector and some were able to return to family and friends. Despite challenges, the majority of placements had positive outcomes. This collaboration across districts and the County Council, saw a quick response across boundaries, reflecting our strong partnership arrangements before COVID.

This crisis gave us the opportunity to review our partnerships and build stronger collaborative arrangements for the future. We're looking to lead a new county-wide Homelessness & Rough Sleeping Programme Management Group, looking at:

- Joint bidding opportunities
- Implementation, monitoring and review of a jointly-commissioned homelessness and rough sleeping service.

### **Recovery Strategy:**

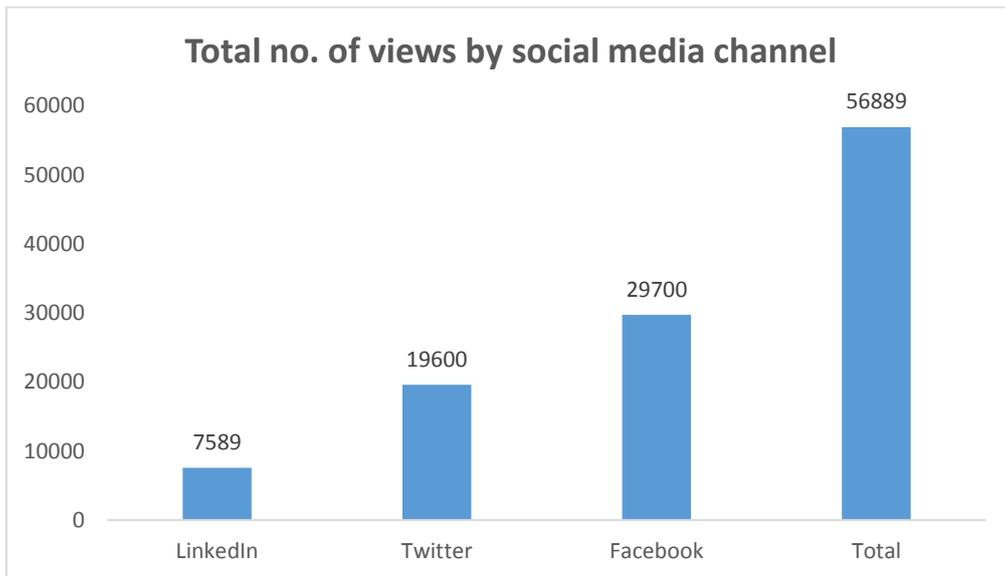
With the importance of setting out our commitment to lead recovery, we were one if not the first Council in the UK to publish its recovery strategy, including a number of leading initiatives to support economic growth.

[https://issuu.com/cheltenhamboroughcouncil/docs/recovery\\_strategy\\_final?fr=sNjM3ZTQzMDUyNw](https://issuu.com/cheltenhamboroughcouncil/docs/recovery_strategy_final?fr=sNjM3ZTQzMDUyNw)

The strategy, aimed at putting jobs and investment at the heart of recovery, was approved by Cabinet on 14 May 2020 and informed our Covid recovery budget. The RTPi CEO referenced our recovery approach on BBC Radio 4. On 30 June the Government followed our lead and announced a "New Deal" to put jobs and infrastructure at the centre of the government's economic growth strategy.

### **External & Internal Communications:**

To support the wider Covid-19 safety messaging we adopted new and innovative communication techniques and campaigns which received national recognition. With a modest budget of £150, we delivered a range of 'famous faces' based content that appealed to our audiences through a local connection or via nostalgic reasons. Metrics outlined what we achieved through organic means without the use of paid ads. The content developed not only performed better than the standard public safety messages issued but was also repeatedly picked up and promoted by the local media which further increased the message. Below is a brief summary of total views of the 'hello Cheltenham' campaign content to promote: hands – face – space.



This content achieved thousands of views and achieved significantly higher engagement rates than more generic content issued to local councils to use. This doesn't include the reach via sharing and features by the local media. Our objective was for our content to be picked up and shared by the local media. Our approach achieved 'front page' news several times on the Gloucestershire Live website. For example: <https://www.gloucestershirelive.co.uk/news/cheltenham-news/neighbours-dr-karl-kennedy-neighbours-4762059>. This has enabled our public safety messages to reach an even bigger audience outside of Cheltenham Borough Council's social media channels.



With easing of national lockdown, we experienced a massive spike in littering in our parks and gardens and rapidly initiated a bold anti-littering campaign.

Following residents' demand, posters were rolled out across the whole borough! This was our best ever digital campaign achieving over 120,000 organic social media views.

Our social media communications have been nationally recognised, in 2021, we won Gold at the iESE Transformation Awards. Helen Reynolds, award winning training and author, said of our work: "I've been impressed how the Cheltenham team have put into action creative and effective social media tactics - with residents at the heart of their strategy. The team have made bold and pioneering decisions that delight residents, increase reach and engage

*new people. This isn't easy, but has been made possible by leadership in the organisation trusting the skills and judgement of the comms team, a willingness to try new techniques,*

and a culture of innovation. I've been told by professionals in the public and private sector that Cheltenham campaigns and content have inspired them, and I am very happy to show my support and champion their sensational work."

<https://commscreatives.com/2021/01/21/funny-empathy-content-of-the-week/>

<https://commscreatives.com/2020/11/19/cameo-celebrities-for-comms/>

During the height the pandemic, all internal and external communications were centralised to ensure consistency of message, efficient and effective co-ordination of messages.

Members, employees and partner organisations received regular e-briefings along with the introduction of regular all member and all employee virtual meetings, which have continued.

## Business Support & Recovery:

**First Business Grant Scheme:** Recognising the worry businesses would have due to loss of income, we used the Council's cash balances to ensure grant payments were able to get off to a rapid start. We were the first Council in the UK to commence grant payments and didn't allow technology constraints to slow us down and were awarded a Community & Business Champion Award by Punchline magazine.



Our partnership working came through again with our audit service and counter fraud unit helping to verify claims to reduce the risk of fraud and error.

<https://www.punchline-gloucester.com/articles/aanews/cheltenham-borough-council-applauded-for-fast-tracking-changes>

**2020 Discretionary Business Grant Scheme:** Realising the money each Council was given by Government wouldn't be enough to meet demand and to remove the risk of a 'postcode lottery', we proactively brought several District Councils together, with advice from the LEP and local BIDs, we created a scheme that would not only ensure consistency of criteria but ensure maximum impact. This would normally take several months to complete, but this was developed in three weeks. Due to the thinking put into the scheme, we were able to add a fifth category in addition to those set by BEIS to enable more businesses to qualify. **Case Study:**

[https://issuu.com/cheltenhamboroughcouncil/docs/beaumont\\_house\\_letter](https://issuu.com/cheltenhamboroughcouncil/docs/beaumont_house_letter)

*"The BID and its businesses have been delighted with the open approach from the Council to tackling the impact that the coronavirus epidemic has had. Right from the start, they engaged with us to ensure that businesses were aware of the grants they were entitled to."* - Cheltenham BID

Our Revenue & Benefits team have continued to rapidly establish grant schemes to ensure support gets to those businesses in need. Since the start of the pandemic, the Council has rapidly paid 10,501 of grants worth £48,409,649. In December, 2021, another scheme was rapidly established with a new round of the council's discretionary business grant scheme live, offering financial support to Cheltenham pubs, clubs bars restaurants and travel businesses.

**CCLA / ROOM 151**  
**IMPACT AWARDS**

FOR MAKING #LOCALGOV FINANCE COUNT

In 2021, the Council's Covid-19 business support was a finalist in the Room 151 Impact Awards. The judges were impressed by our fast work to distribute grants and saw its collaboration efforts, bringing parties together, as a real plus. *"Cheltenham clearly pulled out all the stops and I was particularly impressed by how they used cash balances for the early payment of support."*

<https://www.room151.co.uk/wp-content/uploads/2021/07/2021-Impact-Awards-Brochure.pdf>

**Golden Valley Development:** May 2020 came in with a bang with the launch of our campaign to become the UK's Cyber Capital. At a time when most authorities were stepping back from major investment programmes due to the huge market uncertainty, Cheltenham stepped into the driving seat to lead the region's economic recovery, giving momentum to the nation's mission to be a global leader in cyber and scientific super power.

In the darkest moments of the first lockdown the Golden Valley Development's 'Home of Cyber Central UK' launch had a hugely positive impact, and it's now one of the UK's most exciting development projects. In 2021, we announced Henry Boot Developments and Factory as our preferred development partners. In December, 2021, the Golden Valley Development was named in the Cabinet Office's new National Cyber Strategy.

**Minster Exchange:** With renewed commitment to make Cheltenham the 'Cyber Capital of the UK', we were keen to expedite investment to expand the cyber ecosystem. Our rapidly completed business case for the Minster Exchange was the number one 'shovel ready' project identified by the LEP via the national 'Getting Building Fund'. This £5.2m flagship scheme in the heart of Cheltenham town centre, will move forward quicker than planned thanks to funding of £3.114m and will see utilisation of the region's Cyber-tech businesses, social value £3m to £5m, visitors 10,000p.a., Jobs (direct) 75 and support the repurposing the high street.

**Licensing & Planning:** We were one of the first Councils to accelerate licensing applications and relax licensing policy to help businesses recover. This attracted sector interest and we were interviewed by the LGA and Kings Chambers, who were part of an industry group providing advice to government on licensing and planning changes required to businesses in the short-term. This approach was nationally recognised as best practice:

- <https://instituteoflicensing.org/news/licensing-a-statutoryfunction-which-cannot-be-ignored/>
- **Case study** - [https://instituteoflicensing.org/media/2xigb3n2/cheltenham-case-study-licensing-in-a-pandemic.pdf#\\_Taxi\\_%20%26;%20PH](https://instituteoflicensing.org/media/2xigb3n2/cheltenham-case-study-licensing-in-a-pandemic.pdf#_Taxi_%20%26;%20PH)

Sylvia Oats, Six Till Six: *"I am hearing from some areas that their local authority is insisting on long lead times for pavement licensing, police are setting unrealistic expectations on premises when moving to reopening and more worrying rumblings. So I was delighted to see that Cheltenham Borough Council has published a specific ENTE recovery strategy with pragmatic steps to support the industry back on its feet. More like this please."*

We were one of the first Councils to implement sector leading initiatives around Planning, including:

- Extending our 'standard' construction hours across the town to benefit residents and the construction sector with Government then also announcing a similar initiative
- Taking a proactive approach to planning enforcement, to enable businesses to erect temporary buildings to support their operations/allow for social distancing, without the need for planning permission



Business as usual continued, including issuing hundreds of planning decisions, responding to dangerous trees and getting our Local Plan ready for adoption at July 2020's virtual Council meeting and the SPD for Golden Valley. We were recognised by 'Have we got planning news for you' as champion of the week:

<https://www.youtube.com/watch?v=1M98z9yjKqA>. In April 2021, the

Council's planning Team won the Royal Town Planning Institute's national Award for Planning Heroes in a Pandemic.

Economic recovery: To support economic recovery the Council with support from Marketing Cheltenham has led two initiatives:

1. **The Big Screen:** Led by the Council, and forms part of the town's economic recovery activity with support of the government's Welcome Back fund, which seeks to help towns and cities across the country to reopen and encourage visitors to return. This estimated to have generated 5,000 to 10,000 visitors
2. **Cheltenham Ice Rink:** The ice rink is being funded and organised by the Council, as part of its continued efforts to stimulate and support the town's economic recovery. This has been used by 42,000 skaters.  
<https://www.punchline-gloucester.com/articles/aanews/ice-rink-should-be-here-for-the-long-term>

### **Covid Recovery Budget:**

Despite Government support covering some of the additional expenditure and lost income, we were still facing a budget deficit of £1.831m, more than 12% of our net budget with concerns this could be replicated in future years until the economy recovers. With an asset portfolio valued in excess of £0.5bn we were able to agree a strategy in November 2020 focusing on assets surplus to requirements, low yielding but strategically placed to drive economic activity and deliver regeneration opportunities for the whole borough, under a local policy of 'the right to regenerate' ahead of Government committing to similar policies.  
<https://democracy.cheltenham.gov.uk/documents/g3263/Public%20reports%20pack%2016th-Nov-2020%2016.00%20Council.pdf?T=10>

This allows us to utilise capital funds to replenish revenue, generating almost £5m over the next three years to ensure financial sustainability. This will provide additional resource into our flagship ambition to make Cheltenham the cyber capital of the UK, continue with our £180m housing plan, tackling the climate challenge and creating jobs through a new apprenticeship scheme.

### **November 2020: Local Government Association (LGA) – Renewal & Recovery Review:**

We took part in a LGA Recovery and Renewal Panel with the Deputy Leader and CEO of Exeter City Council, looking at our emergency response and identifying ways to improve our recovery efforts; snapshots include:

- *“External stakeholders in particular, value the Council's ability to adapt at pace to meet the needs of residents and businesses in a dynamic and complex environment”*
- *“CBC was one of, if not the first council to publish a Recovery Strategy. That early publication and consultation enabled the council to clearly signal recovery aims and objectives, which in turn informed the thinking and work of others including Gloucestershire County Council”*
- *“Both internally and externally the enhanced communications put in place by the council are recognised and hugely valued as transparent and timely, in particular the council's social media channel has helped to maintain visibility for the council and keep people informed”*

The full report can be viewed at:

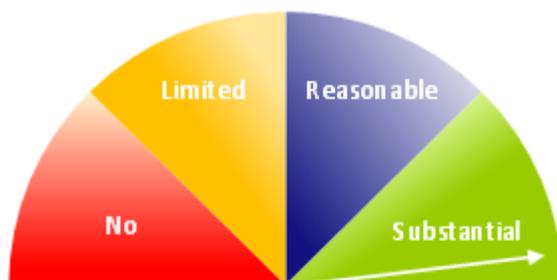
[https://issuu.com/cheltenhamboroughcouncil/docs/lga\\_recovery\\_renewal\\_panel\\_key\\_reflections\\_chelte](https://issuu.com/cheltenhamboroughcouncil/docs/lga_recovery_renewal_panel_key_reflections_chelte)

### June 2021: Internal Audit Finding: Response to Covid-19:

In 2021, SWAP Audit Services undertook an audit on the following areas:

- ICT: equipment, Data Protection considerations and arrangements to allow staff to work from home
- H&S of staff: arrangements allowing staff to safely WFH
- Key service delivery: arrangements in place to ensure customer access to previous face-to-face services Staff wellbeing arrangements
- Community response
- Emergency response and liaison with appropriate agencies
- Emergency decision-making arrangements

**Audit Objective:** To provide assurance that the response to COVID-19 was robust and responsive to the needs of staff and customers, and in line with national Government guidelines.



**Assurance Opinion:** *“A sound system of governance, risk management and control exist, with internal controls operating effectively and being consistently applied to support the achievement of objectives in the area audited”*

### Supporting our people:

The wellbeing of our employees was paramount and support in 2020 included:

- Executive Leadership Team hosting regular all-employee video conferences
- Weekly staff text message and e-briefings
- Executive Leadership Team personally made just under 100 check-in calls to members of staff
- Wellbeing group established
- Additional equipment and support for working from home
- Managing remote training

2020 Employee home working survey:

- 92% of staff felt they had the technology to stay connected and do all aspects of their current role effectively
- 87% of staff were having either daily, twice a week or weekly contact with their line manager
- 94% of staff felt they were supported and had enough contact with their team/line manager and could raise any issues with them

The 2021 employee survey:

The response rate for 2021 Employee Wellbeing Survey was 84.8%, which was a 10.1% increase compared to 2019. Of the employees who report their wellbeing as 'ok, good or very good' in 2019 this totalled 89.51% and in 2021 this has slightly increased to 90.25%.

### Would anything be done differently?

Since the start of the pandemic, it has been the most challenging experience of our careers due to the unique nature of the emergency and the range of challenges that have needed to be overcome. The Council was able to respond in the way it did due to the following reasons:

- Breadth and depth of the Council partnerships
- Strategic capacity
- Experienced professional employees
- Use of local knowledge and Cllr insights
- Support from Cabinet and ELT to innovate and think creatively
- Command structure established at the start of the pandemic ensured there was adequate control and oversight
- Pre-Covid technology investment

We have had our approach internally reviewed by SWAP Audit and received a 'substantial' assurance opinion, an independent review by the Local Government Association and benchmarked our work via national awards. Following a lot of reflection, there is nothing of significance that we would do differently if we had the chance again, however, this does not underestimate the amount of work and effort that has been put in over the last two years. It's also important to highlight the role of the Council's partner organisations (too many to mention), who worked with the Council as part of a wider #teamcheltenham effort.

### Organisational Learning:

The organisational learning is briefly summarised below:

- **Business Continuity & Emergency Response:** Importance of having a clearly set out command structure with defined roles and responsibilities. This included the centralisation of all internal and external communication activity. This ensured decision making was evaluated in a consistent way and communicated effectively.
- **Local partnerships:** Time invested in establishing, developing and maintaining local partnerships and liaison meetings with stakeholders helped reduce duplication of effort, provided valuable local intelligence and enabled efforts to be sustained.
- **Innovation:** Unique challenges needed unique solutions and decisions needing in a fast paced environment. Innovation and creativity was encouraged, as evidenced in this report.
- **Communications:** The frequency of internal communications to Members of and employees at the height of the pandemic were well received. The introduction of all member and employee virtual meetings have remained in place. Increased confidence around bolder and more creative external communications
- **Making decisions at pace:** The unique challenge of the pandemic meant decisions needed to be made at pace to ensure there were no delays in providing support. Having governance and structures in place to support enabled the Council to respond promptly.

### Conclusion:



The Public Sector Transformation Awards

The work outlined in this report was down to the commitment of our people from right across the Council; Councillors and Officers working as one team with support of many partner organisations. With 230 employees, our size hasn't been a barrier in supporting residents, communities and businesses. In 2021, the Council's Covid-19 response work was nationally recognised with the Council and its partner organisations winning Silver at the iESE Transformation Awards in the Working Together category - <https://www.youtube.com/watch?v=1c2m1IA8LFE>

Between March 2020 and December 2021, the Council with the support of its various partner organisations maintained services, provided business and community support. This work has helped the most vulnerable people through the work of the community help hub, ensured rapid business support and put in place economic and community recovery initiatives, whilst operating in a challenging financial environment. The work of the Council across many services has been nationally recognised as examples of best practice.

Unique challenges require a unique response. Covid-19 has tested Cheltenham's communities, economy and way of life in a way that hasn't been seen since the Second World War. Our Borough has lost loved ones, business has been disrupted and we've all had to re-learn a new existence that tries to retain our human connections while being apart. We give our grateful thanks to the thousands of key workers and volunteers across health and front-line services both in Cheltenham and nationally who have responded so selflessly to keep the country going and to care, protect and shield us from Covid-19. We are proud to witness the strength and resilience of our town in the face of this challenge and to have played our part.

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<b>Background Papers</b>	None
<b>Contact Officer</b>	Darren Knight - Executive Director People and Change
<b>Accountability</b>	Cllr Rowena Hay, Leader of the Council

# ***Information/Discussion Paper***

## **Overview and Scrutiny Committee – 17<sup>th</sup> January 2022**

### **Community Infrastructure Levy**

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 To provide Members with an update on income received via the Community Infrastructure Levy (CIL).
- 1.2 To explain the relationship between Section 106 Planning Obligations and CIL and specifically the circumstances under which of the two types of contribution can be collected.
- 1.3 To update Members on the emerging governance arrangements for “local” CIL.

#### **2. Summary of the Issue**

- 2.1 The Town and Country Planning Act (1990) and the Planning Act (2008) established the current process by which contributions the development industry makes for funding and delivering critical infrastructure are secured and charged.
- 2.2 More recently, the Planning Act 2008 and subsequent CIL regulations from 2010 to the amendments of 2019 provide the legislation for the Community Infrastructure Levy (CIL). This is a locally determined ‘fixed charge’ on development which is calculated as ‘£X per square metre of new development’. Different rates can be set for different types, scales and locations of development
- 2.3 LPAs, like Cheltenham, that have chosen to adopt CIL can operate these two approaches, CIL and S106, in parallel to manage developer contributions.

#### **3. Summary of evidence/information**

##### **Community Infrastructure Levy Receipts and Expenditure**

- 3.1 In summary for the ‘reporting year’ (1st April 2020 to 31st March 2021):

- CIL Receipts = £212,051.82

- CIL Expenditure = £9,848.02

- CIL Passed to Parish Councils = £11,566.20 (£2,908.20 of which raised in previous year).

- 3.2** Members will note that expenditure has been modest to date. This is primarily a product of the fact that the priorities identified for CIL funding largely comprise major infrastructure projects which take a considerable time to design, develop and implement.
- 3.3** Regulation 61 of the CIL Regulations allows up to 5% of income received in any financial year to be used towards the administrative costs of running the Charging and Collection function of the Charging Authority. The JCS councils currently pool their administration funding; this supports the employment of a CIL Manager and CIL Officer, together with the required computer and systems software, and membership costs such as RICS, BCIS Subscription etc. Current funding does not cover all costs incurred by the administration of CIL and the shortfall is funded through the JCS councils shared commitment and funding of the JCS. For 2020/21 the Council's contribution to CIL administration was £9,958.79, however the actual administration costs for this year are £139,360.76 of which is split across the 3 JCS councils equally. As the administration pot increases in size it may be possible to allocate part of it to help fund substantive posts within the Council which partly contribute to the management and delivery of CIL.
- 3.4** Full details of CIL income and expenditure are presented in the Appendix to this report.
- 3.5** CIL receipts currently retained by the Borough Council = £260,167. This is made up of;

'Infrastructure Funding' made up of £169,641 from receipts in the reporting year and £59,943.67 from the previous year. This is to be spent on infrastructure required to deliver the planned development contained within the JCS. .

£268.63 Neighbourhood Funding to be paid to Parish Councils on the 28th April of the next reported year (2021/22).

£30,313 Neighbourhood Fund for unparished areas.

## **The Role of Section 106 Contributions**

- 3.6** CIL money does not need to be used for providing infrastructure on the site it is collected from. It can be used for any project identified on the Infrastructure Funding Statement within the charging authority's area. There is not therefore a direct link between a site's infrastructure requirements and level of contributions made.

However in cases where there is a need for a specific piece of infrastructure to make a planning proposal acceptable, contributions can still be secured through a Section 106 Planning Obligation which is a binding legal agreement between the Council and the developer (and occasionally third parties). For example, a section 106 agreement might require a developer to fund improving the access road to a site, to ensure that access will be safe once the development is completed. The appropriate level of contributions and time of payment is negotiated on a case by case basis as part of the consideration of the planning application.

- 3.7** The Section 106 process is also the means by which the Council secures provision of affordable housing, again through individual planning applications. The default position is that affordable housing is provided on site but there are circumstances in which provision is made through alternative mechanisms (such as off-site provision or financial contributions). The justification for requiring affordable housing through the section 106 process is contained within our policy framework and most specifically Policy SD12 of the Joint Core Strategy.
- 3.8** At the start of April 2020, there was a balance of £2,349,368 in the Council's Section 106 account. During the 'reporting year' we received £39,637 and spent £883,549. At the end of March 2021, there was a closing balance of £1,505,455. 2.6. 62 affordable homes secured in agreements entered into during the reporting year.

### **Strategic Infrastructure Funding**

- 3.9** 70% of the levy is committed to be spent on infrastructure identified to support delivery of the JCS. The current governance arrangements therefore reflect those of the JCS. Governance at the JCS level comprises an operational CIL Management Group represented by planning lead officers from across the three districts who work to the JCS Joint Advisory Group (JAG) made up of senior officers/lead members. In addition, there is a joint CIL Manager working on behalf of the JCS authorities and an administrative assistant currently employed to support the implementation of CIL.
- 3.10** It has also been agreed in principle through JAG that going forward a Board be established which will have delegated decision-making authority over this pooled budget.

### **Neighbourhood Fund**

- 3.11** CIL that is generated by development in parishes is automatically passed on to the relevant Parish Council.
- 3.12** Aside from the requirement that it "consult and engage with the community" the Council has a free hand in deciding how to allocate the pot of CIL that is secured

through development in unparished areas. Whilst modest at present this proportion of CIL will grow steadily on years to come and the Council should therefore establish a transparent system of governance to allocate funds and account for monies received.

- 3.13** Officers are currently preparing a paper for Informal Cabinet which will outline some possible approaches to this governance which will include examples of best practice from elsewhere. It is also suggested that Planning Liaison Member Working Group could assist in identifying criteria which would inform any future allocation process.

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

- 4.1** Officers to prepare a paper for a forthcoming informal cabinet.
- 4.2** A future paper updating progress to be brought to O&S Committee.

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<b>Background Papers</b>	N/A
<b>Contact Officer</b>	Andrew Robbins, Interim Head of Planning <a href="mailto:Andrew.robbsins@cheltenham.gov.uk">Andrew.robbsins@cheltenham.gov.uk</a> 01242 387874,
<b>Accountability</b>	Councillor Hay, Leader of the Council Councillor Horwood, Cabinet Member for Customer & Regulatory Services

# Overview and Scrutiny Committee work plan – 2022

Item	Outcome	What is required?	Author/presenter
<b>Monday 17 January 2022 (deadline: 05 January)</b>			
Budget proposals (for coming year)	To consider feedback from the Budget Scrutiny Working Group on the budget proposals for 2022-23	Discussion paper	Matt Babbage (BSWG Chair)
Asset Management Strategy 2021- 2023	To review the draft strategy and provide constructive feedback	Discussion paper and draft strategy	Gemma Bell (Head of Finance)
The Council's response to the Covid crisis	To consider the outcomes and lessons learned from the council's Covid response – what went well and what could have been done better?	Discussion paper	Darren Knight (Executive Director People and Change), Ann Wolstencroft (Program Manager, HR)
Community Infrastructure Levy register	Review register (monies collected/held/spent and details of how the decisions were made)	Discussion paper	Andy Robbins (Head of Planning)
BID	CEO of BID to present the business plan	Business plan	Heath Gunter (BID CEO)
<b>Monday 28 February 2022 (deadline: 16 February)</b>			
Review of Publica KPIs	Update on KPIs	Discussion paper	Gareth Edmundson (Chief Executive), Jan Britton, Sally Walker (Publica)
One page strategy (Deprivation STG)	Agreement of the One Page Strategy for the Scrutiny Task Group on Deprivation	One Page Strategy draft/template	Richard Gibson (Strategy and Engagement Manager)
Climate change	To look at CBC's climate change initiatives and the relevant Cabinet/Council decisions in the near future, measuring outcomes and addressing risks	Discussion paper	Alexandra Wells (Climate Emergency Project Support Officer)
Improving participation	How does the council seek to improve participation in local elections, and what else can it do in the future? (following <a href="#">July 2021 Council motion</a> )	Discussion paper	Kim Smith (Electoral Services Manager)
North Place and Portland Street	Possible update on these sites if this proves timely	Discussion paper <b>EXEMPT</b>	Paul Jones (Executive Director Finance & Assets)

# Overview and Scrutiny Committee work plan – 2022

Monday 28 March 2022 (deadline: 16 March)			
Review of Council KPIs, Projects and Risks	To review key performance indicators across council services, the risk register and the Clearview system	Discussion paper(s) <b>EXEMPT</b>	Darren Knight (Executive Director People and Change), Ann Wolstencroft (Program Manager, HR)
Monday 6 June 2022 (deadline: 25 May)			
Solace	Update on performance of this service	Discussion paper	Louise Boyle (Team Leader, Solace)
Overview and Scrutiny Review (2020) – follow up	Follow-up on the recommendations (actions) that were agreed in June 2021 – is there anything that needs to be revisited?	Discussion paper	Harry Mayo (Democracy Officer)
End of year performance review	Consider the end of year performance, have we achieved what we set out to and if not, why	Discussion paper	Richard Gibson (Strategy and Engagement Manager)
Publica annual report	Consider annual report, where is performance good/need improving and where are they with the CT recommendations	Discussion paper	Dave Brooks (Publica)
Monday 4 July 2022 (deadline: 22 June)			
Air Quality Management Plan and general update		Discussion paper	Gareth Jones, GCC?
UBICO annual report	Consider the annual report, where are Ubico performing well and what risks are they facing, how are they mitigating them	Annual report	Ubico, Client Officer and Cabinet Member
Monday 1 August 2022 (deadline: 20 July)			

Items for future meetings (a date to be established)			
Public Art Panel	Consider what is it, is it effective, what has it done, what difficulties does it face?	To be scheduled once SWOT has been concluded (chased TC for date 25/02/20)	Tracey Crews and Chair of Public Art Panel
Risk and Performance	Look at risk and performance scorecard on Clearview	Real time data shown on Clearview (pdf in advance)	Darren Knight, Executive Director People & Change / Ann Wolstencroft
Cybersecurity	Possible topic for O&S to consider		Darren Knight
July 2021 Council Motion	Motion: 'Work with scrutiny to investigate ways the Borough Council can encourage more people to participate in future elections in Cheltenham – with a particular focus on the next Borough Council elections in 2022 and 2024.' Consider strategies to improve participation.	before May 2022	Kim Smith (Elections), ELT, Communications
No Child Left Behind	What have we done well, and how can it be improved in the future/is it correctly resourced?	TBC	Richard Gibson, Cllr. Clucas
Municipal Offices options appraisal	further update from Mark Sheldon on Muni situation (6 months after October meeting)		Mark Sheldon

Annual Items		
Budget proposals (for coming year)	January	Chair, Budget Scrutiny Working Group
Draft Corporate Plan	February	Richard Gibson, Strategy and Engagement Manager
Publica annual report	June	Dave Brooks (Chair) and MD
End of year performance review	June	Richard Gibson, Strategy and Engagement Manager
UBICO annual report	July	Ubico, Client Officer and Cabinet Member
Scrutiny annual report	September	Democracy Officer
Police and Crime Commissioner (circulate his annual report in advance)?	September	P&CC
Quarter 2 performance review?	November	Richard Gibson, Strategy and Engagement Manager



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