



CHEL TENHAM

BOROUGH COUNCIL

Notice of a meeting of Cabinet

Tuesday, 1 March 2022
6.00 pm
Council Chamber - Municipal Offices

Membership	
Councillors:	Rowena Hay, Peter Jeffries, Victoria Atherstone, Flo Clucas, Mike Collins, Iain Dobie, Martin Horwood, Andrew McKinlay and Max Wilkinson

Important Notice

Filming, recording and broadcasting of council meetings

This meeting will be recorded by the council for live broadcast online at <http://www.cheltenham.gov.uk> and www.youtube.com/user/cheltenhamborough.

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

If you make a representation to the meeting, you will be deemed to have consented to be filmed, and to the possible use of those images and sound recordings for broadcasting and/or training purposes.

Agenda

		SECTION 1 : PROCEDURAL MATTERS	
1.		APOLOGIES	
2.		DECLARATIONS OF INTEREST	
3.		MINUTES OF THE LAST MEETING Minutes of the 15 th February meeting to follow	
4.		PUBLIC AND MEMBER QUESTIONS AND PETITIONS These must be received no later than 12 noon on Tuesday 22 nd February.	
		SECTION 2 :THE COUNCIL <i>There are no matters referred to the Cabinet by the Council on this occasion</i>	
		SECTION 3 : OVERVIEW AND SCRUTINY COMMITTEE <i>There are no matters referred to the Cabinet by the</i>	

		<i>Overview and Scrutiny Committee on this occasion</i>	
		SECTION 4 : OTHER COMMITTEES <i>There are no matters referred to the Cabinet by other Committees on this occasion</i>	
		SECTION 5 : REPORTS FROM CABINET MEMBERS AND/OR OFFICERS	
5.		DRAFT CLIMATE CHANGE SUPPLEMENTARY PLANNING DOCUMENT CONSULTATION Report of the Cabinet Member Climate Emergency	(Pages 3 - 68)
6.		SUMMARY OF THE COUNCIL'S RESPONSE TO THE COVID-19 PANDEMIC MARCH 2020 TO FEBRUARY 2022 Report of the Leader of the Council Appendix 2 to follow	(Pages 69 - 80)
7.		CHRISTMAS ICE RINK Report of the Cabinet Member Culture, Wellbeing and Business	(Pages 81 - 98)
		SECTION 6 : BRIEFING SESSION <ul style="list-style-type: none"> • Leader and Cabinet Members 	
8.		BRIEFING FROM CABINET MEMBERS	
		SECTION 7 : DECISIONS OF CABINET MEMBERS Member decisions taken since the last Cabinet meeting	
		SECTION 8 : ANY OTHER ITEM(S) THAT THE LEADER DETERMINES TO BE URGENT AND REQUIRES A DECISION	

Contact Officer: Harry Mayo, Democracy Officer, 01242 264211

Email: democratic.services@cheltenham.gov.uk

Cheltenham Borough Council

Cabinet – 1 March 2022

**Draft Climate Change Supplementary Planning Document
consultation**

Accountable member	Cllr Max Wilkinson, Cabinet Member Climate Emergency
Accountable officer	Tracey Birkinshaw, Director of Planning, Environmental & Regulatory Services
Ward(s) affected	All
Key Decision	Yes
Executive summary	<p>In 2019, CBC declared a Climate Emergency and set out to become a carbon neutral council and borough by 2030. To achieve this, a level of leadership is necessitated from the Council in guiding businesses and communities towards the 2030 target.</p> <p>Buildings are responsible for almost half of the UK's carbon emissions and collective action is needed to reduce the negative environmental impacts from building developments. The existing planning regulations are not in parallel with the Council's ambitions, nor do they provide the much needed hooks for local policy to induce mandatory change.</p> <p>The purpose of this report is for the Council to approve the draft Climate Change Supplementary Planning Document (SPD) for public consultation.</p> <p>The development of this SPD will help drive a proactive agenda for sustainable design and construction and help pave the way for future policy changes as our development plans are reviewed.</p>
Recommendations	<p>1. Cabinet approve the draft Climate Change SPD for public consultation. The consultation is proposed to run for just over 4 weeks between 7 March 2022 and 4 April 2022.</p>

Financial implications	None arising from this report Contact officer: Gemma Bell, Head of Property, Finance and Assets and Deputy Section 151 Officer, Gemma.Bell@cheltenham.gov.uk
Legal implications	The public consultation, and subsequent adoption of the Climate Change Supplementary Planning Document should be undertaken in accordance with the requirements set out within The Town and Country Planning (Local Planning) (England) Regulations 2012. Contact officer: Nick Jonathan, nick.jonathan@tewkesbury.gov.uk
HR implications (including learning and organisational development)	None arising from this report Contact officer: Georgie Tweddell, HR Business Partner, Publica, georgie.tweddell@publicagroup.uk
Key risks	As outlined in Appendix 1.
Corporate and community plan Implications	The SPD will directly contribute the following key priority in the 2019-2023 Corporate Plan: “Achieving a cleaner and greener sustainable environment for residents and visitors”
Environmental and climate change implications	The SPD will provide a tool to enable planning policy to drive the change we want to see from developers in tackling the climate emergency. It will incorporate guidance on different aspects of sustainable design and construction, including energy and carbon, climate change adaption, water efficiency, flood prevention, pollution, sustainable transport, ecology, biodiversity net gain, and waste reduction. The SPD will drive positive change and will contribute to mitigating the negative environmental impacts of the property development industry.
Property/Asset Implications	None arising from this report Contact officer: Gemma Bell, Head of Property, Finance and Assets and Deputy Section 151 Officer, Gemma.Bell@cheltenham.gov.uk

1. Background

Climate Change Context

- 1.1 The Intergovernmental Panel on Climate Change's (IPCC's) special report on Global Warming, published in August 2021¹, describes the enormous harm that a 2°C rise is likely to cause compared to a 1.5°C rise. The report went on to say that limiting Global Warming to 1.5°C may still be possible with ambitious action from national and sub-national authorities, civil society, the private sector, indigenous peoples and local communities. Additionally, the recent Intergovernmental Panel on Biodiversity and Ecosystem Services (IPBES) report stated that around 25% of the world's species are now at threat of extinction due to habitat loss and the effects of climate change². Humanity is facing an unprecedented combination of crises in the natural systems we rely on.
- 1.2 The motion to declare a climate emergency was unanimously supported by full Council in February 2019 and subsequently endorsed by Cabinet in July 2019. The motion called on the Council to:
- Declare a 'Climate Emergency';
 - Pledge to make Cheltenham carbon neutral by 2030, taking into account both production and consumption emissions;
 - Call on Westminster to provide the powers and resources to make the 2030 target possible;
 - Work with other governments (both within the UK and internationally) to determine and implement best practice methods to limit Global Warming to less than 1.5°C;
 - Continue to work with partners across the town, county and region to deliver this new goal through all relevant strategies and plans;
 - Report to Full Council within six months with the actions the Council will take to address this emergency.
- 1.3 The Climate Emergency Action Plan (CEAP) (Appendix 3) was presented to full Council on 21st February 2022. The CEAP sets out a number of tangible actions required for CBC to reach the goal of becoming a net zero carbon council and borough by 2030. It is explicit in stating that CBC must take on a leading role in multiple scenarios, including in the reduction of fossil fuel consumption and waste production within the borough. The production of a Climate Change SPD will support the requirements of the CEAP.
- 1.4 Buildings are responsible for almost half of the UK's carbon emissions, half of water consumption and about a quarter of all raw materials used in the economy. By encouraging new development in Cheltenham to reduce its environmental impact, planning can contribute towards addressing the commitments in the Council's climate change emergency declaration.

The SPD Background

¹ <https://www.ipcc.ch/assessment-report/ar6/>

²

https://ipbes.net/sites/default/files/inline/files/ipbes_global_assessment_report_summary_for_policymakers.pdf

- 1.5 CBC, like many local authorities, are frustrated that the planning regulations are not yet fit for purpose nor provide the teeth needed to require mandatory change. The development of this SPD (Appendix 2) will help drive a proactive agenda for sustainable design and construction and help pave the way for future policy changes as our development plans are reviewed.
- 1.6 The SPD cannot introduce new targets that exceed current planning policy, but it can provide practical guidance or direction on how to design and construct new development sustainably and to comply with, or where possible exceed, policy requirements. The SPD will not form part of the development plan but will be an important material consideration in decision-making.
- 1.7 The SPD brings together local, national and international best practice together with case studies that help illustrate practical interventions as part of the development management process and help Cheltenham Borough Council stretch our ambition to drive change.
- 1.8 The SPD incorporates guidance on different aspects of sustainable design and construction, including sections on energy and carbon, climate change adaptation, water efficiency, prevention of flooding, pollution, sustainable transport, ecology, biodiversity and achieving net gain, and waste. It also includes a checklist criteria to assist applicants in the process of producing a sustainability statement, to demonstrate how they are responding to climate change and related issues.
- 1.9 This Climate Change Supplementary Planning Document (SPD) has been created to communicate Cheltenham Borough Council's ambitions for all buildings within the borough and how they should respond to the climate change and biodiversity crisis.
- 1.10 The SPD is intentionally ambitious. It goes further than the current adopted policies, but it does so with necessity and purpose. Necessity because we are all in the middle of a climate emergency that needs to be responded to. Purpose because we want to communicate the direction of our future policy, which will be consistent with a zero carbon future, limiting global temperature rises, mitigating the impacts of climate change and limiting biodiversity loss.

SPD Procedure

- 1.11 The procedure for preparing SPDs is set out in the Town and Country Planning (Local Planning) (England) Regulations 2012. Regulation 12 requires that before a local planning authority can adopt an SPD it has to prepare a statement setting out the persons it consulted when preparing the guidance, a summary of the main issues raised and how those issues have been dealt with in the SPD. There must then be a period of consultation (of not less than four weeks) on the draft SPD and the statement about its preparation.
- 1.12 The current consultation will run for just over 4 weeks between 7 March 2022 and 4 April 2022. Comments received will be considered and inform revisions to the SPD. The final draft will then be presented to Council for formal adoption.

2. Reasons for recommendations

- 2.1 The requirements of reaching net zero carbon by 2030 present a highly complex challenge and will not be achieved through Council action alone. Reducing greenhouse gas emissions will require 'systemic leadership' across multiple sectors, strong communications and behavioural change that will result in adapted lifestyles. As a Council, we have a responsibility to lead in this area, to ensure that Cheltenham plays a pivotal role in meeting this challenge to reduce our local impact on global warming, while also being aware of the major changes in weather-vulnerability and climate-sensitivity that will affect the services we deliver. We also need to acknowledge our role in adapting to an already changed and changing climate and the fundamental leadership role

the council has in ensuring Cheltenham is fit for the future.

2.2 Cheltenham Borough Council declared a climate emergency in 2019 and set an ambitious target to become a net zero Council and Borough by 2030. A number of key work streams are underway; one of these is to approve a Climate Change Supplementary Planning Document.

2.3 The SPD will be a valuable document in support of a number of the emerging actions from the CEAP, including:

- Action 8 under the theme of Buildings & Energy: "...encourage developers to commit to renewable energy by stipulating requirements in a new Supplementary Planning Document (SPD)" (p.18).
- Action 8 under the theme of Water & Waste: "Leverage the new climate-focussed Supplementary Planning Document to encourage the provision of better waste and recycling facilities in developments." (p.22).

3. Alternative options considered

3.1 An alternative option to not produce an SPD was considered. It was determined that any short term gain in officer time would not outweigh the benefits of producing the SPD both in terms of improving outcomes in the planning process and demonstrating the council's commitment to net zero.

4. How this initiative contributes to the corporate plan

4.1 The SPD will support CBC in demonstrating strategic co-ordination across our networks to drive the delivery of the Place Vision.

4.2 Setting out the Council's ambitions and expectations for developments in the borough will lead developers, including homeowners, to design buildings that use low carbon construction techniques and maximise nature for increased biodiversity and flood management. This will improve green spaces and enhance the look and feel of the town, encouraging further investment in the area, and meeting Key Priority 2. The SPD's guidance on improving access to developments for active transport options, such as bikes and e-scooters, will impact the demand for improvements to infrastructure used by cyclists and pedestrians, improving air quality and health.

4.3 By virtue of the topics covered in the SPD, developers will be directed to improve on site recycling facilities and support more efficient and environmentally friendly waste management. This will achieve a greener environment for residents and businesses in Cheltenham, contributing to Key Priority 3.

5. Consultation and feedback

5.1 The development of the SPD has been informed by informal consultation with several specialist officers, including those from Climate Emergency, Planning, Townscape, Environmental Services, Public Protection teams. Input from appropriate Cabinet Members was garnered early on in the project.

5.2 Informal consultation was had with external partners such as the Gloucestershire Local Nature Partnership and their input sought as experts in the field of nature and biodiversity.

5.3 The formal four week public consultation will also inform the final draft of the document and will be followed up by a concluding officer review.

6. Performance management – monitoring and review

- 6.1 The results of the consultation will provide an important step in refining the SPD. The responses from all respondents will be taken into account and documented in a statement of consultation.
- 6.2 Following the consultation, any applicable changes will be made to the SPD before its final presentation to Cabinet and formal publication.
- 6.3 It is noted that the intention is for the SPD to be an interim document to drive a proactive agenda for sustainable design and construction and help pave the way for future policy changes as our development plans are reviewed. As policy and legislation from both central Government and the Joint Core Strategy change, the SPD will be reviewed and updated as applicable to reflect such changes.

Report author	Contact officer: John Rowley, Planning Policy Team Leader john.rowley@cheltenham.gov.uk , 01242 264180
Appendices	<ol style="list-style-type: none">1. Risk Assessment2. Draft Climate Change Supplementary Planning Document3. Climate Emergency Action Plan
Background information	N/A

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
1.4	If global heating continues unchecked, there will be significant financial implications, including the revenue and capital costs associated with delivering more frequent emergency responses, repairs and mitigation actions to respond to the consequences of failing to address carbon emissions.	Mike Redman	01/02/22	5	5	25	Reduce	Progress identified leadership and mitigation actions within the climate pathway to move the council and the borough towards a net zero carbon emission future by 2030.			
1.5	If we fail to address our local contribution to global heating, there will be an on-going negative impact on weather patterns which will affect the whole environment, including food and water supply, building and cultural assets, landscape, trees and biodiversity.	Mike Redman	01/02/22	4	2	8	Reduce	Progress identified leadership and mitigation actions within the climate pathway to move the council and the borough towards a net zero carbon emission future by 2030.			
1.6	If we fail to address our local contribution to global heating, there will be an on-going negative contributory impact affecting human health and wellbeing, as temperatures and other climate-related impacts continue to rise at an unsustainable level. This has the potential to	Mike Redman	01/02/22	5	6	30	Reduce	Progress identified leadership and mitigation actions within the climate pathway to move the council and the borough towards a net zero carbon emission future by 2030.			Mike Redman

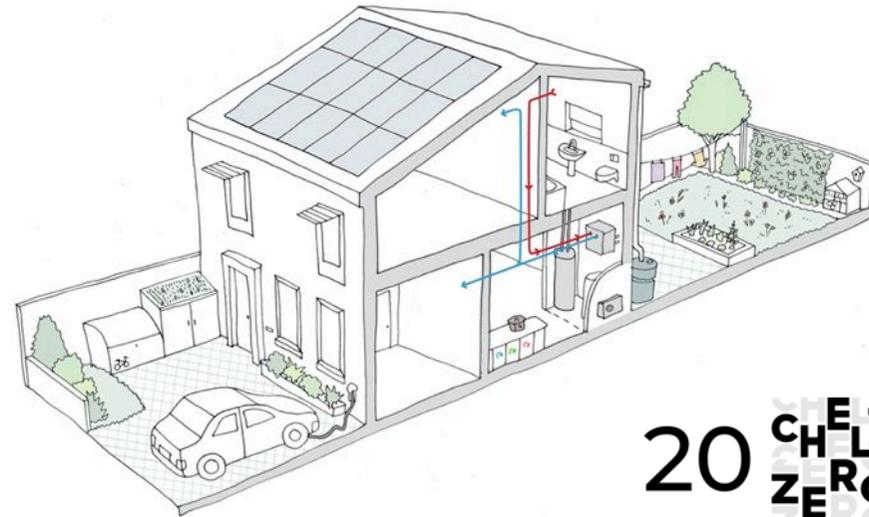
	seriously disrupt the availability of health and social care services.										
1.7	If we fail to address our local contribution to global heating, there will be a disproportionate impact on those vulnerable groups least able to adapt to the impacts of climate change.	Mike Redman	01/02/22	3	4	12	Reduce	Progress identified leadership and mitigation actions within the climate pathway to move the council and the borough towards a net zero carbon emission future by 2030.			

Explanatory notes

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

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

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



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Cheltenham Climate Change SPD

Contents

Introduction		One-page summaries		Guidance		Case Studies		Checklist	
3	This Climate Change SPD	8	KPIs for net zero buildings	14	Site and orientation	28	Case studies for new build	30	Checklist
4	Where do we need to be?	9	New homes	15	Avoiding overheating	29	Case studies for refurbishments	31	Responding to our policies
5	How quickly do we need to get there?	10	Extensions and refurbishment of homes	16	Form				
6	How to use this document	11	New non-domestic buildings	17	Building fabric				
		12	Extensions and retrofit to non-domestic buildings	18	Ventilation & airtightness				
				19	Low carbon heat				
				20	Renewable energy				
				21	Water				
				22	Transport & Travel				
				23	Flooding				
				24	Ecology and biodiversity				
				25	Embodied carbon				
				26	Waste				
				27	Historic buildings & conservation areas				

With thanks to April Grisdale Illustrations for the illustrations created for the One-Page Summaries and Levitt Bernstein Architects for the use of some of their images in the Guidance section

This Climate Change SPD

This Climate Change Supplementary Planning Document (SPD) has been created to communicate Cheltenham Borough Council’s ambitions and requirements for all buildings within the borough and how they should respond to the climate change and biodiversity crisis.

The SPD is intentionally ambitious. It goes further than the current adopted policies, but it does so with necessity and purpose. Necessity because we are all in the middle of a climate emergency that needs to be responded to. Purpose because we want to communicate the clear direction of our future policy, which will be consistent with a zero carbon future where global temperature rises are limited, the impacts of climate change are mitigated and biodiversity loss is reversed.

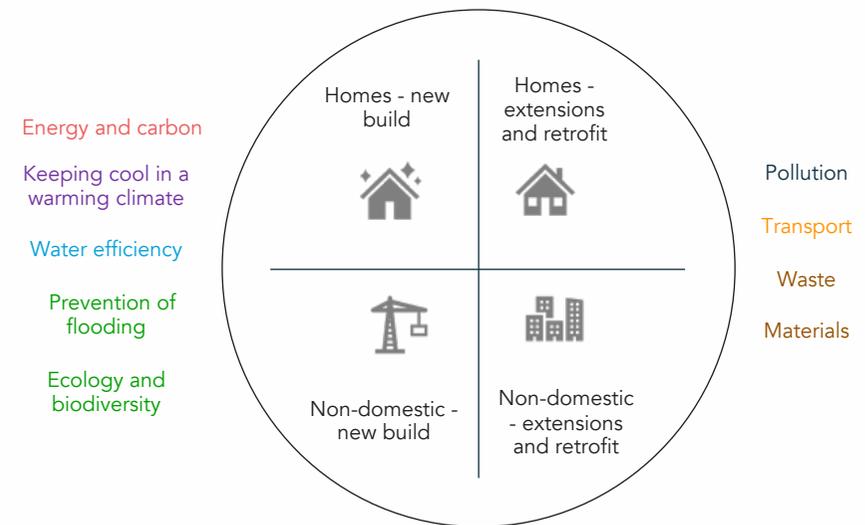
Planning applications should align with this SPD

The SPD sets out how applicants can successfully integrate a best-practice approach towards climate and biodiversity in their development proposals. It defines standards as the proportionate response to Cheltenham’s Joint Core Strategy, Strategic Objective 6 – Meeting the challenges of climate change. How successfully applicants align with the SPD will be a material consideration in the determination of planning applications by the local planning authority.

The SPD supports implementation of the National Planning Policy Framework (NPPF) 2021 with a local context for Cheltenham. It addresses head on the planning authority’s remit to: “help shape places in ways that contribute to radical reductions in greenhouse gas emissions” (para.152), taking a “proactive approach to mitigating and adapting to climate change” (para.153).



All buildings should strive to achieve ambitious carbon reductions today.



This SPD covers all development types: new-built and retrofit, homes and non-domestic buildings. A broad range of climate change and sustainability issues are addressed.

Where do we need to be?

The Climate Change Committee's recommendations

The Climate Change Committee is an independent body appointed to advise the government on how to achieve its climate change target of being net zero carbon by 2050 (legislated by the Climate Change Act). Their 2019 report "Net Zero: The UK's contribution to stopping global warming" provides an in-depth analysis of the actions required across different sectors: buildings; industry; power; transport; aviation & shipping; agriculture & land-use; waste; fluorinated gases and greenhouse gas removals. These are summarised on the right.

Emissions from industrial and commercial sources, freight, air travel and land-use and agriculture emissions are shown to be difficult to abate. This makes it imperative that housing, light transport and waste sectors achieve maximum possible reductions.

We all need to work together

All UK local authorities and their inhabitants need to play their part in realising these collective ambitions. Cheltenham Borough Council is committed to working with and supporting others to achieve these aims.

It is important to know where we are going

The guidance in this SPD has been formulated with the objective of delivering sustainable development in a way that is consistent with climate change and biodiversity objectives.

Set alongside this guidance are standards that represent a best-practice approach in the design and construction of new and refurbished developments. A checklist (p. 30) provides the applicant an easy-to-digest summary. Applicants will be expected to demonstrate, within their development proposals, how they have integrated in the early stages of design, an acceptable and proportionate response that aligns with the SPD.

The three overarching objectives needed to respond to climate change in Cheltenham



Key conclusions from the Climate Change Committee's "Balanced Pathway" on where we need to be

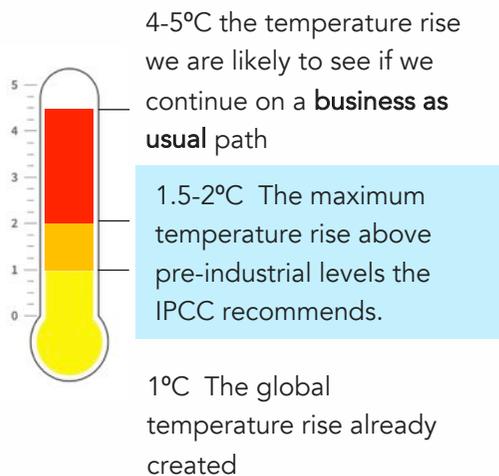
- Fully decarbonise electricity by 2035 while meeting a 50% increase in demand
- All new homes are zero carbon by 2025 at the latest
- Ultra-efficient new homes and non-domestic buildings
- Low carbon heat to all but the most difficult to treat buildings.
- Ambitious programme of retrofit of existing buildings.
- Complete electrification of small vehicles (100% of new sales by 2030).
- Large reduction in waste, zero biodegradable waste to landfill by 2025, zero all waste to landfill by 2040.
- Significant afforestation and restoration of land, including peatland.
- Greenhouse gas removals will be required to achieve net zero carbon.

How quickly do we need to be there?

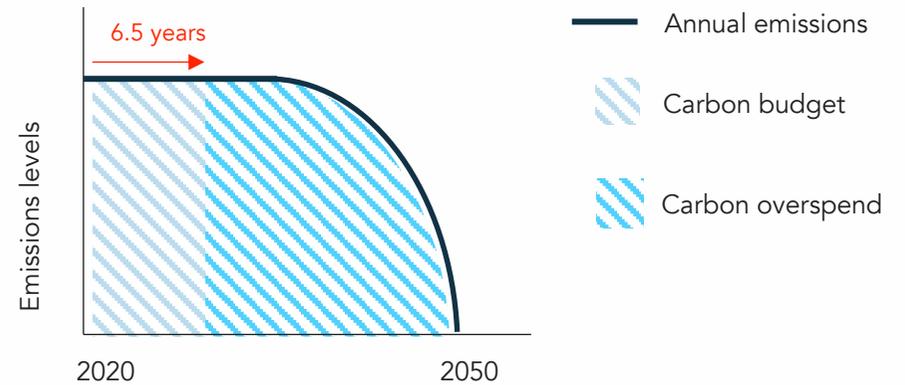
Carbon budgets

Climate science shows us that the amount of carbon in the atmosphere is proportional to the global temperature rises that are accelerating climate change and the increasing weather extremes it brings.

The UK has committed to limit global temperature rises to 1.5-2°C through the Paris Agreement and being net zero carbon by 2050. Cheltenham has committed to being net zero carbon by 2030. More than target dates, what is important is the amount of carbon we emit between now and then and not emitting more than our fair share of the global carbon budget. Cheltenham is on track to have consumed its carbon budget by 2027 based on current emissions rates. Therefore we need to reduce carbon emissions sharply (at a rate of approximately 13% per year) if we are to be consistent with Paris Agreement objectives.



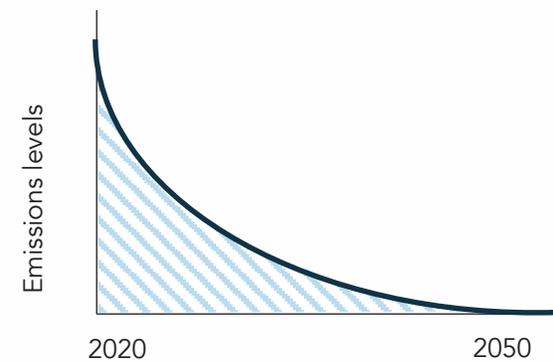
The year we will would exceed Cheltenham's 1.5-2°C carbon budget at 2017 emissions rates



Trajectory type A

This trajectory continues at current emissions rates until the 2030s at which point it drops off steeply.

It is zero carbon by 2050 but the carbon budget is far exceeded.



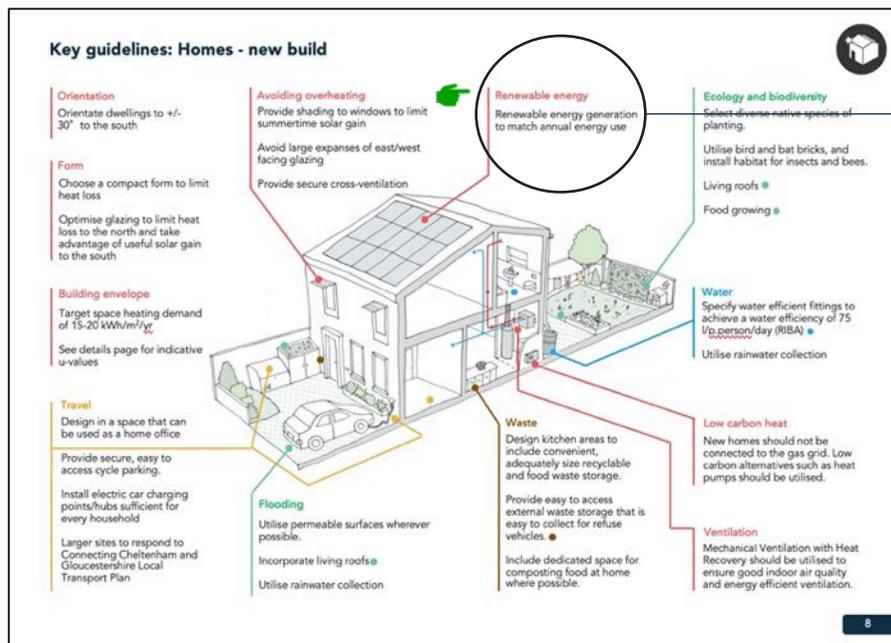
Trajectory type B

This trajectory sees a 13% reduction in emissions year on year. Cumulative emissions stays within the carbon budget.

How to use this document

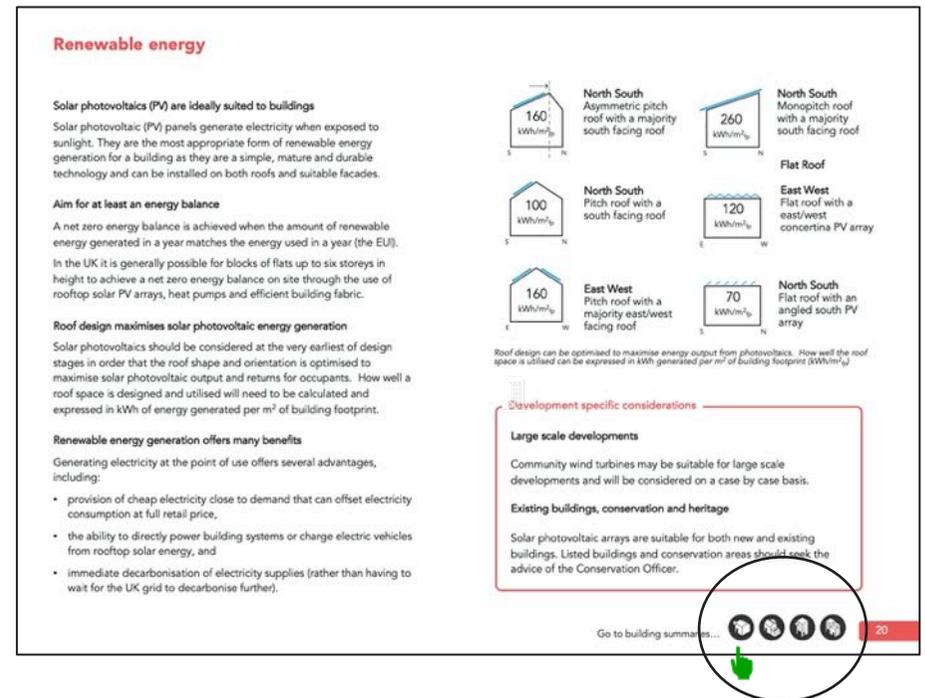
One-page overviews

We are looking for applications to address climate change in an holistic manner. Four one-page overviews, one for each of the four building categories, illustrate key measures for addressing climate.



Detailed guidance pages

Acceptable responses to our climate change policies are given in the Guidance section, pages 13 to 27.



- New homes
- Extensions and retrofit of existing homes
- New non-domestic buildings
- Extensions and retrofit of non-domestic buildings

Interactive navigation

Navigate between strategy overviews and detailed guidance pages by clicking linked coloured headings and building icons.



One-page summaries

New homes

Home extensions and refurbishment

New non-domestic buildings

Non-domestic extensions and refurbishment

Key Performance Indicators (KPIs) and recipe for Net Zero carbon buildings

New developments should achieve Net Zero carbon in operation through applying the three core principles outlined below, and by demonstrating the Key Performance Indicators (KPIs) defined by LETI and reproduced on the right.

1 - Energy efficiency

Buildings should use energy efficiently. Space heating demand expresses the amount of energy and building needs for heating and is impacted by site and orientation, window design, form, building fabric, materials and detailing, and ventilation (see pages 14-18).

Energy Use Intensity (EUI) expresses the total amount of energy a building uses, and can be measured in-use through the energy meter. It is impacted by the space heating demand, the choice of heating system (p.19), ventilation system (p.18), lighting, cooking, appliances and equipment.

2 - Low carbon heating

All new buildings should be built with a low carbon heating system and must not connect to the gas network.

3 - Renewable energy generation

In new buildings, annual renewable energy generation should be at least equal to the energy use of the building (the EUI). If this is not possible on-site, it should be demonstrated that the equivalent of 120 kWh/m²_(footprint)/yr of renewable energy is generated across the development.

Demonstrating compliance

For domestic buildings PassivHaus Planning Package (PHPP).

For non-domestic buildings PassivHaus Planning Package (PHPP) or dynamic thermal modelling in accordance CIBSE TM54.

Space heating demand, kWh/m²/yr



Energy use intensity (EUI), kWh/m²/yr



Renewable energy



Embodied carbon



	Housing	Offices	Schools
Space heating demand, kWh/m ² /yr	15-20	15-20	15-20
Energy use intensity (EUI), kWh/m ² /yr	35	55	65
Renewable energy	Balance EUI OR 120 kWh/m ² /yr footprint	Balance EUI OR 120 kWh/m ² /yr footprint	Balance EUI OR 120 kWh/m ² /yr footprint
Embodied carbon	350 kgCO ₂ e/m ² /yr	300 kgCO ₂ e/m ² /yr	300 kgCO ₂ e/m ² /yr

*Embodied carbon is addressed on page 25.

Above: New developments should seek to achieve the KPIs recommended by LETI, <https://www.leti.london/cedg>.

LETI also has a Climate Emergency Retrofit Guide: <https://www.leti.london/retrofit>

Key measures: Homes - new build



New homes should be built to zero carbon standards as defined by LETI (<https://www.leti.London>) and should seek to achieve their KPIs.

Orientation

Orientate dwellings to +/- 30° to the south if possible.

Form

Choose a compact form to limit heat loss.
Optimise glazing to limit heat loss to the north and take advantage of useful winter solar gain to the south.

Building envelope

Target a space heating demand of less than 15-20 kWh/m²/yr.
See details page for indicative U-values.

Transport & Travel

Provide secure, easy to access cycle parking.
Install electric car charging points/hubs sufficient for every household.
Design in a space that can be used as a home office.
(Larger sites to respond to Connecting Cheltenham and Gloucestershire Local Transport Plan).

Avoiding overheating

Provide external shading to windows.
Avoid large areas of east/west facing glazing.
Provide secure cross-ventilation.

Renewable energy

Renewable energy generation to match annual energy use or generate 120kWh/yr per m² of building footprint

Ecology and biodiversity

Select diverse native species of planting and include living roofs
Create habitat for mammals (such as hedgehogs, as well as bats) and amphibians and reptiles (such as toads and newts) birds and insects

Water

Specify water efficient fittings to achieve a water efficiency of 10 l/p.person/day (RIBA).
Utilise rainwater collection.

Low carbon heat

New homes should not be connected to the gas grid.
Low carbon alternatives such as heat pumps should be utilised.

Ventilation

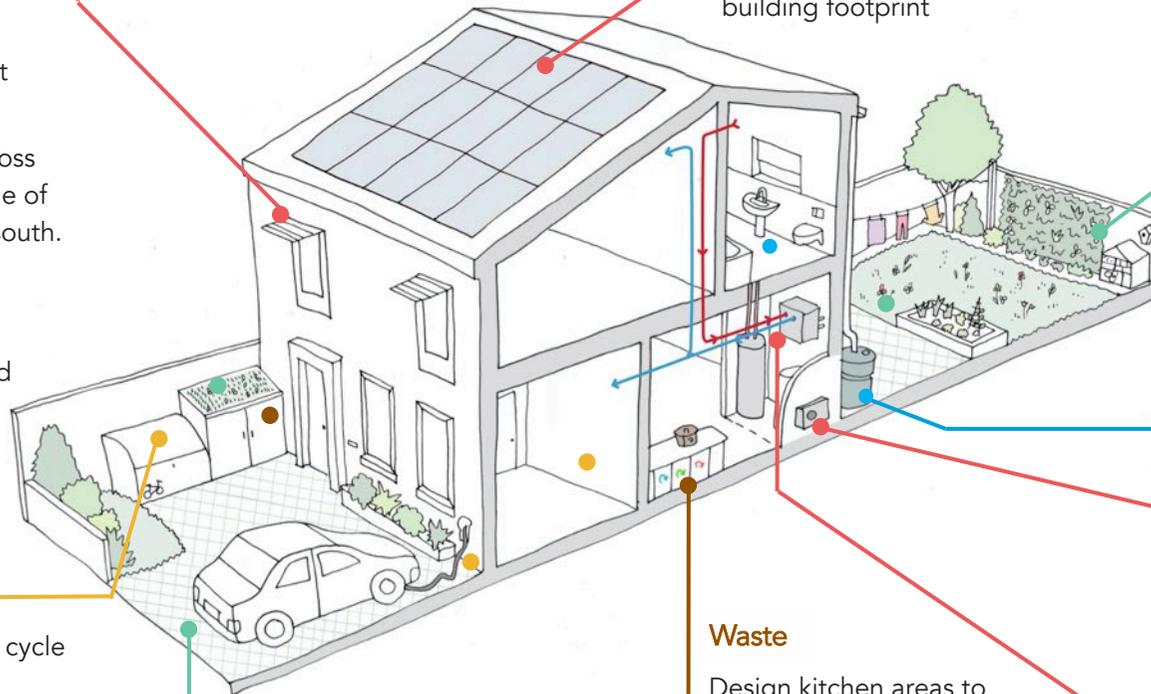
Mechanical Ventilation with Heat Recovery should be utilised to ensure good indoor air quality and energy efficient ventilation.

Flooding

Utilise permeable surfaces wherever possible.
Utilise rainwater collection.
Incorporate living roofs.

Waste

Design kitchen areas to include convenient, adequately sized recyclable and food waste storage.
Provide easy access external waste storage that facilitates efficient collection by refuse vehicles.

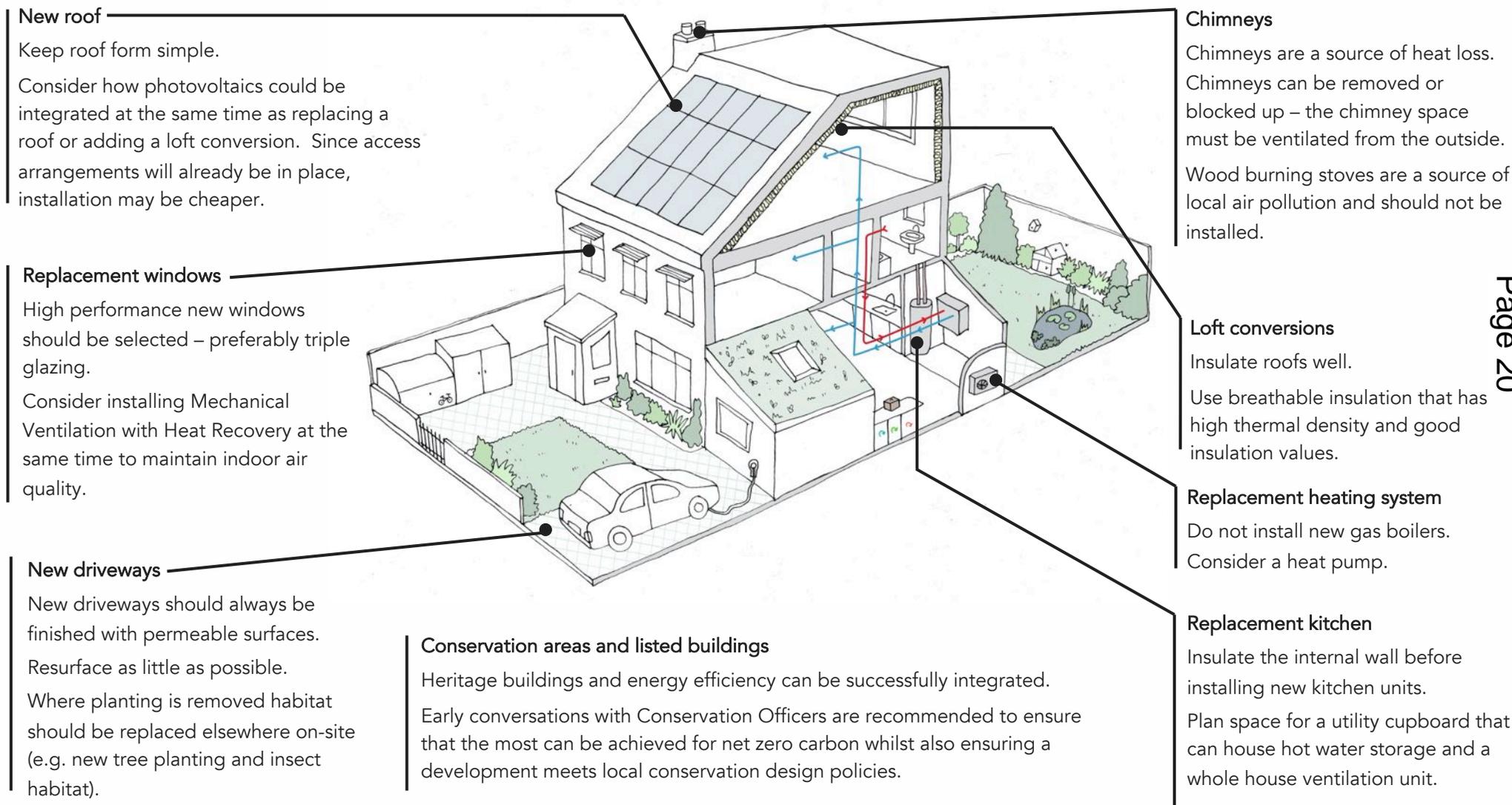


Key measures: Homes - refurbishment and extensions

Refer to new build homes one-page summary for key principles.



All homes will need to decarbonise over the next decade. A decarbonisation plan helps homeowners set their home on a pathway to zero carbon, with clear, staged steps to get there. A Retrofit Co-ordinator will help to develop a bespoke plan using a 'whole-house' approach. Extensions and refurbishment works offer opportunities for improving the environmental performance of a home.



Key guidelines: Non-domestic – new build



New buildings should be built to the zero carbon standard defined by LETI (<https://www.leti.London>).

Orientation

Orientate dwellings to +/- 30° to the south if possible

Form

Choose a compact form to limit heat loss.

Optimise glazing to limit heat loss to the north and take advantage of useful winter solar gain to the south.

Building envelope

Target a space heating demand of less than 5-20 kWh/m²/yr.

Travel

Provide secure, easy to access cycle parking.

Provide facilities for cyclists, including lockers and showers.

Install electric car charging points/hubs.

Priority parking for car sharers

(Larger sites to respond to Connecting Cheltenham and Gloucestershire Local Transport Plan)

Avoiding overheating

Provide shading to windows to limit summertime solar gain

Avoid large expanses of east/west facing glazing

Provide secure cross-ventilation

Renewable energy

Renewable energy generation to match annual energy use or generate 120kWh/yr per m² of building footprint

Roof design should be optimised for renewable energy generation.

Ecology and biodiversity

Select diverse native species of planting and include living roofs

Create habitat for mammals (such as hedgehogs, as well as bats) and amphibians and reptiles (such as toads and newts) birds and insects.

Water

Specify water efficient fittings. Utilise rainwater collection.

Low carbon heat

New buildings should not be connected to the gas grid. Low carbon alternatives such as heat pumps should be utilised.

Heat pumps can also be used to provide cooling when required.

Ventilation

Mechanical Ventilation with Heat Recovery should be utilised to ensure good indoor air quality and energy efficient ventilation.

Waste

Design convenient, adequately size storage for recyclable waste, food waste and general waste.

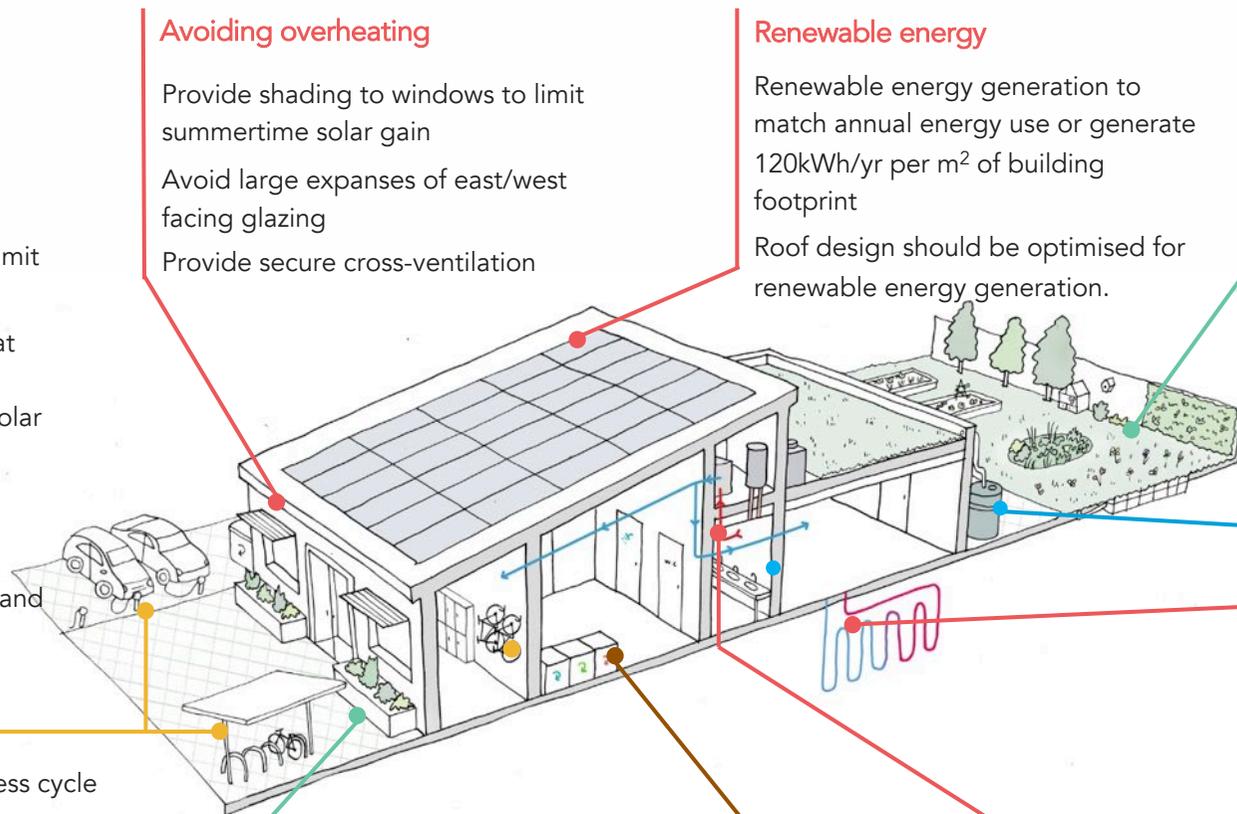
Provide easy access external waste storage that facilitates efficient collection by refuse vehicles.

Flooding

Utilise permeable surfaces wherever possible.

Incorporate living roofs and biosolar roofs.

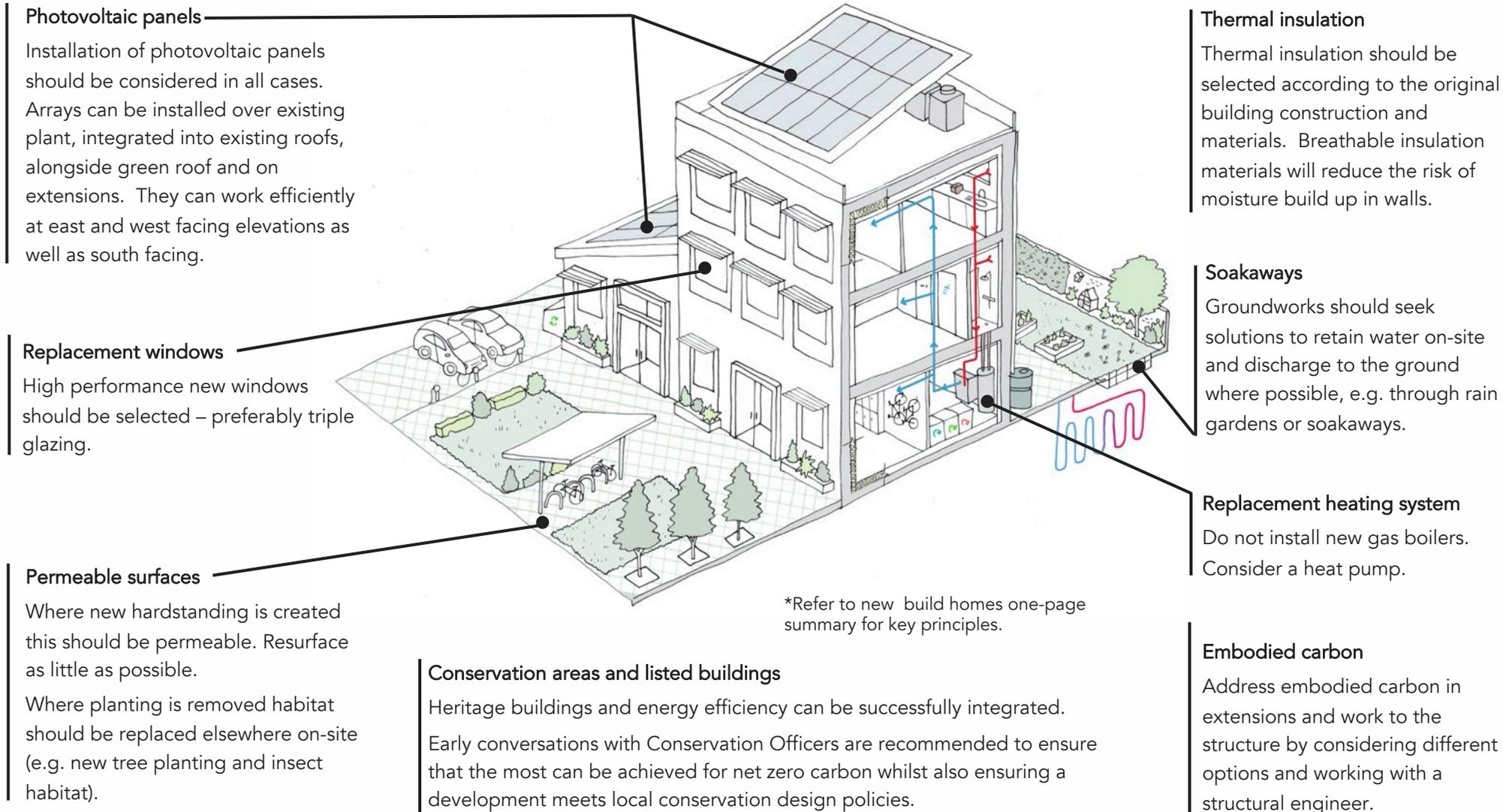
Utilise rainwater collection.

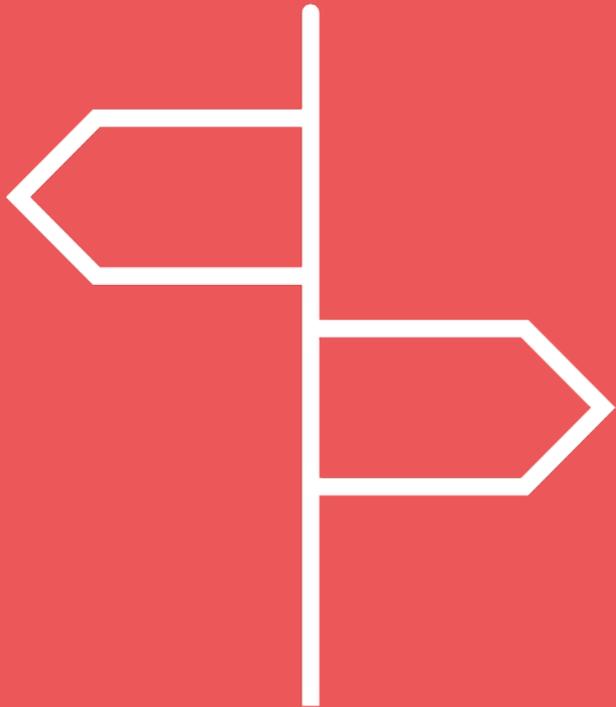


Key guidelines: Non-domestic - refurbishment and extensions



All existing buildings will need to decarbonise over the next decade. A decarbonisation plan helps building owners set their building on a pathway to zero carbon, with clear staged steps to get there. A Retrofit Co-ordinator will help to develop a bespoke plan using a 'whole-building' approach.





Guidance

This section gives more detail on the different themes presented in the one-page summaries for each building type in the previous section.

Site and orientation

Which direction should the building face?

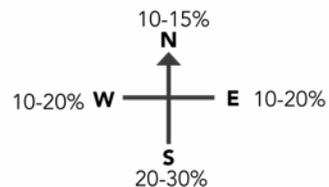
The orientation and massing of the building should be optimised, if possible, to allow useful solar gains and prevent significant overshadowing in winter. Encourage south facing buildings (+/- 30°) with solar shading and prioritise dual aspect. Overshadowing of buildings should be avoided as it reduces the heat gain from the sun in winter.

Overshadowing

Prioritise the south in orientating masterplans, angling the roofs to make the most of PV opportunities to the south. Allow a distance of 1 to 1.5 times the buildings height between buildings to avoid overshadowing and impacting the internal solar gains.

How big should the windows be?

Getting the right glazing-to-wall ratio on each façade is a key feature of energy efficient design. Minimise heat loss to the north (smaller windows) while providing sufficient solar heat gain from the south (larger windows).

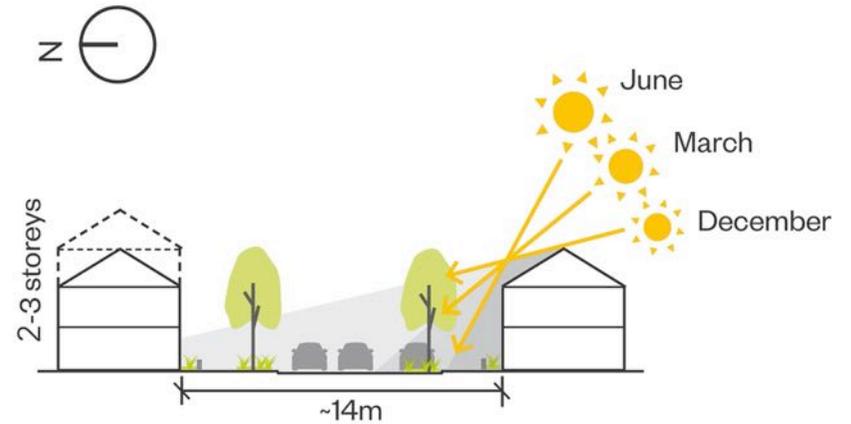


Window Ratio

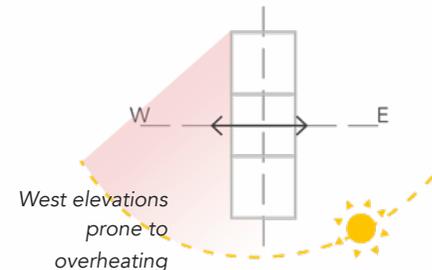
The ratio of windows to external elevation should be in percentage range shown.

Solar Shading

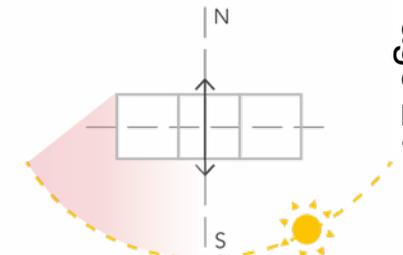
Prioritise occupied spaces with larger windows on the south. It is easier to design fixed shading on the south in summer while allowing heat gains in winter.



Allow a distance of 1-1.5 times the building's height between buildings. Images: Levitt Bernstein Architects.



Inefficient Design - Avoid east west facing as this can mean the building is prone to overheating



Optimised Design - Ideally south facing allows for solar winter gain

Extensions and refurbishments

These principles are also applicable to new extensions to existing homes or other existing buildings.

For retrofit and refurbishments, consider the principles of window shading (p.23) and window proportions (p.19).



Avoiding overheating

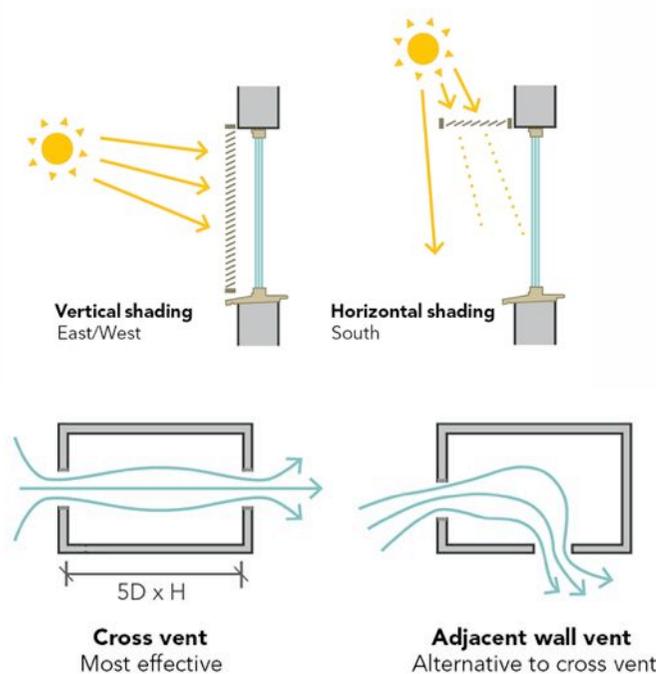
Climate change is already bringing warmer summers with more extreme temperature highs. With this, overheating in buildings is becoming an increasing threat to occupants' health and wellbeing, **particularly for vulnerable people**. In future years, this is set to become even more of an issue.

All developments are therefore required to demonstrate how the risk of overheating has been sufficiently mitigated through good design.

Design out overheating from the start

Overheating is a known risk and **must** be reduced through good design. All developments should:

1. Ensure glazing areas are not excessive i.e. not more than 20-25% of facade on south or west façades.
2. Provide appropriate **external** solar shading. South façades should have horizontal shading over the window and the west façade should ideally have **efficient movable** shading e.g. shutters. **Do not rely on internal blinds – these can be ineffective.**
3. Ensure good levels of secure natural ventilation are possible. Design window openings to take advantage of cross-ventilation (from one side to another) and/or stack ventilation (from bottom to top). Avoid fixed panes and maximise opening areas of windows. Side hung windows typically allow more ventilation than top hung.
4. Select a g-value (the solar factor indicating how much heat is transmitted from the sun) for glass of around 0.5 where possible. **Avoid reducing it too much as this would also reduce free winter solar gains.**
5. Utilise thermal mass in buildings to help dampen temperature swings throughout the day, and work with secure natural ventilation to provide passive night-time cooling
6. Utilise green and blue infrastructure to provide natural cooling to the local environment and reduce the urban heat island effect.



What you should do

- Use the Good Homes Alliance overheating tool and checklist to demonstrate that the design is at low risk of overheating.
- Demonstrate compliance with **the new Part O of the building regulations**, Chartered Institute of Building Services Engineers (CIBSE) Technical Memorandum 59 (TM59) for domestic buildings or TM52 for non-domestic buildings.
- Use the Acoustics and Noise Consultants (ANC) Acoustics, Ventilation and Overheating Guide to find a balanced approach to acoustics, daylight and overheating risk.
- Provide a statement describing all ways in which overheating has been addressed on the development or building.

Design and efficient building form

All developments should achieve space heating demands of 15-20 kWh/m²/yr and achieve a net zero energy balance on-site. Optimising building form can make it easier and cheaper to achieve these targets.

Simple forms are more energy efficient

The building form should be simple and compact. This will reduce the exposed surface area, reducing the amount of heat that is lost through the walls and roof. A simple shape also reduces the number of junctions and corners in the walls and roof, where it can be difficult to make sure that insulation is continuous, and where extra heat can be lost (thermal bridges).

Harnessing energy from the sun for heating

Utilise principles of passive solar design to reduce winter heating load, limit summertime overheating and aid natural ventilation.

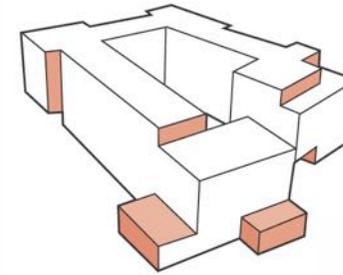
Maximising renewable energy generation

Consider how the building form supports the capture of renewable energy, passive solar gains from the sun, and efficient natural ventilation where possible.

What you should do

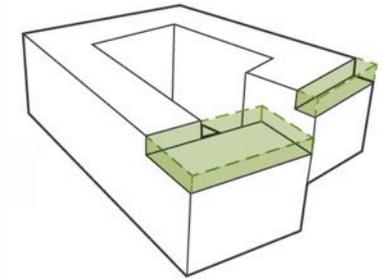
- Keep the form simple and compact.
- Avoid or limit the use of stepped roofs, roof terraces, overhangs and inset balconies as these features will decrease the building's energy efficiency.
- Avoid vertical interruptions to the structure – this will reduce thermal bridging and heat loss.
- Optimise roof design to capture maximum renewable energy.
- Optimise window to wall ratio to balance useful solar gains with heat loss (see page 14).

Less Efficient Form and elevation

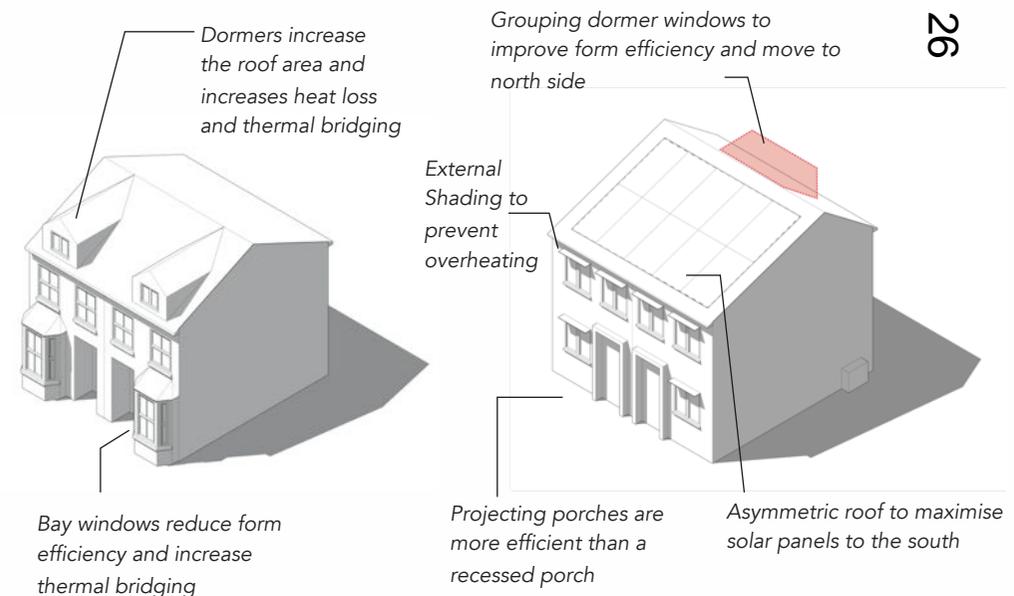


Larger exposed surface area created by step backs and protrusions

Optimised Form



Same building but with a simpler form.



Building fabric, detailing and materials

Reducing heat loss

All developments should achieve the target space heating demand of 15-20 kWh/m²/yr, in order to minimise energy required for heating or cooling buildings (p.13).

This will require excellent levels of insulation and airtightness, and minimal thermal bridging. The building fabric specifications listed on the right can be used as a guide. Appropriate specification of material and careful detailing will also be required.

Insulation standards, or U-values (W/m².K), are a measure of how well heat passes through an element. The lower the u-value the better the insulator.

Thermal bridging is where a building component allows significantly more heat to travel through it than the materials surrounding it. This can create "cold" spots and sources of heat loss and mould.

Airtightness (m³/h/m²) is a measure of the leakiness of a building and how much air passes between different building elements and junctions. This uncontrolled ventilation leads to heat loss.

Thermal mass

Thermal mass also plays a big part in thermal comfort. Thermal mass (such as brick or blockwork) inside the building helps to stabilise internal temperatures throughout the day. Lightweight buildings with little thermal mass will be subject to larger temperature swings.

Sustainable Sourcing

Choose materials that have certification from the Forest Stewardship Council (FSC), the Programme for Endorsement of Forest Certification (PEFC), ISO 14001 (Environmental Standard), BES 6001 Framework for Responsible Sourcing, CARES steel certification.

Indicative u-values to achieve a space heating demand of 15-20 kWh/m²/yr

	New housing	Retrofit	Non-domestic
Roof	0.100 W/m ² .K	0.12 W/m ² .K	There are too many variables in non-domestic buildings to give indicative u-values
Walls	0.100 W/m ² .K	0.18 W/m ² .K	
Ground floor	0.100 W/m ² .K	0.15 W/m ² .K	
Airtightness	<1.0 m ³ /h/m ²	<3.0 m ³ /h/m ²	
Thermal bridging	2 kWh/m ² /yr	0.1 W/m.K	
Windows	0.8 W/m ² .K	1.0 W/m ² .K	
Doors	1.0 W/m ² .K	1.0 W/m ² .K	

Notes:

U-values are indicative of specifications required for a semi-detached house to meet LETI space heating demand targets. Better u-values would be required for detached houses and bungalows. Poorer u-values would be acceptable for flats and terraced houses.

Refurbishments

Existing buildings can be retrofitted to improve thermal performance. Care should be taken to select the right materials to ensure moisture can pass freely through the building element and not get trapped. More information on this can be found in the Forest of Dean, Cotswold and West Oxfordshire District Council's [Net Zero Carbon Toolkit](#).

By selecting insulation with some thermal mass (e.g. wood fibre board) temperature variations throughout the day can be moderated.



Ventilation & airtightness

All developments should achieve a space heating demand of 15-20 kWh/m²/yr. To achieve this level it will be necessary to achieve excellent levels of air-tightness and employ Mechanical Ventilation with Heat Recovery (MVHR).

Controlled air flow through good airtightness

The key to energy efficient ventilation in all buildings is being in control of where, when and how air flows through a building. This starts with very good airtightness to limit any uncontrolled infiltration. Trickle vents should be avoided as they do not control infiltration. Practical guidance on how to achieve good levels of airtightness can be found in the Cotswold District Council's [Net Zero Carbon Toolkit](#).

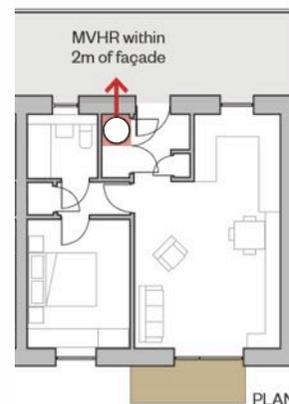
Controlled ventilation with heat recovery

A key component to energy efficient, airtight homes is Mechanical Ventilation with Heat Recovery (MVHR). MVHR is suitable for all building types. Long used in non-domestic buildings, it is increasingly used in homes to ensure good indoor air quality and to remove and replace stale air in an energy efficient manner.

MVHR units supply air into occupied spaces, and extract air from circulation spaces, or kitchen and bathroom spaces in the case of homes, it does this using very little energy and recovers heat energy from outgoing air.

Units should be positioned close to an external wall to prevent heat loss from the ductwork that connects to the outside. These ducts should be accurately fitted with adequate insulation to prevent heat loss, and generally ductwork should avoid having sharp bends which could affect pressure loss and flow.

MVHR units include filters that must be changed regularly (usually at least once per year but check the manufacturer's instructions).



Key requirements for a good MVHR system

Distance from external wall	<2m
Specific fan power	<0.85 W/l/s
Heat recovery	>90%
Thickness of duct insulation mm	>25mm
Certification	Passivhaus Certified
Maintenance	Easy access for filter replacement.

MVHR systems are an effective way of providing ventilation to airtight homes.

The unit should be located within 2m of the façade (Source: Levitt Bernstein + Etude)

Development specific considerations

Existing buildings

Where airtightness is improved through replacement of windows or doors, mechanical ventilation with heat recovery should be installed to reduce the risk of condensation building up which can lead to damp, mould and poor indoor air quality.

Non-domestic buildings

Natural ventilation should be considered for times when ventilation is required without heating or cooling demands. However, if a building is heated or cooled all through the year, the building should rely on mechanical ventilation in order that opening windows do not conflict with heating or cooling modes.



Low carbon heat

All new buildings should utilise low carbon heat for heating and hot water. No new developments should be connected to the gas grid.

All existing buildings should replace fossil fuel based systems with low carbon heat alternatives as a matter of priority.

Net Zero carbon buildings do not burn fossil fuels for energy. Low carbon alternatives that are available now include Air Source Heat Pumps and Direct Electric heating. The electricity needed to power these systems needs to be met through on-site renewables as far as possible, and the remainder through grid electricity, which is becoming increasingly decarbonised.

Heat pumps are the most energy efficient means of heating

Heat pumps can provide both space heating and domestic hot water and can serve individual homes and buildings or communal heating systems. Over the course of their lifetime they will emit just 20% of the carbon a gas boiler would. They are a solution for all building types at all scales.

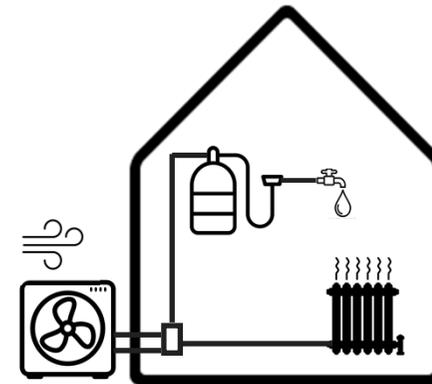
Direct electric heating

Direct electric heating systems will also emit less carbon than a gas boiler, however it will use around 3x more energy (and carbon) than a heat pump and will cost more to run.

District and communal heating

Where heat networks are proposed, applications will need to be accompanied by:

- An assessment of the advantages of a communal system vs individual systems.
- An accurate assessment of distribution heat losses
- A long term strategy for the sustainable supply of low carbon fuel.



A typical air source heat pump system. The heat pump is located on external wall gathers heat from surrounding air. The heat pump alternates between providing space heating and hot water in the dwellings.

Development specific considerations

Retrofitting heat pumps in existing buildings

Air Source Heat Pumps can be retrofitted into existing buildings if there is a suitable location for the outdoor unit. Heat pumps run best at lower temperatures (around 35-45 °C) and are suited to underfloor heating and larger radiators. However, existing radiators may be sufficient if the building is moderately energy efficient. If the existing building has poor energy efficiency, improvements should also be made to the building fabric, as part of a considered whole house retrofit plan.

If a gas boiler is being replaced during an extension or refurbishment replace with an Air Source Heat Pump.

Other forms of low carbon heat

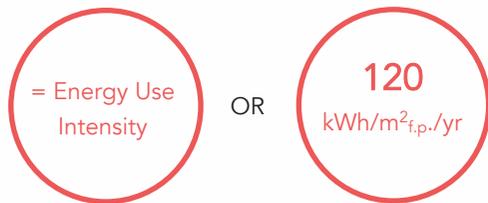
Wood or other biofuel may be considered on a case by case basis but are generally discouraged due to difficulties of sustainably sourced fuel and negative impacts on air quality and health.



Renewable energy

Electricity demand is set to roughly double by 2050. The UK needs to decarbonise its power supplies in parallel with keeping up with this increasing demand. The provision of renewable energy within new development is therefore a vital contribution. It also provides benefits to occupants such as cheap energy and the ability to charge electric vehicles.

All developments should achieve an energy balance on-site – that is, renewable energy generation should be equal to or greater than the development’s energy consumption (or energy use intensity) over the course of a year. If this is not possible, renewable energy generation should be at least 120 kWh/m²_{footprint}/yr.



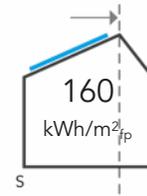
Solar photovoltaics (PV) are ideally suited to buildings

Solar photovoltaic (PV) panels generate electricity when exposed to sunlight. They are the most appropriate form of renewable energy generation for a building as they are a simple, mature and durable technology and can be installed on both roofs and suitable facades.

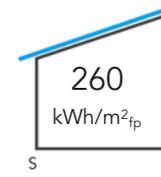
In the UK it is generally possible for blocks of flats up to six storeys in height to achieve a net zero energy balance on site through the use of rooftop solar PV arrays, heat pumps and efficient building fabric.

Roof design maximises solar photovoltaic energy generation

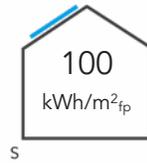
Solar photovoltaics should be considered at the very earliest of design stages in order that the roof shape and orientation is optimised to maximise solar photovoltaic output and returns for occupants. How well a roof is designed and utilised will need to be calculated and expressed in kWh of energy generated per m² of building footprint.



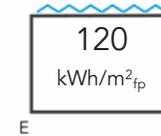
North South
Asymmetric pitch roof with a majority south facing roof



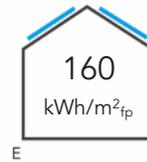
North South
Monopitch roof with a majority south facing roof



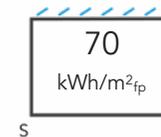
North South
Pitch roof with a south facing roof



East West
Flat roof with a east/west concertina PV array



East West
Pitch roof with a majority east/west facing roof



North South
Flat roof with an angled south PV array

Roof design can be optimised to maximise energy output from photovoltaics. How well the roof space is utilised can be expressed in kWh generated per m² of building footprint (kWh/m²_{fp})

Images: Levitt Bernstein Architects

Development specific considerations

Large scale developments

Community wind turbines may be suitable for large scale developments and will be considered on a case by case basis.

Existing buildings, conservation and heritage

Solar photovoltaic arrays are suitable for both new and existing buildings. Listed buildings and conservation areas should seek the advice of the Conservation Officer.



Water efficiency and domestic hot water

Water is a precious resource and pressure on water supplies is increasing. Climate change is bringing unpredictable patterns of precipitation putting further stress on resources. It's vital that all buildings use water efficiently.

All developments should exceed the minimum building regulations requirements. For residential buildings, water use should achieve the RIBA 2030 Climate Challenge target for residential buildings and water consumption of <105 l/p/d.

105
l/p/d

What you should do

- **Reduce flow rates** - The AECB water standards (opposite) provide clear guidance on sensible flow rates for showers and taps in low energy buildings.
- **Reduce distribution losses** - All pipework must be insulated and designed to ensure there are no 'dead legs' containing more than 1 litre. Tapping points (e.g. taps, shower connections) should be clustered near the hot water source.
- **Insulate to minimise losses from hot water tanks** - the standby losses of hot water tanks are highly variable, and can have a significant impact on overall energy use. Target a hot water tank heat loss of less than 1 kWh/day equivalent to 0.75 W/K.
- **Install waste water heat recovery systems in shower drains** - A simple technology that recovers heat from hot water as it is drained. Vertical systems can recover up to 60% of heat, horizontal systems 25-40%.
- **Consider water recycling** - This is the process of treating waste water and reusing it, it can be used for large portions of potable water use.

Appliance / Fitting	AECB Good Practice Fittings Standard
Showers	6 to 8 l/min measured at installation. Mixer to have separate control of flow and temperature although this can be achieved with a single lever with 2 degrees of freedom (lift to increase flow, rotate to alter temperature). All mixers to have clear indication of hot and cold, and with hot tap or lever position to the left where relevant.
Basin taps	4 to 6 l/min measured at installation (per pillar tap or per mixer outlet). All mixers to have clear indication of hot and cold with hot tap or lever position to the left.
Kitchen sink taps	6 to 8 l/min measured at installation. All mixers to have clear indication of hot and cold with hot tap or lever position to the left.
WCs	≤ 6 l full flush when flushed with the water supply connected. All domestic installations to be dual flush. All valve-flush (as opposed to siphon mechanism). WCs to be fitted with an easily accessible, quarter turn isolating valve with a hand-operated lever. Where a valve-flush WC is installed, the Home User Guide must include information on testing for leaks and subsequent repair.
Baths	≤ 180 litres measured to the centre line of overflow without allowing for the displacement of a person. Note that some product catalogues subtract the volume of an average bather. A shower must also be available. If this is over the bath then it must be suitable for stand-up showering with a suitable screen or curtain.

Refer to the full [AECB document](#) for more information.



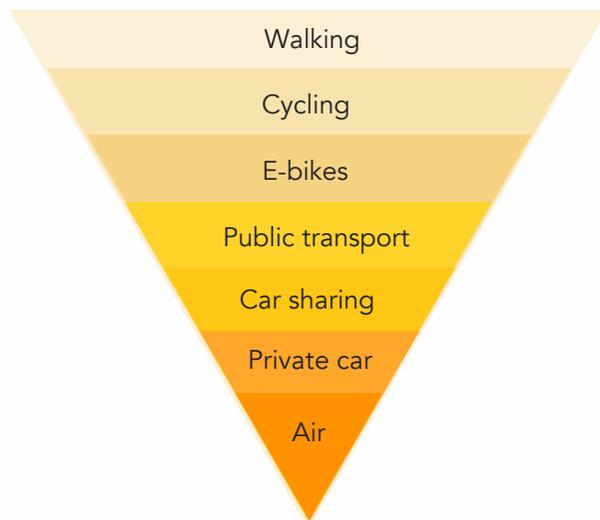
Transport & travel

Transport contributes 24% of Cheltenham's CO₂ emissions - and almost all of these are from road transport. This proportion is growing year on year: as other sectors are decarbonising, emissions from transport have remained static since 2010.

All development proposals are expected to seek betterment over minimum requirements and support shifts in transport and travel behaviour towards the sustainable transport hierarchy below. Proposals should review the wider context of their site and provide strong and continuous links to existing footpaths, cycle routes and public transport nodes.

This has multiple benefits beyond saving energy and carbon: improved local air quality; health and wellbeing benefits from being more active; greater potential for social interactions and facilitating a car free life.

Development proposals should also demonstrate flexibility to respond to changing modal shifts in future years.



The Transport Hierarchy - applications should prioritise the modes of transport in the order they appear in the transport hierarchy, in the design and amenity provided in developments.

What you should do

Small scale sites (single homes, individual buildings) should provide:

- Convenient, secure, well-lit and covered cycle storage in accordance with BREEAM or Code for Sustainable Homes standards as a minimum.
- Facilities for cyclists, including lockers, showers and changing space should be provided in medium and large non-domestic developments.
- All parking spaces to be provided with electric car charging points
- The Transport for New Homes checklist should be submitted with each application <https://www.transportfornewhomes.org.uk/wp-content/uploads/2019/10/checklist.pdf>.

Medium and large scale sites

Development proposals will be required to demonstrate how they will:

- Enable sustainable travel choices. Integrate high quality travel and transport infrastructure with consideration of and connection to walking, cycling and public transport routes beyond the site.
- Create open and permeable networks of streets and connected networks of green, off-road routes.
- Create direct connections to existing communities and facilities.
- Slow vehicle speeds (20mph) in all residential developments.
- Innovative and future flexible approaches to parking should be sought, including shared parking courts, shared parking between employment and residential uses and electric charging points in all parking spaces.
- Large expanses of surface parking will not be permitted.
- A full and comprehensive Transport Assessment and Travel Plan will be required to support the proposals.



Flooding

A key impact of climate change for Cheltenham will be an increase in the frequency and severity of flood events. Cheltenham is already vulnerable to surface water flooding and has several areas at risk of flooding from the rivers like the Chelt. Overwhelmed drainage systems will also pose an increasing problem. It should be considered that all development, both existing and new, will be at risk of flooding in the future.

Therefore all developments should seek to:

- Ensure new development doesn't increase flood risk onsite or cumulatively elsewhere and to seek betterment over the minimum requirements wherever possible.
- Design buildings, streets and open spaces that are resilient to flooding, utilising flood resilient construction and implementing flood mitigation measures.
- Work with the natural landscape and its features to reduce the risk of flooding (not only on-site but also beyond the site) including Natural Flood Management (NFM) techniques
- Control the flow of water on-site through the use of Sustainable Urban Drainage Systems (SuDS) and take a creative approach to reduce the long-term risk of flooding and enable environments to absorb water.
- Maximise opportunities for betterment of water quality, amenity and biodiversity.

Further information

- [The SuDS Manual \(C753\), CIRIA](#)
- [Susdrain, Delivering SuDS \(including retrofitting SuDS\)](#)

Flood risk management hierarchy

Assess	Provide an appropriate flood risk assessment
Avoid	Avoid development in areas of high risk of flooding. Do not increase the risk of flooding on-site or elsewhere.
Control	Incorporate SuDS design
Mitigate	Employ flood resilient construction

What you should do

SuDs should be utilised on every site, considered at every scale and designed in from the beginning of a project.

- Slow the flow – through planting hedgerows, trees, buffer strips.
- Store water – through rainwater harvesting, green roofs, permeable paving, bioretention systems (e.g. rain gardens), trees, swales, ponds, wetlands, detention basins, infiltration basins, soakaways
- Increase infiltration – through improving soil structure, creating permeable surfaces.
- Intercept rainfall - Vegetation, especially tree leaves, intercept rainfall so it doesn't reach the ground.
- Ensure floor levels are more than 600mm above the flood level predicted for a 1:100 year flood event (plus climate change).
- Utilise flood resilient materials and construction methods that allow a building to recover more quickly after a flood.
- Provide safe access and egress routes above the predicted flood level.
- Large areas of impermeable hardstanding should be avoided.



Ecology and biodiversity

All proposals need to protect existing and enhance future biodiversity value. This should be considered with due regard for proportionality and the scale of development, but in all cases high quality, resilient and contextually appropriate ecological and green infrastructure should be the outcome of design.

Connectivity – Provide ecological habitats that build upon existing networks, create new stepping stones and corridors that increase connectivity allowing wildlife places to forage and shelter and routes along which to travel.

Context – Assess the natural capital in the site. Applications will be assessed on how well existing habitats and features have been preserved and enhanced.

Diversity and complexity - Create diverse, complex and locally appropriate habitats.

Wellbeing - Design multifunctional green infrastructure that supports the health and wellbeing of people through creating space for active travel, recreation, and connection with others and with nature.

Nature recovery - Create habitats that positively enhance biodiversity contributing to the Nature Recovery Network, successfully delivering biodiversity net gain.

Resilience – Design green infrastructure and select species with consideration to their resilience to the effects of climate change and long term sustainability in mind. Planting should not require irrigation.

What you should do

Biodiversity Net Gain (BNG)

Apply the BNG mitigation hierarchy: avoidance; minimisation and compensation. Where BNG cannot be delivered onsite, contact the Gloucestershire Nature and Climate Fund (<http://glosnature.com>) for support with a suitable off-site strategy as compensation.

Small scale sites (single homes, individual buildings) should show evidence of considerations made, such as:

- Bird & bat boxes / bricks
- Gaps in fences
- Insect habitats
- Native trees, shrubs and flowers
- Ponds
- Green roofs
- Grasscrete driveways

Large scale sites as above, plus:

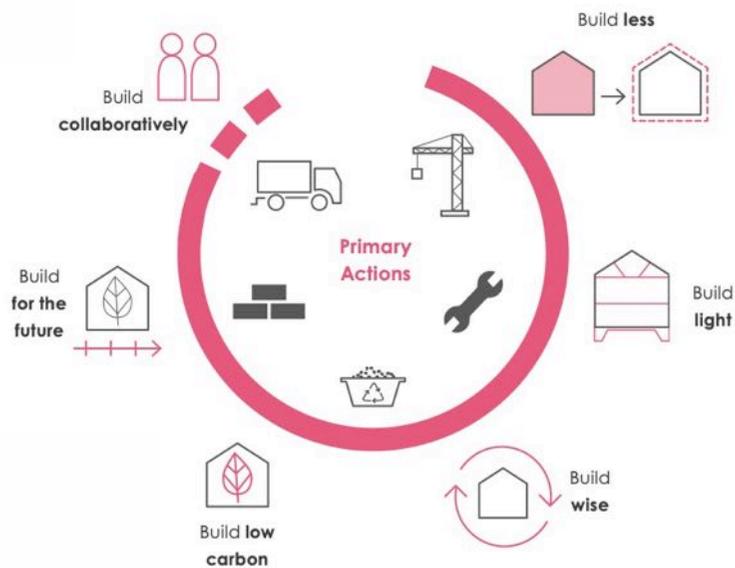
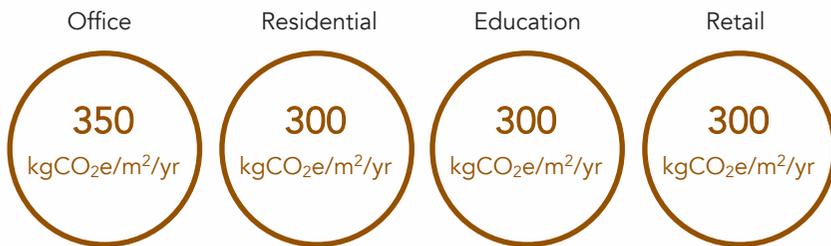
- Incorporate Building with Nature principles, helping to shape multifunctional green infrastructure for people and nature (www.buildingwithnature.org.uk).
- Assess the existing ecological value of a site to determine the presence of UK protected and priority habitats and species. Consult the Gloucestershire Centre for Environmental Records (www.qcer.co.uk) for local records.
- Protect and enhance existing features for biodiversity, ensuring local baseline and opportunity maps for the Nature Recovery Network are used to plan wider ecological objectives going beyond the site.
- Proposals should include an assessment of existing and proposed natural capital assets (www.naturalcapital.qcerdata.com).
- Include blue infrastructure such as ponds, lakes, streams, rivers to enhance biodiversity, manage flood risk and provide amenity.



Embodied carbon

Upfront embodied carbon includes the carbon emissions associated with the extraction and processing of materials, energy use in the factories and transport as well as the construction of the building. As buildings decarbonise their energy use, embodied carbon becomes an increasingly significant source of emissions to tackle.

All developments should seek to minimise upfront embodied carbon and monitor progress against the following targets as per [LETI guidance](#).



Primary actions for reducing embodied carbon. Image from LETI.

What you should do

1 Refurbishment over new build

Only build new when existing homes cannot be reused or refurbished.

2 Lean design

Structural: Design structure for 100% utilisation. Use bespoke loading assumptions, avoid rules of thumb. Reduce spans and overhangs.

Architectural: Use self-finishing internal surfaces. Reduce the quantity of metal studs and frames.

Building services: Target passive measures (e.g. improved fabric) to reduce the amount of services. Reduce long duct runs, specify low Global Warming Potential (GWP) refrigerant (max. 150) and ensure low leakage rate.

3 Material and product choice

Prioritise materials that are reused, reclaimed or natural from local areas and sustainable sources and that are durable. If not available use materials with a high recycled content. Use the following material hierarchy to inform material choice particularly for the building structure;

1. Natural materials e.g. timber
2. Concrete and masonry
3. Light gauge/Cold rolled steel
4. Hot rolled steel

Ask manufacturers for Environmental Product Declarations (EPD) and compare the impacts between products in accordance with BS EN 15804

4 Housing adaptation & flexibility

Allow for flexibility and consider how a layout may be adapted in the future.

5 Easy access for maintenance

Maintained equipment will last longer.

6 Design for disassembly

Consider disassembly to allow for reuse at the end of life of the building. Create material passports for elements of the building to improve the ability of disassembled elements to be reused.



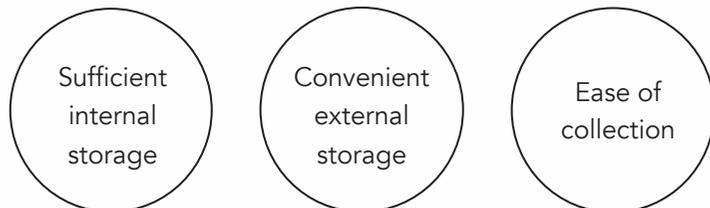
Waste

The appropriate management of waste can reduce Cheltenham's impact on climate change. There are three areas in the design and construction process of a development where waste-hierarchy principles must be applied to reduce this impact effectively. Proposals need to explain how steps have been taken to prevent, reuse, recycle, recover waste as follows:

1. In the design of recycling storage in both new and existing buildings.
2. In the sourcing and selection of building and construction materials.
3. In the management of waste through the construction process.

Key considerations in the design of recycling storage

- Provide dedicated, practical and sufficient space for sorting and storing of different waste streams: food waste, recyclable waste, garden waste and general waste.
- Provide dedicated, practical and sufficient space outside for storing different waste streams until collection.
- Ensure ease of access to external waste storage for residents and building users.
- Enable ease of collection by refuse lorries by providing sufficient access and appropriate areas for turning where necessary.



What you should do

Apply circular economy principles

In selecting materials, products and systems for a development, there are two considerations. First is how these are sourced, second is how they can be successfully reused, repaired, refurbished and recycled through their serviceable life. Achieving this will lead to a circular economy in construction.

Develop a construction waste management plan

Waste and water consumption should be minimised throughout construction. A plan should both contain target rates for recycling and define processes to manage different waste streams. This plan should also contain a commitment to preventing any biodegradable waste going to landfill.

Integrate recycling storage

Domestic extensions - Consider improving storage space for recyclable waste as part of a kitchen re-design or addition of a utility room.

Non-domestic buildings - Provide clearly labelled bins and dedicated areas for waste recycling. Calculate predicted waste streams and provide sufficient, labelled waste storage in bin stores before waste collection.

Large developments and flats - Consider use of accessible, communal underground waste storage for efficient storage of waste.



Heritage buildings and conservation areas

New development

Designing a new building or development to standards of net zero carbon can be done sensitively within a historic setting: the contemporary becoming a distinct and celebrated feature sitting alongside the traditional.

The architectural drawings for new development should consider form and the materials selected in their design for a building to be acceptable within the context of a sensitive setting.

Early conversations with Conservation Officers are recommended to ensure that the most can be achieved for net zero carbon whilst also ensuring a development meets local conservation design policies.

Retrofitting historic buildings

Changes to the historic environment can be managed and a balance found that meets objectives for both conservation and climate change.

Start a project with an understanding of a building's age, nature and characteristics and the particular features of heritage value and significance that will require conservation. This information is needed in the early stages of design so that a retrofit project can be planned responsibly and sensitively.

Use PAS (Publicly Available Specification) 2035 as a retrofit standard, working with an accredited Retrofit Co-ordinator, to ensure your project can reach its goals for net zero carbon. A Retrofit Co-ordinator will help to develop a bespoke plan using a 'fabric-first' and 'whole-house' approach.

Energy-efficiency measures should be selected to conserve and protect the existing fabric and building features and low-carbon heating and renewable energy generation should be sited to minimise their visual impact on the surrounding setting.

Energy efficiency

Insulation can be added to pitched roofs, rafters and flat roofs: consideration should be given to existing eaves and abutments.

Solid wall, early-cavity wall, timber-frame walls and floors can all be insulated using the correct materials and methods, good detailing and high standards.

The thermal performance of windows can be enhanced through careful restoration, draught proofing and secondary glazing. Where windows need replacing, liaise with the Conservation Officer to ensure this is done sensitively. This is especially important in the case of listed buildings.

When planning energy-efficiency measures, ensure there is adequate ventilation to minimise condensation and reduce risk of damp.

Renewable energy generation and Solar PV

Solar PV should be positioned - in terms of pitch and orientation - to maximise its efficiencies for renewable energy generation. The siting of Solar PV should be well considered to minimise visual impact. In recent years, Solar PV has become an accepted addition within the historic environment as a contrasting feature that serves to illustrate a building's continued life story as it moves into the modern world.

Further guidance

Historic England have produced guidance on a variety of energy efficiency and renewable energy interventions for historic buildings and conservation areas - [Historic England, Energy Efficiency and historic buildings](#).



Case studies for new build

Ultra low energy design is fast becoming the new normal

Many self builders and developers are choosing to go beyond building regulations for energy efficiency because it makes sense. Not only can low energy building be cheaper to run, they can be easier and cheaper to maintain and crucially, will not need further expensive retrofit in the future.

Beautiful and efficient homes

Lark Rise in the Chiltern Hills is certified to Passivhaus Plus standards. It is entirely electric, and generates 2.5 times as much energy as it consumes in a year. Careful optimised design has meant that it has a mostly glazed facade, minimal heat demand and stable temperatures over summer months.

Passivhaus/Ultra-low energy can be delivered at scale

Developers are building Passivhaus at scale. Example developments include Springfield Meadows in Oxfordshire, which delivered social and private housing to exemplary standards, including ultra energy efficient fabric with low embodied carbon and nature based solutions to landscaping and SuDS. Other examples include a mixture of houses and flats at Wimbish, Essex (where the average heating costs for the houses are £130/year), Goldsmith Street in Norwich, Agar Grove in Camden and many other developments across the Country.

All types and scales of buildings can be low energy

There are many examples of low energy non-domestic buildings. Oak Meadow Primary School in Wolverhampton was one of the first PassivHaus certified schools in the UK. Large windows allow for useful solar heating in the winter, while external shading limits overheating in the summer. Spaces are ventilated through openable windows and ventilation panels in the summer, and with the mechanical ventilation system with heat recovery in the winter.



*Lark Rise, Chiltern Hills.
Passivhaus Plus certified.
(Source: Bere:architects)*



*Springfield Meadows
(Source: Greencore construction
with Bioregional)*



*Oak Meadow Primary School
(Source: Architype)*

Case studies for refurbishment

80% House, East London

The 80% house, a regency terrace house in East London, underwent a retrofit for energy efficiency in 2008 with no detriment to the external aesthetic of the house. The house features internal wall insulation, cavity wall insulation at the rear with reclaimed bricks, roof insulation, mechanical ventilation with heat recovery and photovoltaic panels. The house achieved an 80% reduction in carbon emissions.



80% House, East London

(Source: Prewitt Bizeley Architects)

47 Greenleaf Road, Waltham Forest

Waltham Forest Council identified 47 Greenleaf Road for a pilot project for retrofit in the area. It underwent a retrofit for energy efficiency and realised a 54% reduction in energy required for heating. The property features external wall insulation at the side and the rear, internal wall insulation at the front, roof and floor insulation, new double glazing, a mechanical ventilation system with heat recovery. The heating system was replaced with an air source heat pump, and photovoltaic panels were installed.



47 Greenleaf Road

(Source: Waltham Forest Council)

New Court, Trinity College, Cambridge

New Court, Trinity College Cambridge is a Grade I listed building that underwent a sensitive retrofit to improve energy performance and comfort. The retrofit realised an 88% reduction in carbon emissions, and a 75% reduction in energy demand. It features internal wall insulation, low temperature underfloor heating and a new mechanical ventilation system with heat recovery.



New Court, Trinity College Cambridge. Grade I listed

(Source: CIBSE Journal)



Climate Change Checklist

The Council will consider all planning applications using the SPD as a material consideration in their determination. Applicants are expected to implement local guidance and demonstrate alignment with these standards as part of the design and development of their proposals.

Energy efficiency

- Have you maximised opportunities for natural solar gain and natural ventilation and minimised overheating risk through passive design and attention to building location, orientation and form?
- Have you designed the fabric of the building to be ultra-low in energy demand, achieving KPIs for space heating demand (kWh/m²/yr) and energy use intensity (kWh/m²/yr)?

Low carbon heat

- Will the building be fossil-fuel free with low-carbon heat source independent of the gas network?

Renewable energy

- Has the design and shape of the roof been optimised for maximum output of a photovoltaic array?
- Does the building achieve a net zero-operational carbon balance and deliver 100% of its entire predicted energy consumption using renewables on-site?

Water

- For dwellings: have water-efficiency measures been incorporated and will fixtures and fittings be specified to achieve water consumption of <105 l/p/d?

Transport & Travel

Reduced travel:

- Have you made provision for home working in residential buildings?
- Is shared mobility encouraged within your transport plans for non-domestic buildings?

Active travel:

- Have you enabled sustainable travel choices with connections for cycling, walking and public transport, providing cycle parking and facilities to levels that sufficiently meets the needs of building occupants?

Low-carbon transport infrastructure:

- Have you provided active charging infrastructure for electric vehicles, meeting standards and sufficient for the needs of building occupants?

Prevention of Flooding

- Have you carried out a flood risk assessment to ensure your development avoids areas at high risk of flooding?
- Have measures to reduce flood risk been included in your proposals and are these designed using nature-based solutions and methods of sustainable urban drainage?

Ecology and biodiversity

- Do you know what ecology and biodiversity are on your site and beyond it, and have you taken steps to both preserve what is already there and enhance ecological value in the future?

Embodied carbon

- Have you minimised embodied carbon in the design of the building and in the selection of materials for its construction?
- Do your assessments of embodied carbon meet LETI targets and take full account of all construction elements including substructure, superstructure, mechanical, electrical and plumbing, products and finishes?

Waste

- Do you provide adequate space, both inside and outside the building, for waste recycling and storage?
- Have you incorporated targets and site management processes to minimise water consumption through construction and minimise and recycle waste, reducing waste going to landfill?



Responding to our policies

The matrix below indicates which local policies relate to what guidance within this SPD.

	Key Performance Indicators	Site orientation and shading	Avoiding overheating	Form	Fabric, detailing and materials	Ventilation	Low carbon heat	Renewable energy	Water efficiency	Transport	Flooding	Ecology and biodiversity	Embodied carbon	Waste
Joint Core Strategy 2011-2031														
SD3 Sustainable Design and Construction	●	●	●	●	●	●	●	●	●	●	●	●	●	●
SD4 Design Requirements		●								●	●	●		
SD9 Biodiversity and Geodiversity											●	●		
SD14 Health and Environmental Quality											●	●		
INF3 Green Infrastructure											●	●		
Cheltenham Plan														
Theme C Objective d	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Policy D3 Private Green Space												●		
Local Transport Plan														
											●			



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CHELTENHAM BOROUGH COUNCIL'S

Climate Emergency Action Plan

Pathway to Net Zero

Our 2030 action framework to become a net zero
Council and Borough



Foreword

From Cheltenham's Cabinet Member for Climate Emergency

Our planet is precious. Climate change is the biggest challenge we all face. That's why Cheltenham has joined hundreds of local areas around the country in declaring a climate emergency and setting an ambitious Net Zero goal. But in this discussion we cannot afford to lose sight of why we must act. It's because we are all obliged to leave a better future for our children, grandchildren and everyone in future generations. The consequences of failing to act are often presented in negative terms, with the threats of extreme weather, migration crises, widespread poverty and much more besides. I like to point out the positives of taking the necessary action. If we have more plentiful clean energy supplies and energy efficient homes, fuel poverty will fall. If we promote and protect nature, our world will be more beautiful. If we switch short car journeys for walking and cycling or onto clean buses, people will be healthier and air quality will improve – and urban areas will become more social places too.

That's at the heart of our Climate Emergency Action Plan: Pathway to Net Zero. Cheltenham Borough Council's document sets out a wide range of actions that we must undertake to reach Net Zero. Some of these will be achievable by the Borough Council alone, but nearly all of them rely on the involvement of others. In many areas it's partnerships with the County Council. In other areas, it's a reliance on funding from the government. In nearly all, the involvement of local people and businesses will be crucial. Some of the changes to our everyday lives will barely be noticed, but others will be more revolutionary.

Whatever the scale of change, we must all bear in mind that we cannot afford not to act. But also that we can all contribute to a brighter future for all. Cheltenham can make a difference.

Councillor Max Wilkinson

Cabinet Member for Climate Emergency

February 2022

Contents

1. Introduction	Page 4	5. Topics	Page 12
2. Purpose of the Climate Emergency Action Plan	Page 5	A. Leading by Example	Page 13
3. Jargon-busting and achieving Carbon Net Zero	Page 7	B. Decision Making, Policies, Plans and Strategies	Page 14
3.1 What is the Climate Emergency?	Page 7	C. Finance, Funding, Investment and Procurement	Page 15
3.2 Climate implications for Cheltenham	Page 8	D. Building & Energy	Page 17
3.3 The Jargon: What is the difference between ‘carbon-neutral’ and ‘net-zero’?	Page 9	E. Active Travel, Transport and Air Quality	Page 19
3.4 What do we want to achieve?	Page 10	F. Natural Environment and Biodiversity	Page 21
4. Carbon Footprint Calculations	Page 11	G. Water and Waste	Page 22
4.1 CBC Carbon Footprint 2019-21	Page 11	H. Collective Action - Influencing, Engaging, Campaigning and Behaviour Change	Page 23
4.2 Cheltenham Borough Carbon Footprint	Page 11	6. Monitoring Progress	Page 25



1. Introduction

Cheltenham Borough Council (CBC) declared a climate emergency in July 2019 and committed to becoming a carbon neutral council and Borough by 2030. The motion received unanimous support and committed the Council to:

- Declare a 'Climate Emergency';
- Pledge to make Cheltenham carbon neutral by 2030, taking into account both production and consumption emissions;
- Call on the Government to provide the powers and resources to make the 2030 target possible; Work with other governments (both within the UK and internationally) to determine and implement best practice methods to limit Global Warming to less than 1.5°C;
- Continue to work with partners across the town, county and region to deliver this new goal through all relevant strategies and plans;
- Report to Full Council within six months with the actions the Council will take to address this emergency.

This declaration was quickly followed by our Carbon Neutral Cheltenham¹ report, published in October 2019, which provides the council with a set of indicative actions to reduce its own carbon footprint to net zero, as well as that of the wider borough. The council recognises that it cannot achieve this change alone

and welcomes the opportunity to pursue a collaborative cross-community approach to achieving net zero carbon emissions by 2030.



In recent times, our lives have been dominated by the economic and health impacts of the COVID-19 pandemic. In response, councils across the UK are implementing recovery plans to kick-start local businesses and look after the welfare of their communities. However, we know that the climate and nature crises haven't gone away and the urgency to act is now more important than ever.

The production of Cheltenham Borough Council's 'Climate Emergency Action Plan: Pathway to Net Zero' (CEAP or 'Pathway') sets out our aim to achieve the 2030 target by acting holistically as a town, not just as a council working in isolation. It is well evidenced that climate action has a range of wider benefits for the health, equity and prosperity of towns and their citizens. This plan therefore also considers the wider advantages of achieving net zero carbon and how we can ensure these benefits are engrained in the fabric of our aspirations.

Outlined here are the key steps needed to push forward this vast agenda and strive to achieve the 2030 goal. We have collated our actions based on eight categories to help provide focus to the broad impact of the climate emergency. The emerging programme from CEAP will be monitored on an annual basis up to 2030, with interim milestones, to ensure that the targets remain on track whilst the council continues to be dynamic to adapt quickly to market changes alongside any relevant new research, insights and innovations.

This pathway goes above and beyond the ambitions set out in the 2008 Climate Change Act, which committed the UK to reducing its greenhouse gas (GHG) emissions by 80% by 2050, compared to 1990 levels. Although, this target was made more ambitious in 2019 when the UK committed to reaching 'net zero' carbon by 2050, CBC's aim is to reach this target 20 years earlier than this.

However, since Cheltenham's Climate Emergency declaration called for the devolution of power and funding to local areas, financial pressures on local areas, specifically Local Authorities, have significantly increased.

¹ www.cheltenham.gov.uk/info/61/sustainability/1622/climate_emergency/3



2. Purpose of the Climate Emergency Action Plan

We strive for Cheltenham to be a thriving and equitable town, ensuring a good life for everyone within the Earth's natural boundaries. We want to be a town in which prosperity and wellbeing for everyone comes first. The aspiration for 2030 fulfils the Council's vision for Cheltenham to be a place:

Where everyone thrives:

- **Where all our people and the communities they live in thrive**
- **Where culture and creativity thrives, and is celebrated and enjoyed throughout the year**
- **Where businesses and their workforces thrive**

In line with the Carbon Neutral Cheltenham² report, and in support of the above commitments set out in the Cheltenham Place Vision³, this CEAP has been developed as a framework, to help shape the Council's priorities for climate action across the borough for the period 2022-30. As set out in the Council's Corporate Plan 2019-2023, achieving a cleaner and greener environment for residents, businesses and visitors is a key priority⁴. The CEAP gives us the opportunity to:

- **Communicate our response to the climate and ecological emergency and share good practice**
- **Influence and shape the development of strategy and policy for climate at county, regional and national levels**
- **Make a positive impact towards the national effort to address climate change**
- **Work in partnership to take forward projects and initiatives that reduce the impacts of climate change**
- **Set an example to other Local Authorities yet to set a goal and pathway for becoming net zero.**

We know that waiting to take action is not an option and this pathway focuses on the actions we can take now, and over the coming years, to reach our 2030 target, as well as sharing what we have already achieved.

We expect that further adaptation and changes will be needed as climate innovation and advances in technologies improve our ability to achieve our goals in new and potentially revolutionary ways.

We aim to be at the forefront of these advancements wherever possible and see this as a key element of our climate pathway.

There will be further developments which we cannot yet foresee, such as changes in government policy, the emergence of new technologies and lessons learned through experience. Therefore, although the main goal of the 2030 CEAP will remain the same (i.e. to become a net zero council and borough by the year 2030), the action plan will remain flexible and be reviewed and updated annually, taking account of new research, developments, technologies, community needs, and funding opportunities.

² www.cheltenham.gov.uk/info/61/sustainability/1622/climate_emergency/3

³ www.cheltenham.gov.uk/downloads/file/6343/cheltenham_place_vision

⁴ www.cheltenham.gov.uk/downloads/file/7401/corporate_plan_2019-23



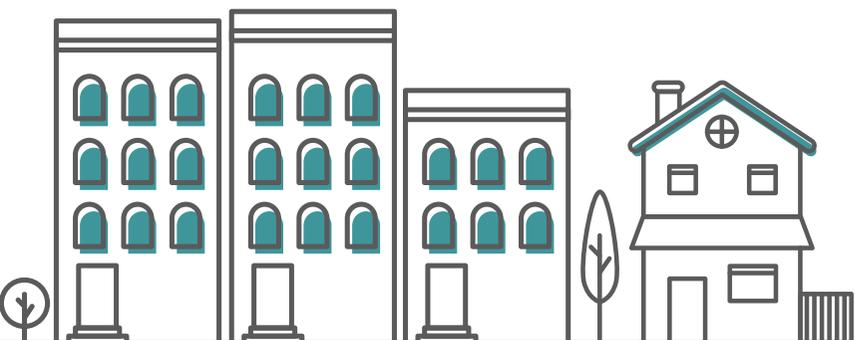
In addition to the benefits that achieving net zero carbon emissions will have on climate change, a well-managed carbon reduction programme will also offer substantial positive effects, known as co-benefits, on a wide range of other interrelated issues, including fuel poverty, air quality, health and wellbeing and economic growth.

The work required to meet our climate obligations also means developing climate resilience, which will include:

- **Mitigating flood risk**
- **Considering adaptations that reduce vulnerability to climate change impacts**
- **Developing a more tightly-knit community**
- **Planning for more green and natural space for both people and wildlife.**

This presents a great opportunity and necessity for the CEAP to set out a collaborative approach across the borough – a time for multiple partners to join forces to support the Council and the town in reaching its ambitious target.

This Pathway was prepared by the Council's Climate Emergency team and developed in conjunction with relevant stakeholders. Climate action plans from local authorities are already paving the way on the climate agenda and served as a basis for this Pathway, but a special thanks must be made to Friends of the Earth for their 'Climate Action Plan for Councils' 50-point plan⁵, which has been instrumental in guiding the development of this Pathway.



3. Jargon-busting and achieving Carbon Net Zero

3.1 What is the Climate Emergency?

There is a climate emergency because our climate is warming and changing faster than nature can adapt to it. Scientists have calculated that by the middle of this century, the world has to reduce emissions to as close to zero as possible so that the earth has a chance to recover and stabilise. We therefore have to take action now.

A climate emergency declaration, or declaring a climate emergency, is an action taken by governments and scientists to acknowledge humanity is currently heading towards climate catastrophe.

The climate is the long-term pattern of day to day weather. Our food and water supplies depend on stable seasonal patterns of temperature, rain and wind, both in the UK and elsewhere. In the last 100 years, the earth's average temperature has increased faster than previously seen – this is known as global warming or global heating. This heating of the planet is causing our global and local climates to change and is therefore putting our ecosystems⁶ at risk, which may no longer be able to support our current way of life, or those plants and animals that live among us. This includes the production and provision of food and water for instance.

It is clear from the Intergovernmental Panel on Climate Change (IPCC) report⁷, that human activity plays a significant role in this increase in temperature. Our use of fossil fuels like petrol, diesel, gas and coal is widely accepted by scientists to be the main cause of global warming. When these fuels are burned, they release greenhouse gases which trap heat in the earth's atmosphere, causing the air and seas to heat up, which in turn changes the climate. The GHG produced when we burn these fuels contain a lot of carbon and so the term 'carbon emissions' is often used when talking about tackling the climate emergency. These emissions are rising at such a rate that our climate is changing much more rapidly than earth's ecosystems and lifeforms can adapt.

We have already witnessed evidence of the climate emergency happening right now, with an increase in the prevalence of floods, droughts and fires around the world, including devastating climate events across the UK this year too. It is likely that these events will get more frequent and fierce if carbon emissions continue unchecked. Preventing this requires urgent action on a global scale.

This mitigation pathway is paving the way for Cheltenham to play its part in limiting the catastrophic impacts caused by climate change, harnessing the potential of our own residents, businesses, visitors and communities, to contribute locally to the national and global commitment required.

You can find further information and useful links on our climate change webpages if you would like to know more: www.cheltenham.gov.uk/climate

⁶ An ecosystem is where plants, animals, and other organisms, as well as weather and landscapes, work together to form a sphere of life.

⁷ www.ipcc.ch/report/ar6/wg1



3.2 Climate implications for Cheltenham

At a local level, we have already started to feel the impacts of climate change. Increased flooding in the area has posed a risk to transport infrastructure, damaging our roads and causing disruption. An increase in impermeable surfaces such as concrete and tarmac, and a reduction in natural flood mitigation, for example due to land drainage schemes, has resulted in flash flooding which can impact health, wellbeing and livelihoods.

The 'Urban Heat Island' effect, where towns and cities experience higher summer temperatures than the surrounding rural areas, has been noticed in Cheltenham. Higher building density, less green infrastructure and air pollution from traffic, all increase the likelihood of heat becoming trapped or stored and lead to a disproportionate rise in local temperatures. Since the start of temperature recording, 10 of the warmest years have been since 2002 and there is a trend of increasing temperatures. Higher temperatures result in an increase in heat-related illness and death, particularly in vulnerable groups, including the elderly and very young.

As time goes on, we will notice more changes to our environment and an increase in extreme weather events. Some of these are hard to predict accurately, such as shortages of public water supply and problems with food production.

However, this mitigation pathway will consider how we can become a more closely-knit community which knows where to turn in the face of an extreme event and how we will prepare and adapt to changes that come our way.

Not only will climate mitigation and adaptation help to address the global issue, it will bring improvements in our local area. Co-benefits such as enhanced access to green spaces, job creation, improved mental and physical health, together with increased biodiversity, **will make Cheltenham a better place to live for all of us.**



3.3 The Jargon: What is the difference between ‘carbon-neutral’ and ‘net-zero’?

It is important that we ensure there is clarity surrounding our targets and the terminology we use. Therefore, we have outlined the difference between the various terms you may hear across the press, social media and other publications, to help with the narrative and related aspirations.

Greenhouse Gases (GHG)

are gases in Earth’s atmosphere that trap heat. They let sunlight pass through the atmosphere, but they prevent the heat that the sunlight brings from leaving the atmosphere. This warms and creates the ‘greenhouse effect’. The main greenhouse gases are water vapour, carbon dioxide, methane, ozone, nitrous oxide. When we measure GHG, we usually refer to them as carbon dioxide equivalents (CO2e) to allow us to easily compare their impact on global warming⁸.



Net-Zero emissions means not adding any greenhouse gases to the atmosphere through an organisation’s activities. Becoming net-zero starts with a plan to rapidly reduce GHG emissions to zero by a specified date. However, most organisations find that some emissions can’t be reduced to zero. These are expected to be small and are usually then offset by initiatives aimed at removing an equivalent amount of GHG from the atmosphere. The UK became the world’s first major economy to set a target of being net zero by 2050. **Cheltenham has set a more ambitious target of being net zero by 2030.**

In October 2021, the Government stated that to reach their Net Zero target, the task is to “reduce emissions to as close to zero as possible, with the small amount of remaining emissions absorbed through natural carbon sinks like forests, and new technologies like carbon capture.”⁹

Carbon neutral means that any carbon dioxide (CO2) released into the atmosphere from an organisation’s activities is balanced by an equivalent amount being removed. Typically, this would be achieved by determining the organisation’s **carbon footprint** and deciding how best to counteract these emissions via renewable energy generation or **carbon offsetting**, and sometimes carbon emissions reductions. An organisation can demonstrate carbon neutrality, whilst still increasing its own carbon emissions.



Carbon footprint is the calculated amount of CO2 released into the atmosphere as a result of the activities of a particular individual, organisation, or community.



Carbon offsetting is the action or process of compensating for the CO2 emissions arising from an organisation’s or individual’s activity by participating in schemes designed to make equivalent reductions of CO2 in the atmosphere. It is suggested that CO2 has the same impact on the climate no matter where it is emitted and, therefore, it is considered that a tonne of CO2 absorbed from the atmosphere in one part of the world, through carbon capture or tree planting, for example, can cancel out a tonne of CO2 emitted in another.

Scope 1 emissions cover an organisation’s GHG emissions which are produced directly by their activities. This is usually through the burning of fossil fuels, whilst running gas boilers or diesel vehicles, for instance.

Scope 2 emissions cover GHG emissions produced indirectly by an organisation, for example the electricity used to heat a building which has been produced by burning fossil fuels elsewhere.

Scope 3 emissions include all other indirect emissions that are produced by an organisation’s activities, such as the disposal of waste, employee commuting and the supply chain.

⁸ [ecometrica.com/assets/GHGs-CO2-CO2e-and-Carbon-What-Do-These-Mean-v2.1.pdf](https://www.ecometrica.com/assets/GHGs-CO2-CO2e-and-Carbon-What-Do-These-Mean-v2.1.pdf)

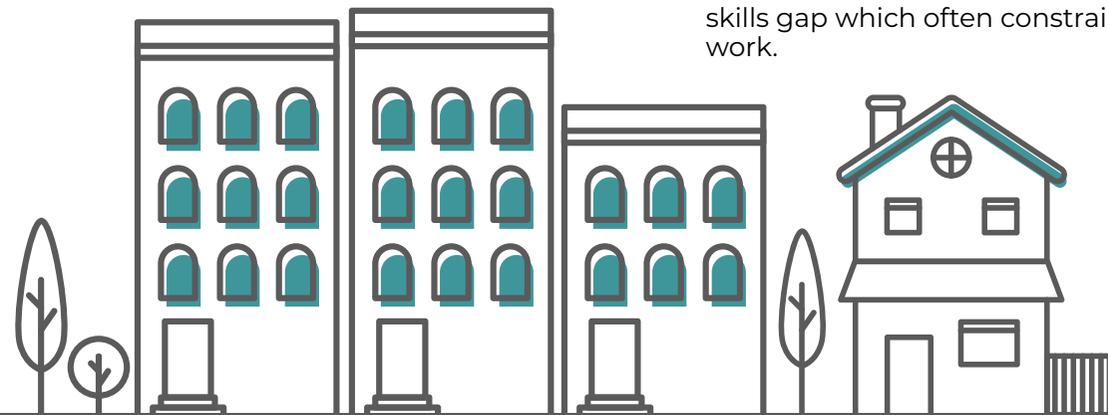
⁹ assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1028157/net-zero-strategy.pdf

3.4 What do we want to achieve?

CBC has set an ambitious target to become **Net Zero** by 2030. Primarily, this involves a plan to reduce our Scope 1 and 2 emissions to almost nothing and to explore the viability of compensating for the remaining emissions through mechanisms such as carbon-offsetting. Although we will endeavour to reduce our Scope 3 emissions as much as possible, for example, by looking at how our officers travel to work and where our waste is generated and disposed of, much of our Scope 3 emissions come from those across our supply chain, from the builders we use, to the manufacturers of our office pens. This presents a significant challenge for us to reach net zero, as we will need to consider the carbon impact of our procurement activity across the board, i.e. where products come from, how they are made and what they are made of, as well as the business activities of service providers. Therefore, although we plan to tackle our Scope 3 emissions head on, we recognise that this may be a longer process than reaching net zero for our Scope 1 and 2 emissions.

As well as becoming a net zero Council, we have also committed to reach net zero carbon emissions as a Borough. This is a challenge that will require support and change from all those living and working in Cheltenham, as well as businesses, partner organisations like the County Council and LEP, and the Government.

CBC recognises its role as one which necessitates leadership, facilitation and signposting to make it easier for others to follow on the journey to net zero. We know that there are requirements for input and support from others to help us achieve our net zero ambitions. For example, to help us deliver our vision of how transport could work better in the borough, we will work with others who have the crucial statutory powers and resources, such as GCC. To align with our ambition, central Government will need to enhance legislation and funding so that the necessary policies and structures are in place for us to drive change. We must continue to motivate the construction sector to 'gear up' in order to meet the coming demands for the retrofitting of homes and commercial buildings, and support the education sector in reducing the skills gap which often constrains our work.



4. Carbon Footprint Calculations

4.1 CBC Carbon Footprint 2019-21

Table 1.0 below shows CBC’s carbon footprint in tonnes of carbon dioxide equivalent (CO₂e). We have striven to be as thorough as possible when calculating the carbon footprint and widened the scope in 2020/21 to include emissions from both waste and water. This means that some of the reductions in gas consumption resulting from the reduction in the use of buildings during the Covid-19 pandemic were partially mitigated. This is presented next to our base year of 2019/20 as originally calculated, and the revised base year, which was calculated using the updated approach.

	2021/22	2019/20 (base year)	2019/20 (revised)
Scope 1	2,954	3,620	3,650
Scope 2	1,047	868	1,279
Scope 3	1,069	1,134	1,178
TOTAL GROSS EMISSIONS	5,070	5,622	6,106

4.2 Cheltenham Borough Carbon Footprint

Table 2.0 below shows the annual carbon footprint, in CO₂e, of the Borough. These figures comprise data from various sources including from the Department for Environment, Food & Rural Affairs (DEFRA)¹⁰ and the Department for Business, Energy and Industrial Strategy (BEIS)¹¹, as well as some of our own data collection and extrapolation. The calculations include emissions from sources such as waste disposal, transport, and energy consumption in homes and businesses.

	2020	2019	2018
TOTAL GROSS EMISSIONS	539,856	555,568	570,993

¹⁰ www.gov.uk/government/statistical-data-sets/env23-uk-waste-data-and-management

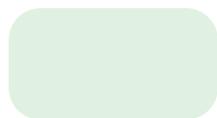
¹¹ data.gov.uk/dataset/4b7b7f64-0b97-4a6e-8e45-1218b9a81876/sub-national-total-final-energy-consumption-data



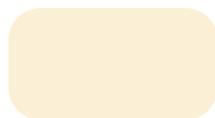
5. Topics

Outlined below, are 8 key areas of focus we believe are needed for us to become a net zero Council and Borough by the year 2030. The ambition for each topic is broadly covered, together with a list of the actions we will take to help reach our net zero goal. This list will remain fluid to keep up with changes in government policy, the emergence of new technologies and lessons learned through experience.

Moving forward, an annual progress report will be produced by our Climate Emergency team to monitor and evaluate our progress against the list of actions set out here.



**Priority in
2021-23**



**Priority in
2024-26**



**Priority in
2027-28**



**CBC taking a
leading role**



A. LEADING BY EXAMPLE

Overview

CBC strongly believes that in order to ask others to make the necessary changes to their organisations and lives, we must be seen to be leading on making these changes ourselves. By seeking to set ever higher standards, we can offer advice and share best practice to make it easier for others to follow, signposting to other leaders along the way.

Ongoing & Completed

We are already on our way to understanding how our staff travel to and from work and will proceed by promoting lift-sharing and public transport options. We have introduced a staff cycle purchase scheme through salary sacrifice, to encourage modal shift and help reduce our commuter transport emissions. We continue to consider flexible and home-working options to reduce the emissions from commuting and building use.

In addition to this, charging points for the Mayors electric car will be installed at Swindon Road in 2022, coinciding with the arrival of the first two electric vehicles as part of the Ubico fleet, as we begin our transition away from fossil fuel consuming vehicles. In support of this, during 2022, we will be changing some of our UBICO fleet to run on Hydrotreated Vegetable Oil (HVO), a fuel with much lower carbon emissions.

In order to improve our ways of engaging with communities, we are trialling two different platforms which encourage democratic participatory processes and stakeholder involvement, one of which is under the Cheltenham Zero Partnership. We have already had many positive interactions through [haveyoursay.cheltenham.gov.uk](https://www.haveyoursay.cheltenham.gov.uk) and [cheltenhamzero.org](https://www.cheltenhamzero.org) and continue to explore ways to get the most out of these sites. These sites not only allow us to hear the views of Cheltenham residents and businesses, but also provide a platform for us to share updates and case studies from ourselves and other organisations. In this way, we hope to inspire and encourage others to join us on the journey to net zero.

Actions

1. Report our carbon footprint annually and encourage others to follow suit. Endeavour to be more thorough and precise over time and include more of our impact year on year.



2. Commit to lobbying higher levels of government for stronger climate action and greater support to local authorities to help facilitate them making a difference.



3. Introduce compulsory 'Carbon Literacy Training' to the Council and partners and commit to 100% of the Council's officers, staff and elected members gaining a Carbon Literacy certification.



4. Develop case studies to share our experience in implementing climate initiatives, learnings and success stories, to help others learn from our actions, replicate, or ideally, do better.



5. Keep the public informed about our progress in meeting or missing our climate targets.



6. Develop, or help facilitate through the Local Resilience Forum, a strategy for locally addressing epidemics and pandemics as part of our wider climate actions.

7. Leverage our position as 'The Festival Town' to drive change through the development of a more sustainable and carbon friendly events strategy.



B. DECISION MAKING, POLICIES, PLANS AND STRATEGIES

Overview

We know there is a need for the climate agenda to be a strong policy thread across the council. Without climate being a focus for all our officers and members, woven through each of our departments, we will fail to embed a Net Zero culture. Thus, we will ensure all our decisions help to meet national and local net zero carbon targets, improve air quality and protect and restore nature, as well as delivering on COVID-19 recovery.

Ongoing & Completed

The Council has been working hard since declaring a climate emergency and throughout the pandemic, to deliver action that will lead to a seismic shift in our approach to reaching net zero.

First and foremost, we have employed and committed future annual budgets for two dedicated climate emergency officers - a team we expect will need to grow to achieve our goal of becoming a net zero, climate resilient council and borough by the year 2030. This team is complemented by a new, dedicated climate emergency Cabinet Lead to drive positive change among our members and help challenge leadership and decision-making. Furthermore, we have established a core multi-disciplinary group of officers from across the Council, to help ensure climate change is not just delivered by one team, but is woven throughout the business across everything we do.

Additionally, the Council is part of the Government's Kickstart Scheme¹² which will allow for the 6-month hire of a Climate Action Support Officer, providing additional resource to the Climate Emergency Team in delivering the actions from this Pathway, but specifically, will employ someone claiming Universal Credit and in the 16 to 24 year old age bracket.

The creation of a 'Climate Change Programme Board' will help to keep us on the right track throughout our journey to 2030, ensuring we are focusing resource and efforts in the most important areas. The Board, led by an appropriate Cabinet Member, will consist of other political representatives and the Countywide Climate Change Coordinator, meeting on a quarterly basis to steer the programme of works stemming from this pathway.

¹² www.gov.uk/government/collections/kickstart-scheme

Actions

1. Report our carbon footprint annually and encourage others to follow suit. Endeavour to be more thorough and precise over time and include more of our impact year on year.



2. Commit to lobbying higher levels of government for stronger climate action and greater support to local authorities to help facilitate them making a difference.



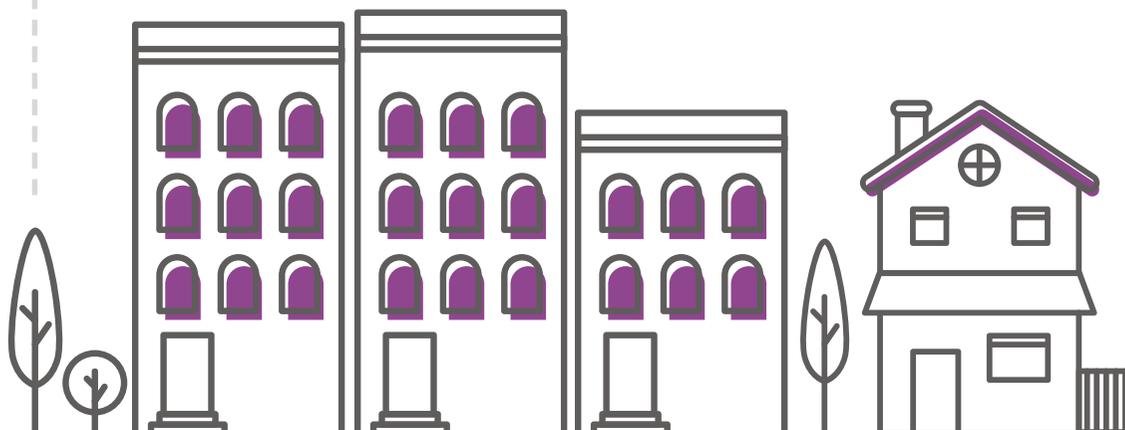
3. Introduce compulsory 'Carbon Literacy Training' to the Council and partners and commit to 100% of the Council's officers, staff and elected members gaining a Carbon Literacy certification.



4. Develop case studies to share our experience in implementing climate initiatives, learnings and success stories, to help others learn from our actions, replicate, or ideally, do better.



5. Align our council statutory and non-statutory plans, policies and guidance with our climate, nature and green economy goals, including corporate areas such as procurement and infrastructure development.



C. FINANCE, FUNDING, INVESTMENT AND PROCUREMENT

Overview

Both public and private investment is crucial to the success of reaching our targets for 2030. How we invest is fundamental to facilitating change. We cannot overestimate the power that our purchasing decisions across the borough can have on encouraging, supporting and driving the green revolution and forcing markets to change for the better. Currently, the Government's Procurement Policy Note¹³ requires that any suppliers bidding for goods, services or works, with an estimated contract value of over £5 million, must provide a Carbon Reduction Plan confirming their commitment to achieving Net Zero by 2050. This also has to outline the environmental management measures that they have in place for the project/works. Policy such as this can incentivise climate action through the supply chain, however, we hope to be more ambitious by introducing suitable criteria for much lower contract values. .

Ongoing & Completed

CBC has developed its own Climate Investment Strategy with a view to source funds using various financing options. This investment strategy will provide a wider pool of funding to help tackle the climate emergency by supporting and activating carbon reduction projects. This strategy is expected to be published in early 2022 and will enable the council to act quicker and respond better to investment opportunities, grants and private investment projects. A Green Investment Strategy Board is to be established to evaluate and authorise decisions for investments under £500,000.

We know that working closely with our fellow districts across Gloucestershire will be an important part of our effort to reach shared carbon reduction targets. Financial contribution has therefore been made by CBC to employ a County-wide Climate Change Coordinator, a role hosted by Gloucester City Council and financed by public bodies and district Councils within Gloucestershire. This officer will help ensure that the districts and county work collaboratively, learnings are shared and economies of scale are drawn upon wherever appropriate.

We are committed to reducing our investment in oil and gas whilst understanding the continued need to balance this commitment with making the right financial decisions to safeguard our residents, businesses and communities.

¹³ assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/991622/PPN_0621_Taking_account_of_Carbon_Reduction_Plans_2_.pdf

Actions

1. Develop a Climate Investment Strategy known as 'Cheltenham's Green Deal' that approves and enables money to be raised for investment in green projects, using various means such as grants, bonds, or Community Municipal Investments (CMIs) to speed up carbon emission reductions and increase resilience to climate change and to support the Council's Medium Term Financial Strategy (MTFS).



2. Introduce an annual 'Climate Community Fund' that helps to finance smaller scale, community climate initiatives and projects, which can be used as best practice exemplars to encourage the take up of similar schemes.



3. Ensure all future investment decisions take into account our climate emergency objectives. As the Council recovers from the impact from the pandemic, we will look at the earliest opportunity to review our modest investment portfolio, as part of our commitment of divestment from funds which support the burning or extraction of fossil fuels.



Actions continue on next page



4. Encourage suppliers to measure and report on their Scope 1 and 2 emissions, to help improve the level of detail of our Scope 3 emissions reporting, focusing first on the highest expenditure areas of repair and construction.



5. Review our Procurement Policy to ensure all purchases properly consider climate-related impacts and add greater weight to purchasing from sustainable local businesses and those which add social value.

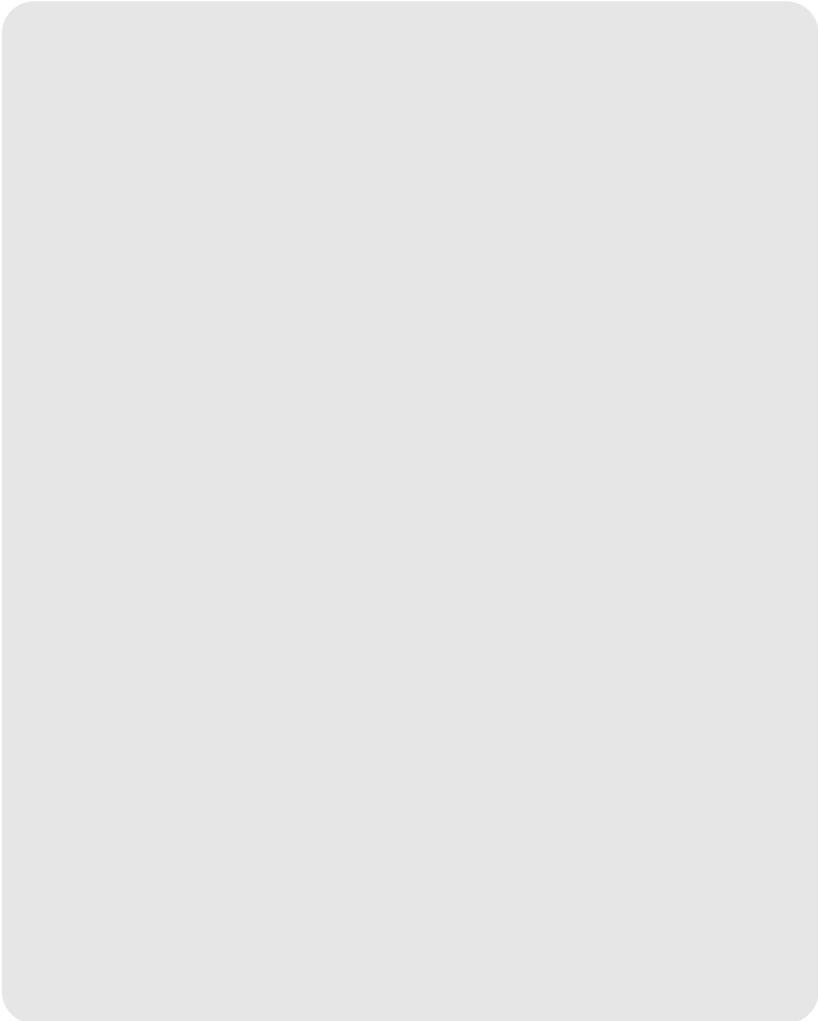


6. Look to invest in low-carbon and climate-resilient infrastructure that reap multiple environmental benefits wherever possible. This may range from small Sustainable Urban Drainage Systems (SuDS) and rain gardens, to solar farms and green roofs.

7. Work with Gloucestershire's Local Enterprise Partnership (GFirst LEP) and other authorities and organisations to rapidly grow the green economy, by investing in economic activities that promote reduced carbon emissions and pollution, enhanced energy efficiency and prevention of the loss of biodiversity.

8. Use legal and planning mechanisms, such as Section 106 agreements, the Community Infrastructure Levy (CIL) and others to help fund climate actions and nature restoration projects.

9. While acknowledging that the County Council is the lead transport authority, explore opportunities to introduce economic nudge mechanisms to help disincentivise car use, particularly for shorter journeys. Further encourage the County Council to use such mechanisms to enable and encourage sustainable transport, particularly measures that allow people to use active and collective forms of transport to travel to work, such as segregated cycle ways and public transport.



D. BUILDINGS & ENERGY

Overview

Heating for homes and workspaces currently makes up almost a third of all UK carbon emissions. Excessive use of energy due to inefficiencies and sourcing from fossil fuels also contributes significantly to climate change. Improvements drastically need to be made on improving the energy efficiency of housing and non-domestic properties, ensuring they require less energy to heat, making them cheaper to run and more comfortable to live and work in, whilst reducing our dependence on imported energy. In turn, we hope to tackle fuel poverty and thereby improve the health and wellbeing of residents that struggle to cover the costs of energy, particularly during the winter months. This needs to apply to both new and existing housing stock and other types of assets that utilise energy.

Ongoing & Completed

In spring 2021, CBC was awarded over £380k to install an integrated utility metering platform with works commencing November 2021 and an expected completion date in March 2022. The platform brings together all the available energy and water data for some of our biggest buildings, via mechanisms such as a network of sub-meters providing real time data on energy usage. The data and ensuing analysis will inform a programme of behavioural change, to target a reduction in our energy wastage in these buildings.

This project has also generated a decarbonisation plan for each of the identified buildings, such as Leisure@ and the Pittville Pump Rooms, which have considered the viability of removing gas heating and cooking elements from each building and explored the required funding and permissions necessary for the Council to proceed with such actions.

The continued strong partnership between the Council and Cheltenham Borough Homes (CBH) will be vital in ensuring an inclusive approach, ensuring that the benefits of investment and climate mitigation through retrofit activities and sustainable new developments are far reaching. Collaboration to deliver shared climate priorities is already underway between CBC and CBH.

A 'fabric-first' approach is being taken with the existing homes managed by CBH which include the Council housing stock of around 4,500 dwellings. Many of these homes are heated by GHG emitting gas boilers and improving the insulation and reviewing low carbon heating options will ensure that the homes are as energy efficient as possible. CBC and CBH have already been successful in a bid to the Social Housing Decarbonisation Fund (SHDF) for a deep retrofit scheme¹⁴. This will demonstrate the potential of our existing homes in becoming energy efficient through fabric improvements and low carbon heating. We continue to bid for future waves of these funds and, where beneficial, strengthen bids through partnerships with other local authorities.

New social housing developments in Cheltenham will seek to achieve the very highest standards of energy efficiency. CBC is working together with CBH to regenerate existing redundant sites, as part of the commitment to provide 500 affordable homes delivered or in the pipeline by 2026, made possible by £180m investment by CBC to provide quality homes and support thriving communities. The work is a direct delivery of CBC's key priority to increase the supply of housing and investment to build resilient communities and CBH's priority to provide great homes to make Cheltenham a better place to live. CBH will also strive to make the best use of land in the interests of enhancing biodiversity performance, with insightful design for long-term ecological impact. The development of 320 Swindon Road¹⁵ is an early example.

¹⁴ www.gov.uk/government/publications/social-housing-decarbonisation-fund-demonstrator-successful-bids

¹⁵ www.cbh.org/proposed-development-of-320-swindon-road/

Actions

1. Measure the energy usage of CBC owned properties and develop a heating and energy efficiency strategy to set out actions needed to actively reduce energy consumption and move away from the use of fossil fuels. Introduce behaviour change programmes to reduce energy consumption in council owned buildings. Support businesses and residents to similarly reduce their consumption.



2. Retrofit council-owned social housing, focusing first on the homes most at risk of fuel poverty.

3. Develop a new 'Sustainability Design Code' for the Golden Valley Development, as a vision for integrated living in West Cheltenham that promotes a low carbon lifestyle. Our aspiration is for this thinking to then be replicated across the town, or within other districts and regions.

4. Explore the viability of a shared low-carbon heat network, to help reduce borough-wide emissions.

5. Retrofit council-owned properties with sustainable, energy-efficient solutions where feasible.



6. Help owner-occupiers to create more energy efficient homes. For example, by supporting energy companies to provide fuel-poor or vulnerable households with insulation, or by helping influence the retrofit market to ensure there is effective demand for energy efficient measures by those that are classified as "able to pay". This may include supporting the provision of skills-training for local workers, actively encouraging applications for new installations, and facilitating the applications of funding bids from home owners.

7. Seek to invest in renewable energy generation by identifying suitable areas in the future Planning Policy documents, such as the Cheltenham Plan and Joint Core Strategy. Review the feasibility of alternative energy sources, new technologies and innovations and the potential to be a net contributor.



8. Commit to using 100% renewable electricity across council owned assets, including those operated by key partners. Support businesses and residents to do the same. Encourage developers to commit to renewable energy by stipulating requirements in a new Supplementary Planning Document (SPD)



9. Engage with landlords to improve energy efficiency of homes in the private rented sector and commercial properties and encourage them to achieve good insulation.

10. Look for potential to align Conservation Area policies with climate emergency goals.



E. ACTIVE TRAVEL, TRANSPORT AND AIR QUALITY

Overview

An estimated 70% of car journeys within Cheltenham are under 2km; many of these journeys could be made on foot or by bicycle. A modal shift to more active transport is needed to reduce emissions from privately owned vehicles. For those unable to make these journeys without a vehicle, public transport needs to become a more attractive option and fossil fuel consuming cars need to be phased out as soon as possible. The Government has already started this journey by committing to ban the sale of new petrol and diesel cars and vans by 2030¹⁶. Policies such as this will lead to reduced carbon emissions, a reduced number of petrol and diesel cars on the road, and will help to improve Cheltenham's air quality.

Ongoing & Completed

Whilst we are not the Highways Authority and therefore have limited control over this element of the pathway, CBC has a vision for how transport could work better in the borough. To deliver this vision, we must work with others who have the statutory powers and resources to help us.

In 2019, we published our Connecting Cheltenham¹⁷ report, to seek to influence GCC's new Local Transport Plan, as well as articulating a clear aspiration of how Cheltenham wanted and needed to change.

Positive engagement has progressed with partners to look to develop a cycle hub in the heart of Cheltenham with secure, covered cycle parking, which is also suitable for cargo bikes. We hope this project will start taking shape in the first quarter of 2022, along with proposals for additional cycle parking provision across the town more widely.

Plans are underway to extend the Honeybourne Line beyond its current boundary at the underpass of the Queens Road Bridge, Lansdown towards the Lansdown Bridge. Developed by Great Western Railway and maintained by CBC, this key link to the existing Honeybourne Line will provide Cheltenham residents and our local communities with a much better connection between three key sustainable transport networks: the train station, the Cheltenham to Gloucester 94 bus network, and the Honeybourne cycle and pedestrian network into the heart of the town. This seemingly small link will play a big role in supporting CBC's climate agenda, promoting modal shift and public transport, reducing pollution and car use, and encouraging walking and cycling which leads to healthier and happier communities.

CBC is required to produce an Air Quality Action Plan (AQAP), relating to an Air Quality Management Area (AQMA) declared around an area of High Street / Poole Way in 2020. This document is likely to be completed and submitted to DEFRA in early 2022. Our formal AQAP will be published as part of a town-wide strategy for improving air quality, backed by existing policies drawn from other documents.

To reduce the carbon footprint of our own CBC fleet, we are in the process of transitioning our heavy goods vehicles used for environmental services away from fossil fuels to Hydrotreated Vegetable Oil (HVO), a fuel with much lower carbon emissions.

¹⁶ assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1005301/transitioning-to-zero-emission-cars-vans-2035-delivery-plan.pdf

¹⁷ www.cheltenham.gov.uk/info/61/climate_and_sustainability/1649/connecting_cheltenham

Actions

1. Work with GCC to prioritise transport investment in cycling and walking, with a priority of installing segregated cycleways, increasing space for pedestrians and introducing a 20mph speed limit in urban areas. Seek to safeguard routes for a future mass transport system to enhance and improve the sustainability of Cheltenham's public transport offering.

2. Introduce new 'safe cycle hubs' across the town, working with businesses to help facilitate these, as well as installing more cycle racks, wherever it is suitable and safe to do so.



3. Enable a shift to electric vehicles by installing electric vehicle charging points within Council owned car parks and support GCC with the delivery of their Local Transport Plan (LTP).



4. Deliver a policy that will require all taxis to be electric, or another form of zero carbon as technology evolves, and support the provision of required infrastructure.



5. Transition the council's own fleet to electric vehicles. Explore interim measures such as the use of Hydrotreated Vegetable Oil (HVO) fuel in place of traditional diesel in instances where electrification is not yet a viable option, particularly for the Council's heavy goods vehicles delivering environmental services across the borough.



6. Reduce the use of private vehicles used for commuting by council officers through a reinvigorated green staff travel strategy, including progressive flexible and home-working options.



7. Reduce car use through measures available to the Borough such as promoting car-sharing schemes, supporting the continuation of the county e-scooter trial, introducing staff incentive schemes such as 'Cycle to Work' and reducing or removing direct car parking benefits.

8. Work with GCC to develop and implement a "last mile" strategy that encourages greener deliveries across the area by setting up an area-wide distribution centre. This will help remove large delivery vehicles from the central road network and facilitate the introduction of efficient cargo bikes to Cheltenham, whilst creating new jobs and economic growth.

9. Review our existing car parking strategy. We will continue to explore ways to ensure alternative travel options to car use are viable and seen to be more favourable than driving. Town centre parking charges will need to reflect this policy choice. Repurposing some car parking spaces (i.e. by creating urban gardens or for car share schemes) will be necessary to demonstrate the council's ambition to remove priority for privately-owned vehicles and to amplify services and support for active travellers.



10. Reduce the need to own and use a car by requiring that the location and design of new developments means they are demonstrably accessible by safe cycling, walking routes and good quality public transport and situated close to essential services.

11. Explore the feasibility of introducing Clean Air Zones within Cheltenham town centre, similar to schemes recently introduced in other areas such as Bath and Birmingham.



F. NATURAL ENVIRONMENT AND BIODIVERSITY

Overview

We are not only experiencing a climate emergency, but an ecological emergency too. Our wildlife, biodiversity and ecosystems are at just as much a risk of catastrophe as we are as human beings if action is not taken to protect our natural environment and halt climate change. We must acknowledge our planetary boundaries. Planting more trees, protecting and extending wild spaces for nature, increasing biodiversity, restoring our land to sequester carbon and building our resilience to flooding, will all contribute to mitigating the climate emergency.

Ongoing & Completed

Over the last year, CBC has planted 1,200 trees across our parks, gardens and other land-based assets. We'll be looking to work closely with GCC as they undertake their new tree planting programme¹⁸ in association with the Woodland Trust, whilst looking to produce a robust tree planting strategy of our own.

We continue to protect our existing green spaces and locally designated nature sites and endeavour to ensure public access to local authority-owned green spaces.

In March 2021, CBC resolved to support the Climate and Ecological Emergency Bill which aims to 'to actively restore biodiverse habitats, and to stop damaging our natural world through the production, transportation and disposal of the goods we consume'¹⁹. Moreover, new legally binding environmental targets are to be set and enforced as part of the Environment Act which became UK law in 2021²⁰. This legislation will protect and enhance our environment for future generations and aims to halt the decline in species by restoring natural habitats.

¹⁸ <https://www.gloucestershire.gov.uk/gloucestershire-county-council-news/news-september-2021/open-call-for-land-trees-need-you/>

¹⁹ <https://www.ceebill.uk/>

²⁰ <https://bills.parliament.uk/bills/2593/publications>

²¹ <https://naturalcapital.gcerdata.com/>

Actions

1. Update local planning strategies and work closely with other authorities, including GCC, to significantly increase tree cover across the borough and ensure existing trees are properly protected, in order to store carbon, support nature, aid flood protection and deliver health and wellbeing benefits. Increased canopy cover can also provide shade for people and buildings, cooling the air and ground temperatures in extreme heat. 
2. Manage council-owned land to increase biodiversity and reduce carbon pollution, i.e. through reduced pesticide use and mowing and increased planting of wildflowers and perennials. 
3. Focus on nature-based solutions for climate mitigation and adaptation. For example, work with a range of partners to develop opportunities for Natural Flood Management (NFM) schemes across the borough to help mitigate flooding and adapt to climate change, using nature to hold and slow water run-off.
4. Seek to actively restore and expand ecosystems in line with the Environment Act 2021, with a focus on enhancing biodiversity and natural carbon sinks. This could be through market based mechanisms that improve and safeguard our natural environment, for example the development of a habitat bank for biodiversity net gain credits.
5. Work with the Gloucestershire Local Nature Partnership and their Natural Capital Mapping²¹ project to help identify nature and ecosystem restoration opportunities across Cheltenham, to reverse and restore habitats, support species and promote ecosystem quality and function.
6. Encourage and influence the uptake of green roofs on roof-tops with green roof potential to help support urban greening in the community.
7. Identify demand for allotments with a view to increasing allotment utilisation and developing land for community spaces and provide opportunities for those that may not have access to their own garden.

G. WATER AND WASTE

Overview

Water is often a forgotten limited resource in the UK, with easy access via our taps for a seemingly endless supply as and when we need it. However, climate change affects water management in multiple ways, ranging from changes in rainfall and therefore seasonal and annual patterns of floods and droughts which can affect water quality and availability. This can have related impacts on our health, economic activities and on freshwater dependent ecosystems. Discarded plastic and other pollutants, along with an over-use of herbicides and pesticides, are also damaging us and the environment and reducing biodiversity across land and sea. The Environment Act 2021²² will drive new business behaviour for waste and recycling, and CBC will continue to work with the business community as well as residents to make sure that we move towards a circular economy, improve resource efficiency through measurement and ensure that the Act is translated into action.

Ongoing & Completed

A new 'pocket forest' of 300 trees will be created thanks to a new coffee pod recycling service. The pioneering 'Podback'²³ scheme has resulted in the kerbside collection of nearly 1 million coffee pods.

While we continue to raise recycling rates, which are up 52.05% at the end of 2020/21, we will also seek to promote the reduction of waste being produced. Waste is no longer sent to landfill, and goes to Gloucestershire County Council's Javelin Park Energy from Waste facility²⁴. This facility produces electricity, but does produce emissions. Our successful behaviour change campaigns aim to educate and raise awareness, ultimately diverting resources from the waste stream into the recycling stream.

Actions

1. Continue to work with communities and businesses to promote food waste reduction, local food sourcing, sharing of unwanted good to eat food within the community. Continue to promote home composting and sustainable food waste.
2. Promote community sharing and reuse to reduce waste and unnecessary consumption, including water.
3. Develop an incentive strategy for all staff, including our partners, to help drive down energy consumption and waste across our buildings. 
4. Reduce the use of single-use plastic in council offices and premises and work with local businesses to help influence reduction in their plastic use and waste. 
5. Encourage businesses and other organisations within the borough to seek waste and recycling solutions which send zero waste to landfill.
6. Following the new requirements set out within the Environment Act 2021, ensure adequate recycling and food waste facilities are provided across all Council-owned and operated buildings and community centres. Support small businesses to recycle, as well as seeking to expand the 'on the go' recycling bin provision across our public realm. 
7. Reduce water consumption at CBC owned sites. 
8. Leverage the new climate-focussed Supplementary Planning Document to encourage the provision of better waste and recycling facilities in developments. Continue to look to the future for innovative ways of dealing with our waste collections such as underground bins to maximise land use and provide more opportunities for biodiversity.
9. Adopt circular-economy waste policies in relevant plans and contracts. 
10. Work with Gloucestershire County Council and other partners to increase the uptake of water butts and grey water recycling in new and existing homes and non-domestic properties as well as continue to promote sustainable food waste disposal across the county as part of Gloucestershire County Council's contract arrangement for anaerobic digestion.

²² <https://www.legislation.gov.uk/ukpga/2021/30/contents/enacted>

²³ <https://www.podback.org>

²⁴ <https://www.ubbgloucestershire.co.uk>

H. COLLECTIVE ACTION - INFLUENCING, ENGAGING, CAMPAIGNING AND BEHAVIOUR CHANGE

Overview

Addressing the climate emergency goes beyond simply reducing our GHG emissions and the council knows it cannot achieve the 2030 target alone. We need a tight-knit community that can adapt to coming changes and knows where to turn in the face of a crisis. By working in partnership with organisations and residents across the borough, we can have greater power to influence others and bring about the necessary behaviour change and action needed to achieve our collective global goal.

Ongoing & Completed

In recognition of the need for cross sector and district working to tackle the climate emergency, we have joined the new 'Climate Leadership Gloucestershire' group. Working with other districts in the county to share best practice and learning whilst endeavouring to solve the most challenging of climate actions. The group will work to increase our available spaces for nature, reduce CO2 and ensure a strong focus on improving the health and wellbeing of Gloucestershire's residents.

The council has established the "CheltenhamZero" partnership²⁵ with the borough's leading climate change charity, Vision21. As an active partner, Vision21 will lead our campaign to reach out to communities and businesses, supporting them to make the transition to net zero and tackle the climate emergency collectively. As a precursor to the partnership, we launched a CheltenhamZero 'Climate Community Fund' offering grants totalling above £50k to community groups, to enable meaningful carbon reduction and climate action initiatives that can be used to showcase best practice to others.

Positive interactions with higher education institutions, has already resulted in collaborative work across numerous departments of the council, including Green Space and Climate Emergency teams. We recently secured funding as part of the Local Government Association's 'NetZero Innovation Programme', to deliver a project in partnership with the University of Gloucestershire and continue to utilise their expertise where we can.

Actions

1. Drive the wider adoption of the CheltenhamZero Partnership across businesses, communities and residents, influencing behaviour change, collaboration and the sharing information and best practice.
2. Establish 'Climate Champions' among our communities, schools and businesses – building capacity for local people to be involved in helping meet our climate targets, inspiring communities and enterprises to find and implement solutions. Climate Champions will also be established within CBC and our key partner organisations to drive change from within.
3. Through mechanisms such as the CheltenhamZero Partnership, provide support to small and medium-sized enterprises, working closely with partners such as GFirst LEP, access funds and expertise, so that they are able to contribute to carbon reduction and nature restoration plans.



Actions continue on next page



4. Explore partnership opportunities for setting up 'zero carbon hubs' – decentralised futureproof centres promoting zero emission lifestyles, that help to educate, inform and advise on 'all things climate' for individuals and communities. We continue to support the Planet Cheltenham²⁶ initiative in their fight against climate change and social inequality.

5. Regularly update the council's web content²⁷ to ensure the most relevant and up to date information is available to the public.



6. Create or signpost to toolkits available for businesses, community groups, individuals and families, relating to topics such as energy, transport, waste reduction and children's climate education activities.

7. Work closely with the University of Gloucestershire to help support local climate-based research, which not only helps to identify opportunities for the Council and the Borough, but also develops the skills needed for our future workforce, enhancing student experience and employability.

8. Use influence with others, such as schools and other private businesses and organisations, to help ensure their buildings are zero-carbon, purchasing is green and the environment they supports nature wherever possible.

9. Work with businesses to seek to introduce local incentive schemes that may help influence visitor and resident behaviour change towards more sustainable lifestyles, such as walking and cycling, reduced waste and healthier eating.

²⁶ planetcheltenham.org

²⁷ www.cheltenham.gov.uk/climate

6. Monitoring Progress

For Cheltenham to become net zero and climate resilient, and to leverage maximum impact from those around us, this mitigation pathway should provide a roadmap for our town and for those with similar ambitions to follow. We know that it isn't perfect and it will need to be adapted and improved as we learn. This overarching strategy is designed to be flexible and will be reviewed as the national context and technology evolve. We commit to being reflective, innovative and transparent on the journey to 2030 and beyond.

There is a need for us to develop a stringent monitoring process and the creation of a 'Climate Change Programme Board' will help to build this rigour. The Board, led by an appropriate Cabinet Member, will consist of other political representatives and the Countywide Climate Change Coordinator, meeting on a quarterly basis to steer the programme of works stemming from this pathway.

We have a baseline to start from and improve upon and will continue to monitor and report on progress. Continuously reviewing and revising this pathway and our delivery plans will enable us to be agile and increase co-benefits.

This CEAP will be reviewed and reported against on an annual basis to inform of our progress in relation to both climate mitigation and adaptation. These reports will be made publicly available. Internally, the monitoring of projects and initiatives will be reflected on 'Clearview', an internal strategy and performance system. We will look to take the annual review of the CEAP to the CBC Overview and Scrutiny committee once a year. The scrutiny committee looks at any issues affecting local people and makes recommendations based on evidence, therefore the annual review of the Pathway and the emerging actions will be of particular interest to the committee. Alongside this, we will improve our carbon footprinting, so that our calculations become more thorough and our reporting more transparent.

As the year 2030 comes nearer, we will continue to ramp up our climate action efforts and strive to create a place where community, culture, business and environment thrive.

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CHELTENHAM

BOROUGH COUNCIL

TOGETHER, WE:



Cheltenham Borough Council

Cabinet - 1 March 2022

Summary of the Council's Response to the Covid-19 Pandemic – March 2020 to February 2022

Accountable member:	Cllr Rowena Hay, Leader of the Council
Accountable officer:	Darren Knight, Executive Director - People & Change
Ward(s) affected:	All
Key/Significant Decision:	No
Executive summary:	<p>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. Since the start of the pandemic the Council has played a key role to maintain services, protect communities, support businesses and lead recovery efforts.</p> <p>Between March 2020 and February 2022, there have been many Council led initiatives nationally recognised that have shown innovation and creativity as part of the Council's response to the pandemic.</p> <p>It's important to also recognise that the Council does not work in isolation but has developed well established partnerships over many years across local government, community and business and without these relationships many of the successes outlined in this report could not have been achieved.</p> <p>Two years since the start of the pandemic means now is a suitable time to formally review the Council's response to the pandemic including what went well, outcomes, lessons learned and what could have been done differently? This report and the supporting document sets out the answers to those questions and provides a centralised record for future reference and learning.</p>
Recommendations:	<ul style="list-style-type: none"> • Cabinet to review the Council's response to the pandemic • Approve the external publication of Appendix 1: 'The Council's Response to the Covid-19 Pandemic'

Financial implication	There are no financial implications as a result of this report. Contact officer: Gemma Bell, gemma.bell@cheltenham.gov.uk
Legal implications	There are no legal implications as a result of this report. Contact officer: Howard Norris, Interim Monitoring Officer, howard.norris@cheltenham.gov.uk
HR implications (including learning and organisational development)	There are no HR implications as a result of this report. Contact officer: clare.jones@publicagroup.uk
Key risks	None
Corporate and community plan Implications	None
Environmental and climate change implications	None
Property/Asset Implications	There are no property implications as a result of this report. Contact officer: Gemma.Bell@cheltenham.gov.uk

1. Background

- 1.1 The purpose of this report and Appendix 1 is to set out the Council's response to the Covid-19 crisis and consider the outcomes and lessons learned; including what went well and what could have been done differently.
- 1.2 In March 2022, it will be two years since the start of the pandemic and there has been a lot of work undertaken by the Council and its partners to maintain services, protect communities and support businesses. Whilst there have been various forms of review of the work undertaken by the Council, it is now felt it would be an appropriate opportunity to capture, review and publish a summary of the Council's response to the pandemic into one document for future reference and learning.
- 1.3 It is recognised as good governance for organisations to review their effectiveness when responding to an emergency response situation. This report and supporting document (appendix 1) covers several themes with evidence and examples for the period March 2020 to February 2022.
- 1.4 Review themes in this report include:
 - Business Continuity
 - Emergency Response - protecting communities and supporting businesses
 - Recovery
 - What would be done differently
 - Lessons learned
 - Partnerships
 - Performance Management

2. Business Continuity:

- 2.1 In March 2020, in advance of anticipated emergency Government legislation it was necessary for the Council to make temporary arrangements for continuity of decision-making, so far as is permissible, by temporary changes to the Council's Constitution, which put in place alternative decision-making processes for the Council to provide a mechanism to ensure continuity in decision making by the authority, so far as it is permissible within current legislation. This made necessary changes to the Council's Constitution to enable decision-making to continue. These changes were promptly restored in May 2020 with our first virtual Cabinet meeting, which was subsequently followed by virtual full Council and committee meetings over the following months.
- 2.2 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 business continuity working group and from this a dedicated health, safety & employee working group was established. Before the start of the pandemic, the Council had invested in new technology as part of its wider modernisation agenda, which enabled the Council to move at pace to increase home and virtual working. All internal and external communications were centralised and the Executive Leadership Team met daily to ensure effective and consistent co-ordination, decision making and prioritisation with weekly liaison with Cabinet members.
- 2.3 Business continuity 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
 - From May 2020 seamlessly moving to virtual Cabinet, Council and committee meetings, ensuring full 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.

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

- Executive Leadership Team (ELT) hosting regular all-employee video conferences
- Weekly staff text message and e-briefings
- ELT 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

2.5 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

3. **Emergency Response - protecting communities and supporting businesses:**

3.1 The Council is a member of Gloucestershire Local Resilience Forum (LRF). The LRF is made up from organisations from across the public sector who work together on the response to Coronavirus (COVID-19), as well as focusing on plans to help the residents, businesses and communities across Gloucestershire to recover from the wider effects of the pandemic.

3.2 The Council, with support from various partner organisations, led a number of initiatives to protect communities and ensure rapid support for businesses. A brief summary of this is listed below:

3.3 **Protecting 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 (CBH) and The Cheltenham Trust (TCT). Twenty five employees were re-deployed 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 also established an additional innovative food service to provide more support to local people. 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.

3.4 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

3.5 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.

- 3.6** 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.
- 3.7** **Rapid Business Support:** 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.
- 3.8** **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.
- 3.9** Our Revenue & Benefits team have continued to rapidly establish grant schemes to ensure support gets to those businesses in need. 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. Since the start of the pandemic, the Council has rapidly paid 10,637 of grants totalling £48,686,982.
- 4. Recovery:**
- 4.1** 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. The strategy, aimed at putting jobs and investment at the heart of recovery, was approved by Cabinet on 14 May 2020 and informed the Covid-19 recovery budget. 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. The Royal Town Planning Institute's (RTPI) CEO referenced the Council's recovery approach on BBC Radio 4.
- 4.2** **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.
- 4.3** **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.

4.4 Licensing & Planning: CBC was 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 licencing and planning changes required to businesses in the short-term. This approach was nationally recognised as best practice. 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. The Council's Planning Team were recognised by 'Have we got planning news for you' as champion of the week:

<https://www.youtube.com/watch?v=1M98z9yjKgA>.

4.5 **Continued Economic Recovery Activity:** With support from the Council's destination management arm; Marketing Cheltenham; several initiatives were established to support economic recover:

- **The Big Screen:** Led by CBC forming 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
- **Cheltenham Ice Rink:** The ice rink is being funded and organised by CBC, as part of its continued efforts to stimulate and support the town's economic recovery. This has been used by 43,500 skaters. A partnership with No Child Left Behind meant that more than 300 local families were able to enjoy free or half price skating

4.6 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.

4.7 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 CBC 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.

- 4.8 No Child Left Behind:** 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. This enabled Cheltenham's children to have access to the right IT equipment which gives them the foundations to get the most out of their education. No Child Left Behind 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>

5. Lessons Learned:

- 5.1** Reviewing the response to any emergency situation will always identify learning. The organisational learning for the Council 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 needed in a fast paced environment. Innovation and creativity was encouraged, as evidenced in this report.
 - **Communications:** The frequency of internal communications to Members 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 was well received by residents and the local media.
 - **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 structures in place with the capability and capacity to dynamically assess issues, enabled the Council to respond promptly.

6. What if anything would be done differently:

- 6.1** 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's 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-19 technology investment
- 6.2** 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 who worked with the Council as part of a wider #teamcheltenham effort.

7. Partnerships:

- 7.1 The Council has invested a lot of time over many years in developing partnerships across community, private, public and voluntary sectors. This enabled the Council to increase its reach and effectiveness and ensure help got to those who needed it. Appendix 1 sets out the broad range of organisations CBC has worked with during the pandemic.
- 7.2 One of the outcomes from the pandemic is that the Council's working relationships have further strengthened. It's therefore important to recognise all those individuals and organisations who contributed so much for #teamcheltenham.

8. Performance management - monitoring and review:

- 8.1 The Council's response to the pandemic has undergone different types of review, to assess the Council's response in terms of both outcomes and approach.
- 8.2 **November 2020 Local Government Association (LGA) Renewal & Recovery Review Panel:** The Council took part in an 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 from this review included:
- *“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”*
- 8.3 **June 2021 an internal audit review by the South West Audit Partnership (SWAP):** 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
- 8.4 The audit objective was 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. The resulting assurance opinion was 'substantial and *“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”*.
- 8.5 **Benchmarking:** A number of initiatives and work of the Council was benchmarked and recognised nationally through various awards, which are briefly summarised below:

- Punchline Gloucestershire Community & Business Champion for the rapid payment of business grants
- iESE Transformation Award in the Working Together category for way the Council worked with partners to protect communities, support businesses, recovery efforts and maintain services
- RTPi award for planning heroes in a pandemic for business support initiatives
- Room 151 Impact Awards finalist in the Covid-19 Business Support category for the approach to business grants



8.6 January 2022 Overview & Scrutiny: The Council's Overview & Scrutiny Panel reviewed the Council's response to the pandemic and recognised the excellent work by Members, Officers and partner organisations.

9. Summary:

9.1 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.

9.2 Between March 2020 and February 2022, the Council, with the support of its various partner organisations has effectively maintained services, rapidly supported businesses and protected communities. 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. The attached document provides a valuable summary and reference point for future emergency response situations.

Report author	<p>Darren Knight, Executive Director - People & Change</p> <p>Email: darren.knight@cheltenham.gov.uk</p> <p>Tel: 01242 264387</p>
Appendices	<ol style="list-style-type: none"> 1. Risk Assessment 2. The Council's Response to the Covid-19 Pandemic
Background information	<p>CBC Covid-19 Recovery Strategy: https://issuu.com/cheltenhamboroughcouncil/docs/recovery_strategy_final?fr=sNjM3ZTQzMDEyNw</p> <p>LGA Renewal & Recovery Review: https://issuu.com/cheltenhamboroughcouncil/docs/lga_recovery_renewal_panel_key_reflections_chelte</p>

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
	No Risks										

Explanatory notes

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

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

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

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Cheltenham Borough Council Cabinet – 1st March 2022 Christmas Ice Rink

Accountable member	Cllr Victoria Atherstone, Cabinet Member for Culture, Wellbeing & Business
Accountable officer	David Jackson, Manager, Marketing Cheltenham, Place & Growth
Ward(s) affected	All
Key Decision	Yes
Executive summary	<p>Following Cabinet approval in September 2021, Cheltenham Borough Council took on and led the delivery of Cheltenham’s Christmas ice rink. The rink, which was located in Imperial Gardens, ran for 45 days from 18th November 2021 to 2nd January 2022.</p> <p>It welcomed a total of 43,563 skaters, making a significant contribution to Cheltenham’s festive offering and providing a much needed boost to town centre footfall and trading after such a challenging period. Footfall exceeded even pre-pandemic levels, retailers reported record takings and our own car parks were the busiest they have been for two years.</p> <p>Financially, the rink covered its costs and made a small £5k surplus, with clear scope for this to be built upon with the learnings from year one. This paper provides an evaluation of the delivery and outcomes of the ice rink and draws conclusions on these principal learnings that should inform any future decisions on delivering a Christmas ice rink in 2022 or future years.</p> <p>Taking these learnings into account, this paper puts forward a recommendation that the Council makes an early commitment to organise and deliver an ice rink for Christmas 2022, allowing sufficient time to secure the necessary planning consents, undertake a robust procurement of an operator and to implement the other proposed changes that will build and improve upon the delivery, financial performance and wider outcomes achieved in 2021.</p>
Recommendations	<p>That Cabinet:</p> <ol style="list-style-type: none"> 1. Notes the overall success of the ice rink in 2021 and the impact of the ice rink on residents and Imperial Gardens, as set out in Section 6; 2. Agrees to provide a temporary ice rink in Cheltenham for the 2022 Christmas period, subject to: <ol style="list-style-type: none"> a) a fully costed business case; b) securing the necessary planning consents; c) procuring an operator; d) the final commitment being brought back to Cabinet for approval.

3. Agrees to fully assess the ability to deliver fixed power infrastructure as identified in the Council's interim events strategy.

<p>Financial implications</p>	<p>The financial case for the ice rink hosted by CBC for Christmas 2021 was that the event would at a minimum break even and not require a net contribution from the general fund. A sum of £75k was identified as part of the 2020/21 outturn report for the creation and contribution towards an event in Cheltenham to support the town's economic recovery. This was allocated to cover any net losses which may have arisen given the uncertainty around the delivery which may have been impacted by COVID-19 restrictions.</p> <p>A small net profit was generated by the event, when staffing costs are excluded. Although the direct return is modest, other areas of our budget experienced significant benefits. Increased footfall into the town in December 2021 meant that off-street car parking income met the budgeted target for the first time since March 2020. This is in large part down to the Christmas events, including the ice rink which were hosted during this period.</p> <p>Further opportunities have been identified in this paper to increase the net contribution such events can make to the general fund budget. These will be fed into business case proposals for a similar event for Christmas 2022 and the new business model for Marketing Cheltenham. A fully costed business case for such an event, including any financial contributions required will be presented to Cabinet in 2022/23.</p> <p>Contact officer: Gemma Bell, Gemma.Bell@cheltenham.gov.uk, 01242 264124</p>
<p>Legal implications</p>	<p>Section 145 of the Local Government Act 1972 grants a wide power to local authorities to provide entertainment. The powers also permits the charging of admission fees and the setting aside of areas of parks or 'pleasure grounds' for that purpose.</p> <p>This type of service will fall within the 'light-touch regime' which means that it does not meet the threshold of £5,336,937 (inc. VAT) to be competitively tendered via the Find a Tender Service (replacement for OJEU). However, the Council will need to follow its contract rules.</p> <p>Contact officer: One Legal, legalservices@onelegal.org.uk, 01684 272696</p>
<p>HR implications (including learning and organisational development)</p>	<p>There are no HR implications to be considered</p> <p>Contact officer: Clare Jones, clare.jones@publicagroup.uk, 01242 264364</p>
<p>Key risks</p>	<p>Risk assessment at Appendix 1</p>
<p>Corporate and community plan Implications</p>	<p>Through Cheltenham Borough Council's Recovery Strategy and the Cheltenham Economic Recovery Task Force, supporting the reopening, reinvention and revitalisation of the town centre has been identified as a clear strategic priority in helping to drive the town's economic recovery. Creating more compelling reasons for people to come into the town, including a wider range of experiences that are able to stimulate increased</p>

	<p>footfall – such as a Christmas ice rink - have been recognised as an important way of achieving this. This is further reinforced in the Council’s interim events strategy.</p>
<p>Environmental and climate change implications</p>	<p>By its very nature, at times an ice rink inevitably requires a relatively high power supply to maintain the temperature and integrity of the ice. As set out in the risk assessment, any environmental impact from the use of an ancillary power supply will be minimised where possible through the use of an eco/hybrid or bio-fuel generator(s). In response to the Council’s own commitment and response to the climate emergency, the installation of an additional, permanent power supply into this and other event sites remains a priority. This report recommends the investigation of how a fixed power infrastructure can be delivered.</p> <p>Learnings from the 2021 event will be applied, including the implementation of robust and effective noise mitigation measures, reduced impact of light spill/pollution affecting residential areas and improved site dressing and aesthetics.</p> <p>Once again, the provision of additional bins will be budgeted for in the event plan with additional recycling and collection services in and around the rink.</p> <p>Alternative travel and access plans will also be put in place, including joint comms with stagecoach for local bus and P&R services including potential ticket incentives.</p>
<p>Property/Asset Implications</p>	<p>The ice rink will be located on Council land. A licence application may be required by the operator setting out the conditions of using this land. This would include repair of any damage to the land once the ice rink and infrastructure is removed.</p> <p>As part of any licence application, the operator would be required to complete a full risk assessment, method statement and provide evidence that Public Liability Insurance was in place for the event.</p> <p>Should this responsibility fall to Marketing Cheltenham as the organiser on behalf of the Council, there will need to be sufficient budget and resource included in the financials to cover these requirements.</p> <p>Contact officer: Gemma.Bell@cheltenham.gov.uk</p>

1. Purpose

- 1.1. This purpose of this report is to provide Cabinet with an evaluation of Cheltenham's Christmas ice rink – from its operational delivery and financial performance through to its wider economic impact. It goes on to draw conclusions and highlights learnings for the future, should the Council wish to make a Christmas ice rink an annual event for the town.

2. Background

- 2.1. For a number of years, Cheltenham has aspired to host an ice rink as part of its Christmas offering. This aspiration was finally realised in 2021 following the Council's decision (Cabinet, 14th September 2021) to take on the organisation, delivery and financial underwriting of a rink in Imperial Gardens.
- 2.2. This followed earlier work by Cheltenham BID who had already secured an operator. However, with the timing of the BID's renewal ballot in 2021 and uncertainty around their capacity and financial resource to be able to take on the delivery of an event of this scale, the Council stepped in to take this on.
- 2.3. Planning permission was subsequently approved at Planning Committee on the 14th October 2021 for the rink to occupy the South West quadrant of Imperial Gardens (in front of the Queens Hotel), with the build commencing little more than three weeks later on Friday 5th November 2021.
- 2.4. The Council committed investment in the event to support the town's continued economic recovery following the challenges of the pandemic, and to provide a much-needed stimulus to help bring visitors and our communities back into the town during this vital trading period. The investment was aligned to both the Council's own Recovery Strategy and the Cheltenham Economic Recovery Task Force's Business Plan - as well as the Council's ongoing programme of activity through its Welcome Back Fund and our events strategy. The prospect of an ice rink was welcomed by local business and residents due to the economic benefits it would bring.

3. Ticket Sales and Visitor Numbers

- 3.1. Cheltenham's Christmas ice rink was officially opened by the Mayor of Cheltenham on Thursday 18th November 2021. Aside from Christmas Day, the ice rink then operated daily, with between 10 and 12 sessions a day, through to Sunday 2nd January 2022, a total of 45 days of operation.
- 3.2. At 500 square metres, the rink had a maximum capacity of 167 skaters per session, which was consistent with the industry standard as recommended by the IRMA, the UK's governing body for the management of ice rinks. The rink itself was housed within a clear-roofed marquee, with additional space for the skate exchange/changing areas and spectators along one side. At all times operation was led by the changing nature of Covid-19 and the control measures that arose from that, led by the government guidance.
- 3.3. Our pricing strategy reflected the anticipated peaks and troughs in demand and were benchmarked against competitor rinks and events. Skate prices ranged from £8 for children and £9.50 for adults during midweek/off-peak times up to £10 for children and £12 for adults on the peak days (e.g. Christmas Eve). Family tickets and additional concessions were also available

throughout, as well as weekly sensory sessions and heavily discounted pre-school sessions during midweeks.

Table 1 - Ice rink ticket pricing

	Cheltenham				Notes
	Low (£)	Mid (£)	Peak (£)	Premium (£)	
Adult	9.5	10.8	12	14	16 +
Child	8	9	10	12	to 15
Family	32	36	40	48	2 Ad + 2 Ch or 1 Ad + 3 Ch
Special young (pre-school) family sessions	20	N/A	N/A	N/A	Specified dates
Concession	8.5	9.5	10.5	12.5	NUS, 60+
Accessible Adult	9.5	10.8	12	14	1 Adult + 1 carer
Accessible Child	8	9	10	12	1 Child + 1 carer
Booking Fee	1.5	1.5	1.5	1.5	£1.50 booking fee per transaction
Skate Aid	5	5	5	5	Bookable at the rink only
Cloakroom per item	1	1	1	1	Bookable at the rink only

Prices in £ inclusive of VAT unless stated

Other ticket types

Schools £4.80 per child with teachers/staff foc

Adults groups of 20 upwards receive 20% discount

Childrens groups of 10 upwards received a 20% discounts. Adults pay the standard adult rate for that session

Exclusive use of the rink - off

peak £760 + VAT

Exclusive use of the rink -

peak times £960 + VAT

No Child Left Behind – free

tickets for 275 families

- 3.4.** Tickets could not be sold prior to the final planning approval, leaving a short lead-in time, Despite this, ticket sales matched and exceeded expectations set out in the initial business case, demonstrating the demand for the facility.
- 3.5.** Over the 45 days of operation, the ice rink welcomed a total of 43,563 skaters. Against an original forecast of between 30,000 and 40,000, it resulted in an average occupancy/utilisation of c.53% of overall capacity, or just under 1,000 skaters on average per day.
- 3.6.** The rink was busier at the weekends and during school holidays. This resulted in many sessions during the day selling out, and with overall daily capacities regularly averaging upwards of 85-90%.

- 3.7.** Outside of these times, sales were much lower, particularly during midweek. Bookings from school groups, clubs and corporate bookings were lower than anticipated, possibly due to the short lead-in period meaning that many groups of this nature had already committed to other events. The ice rink should not face the same issue in 2022 thanks to an extended sales period.
- 3.8.** Equally, the growing concern over November and into December around the Omicron variant meant that groups, particularly schools and children's clubs, were understandably cautious to commit to external events/gatherings. The initial business case did not consider the impact of a new variant, which inevitably affected ticket sales and the likelihood of schools and families attending. It further underlines the success of the event that overall sales exceeded expectations despite this factor.
- 3.9.** The vast majority of ticket sales were made online in advance (via the visitcheltenham.com website and box office system provided by Ticket Source), although a physical on-site box office was also in operation throughout, which proved effective at taking on-the-day sales. A number of promotional offers and collaborations with local partners were also put in place, which helped to drive ticket sales. Collaborations with The Jockey Club, TURF (the collective of c.40 independent restaurants in Cheltenham) and the NHS for their local staff were amongst the best performing.
- 3.10.** The partnership with No Child Left Behind was perhaps the most effective. Thanks to additional funding, this saw up to 275 families in Cheltenham offered free family tickets to the ice rink in the lead up to and over the Christmas period. Additionally, every school in Cheltenham was provided with special codes entitling any child in receipt of free school meals to half price tickets. In total, this meant that more than 500 of our most vulnerable families were able to enjoy free or discounted ice skating.
- 3.11.** The co-ordinated launch and promotion in the four weeks prior to the event was delivered by Marketing Cheltenham. This campaign – incorporating Cheltenham's wider Christmas offering, including both the Christmas Market and ice rink – was part-funded through our Welcome Back funding and helped to drive record-breaking visitor numbers to the visitcheltenham.com website and its Christmas and ice rink content and booking pages. The integrated, multi-channel campaign across digital, radio, buses and print media helped to deliver over 2 million impressions and drive more than 700,000 page views to our visitcheltenham.com website alone, including 300,000 views of the Christmas videos.

4. Financials

4.1. Income

- 4.1.1. Revenue from the 43,563 ticket sales came to a gross sum of £408,672 (inc. VAT) and therefore a net income of £340,560 (after VAT).
- 4.1.2. With an average capacity over the 45 days of operation of 53% and an average ticket value of £7.82, this figure exceeded our original break-even forecasts (net revenue of £295,219) based on 46.5% of capacity and an £8 average value.
- 4.1.3. In addition to the ticket sales themselves, an additional source of revenue was from the hire of penguin skate aids (£5 ea.) and cloakroom (£1 ea.) at the rink itself. Gross revenue from these totalled £23,004 (inc. VAT) and therefore a net income of £19,170.

4.1.4. Income from sponsorship and advertising fees (which included sponsorship of the skate aids as well as the advertising panels surrounding the rink) totalled a further £23,300 (net), with additional in-kind contributions from local accommodation partners helping to offset costs elsewhere. Given the very narrow window in which to secure a lead sponsor (other than CBC) this total was below the original £40,000 target.

4.1.5. In total therefore, after the deduction of VAT (at 20%) on ticket sales, skate aid hire and cloakroom fees and processing fees charged by the booking system provider (6.7%), our total net revenue was £384,200.

4.2. Costs

4.2.1. After taking on delivery of the event, a number of additional costs arose that were not covered by the business case. Direct costs (to 11th Hour) increased by c.8% on the original proposal. This increase was largely attributable to increased build and structure costs (following full site appraisal and build/de-rig requirements), plus the originally unforeseen costs of noise mitigation measures.

4.2.2. Other costs outside of the 11th Hour contract were also higher than originally forecast, largely in connection to noise mitigation, plus additional fuel costs and the provision of additional toilets, lighting and security.

4.2.3. The total cost therefore came to £378,822 + VAT. This does not include any allocation of staff time from existing budgets nor the marketing that was facilitated through the Welcome Back funding.

4.2.4. The financial position on the ice rink therefore is a small net surplus of £5,378 (subject to final audit/checks).

4.2.5. **Table 2 - Financial summary (full financial breakdown in appendix)**

Income	£
Ticket Sales	340,560
Skate Aids & Cloakroom	19,170
Sponsorship & Advertising	23,300
Other	1,170
Sub Total	384,200
Costs	
Sub Total	-378,822
Surplus/Deficit	5,378

*All figures net of VAT

5. Economic Impact

- 5.1.** There is strong evidence that this event played a significant role in driving increased visitors, footfall and custom into the town.
- 5.2.** Cheltenham town centre (both High Street and Promenade) saw significant increases in footfall, exceeding pre-pandemic levels (2019) over both November and December despite the emergence and increasing concern around the Omicron variant during this period. Footfall in December alone topped two million (2,023,077), up almost 14% on 2019.
- 5.3.** Our extensive post-Christmas survey was completed by 649 respondents – representing well over 2,000 visitors (taking into account family groups/party sizes) to Cheltenham over the Christmas period. Preliminary results from this highlights just how influential the ice rink was in attracting people into Cheltenham – and the additional time that was then spent in the town and other activities undertaken as a result:

Headline results include:

- 97% of respondents had visited Cheltenham town centre during the Christmas period.
 - 85% of respondents had visited the ice rink; 69% had visited the Christmas Market.
 - 69% were local residents or work in Cheltenham; 31% were visitors.
 - 83% said visiting the ice rink was the main reason for visiting the town on that day (29% for the Christmas Market).
 - Other than visiting the ice rink or Christmas Market, 68% of respondents also went shopping in town; 69% bought something to eat or drink in the town.
 - 75% of respondents recognised the Christmas in Cheltenham and Ice Rink marketing campaign.
 - 90% of respondents visited the Promenade/Montpellier areas of the town; 75% the High Street; 29% The Suffolks, Tivoli or Bath Road; 28% Pittville.
 - When asked how likely would you be to recommend a visit to Cheltenham to your friends/family (0 being very unlikely, 10 being very likely), Cheltenham scored an average of 8.15.
- 5.4.** The full results of the survey will be made available in March – which will include a calculation of the additional spend and economic impact of the ice rink.
- 5.5.** As referred to in the above survey, the Business Improvement District (BID)'s new Christmas Market this year also played its part in bring people into town - as did the traditional Cotswolds Christmas Market, which traded particularly well in its new location on the High Street. The number of stalls at the main market was much lower than hoped however, resulting in a smaller footprint and loss of the planned connection and join-up with the ice rink in Imperial Gardens. This reflected a national picture of traditional Christmas market activity.
- 5.6.** Aside from the Christmas Markets, feedback from the 'bricks and mortar' retail sector indicates that shoppers were also spending on the high street. Cheltenham BID has reported that many town centre retailers saw impressive sales figures for the Christmas period – with two national

chains having experienced the highest trading figures within their chains of anywhere else in the entire country on particular days.

- 5.7. Our CBC-controlled car parks also saw their busiest two months since pre-pandemic levels and exceeded car parking income targets in December, despite the impact of the Omicron variant on consumer confidence in the lead up to Christmas.

6. Impact on Residents/Gardens

- 6.1. The Council's decision to commit to bringing an ice rink to Cheltenham and Imperial Gardens was made subject to securing additional planning permission. This permission was granted at the Planning Committee on 14th October 2021. In reaching the decision, the Committee accepted the use of a generator as the main power source, due to the insufficient supply of mains electrical power in Imperial Gardens, which required an additional planning condition to be applied.
- 6.2. A noise impact report was commissioned and completed prior to the installation of the generator. The consultant's submitted report was formulated in accordance with the relevant BS 4142 with valid data and mitigation measures identified. The report and noise impact assessment concluded that the running of the generator would result in a conclusion of low impact. Upon approval by both Environmental Health and Planning, this condition was discharged.
- 6.3. Despite the recommended noise mitigation measures having been implemented, a particularly low frequency vibration from the generator prompted noise complaints from some of the residential properties surrounding Imperial Gardens. In response to this, event managers worked closely with colleagues in Environmental Health, the ice rink operator 11th Hour and acoustic consultants to address the concerns. This resulted in the purchase and installation of a large exhaust attenuator to reduce its impact. At all times, ward members and residents were kept informed of the measures being implemented.
- 6.4. The use of a diesel generator was necessary to deliver the event – however, it is recognised that this was not aligned with the Council's future climate change commitments. We are committed to reviewing how to deliver power to events in the future, which in the short term at least should be of a hybrid or bio-fuel type and be as eco-friendly as possible. Beyond this, the capital investment required to install sufficiently up-rated fixed power supplies to our main events sites should be explored as a priority and this forms a recommendation of this report.
- 6.5. Throughout the ice rink's operation, an ongoing and constructive dialogue was maintained with local residents, which has continued since the event's close. The concerns raised by residents were as follows:
- light pollution caused by the direction of floodlights towards residential areas. This was swiftly resolved at the time with the introduction of timers and a change in their orientation.
 - Prior concerns over the general noise levels from skaters and the rink itself (including background music) caused fewer issues with the marquee and entrance/exit doors helping to mitigate sound levels. However, the need for ventilation later into the rink's operation with the onset of the Omicron variant reduced this effect.
- 6.6. A general concern expressed by some residents related to the size and appearance of the rink structure and associated plant and machinery. Whilst the perimeter fencing and (limited) external dressing had helped to an extent, the presence of a large white marquee in Cheltenham's

principal parade gardens for two months was felt to be overly obtrusive – and meant the loss of a valued amenity for those wishing to enjoy the gardens in the way they normally would.

- 6.7.** The planning and management of an event build and de-rig of this size in Imperial Gardens was always going to be challenging and, given this was the first time, there are inevitably learnings to be taken from this – particularly in relation to the scheduling and movement of HGVs and large plant and machinery in such a confined space, with residential properties surrounding.
- 6.8.** The siting of the rink in Imperial Gardens meant that reinstatement of the grass in and around the immediate event footprint was inevitable. However, the use of track-matting in large areas of the gardens for both the build and de-rig ensured that the extent of the gardens requiring reinstatement was significantly reduced and the gardens beyond the rink footprint itself were largely protected, with the beds all continuing to flower. Reinstatement of the damaged grass commenced immediately following the clearance of the site and was complete within 3-4 days. The flower beds in this quadrant will be planted in April.

7. Ice Rink Operation & Event Management

- 7.1.** The Council adopted the operator (11th Hour) following an earlier procurement by Cheltenham BID, waiving the Authority's contract rules pursuant to contract rule 6.1.1 to appoint the event manager. The operating model and contractual arrangements were largely in place therefore – the basis of which was for 11th Hour to provide and operate an ice rink on behalf of Cheltenham Borough Council, with all costs to be borne by the Council. The Council then retained the net proceeds of ticket sales and any associated sponsorship or advertising revenue.
- 7.2.** Despite the challenges associated with the delivery of the event, it was a calculated and worthwhile risk for the Council to underwrite the cost of delivery, due to the likelihood of recovering these costs and supporting Cheltenham's economic and community recovery.
- 7.3.** The emergence of the Omicron variant during the ice rink's period of operation did inevitably pose additional challenges, requiring both 11th Hour and Marketing Cheltenham/CBC to be responsive and proactive in working within the changing circumstances and remaining compliant with all Covid guidelines. The support and guidance provided by colleagues from the Environmental Health team throughout the event was invaluable in ensuring the event remained safe and compliant.

8. Conclusions

- 8.1.** The ice rink can be seen as an overall success, both for Cheltenham and its communities, particularly considering the challenges faced in the last two years as a result of the pandemic. The surveys undertaken demonstrate that it made a material difference
- 8.2.** The boost that the ice rink provided to the town and its economic recovery should perhaps be seen as the biggest achievement. On this fact alone, there is a strong case to bring the ice rink back in 2022 and, going forward, for this to become a key part and a driver of Cheltenham's annual Christmas offering. To deliver in 2022 with a CBC led procurement within a planned programme that incorporates the lessons learnt would give the opportunity to properly test the ice rink within a commercial model.

8.3. Should the Council decide to deliver an ice rink again in 2022, the following factors should inform its approach:

- i. Increased lead-in time to undertake our own procurement of an operator, allowing greater control over the set-up, contractual terms and costs – and the likelihood therefore of achieving cost savings and a greater financial return.
- ii. Continuing a business-case-led approach to fully understand financial risk.
- iii. Increase ticket sales to schools, groups and corporate bookers.
- iv. Greater time to review the size, scale and orientation of the rink and structures to ensure they are optimised for scale and efficiency with the minimum impact on residents and the gardens.
- v. Identification and implementation of alternative (cleaner/greener) source(s) of ancillary power for the ice rink.
- vi. Continuing to work with residents and ward members to identify, verify and implement proven and appropriate noise, light and visual impact mitigation measures.
- vii. Improving the connection between the town, Christmas Market and other events in order to create a more joined-up visitor experience and coherent Christmas offering.
- viii. Including event management resources in the cost of delivery of the event.

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Appendices	<ol style="list-style-type: none"> 1. Risk Assessment 2. Financial table – <i>exempt under Schedule 12A of the Local Government Act 1972, para. 3: information relating to the financial or business affairs of any particular person (including the authority holding that information).</i>
Background information	N/A

Appendix 1 – Risk Assessment

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
1	Financial – Potential exposure to financial loss should costs exceed income from ticket sales and sponsorship.	CBC	01/03/22	4	3	12	Reduce	<p>Ensure sufficient lead-time to secure sponsorship and to maximise commercial opportunities.</p> <p>Continue to invest in effective marketing and sales strategy, with sufficient lead-time to maximise ticket sales.</p> <p>Rink will be an all-weather structure with a roof and will therefore continue to operate during spells of poor weather.</p> <p>Limited scope for Covid-related insurance for an event of this nature, however, CBC will need to agree the position with the rink operator about payment of costs should the event</p>	Dec 2022	David Jackson	Transfer to Clearview if recommendation to support

								need to be cancelled at any stage before or during the event - although there will inevitably be some costs to that point that will be lost and refunds on tickets sold will be necessary.			
2	Reputational – Should the rink go ahead, there is the potential that local residents/ community and businesses in/around Imperial Gardens will be negatively impacted	CBC	01/03/22	3	3	9	Reduce	Ongoing liaison with planning team and consultees, including local residents and ward councillors. Noise, light, visual impact, traffic and anti-social behaviour impact mitigations to be implemented where required and able. Neighbouring businesses to be engaged in collaborative package/value-add opportunities.	Dec 2022	David Jackson	Transfer to Clearview if recommendation to support
3	Reputational – After the success of 2021, the ice rink does not return in 2022 resulting in a negative public and business reaction and potential	CBC	01/03/22	3	2	6	Reduce	Communications and messaging will need to explain decisions in light of the risks but with commitment to alternative event/support and	March 2022	David Jackson	Close post Cabinet meeting

	reputational damage to CBC							wider Christmas offering.			
4	Environmental – requirement for generators due to insufficient power supply; additional waste and additional pressure on local roads/traffic; potential damage/impact on Gardens and flower beds	CBC	01/03/22	3	2	6	Reduce	<p>Use of generators to be minimised and conditional on them being eco-friendly/bio-fuel type.</p> <p>Following learnings from 2021, fully tested and verified noise mitigation measures will be implemented.</p> <p>Provision of additional bins, recycling and collection services will be budgeted for.</p> <p>Alternative travel and access plans will be put in place, including joint comms with stagecoach for local bus and P&R services including potential ticket incentives.</p> <p>Budget for reinstatement of any damaged ground/flower beds</p>	Nov 2022	David Jackson	Transfer to Clearview if recommendation to support

								will again be built into the budget			
<p>Explanatory notes</p> <p>Impact – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical)</p> <p>Likelihood – how likely is it that the risk will occur on a scale of 1-6 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability)</p> <p>Control - Either: Reduce / Accept / Transfer to 3rd party / Close</p>											

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