



# CHEL TENHAM

## BOROUGH COUNCIL

### Notice of a meeting of Cabinet

**Tuesday, 5 April 2022**  
**6.00 pm**  
**Council Chamber - Municipal Offices**

<b>Membership</b>	
<b>Councillors:</b>	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

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

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### Agenda

		<b>SECTION 1 : PROCEDURAL MATTERS</b>	
<b>1.</b>		<b>APOLOGIES</b>	
<b>2.</b>		<b>DECLARATIONS OF INTEREST</b>	
<b>3.</b>		<b>MINUTES OF THE LAST MEETING</b> Minutes of meeting held on 1 March 2022	(Pages 5 - 14)
<b>4.</b>		<b>PUBLIC AND MEMBER QUESTIONS AND PETITIONS</b> These must be received no later than 12 noon on Tuesday 29 <sup>th</sup> March.	
		<b>SECTION 2 :THE COUNCIL</b> <i>There are no matters referred to the Cabinet by the Council on this occasion</i>	
		<b>SECTION 3 : OVERVIEW AND SCRUTINY COMMITTEE</b> <i>There are no matters referred to the Cabinet by the</i>	

		<i>Overview and Scrutiny Committee on this occasion</i>	
		<b>SECTION 4 : OTHER COMMITTEES</b> <i>There are no matters referred to the Cabinet by other Committees on this occasion</i>	
		<b>SECTION 5 : REPORTS FROM CABINET MEMBERS AND/OR OFFICERS</b>	
5.		<b>COMMUNITY INFRASTRUCTURE LEVY GOVERNANCE &amp; SECTION 106 ENGAGEMENT</b> Report of the Leader of the Council and the Cabinet Member Customer and Regulatory Services	(Pages 15 - 28)
6.		<b>LOCAL DEVELOPMENT SCHEME</b> Report of the Leader of the Council and the Cabinet Member Customer and Regulatory Services	(Pages 29 - 40)
7.		<b>STREET NAMING AND NUMBERING - REVIEW OF POLICY</b> Report of the Cabinet Member Customer and Regulatory Services	(Pages 41 - 50)
8.		<b>UBICO BUSINESS PLAN 2022/23</b> Report of the Leader of the Council	(Pages 51 - 78)
9.		<b>PUBLICA GROUP (SUPPORT) LTD BUSINESS PLAN 2022-25</b> Report of the Leader of the Council	(Pages 79 - 100)
10.		<b>DISCRETIONARY BUSINESS RATES RELIEFS AND COUNCIL TAX ENERGY REBATE</b> Report of the Cabinet Member Finance and Assets	(Pages 101 - 118)
11.		<b>APPROPRIATION OF ASSETS BETWEEN THE GENERAL FUND AND HOUSING REVENUE ACCOUNT</b> Report of the Cabinet Member Finance and Assets	(Pages 119 - 128)
12.		<b>A CULTURAL STRATEGY FOR CHELTENHAM</b> Report of the Cabinet Member Culture, Wellbeing and Business	(Pages 129 - 150)
		<b>SECTION 6 : BRIEFING SESSION</b> • Leader and Cabinet Members	
13.		<b>BRIEFING FROM CABINET MEMBERS</b>	
		<b>SECTION 7 : DECISIONS OF CABINET MEMBERS</b> Member decisions taken since the last Cabinet meeting	
		<b>SECTION 8 : ANY OTHER ITEM(S) THAT THE LEADER DETERMINES TO BE URGENT AND REQUIRES A DECISION</b>	
		<b>SECTION 9 : LOCAL GOVERNMENT ACT 1972 - EXEMPT BUSINESS</b>	

14.		<p><b>LOCAL GOVERNMENT ACT 1972 - EXEMPT BUSINESS</b>  <b>The Cabinet is recommended to approve the following resolution:-</b></p> <p>“That in accordance with Section 100A(4) Local Government Act 1972 the public be excluded from the meeting for the remaining agenda items as it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public are present there will be disclosed to them exempt information as defined in paragraph 3, Part (1) Schedule (12A) Local Government Act 1972, namely:</p> <p>Paragraph 3; Information relating to the financial or business affairs of any particular person (including the authority holding that information).</p>	
15.		<p><b>A PROPERTY MATTER (A)</b>  Report of the Cabinet Member Cyber and Strategic Transport and the Cabinet Member Finance and Assets</p>	(Pages 151 - 394)
16.		<p><b>THE CHELTENHAM TRUST SPECIFICATION AND MANAGEMENT FEE FRAMEWORK REVIEW</b>  Report of the Cabinet Member Culture, Wellbeing and Business</p>	(Pages 395 - 428)
17.		<p><b>A PROPERTY MATTER (B)</b>  Report of the Cabinet Member for Cyber and Strategic Transport</p>	(Pages 429 - 518)

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### Cabinet

**Tuesday, 1st March, 2022  
6.00 - 7.00 pm**

#### Attendees

**Councillors:** Rowena Hay (Leader of the Council), Peter Jeffries (Deputy Leader and Cabinet Member Finance & Assets), Flo Clucas (Cabinet Member Safety & Communities), Mike Collins (Cabinet Member Housing), Iain Dobie (Cabinet Member Waste & Recycling & Street Services), Martin Horwood (Cabinet Member Customer & Regulatory Services), Andrew McKinlay (Cabinet Member Cyber & Strategic Transport) and Max Wilkinson (Cabinet Member Climate Emergency)

**Also in attendance:** Gareth Edmundson, Harry Mayo, Howard Norris and Darren Knight

### Minutes

- 1. APOLOGIES**  
Cllr. Atherstone sent apologies.
  
- 2. DECLARATIONS OF INTEREST**  
There were none.
  
- 3. MINUTES OF THE LAST MEETING**  
The minutes of the 15<sup>th</sup> February meeting were approved and signed as a correct record.
  
- 4. PUBLIC AND MEMBER QUESTIONS AND PETITIONS**

1.	<b>Question from Alan Bailey to the Cabinet Member-Climate Emergency, Councillor Max Wilkinson</b>
	<p>Page 13 Para 4 of the Connecting Cheltenham Plan indicates that CBC has a key role to play in influencing transport investment. What detailed plans have been developed with the key players to deliver safer streets? In particular, the 20mph streets now common in other towns.</p> <p>Background: Traffic in Leckhampton is severe. New development Leckhampton including a new school have now been approved. With other likely to follow. How will the infrastructure be improved to make the streets safe? Essentially delivering Sustainable transport and supporting alternative modes of transport (The Connecting Cheltenham plan). The individual plans do not connect Leckhampton to Cheltenham, GCHQ and Shurdington.</p>
	<b>Response from Cabinet Member</b>

	<p>Thank you Mr Bailey for the question.</p> <p>The Borough Council developed the Connecting Cheltenham report to provide an evidenced and informed submission to the review of the Gloucestershire Local Transport Plan (LTP). The LTP is much improved in its current version. However, we agree that the missing thing that flows from this is the detailed County Council plans and funding packages that will drive delivery.</p> <p>You are right that 20mph streets are common in other towns and cities. Unfortunately, the Borough Council has no powers to implement 20mph speed limits. These can only be introduced by the Highways Authority. We see this intervention as an important one to encourage a shift to walking and cycling rather than car use. As you rightly note, this forms part of the Connecting Cheltenham Strategy. To evidence this we undertook a public consultation in 2017 to test the appetite of residents for such a scheme, with the intention that this would assist with developing a pilot project in Cheltenham. The results were sent to the County Council. To date, this pilot scheme has not been taken on by the County Council despite requests by me, Cabinet colleagues, councillors, parishes, residents and community groups.</p> <p>Walking and cycling makes a positive contribution to improving health and tackling obesity, improving accessibility, tackling congestion, reducing carbon emissions, contributing to a safer environment and making residential areas more pleasant for local people.</p> <p>We have asked questions about how specific schemes, such as those you have referenced, could be realised. We have been told by the County Council that these will need to be included in the Local Cycling and Walking Improvement Plan (LCWIP). We have requested more information about this process, but we are yet to receive confirmation about how local communities can be involved. Despite this, we continue to be in contact with the County Council. The West Cheltenham Transport Improvement Scheme is an example where we have been working with the County Council to drive improved connections, linking this area of Cheltenham to the rest of the town. We also work with other partners, such as Network Rail and GWR, to drive opportunities for enhanced connectivity, including the Honeybourne Line extension.</p> <p>With specific reference to Leckhampton, proposed schemes will require full assessment through the planning process. The new Leckhampton School was determined by the County Council and Cheltenham Borough Council will be determining the residential scheme as allocated through the Cheltenham Plan.</p> <p>We will continue to work with the County Council, parishes and communities.</p>
	<p><b>Supplementary question</b></p>
	<p>As background, I live at 98 Shurdington Road, Leckhampton, where traffic is severe. There are a number of new developments in Leckhampton, including the school and a number of housing developments which have been approved. Essentially, we do not have a sustainable transport system, and individual plans do not connect</p>

	<p>Leckhampton to Cheltenham, GCHQ and Shurdington. I see the introduction of a 20mph limit as being essential to this, and want to establish where we are in terms of getting one.</p> <p>The Cabinet Member's responses have been good, but as I understand it, the bottom line is that CBC has made an application to GCC, which has gone through various stages and is now at the scrutiny committee, and will be up to them to decide how to deliver. The key factor is the finances – whoever is paying for it will be in the driving seat. The responses I received did not answer this. Who will be paying for it, out of CBC, GCC and national government?</p>
<b>Response from Cabinet Member</b>	
	<p>Thank you Mr Bailey, you ask two very good questions there. On the first, you are right that GCC would be responsible for implementing any scheme as the highways authority, and it is currently at their scrutiny stage which suggests some progress is being made. The motions that we and our GCC colleagues have put forward over the years and the consultation run by Cllr. McKinlay in 2017 have made a difference, although not as fast as we would have liked.</p> <p>On the second question, funding will of course be key to the scheme as the TRO process can be extremely expensive. However, if one TRO can be put in place, we could then look at a borough-wide scheme, for which the cost could be limited. Typically, funding would come from the highways authority, but we will hopefully get a clear answer on this during the scrutiny process. I would be happy to discuss this with our colleagues at Shire Hall, and rest assured we will continue to campaign for 20mph limits.</p>
<b>2.</b>	<b>Question from Alan Bailey to the Cabinet Member-Climate Emergency, Councillor Max Wilkinson</b>
	<p>The Parish Council has raised a motion calling for 20 mph speed limits. This appears to be agreed in the Connecting Cheltenham Plan and the Transport Plan but as yet is indicating unfunded. What is the financial plan (how will this be funded)?</p>
<b>Response from Cabinet Member</b>	
	<p>Thank you for your question, Mr Bailey. Cheltenham Borough Council has long supported the introduction of 20mph speed limits and we have passed at least two motions in favour on 20mph limits in Cheltenham. The Connecting Cheltenham document also identifies the need for 20mph limits. A Borough Council consultation on 20mph limits in 2017 was received positively by residents. The results were sent to Gloucestershire County Council.</p> <p>Most recently, Gloucestershire County Council referred this matter to its scrutiny function. We are hopeful that this will result in a formal proposal to introduce 20mph limits in Cheltenham's residential areas. The County Council, as Highways Authority, would be responsible for delivering such a scheme, as acknowledged in a recent positive letter I received from my counterpart at Shire Hall.</p>

	I support the Parish Council in its motion for 20mph speed limits and will continue to request that Gloucestershire County Council allocates funding for 20mph schemes.
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**5. DRAFT CLIMATE CHANGE SUPPLEMENTARY PLANNING DOCUMENT CONSULTATION**

The Cabinet Member Climate Emergency presented the report, noting that planning formed an important part of the council's declaration of a climate emergency. Current planning regulations, both locally and nationally, were not adequate to meet the demands of tackling the climate emergency. This report was part of a bottom-up approach that would lead on the issue, and he hoped that their introduction of the SPD would feed up into the national planning agenda. He noted that last year's attempt by national government to update planning rules had run aground partly due to local authorities not being convinced that the changes would adequately tackle climate change.

He noted that the report was clear and understandable, with infographics for clarity, and at 30 pages long it was also concise. Nobody could be left in any doubt of the standards the council was expecting of future developments, including new build homes, extensions and retrofits, both domestic and non-domestic. It came along at an important time, with the Climate Emergency Action Plan and Cheltenham Green Deal having been adopted last week, and applications for the town's first carbon neutral homes having recently been passed by Planning Committee. It was encouraging to see that developers were already taking notice of the agenda being set by the council.

The SPD called for all developments to meet high standards, moving beyond gas-powered properties entirely. This would be beneficial not only environmentally but also in terms of energy security, with recent events making clear that global fossil fuel markets did not guarantee this. A clear message was being sent to developers that if they wanted to develop in Cheltenham, they needed to meet higher standards than before. The document would form a key part of the planning process and would inform the decisions made by Planning Committee. There was no excuse for developers to not pay heed to it. The next step was now consultation, in order to find out the views of the local community.

The Cabinet Member Housing praised the SPD's conciseness and clarity, and emphasised the need for partners across the town, county and region to hold themselves to the same standards as this authority. Public consultation was key, and the county council had not adequately done this before removing the vegetation around the Arle Court Transport Hub.

The Cabinet Member Customer and Regulatory Services added that he was fully behind the SPD as the Cabinet Member responsible for planning. It was putting the climate emergency declaration into practice, and should put Cheltenham in the spotlight nationally as a radical leader on the topic. It set out vital steps to mitigate the dangerous consequences of climate change and the ecological crisis that goes hand in hand with it. He was pleased with the focus on biodiversity and the wide range of buildings it covered, as well as radical steps like encouraging new buildings to not connect to the gas grid.

The Cabinet Member Safety and Communities echoed this, stressing that it was an opportunity to change the way things were, especially considering upcoming major developments like West Cheltenham. It would also provide an opportunity

for other authorities to learn how they can make a difference. She hoped that the county council would follow their lead and update their own transport policies in pursuit of net zero.

The Cabinet Member Cyber and Strategic Transport emphasised the need to make major comprehensive changes in the way they did things to tackle climate change. Changes in national policy were needed too, since developers could appeal if their applications were rejected on the basis of failing to meet the SPD's requirements. They needed to be careful that the SPD was not undermined by this.

The Cabinet Member Climate Emergency thanked Members for their contributions, highlighting the importance of consultation and sending a clear message. Developers needed to know that if they did not follow the guidelines now, it would cost them in the future in retrofitting. This was especially key for larger developers, who tended to place less of an emphasis on the needs of the community. The county council had made an announcement on the 28<sup>th</sup> February about mass transit, and he was hoping to get more detail on this soon to reassure him that they were moving in the right direction too. While the council could put in place their own policy and direct things at a local level, there was inevitably a risk that national government will lag behind. Nonetheless, they needed to take their role as change-makers seriously, and take the lead rather than being passive.

The Leader moved to the vote, where it was unanimously:

**RESOLVED THAT:**

1. The draft Climate Change SPD be approved for public consultation. The consultation is proposed to run for just over 4 weeks between 7 March 2022 and 4 April 2022.

**6. SUMMARY OF THE COUNCIL'S RESPONSE TO THE COVID-19 PANDEMIC MARCH 2020 TO FEBRUARY 2022**

The Leader of the Council presented the report, noting that it highlighted the enormous changes that needed to be made at a very fast pace at the start of the pandemic. This included moving seamlessly to virtual committee meetings by May 2020 to restore full political decision-making following the March lockdown. Over 90% staff were working from home by April 2020, making full use of the new technology introduced prior to Covid-19 as part of the council's modernisation agenda.

Staff wellbeing was an essential part of the pandemic response, and the latest survey showed that 94% of staff felt they were supported and had enough contact with their team or line manager and could raise any issues with them. 87% of staff were having either daily, twice a week or weekly contact with their line manager, and 92% of staff felt they had the technology to stay connected and do all aspects of their role effectively.

At the height of the pandemic, the Building Control Service introduced virtual inspections with the aid of video apps, allowing site operations to continue where necessary under the restrictions whilst ensuring building standards were satisfied. Recycling rates continued to improve throughout, going from 51.23% at the end of 2019/20 to 53.98% at the end of September 2020, thanks to the strong partnership the council had with Ubico.

She added that Covid-19 had presented particular challenges in tackling rough sleeping. The Housing Options Team made 125 placements into hotels for rough sleepers by August 2020, and by September 2020 had eliminated the need for hotel accommodation altogether.

Business support was another essential part of the council's response. Recognising the worry businesses had due to loss of income, the council had used its own cash reserves to ensure grant payments could be allocated as rapidly as possible. They were ultimately the first authority in the UK to commence grant payments, and as a result they received a Community & Business Champion Award from Punchline magazine.

The council had also responded proactively to the potential dangers of a 'postcode lottery' of business grants, by bringing together district councils in the Discretionary Business Grant Scheme in less than three weeks. Working on advice from the Local Enterprise Partnership (LEP) and local Business Improvement Districts (BIDs), they created a scheme that ensured both consistency of criteria and maximum impact.

The Revenues & Benefits team had continued to establish grant schemes to ensure that businesses in need received support. In December 2021, another scheme was rapidly set up with a new round of the discretionary business grants, offering financial support to pubs, clubs, bars, restaurants and travel businesses. In total, the council had distributed 10,637 grants since the start of the pandemic, totalling £48,686,982.

The council had also been one of the first in the country to publish its recovery strategy, featuring a number of initiatives to support economic growth. These included the Big Screen, supported by the government's Welcome Back fund, which was estimated to have generated between 5,000 and 10,000 visitors. The ice rink, funded and organised by CBC as part of its continued efforts to stimulate and support the town's economic recovery, was used by some 43,500 skaters, with more than 300 local families able to enjoy free or half price skating thanks to the council's partnership with No Child Left Behind.

She also emphasised the issue of access to food and essential items, which community partners had highlighted as a particular risk. At the height of the pandemic, more than 1500 food parcels were being delivered per week to vulnerable residents by the Community Food Network. Through the No Child Left Behind initiative, they established the laptops learning campaign, which raised approximately £35,000 and donated 129 devices. This enabled Cheltenham's children to have access to the right ICT equipment, ensuring they did not miss out on their education when schools went online.

Finally, she noted a minor mistake in paragraph 4.8, which should have read 'approximately £35k raised' rather than 'under £35k'.

The Cabinet Member Finance and Assets thanked the Chief Executive, whom he noted was not long in the role before the pandemic began. He highlighted how partnerships and communities across the town had come together to help each other, and praised the professionalism of employees who had risen up to meet the challenge.

The Cabinet Member Safety and Communities echoed this, and added that working with communities in the town over the last two years had been an immense privilege. People across town had done an enormous amount to

ensure that their neighbours did not go without essential things during the pandemic. The Food Network was a real example of partnership working, while No Child Left Behind had made a real difference in alleviating poverty in the town. She was not aware of any other area in the country with the same level of integrated support. These needs would not diminish, only grow larger, and it was important to continue this support by maintaining the network.

The Leader moved to the vote, where it was unanimously:

**RESOLVED THAT:**

1. 'The Council's Response to the Covid-19 Pandemic' at Appendix 2 be approved.

**7. CHRISTMAS ICE RINK**

In the absence of the Cabinet Member Culture, Wellbeing and Business, the Leader of the Council presented the report, which provided an evaluation of the delivery and outcomes of the 2021 Christmas ice rink. It drew conclusions on principal learnings that would inform any future decisions on delivering another ice rink in Christmas 2022 and in future years.

The ice rink had been based in Imperial Gardens from 18th November 2021 to 2nd January 2022. During these 45 days, it attracted 43,563 skaters (more than the estimated 30k-40k) and led to increased footfall in the town centre, exceeding pre-pandemic figures. Along with the Christmas Market, it lifted the spirits of residents and visitors and provided a much-needed boost for the local economy, with retailers reporting record takings and council-owned car parks being the busiest they had been for two years. Financially, it covered its costs and made a small £5k surplus, with clear scope for this to be built upon.

She emphasised that this was a major achievement considering the challenges of the pandemic, and thanked all those who contributed to delivering its overall success. Should Cabinet agree to bring an ice rink back to Cheltenham in 2022, they would benefit from longer lead times for generating ticket sales, be able to build on key learnings from 2021, and have fewer obstacles in order to live safely with Covid.

The recommendations in the report included an early commitment to organise and deliver an ice rink for Christmas 2022, thus allowing sufficient time to secure the necessary planning consents, undertake a robust procurement of an operator, implement the proposed changes outlined in the report and improve upon the delivery, financial performance and wider outcomes achieved in 2021.

The Cabinet Member Housing added that it was a fantastic facility to have, especially after the last few years. Families had come from all around to have fun there, and he was especially pleased that discounted and free tickets were offered through No Child Left Behind. The £5k surplus was a positive but the economic boost to the surrounding area would have been much larger.

The Cabinet Member Climate Emergency noted that it had attracted around a thousand visitors a day on average, which was very impressive. It was a genuinely fun thing for people and families to do, and had provided a massive boost to the area.

The Leader moved to the vote, where it was unanimously:

## **RESOLVED THAT:**

1. 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 be noted;
2. a temporary ice rink in Cheltenham for the 2022 Christmas period be approved, subject to:
  - 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. the ability to deliver fixed power infrastructure as identified in the Council's interim events strategy be fully assessed.

## **8. BRIEFING FROM CABINET MEMBERS**

The Cabinet Member Climate Emergency thanked CK Futures for inviting him to visit last week and present the Climate Emergency Action Plan. There had been challenging questions and a good debate, and he thanked those who had turned up. Planet Cheltenham had also invited him to a workshop in St Pauls, and he was pleased that the council would be supporting this.

The Cabinet Member Customer and Regulatory Services added that a lot of work was going on behind the scenes on two reports, one relating to CIL governance arrangements and the other on licensing for hackney carriages, and they would be brought before Cabinet and Council soon.

The Cabinet Member Safety and Communities added that she would shortly be meeting with schools and businesses to discuss the Large Enterprise Action Group. It was important to provide access to learning and mentoring within businesses, and this was a really good way to link the two and offer a solid grounding for young people in terms of their careers. The Big Local's national trust had visited last week and been very impressed by the work done in Cheltenham and the council's support. The No Child Left Behind awards would take place at the Town Hall next week, with all winners selected by the children involved in the projects. The Cheltenham Alliance for Racial Equality was also due to launch next week.

The Leader took a moment to pause for reflection on the invasion of Ukraine, and those caught up in it. She also added that on Thursday last week, she called an urgent meeting of Group Leaders so the council could put out a joint statement on the disaster happening there. A statement also went out from the Twinning Association, suspending activities with Sochi, and a letter was sent to the political leadership of Sochi to let them know this.

## **Decisions of Cabinet Members**

The Cabinet Member Culture, Wellbeing and Business had taken a decision on 22<sup>nd</sup> February to enter into a funding agreement with the NHS Gloucestershire Clinical Commissioning Group.

The Cabinet Member Housing had taken a decision on 23<sup>rd</sup> February to expand the cohort of households that CBC had committed to accommodate from the British Forces Afghan Relocation and Assistance scheme to include families resettled through the Afghan Citizen Relocation Scheme (ACRS) and British Nationals leaving Afghanistan. He also noted that they would review their current target of rehousing 7 to 15 families across Cheltenham, with a view to increasing it in due course. This decision combined three separate government schemes to make it easier to manage, and allowed for expansion as a result of the success of the project so far. Cheltenham were the only authority in the county to have increased their commitment.

The Leader had taken a decision on 1<sup>st</sup> March to approve the continuation of the Gloucestershire Economic Growth Joint Committee until 31 March 2023, with delegation to the Chief Executive to agree and complete legal documentation with regard to this.

The Cabinet Member Finance and Assets had taken a decision on 1<sup>st</sup> March relating to the refurbishment of internal communal areas in sheltered housing. This followed on from previous successful projects undertaken alongside Cheltenham Borough Homes, very beneficial for residents.

**Chairman**

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**Cheltenham Borough Council**  
**Cabinet – 5<sup>th</sup> April 2022 Community Infrastructure Levy**  
**Governance & Section 106 engagement**  
**Council – 20<sup>th</sup> June 2022 Community Infrastructure Levy**  
**Governance & Section 106 engagement**

<b>Accountable members</b>	<p><b>Leader – Cllr Hay</b></p> <p><b>Cabinet Member Customer &amp; Regulatory Services – Cllr Horwood</b></p>
<b>Accountable officer</b>	<b>Tracey Birkinshaw – Director of Planning</b>
<b>Ward(s) affected</b>	<b>All</b>
<b>Key/Significant Decision</b>	<b>Yes</b>
<b>Executive summary</b>	<p>The Council needs to establish a clear CIL Governance Structure to oversee the council’s approach to the investment of both legacy and future CIL monies. The report proposes the key governance arrangements for the delivery of infrastructure through CIL to ensure CIL serves its purpose of contributing to the delivery of the infrastructure necessary to support development in Cheltenham.</p> <p>In December 2021, Cabinet received a report on the annual Infrastructure Funding Statement (IFS), as part of this report the need to put in place CIL governance was highlighted. This report takes forward the detail.</p> <p>Cabinet are asked to consider the Community Infrastructure Levy (CIL) governance arrangements laid out in this report. This sets out:</p> <ol style="list-style-type: none"> <li>1. Governance proposal for the strategic allocation of non-neighbourhood CIL monies including the process for agreeing the required Infrastructure List,</li> <li>2. Governance proposal in relation to the neighbourhood allocation of CIL monies, and</li> <li>3. Governance proposal for the administrative element of CIL</li> </ol> <p>In addition, this report also includes:</p> <ol style="list-style-type: none"> <li>4. Proposals to increase member engagement as part of S106 negotiations and greater transparency via officer reporting.</li> </ol> <p>It is noted that regulations around CIL have been subject to a number of changes, we must therefore not see our processes as static. Should regulations change and/or best practice emerge then a further report may be brought back to Cabinet.</p>

**Recommendations**

To agree the following governance recommendations:

1. To note the percentage split of CIL, in accordance with the CIL Regulations as set out in Fig 1.
2. To agree the governance approach for the strategic (non-neighbourhood) CIL monies, including the preparation of the Infrastructure List as set out at section 2 of this report, and engagement with Gloucester City Council and Tewkesbury Borough Council on any shared infrastructure spending, which ensures that the Cheltenham Cabinet and Council has final approval.
3. To work collaboratively with Gloucester and Tewkesbury Councils on developing a spending mechanism for any shared CIL spending to be agreed by Cheltenham Cabinet and Council.
4. To agree the governance approach as set out at section 4 of this report in regard to the unparished neighbourhood element of CIL
5. The Head of Planning, in consultation with the Cabinet portfolio holder and Head of Finance to undertake an annual review of the CIL administration element and for this spending to be agreed annually by Cabinet as part of the Infrastructure Statement Annual Report.

Cabinet are also asked to agree the following recommendation in respect of the process related to S106 obligations

6. To agree the proposal as set out in section 6 of this report to build enhanced transparency and engagement with ward members on S106.

<b>Financial implications</b>	<p>None arising from this report.</p> <p>Contact officer: Accountant Business Partner <a href="mailto:andrew.taylor@cheltenham.gov.uk">andrew.taylor@cheltenham.gov.uk</a></p>
<b>Legal implications</b>	<p>Regulation 61 of the Community Infrastructure Levy Regulations (“the regulations”) allows charging authorities collecting CIL to spend up to 5% of their total levy receipts on administrative expenses. Depending on whether there is a relevant neighbourhood development plan either up to 15% (capped according to the formula in regulation 59A) or 25% of relevant CIL receipts are to be allocated at the neighbourhood portion, being passed to relevant Town and Parish Councils where they exist.</p> <p>If there is no parish or town council, the charging authority will retain those levy receipts, but should engage with the communities where development has taken place and agree with them how best to spend the neighbourhood funding.</p> <p>The remaining element of CIL receipts must be spent on infrastructure. Charging authorities can choose to pool a proportion of their Community Infrastructure Levy (CIL) receipts to fund infrastructure including for out of their own area spending. Each of the charging authorities included in the pooling arrangements should be content that funding for infrastructure outside the authority’s area will support development of its own area.</p> <p>Under national Planning Policy Guidance charging authorities are encouraged to consider publishing a memorandum of understanding detailing the administration, principles, and governance that will be implemented for any pooled fund, covering, but not limited to :</p> <ul style="list-style-type: none"> <li>• a proposed governance structure and decision-making process for agreeing how the pooled fund is implemented and spent;</li> <li>• the proportion or amount of levy each charging authority will contribute;</li> <li>• the procedure for collecting the pooled levy;</li> <li>• the strategic infrastructure projects the pooled fund will be spent on;</li> <li>• a system for returning pooled funds to an authority in the event that it is necessary to do so;</li> <li>• a proposed review mechanism for the memorandum.</li> </ul> <p>It is further recommended that the memorandum of understanding is a publicly accessible document, which clearly explains how the pooled levy will be administered and spent.</p> <p>The Authority has a variety of legislative powers to set up governance arrangements, including the general power of competence set out in Section 1 of the Localism Act.</p> <p><b>Contact officer:</b> One Legal, <a href="mailto:legal.services@onelegal.org.uk">legal.services@onelegal.org.uk</a></p>
<b>HR implications (including learning and organisational development)</b>	<p>None arising from this report</p> <p><b>Contact officer:</b> HR Business Partner, Publica <a href="mailto:georgie.tewdell@publicagroup.uk">georgie.tewdell@publicagroup.uk</a></p>
<b>Key risks</b>	See Appendix 1.

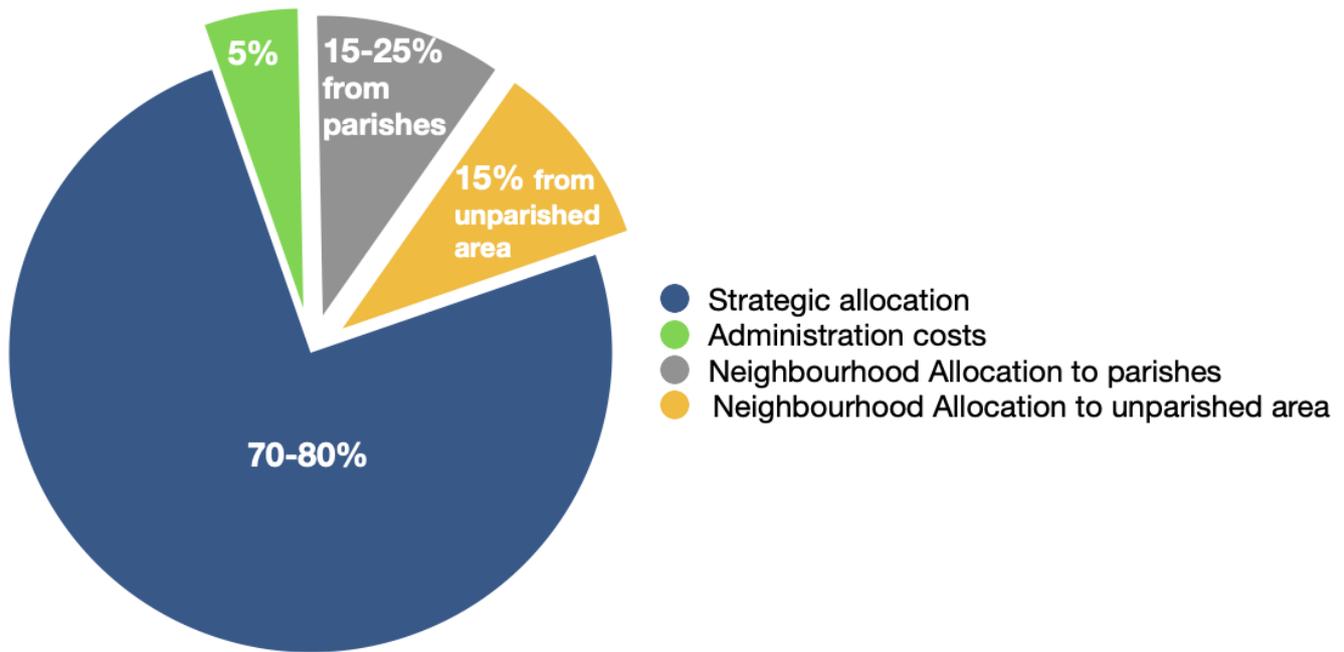
<b>Corporate and community plan Implications</b>	None directly
<b>Environmental and climate change implications</b>	None directly
<b>Property/Asset Implications</b>	<p>None arising from this report</p> <p><b>Contact officer:</b> Head of Finance &amp; Assets  <a href="mailto:Gemma.Bell@cheltenham.gov.uk">Gemma.Bell@cheltenham.gov.uk</a></p>

## 1. Background

- 1.1 The Community Infrastructure Levy (CIL) is a charge which local authorities can place on developers to help fund infrastructure needed to support new development in their areas. CIL is governed by the CIL Regulations 2010 (as amended).
- 1.2 Cheltenham Borough Council approved the introduction of CIL on 15<sup>th</sup> October 2018 with commencement of charging on planning applications granted permission on or after 1<sup>st</sup> January 2019.
- 1.3 CIL is paid to the Council by developers after their planning permissions commence, in line with the Council's adopted Instalments Policy. CIL is a significant means outside wider government funding by which the Council is able to collect and pool developer contributions to deliver infrastructure improvements.
- 1.4 In December 2021, Cabinet received a report on the annual Infrastructure Funding Statement (IFS). As part of this report, the need to put in place CIL governance was highlighted. This report takes forward the detail.
- 1.5 As per the CIL Regulations and Guidance, CIL is proportioned and allocated using the following approach:
  - A maximum of 5% is retained by Cheltenham Borough Council to cover administrative costs (this is clearly prescribed in the CIL regulations and includes charging, collecting and enforcing CIL, reviews, appeals and debt collection including legal costs. It includes distribution, monitoring, enforcement and reporting on CIL activity). Currently Cheltenham pools its 5% with Gloucester and Tewkesbury Councils and currently the amount pooled does not fully cover the joint CIL administration incurred. However, over time as the CIL pots grow, this will not be the case and Cheltenham will wish to fully recover all liable costs, both joint and those arising from Cheltenham only.
  - 15% - 25%, known as the Neighbourhood Allocation, is for spending within the neighbourhood of contributing development (up to a maximum of £100 per existing Council Tax dwelling). This allocation must be transferred to the relevant parish council or retained by the Borough Council to be spent on neighbourhood projects where the development is not in a parish. The transferred allocation rises to 25% when a parish or Neighbourhood Forum has a 'made' (adopted by Borough Council) Neighbourhood Plan in place. At the present time, no Cheltenham parish or forum has a Neighbourhood Plan in place, although plans are being developed at Hesters Way Neighbourhood Forum and Leckhampton with Warden Hill Parish Council.
  - The remainder (around 70% - 80%), known as the Strategic Allocation, is retained by Cheltenham Borough Council to allocate to infrastructure projects. This should reflect our plan making which includes the Cheltenham Plan and the Gloucester, Cheltenham and Tewkesbury Joint Core Strategy (JCS). We have a continued commitment to prepare a new development plan for the JCS area alongside the delivery of the Cheltenham Plan. As per the legal advice above, a Memorandum of Understanding with the other authorities should specify the proportion or amount of levy each charging authority will contribute to the pooled fund.
  - This report recommends approval of a Strategic CIL Board and supporting Infrastructure List for any strategic infrastructure spending shared with the other councils, to be agreed by Cheltenham Cabinet and Council. The other JCS Councils will be making decisions as appropriate through their own constitutional processes.

This breakdown is summarised in Fig.1.

Fig 1 – Breakdown of CIL as aligned with CIL Regulations



**2. Infrastructure List**

**2.1** An Infrastructure list has to included within the Infrastructure Funding Statement or IFS. Our first IFS was approved by Cabinet in December 2020.

**2.2** As reported to Cabinet via the annual IFS in December 2021, our current Infrastructure List does not fully represent our priorities, including tackling climate change, facilitating modal shift away from the private car and changing patterns of work in the aftermath of the Covid-19 pandemic.

**2.3** The Infrastructure list is essentially a statement of the infrastructure projects or types of infrastructure which the charging authority intends will be, or may be, wholly or partly funded by CIL. To distinguish this clearly from the neighbourhood allocation of CIL, the Infrastructure List could cover items such as;

- schools
- roads and transport
- healthcare and medical facilities
- open spaces and facilities for sport and recreation
- flood management

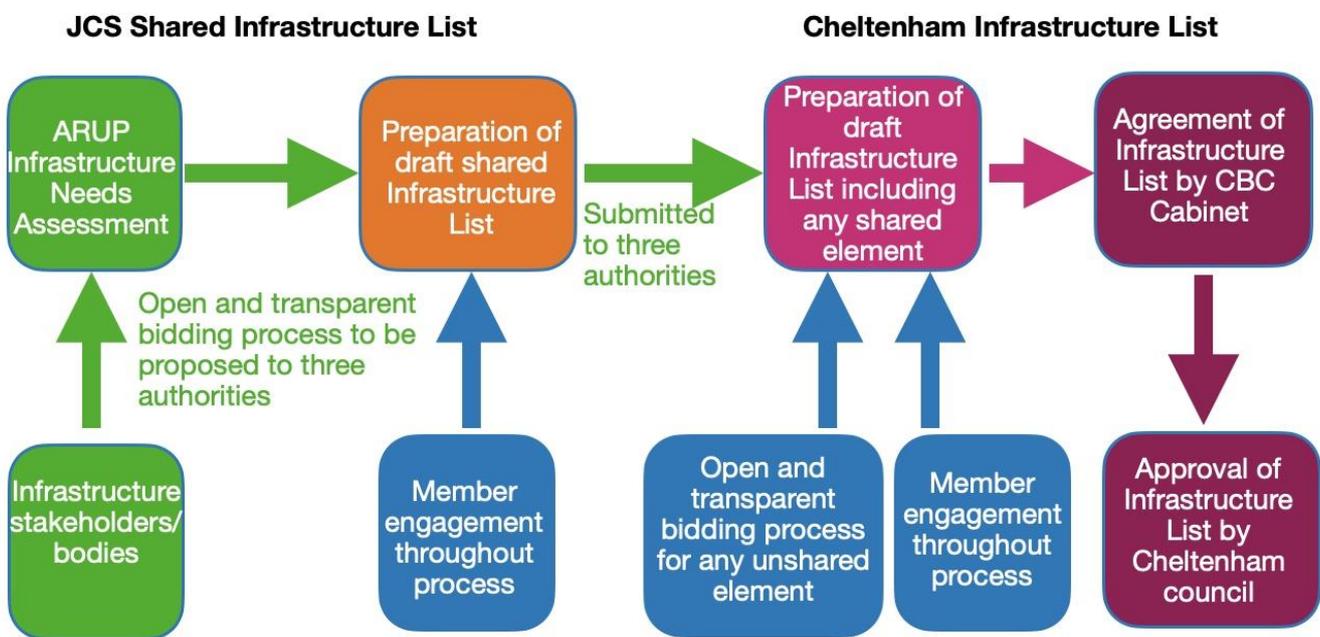
**2.4** The Infrastructure List presented in December 2021 was a shared Infrastructure List with Gloucester and Tewkesbury developed through the JCS process. This report proposes a Cheltenham governance process that allows for such a shared Infrastructure List and as per National Planning Policy Guidance, this will include agreement by Cabinet and Council of a Memorandum of Understanding that will specify the proportion or amount of CIL each council will contribute and the strategic infrastructure projects the pooled fund will be spent on. A process for drawing up this Shared Infrastructure List is set out below. This report sets out Cheltenham’s governance approach; the other JCS Councils will be making decisions as appropriate through their own constitutional processes.

**2.5** If the agreed Memorandum of Understanding specifies that 100% of Strategic CIL is to be pooled,

then the Cheltenham Infrastructure List and the Shared Infrastructure List will be the same. If the proportion or amount is less than 100%, then the Cheltenham Infrastructure List will comprise whatever Shared Infrastructure List is agreed in addition to any proposed infrastructure spending from strategic CIL monies retained by Cheltenham.

- 2.6 Any Cheltenham Infrastructure List and/or Shared Infrastructure List will be agreed by Cabinet for proposal to Council and agreed by Council as set out in Fig 2 below. If at any stage the Infrastructure List requires amendment, the same level of approval will apply.
- 2.7 An open and transparent bidding process will be developed for any infrastructure stakeholder to propose relevant projects for the Infrastructure List that aid effective delivery of development. Should the proportion or amount to be pooled be 100% then we hereby propose this process to the three authorities. Should the proportion or amount pooled be less than 100%, we will conduct our own bidding process which will include an objective scoring process in compliance with national regulation and planning policy and local policy, conducted by the Head of Planning and based on a process approved by cabinet, who will prioritise a project or projects for inclusion in a Cheltenham Infrastructure List for approval by Council. In the event of more than one project being considered, Cabinet may take the advice of the CIL panel described in 4.4 below.

**Fig 2 - Approval of Infrastructure List**



**Shared Infrastructure List**

- 2.8 Work is underway by the JCS councils to review the Shared Infrastructure List and we are currently developing the evidence base and engaging with infrastructure bodies to inform this. We are doing this alongside partners Gloucester City Council and Tewkesbury Borough Council as the assumption to date has been that this will represent pooled spending through the JCS to facilitate its delivery. This review, in order to justify the charges levied on developers, includes an ‘Infrastructure Needs Assessment (INA)’ and this is focussing on the delivery of the development plan for our area through the remaining half of the plan period, to 2031. It is important that this assessment is evidence led and informed by engagement with infrastructure stakeholders. It is however equally important that members have clear oversight. As such, we are putting in place clear governance for this shared element of Infrastructure delivery as summarised in Fig 2. The INA is commissioned and being delivered by consultants ARUP and this will be a key part of the

evidence informing the Infrastructure List but we will also propose an open and transparent bidding process forms part of the preparation process for the shared Infrastructure List, to be agreed through a Memorandum of Understanding.

**2.9** The INA is a critical part of the evidence base alongside refreshed viability evidence that forms part of our programme for updating the Cheltenham CIL charging schedule. As work on establishing this evidence base continues a detailed programme for the consultation on, examination of and adoption of a new CIL Charging Schedule is currently being developed. It is anticipated that a draft CIL charging schedule will be presented to Cabinet to enable consultation Summer 2022.

### **3. Governance Arrangements for shared element of the Strategic Allocation**

**3.1** The majority of CIL funds (the strategic allocation), are retained by Cheltenham Borough Council for spending on infrastructure in accordance with the definition in the 2008 Planning Act (section 216). The expectation to date has been that 100% of this element will be pooled through the Joint Core Strategy process with Gloucester City Council and Tewkesbury Borough Council.

**3.2** CIL receipts collected relate to development brought forward via the Councils development plan, which includes the Cheltenham Plan **and** the JCS **and** development arising from unallocated development (windfall sites). The strategic allocation is therefore relevant to strategic infrastructure required arising from the Cheltenham development plan as a whole.

**3.3** The Cheltenham CIL Charging policy and schedule was developed in collaboration with our partners Gloucester and Tewkesbury. This was informed by the Infrastructure Delivery Plan (IDP) prepared at that time and used to support the JCS examination and approval by the JCS Councils together with the subsequent approval of the Cheltenham Plan. The IDP is a key part of the evidence base informing the priorities and this is currently under review via the new INA, commissioned via ARUP consultancy.

**3.4** Under National Planning Policy Guidance charging authorities are encouraged to consider publishing a memorandum of understanding detailing the administration, principles, and governance that will be implemented for any pooled fund, covering, but not limited to :

1. a proposed governance structure and decision-making process for agreeing how the pooled fund is implemented and spent;
2. the proportion or amount of levy each charging authority will contribute;
3. the procedure for collecting the pooled levy;
4. the strategic infrastructure projects the pooled fund will be spent on;
5. a system for returning pooled funds to an authority in the event that it is necessary to do so;
6. a proposed review mechanism for the memorandum

**3.5** Cheltenham Borough Council Cabinet will agree and propose a Memorandum of Understanding to Cheltenham council reflecting this guidance. This will include a proposal on the proportion or amount of the strategic element of the levy that is to be pooled. This may be 100% but this decision will be taken at that time not as part of these governance arrangements now.

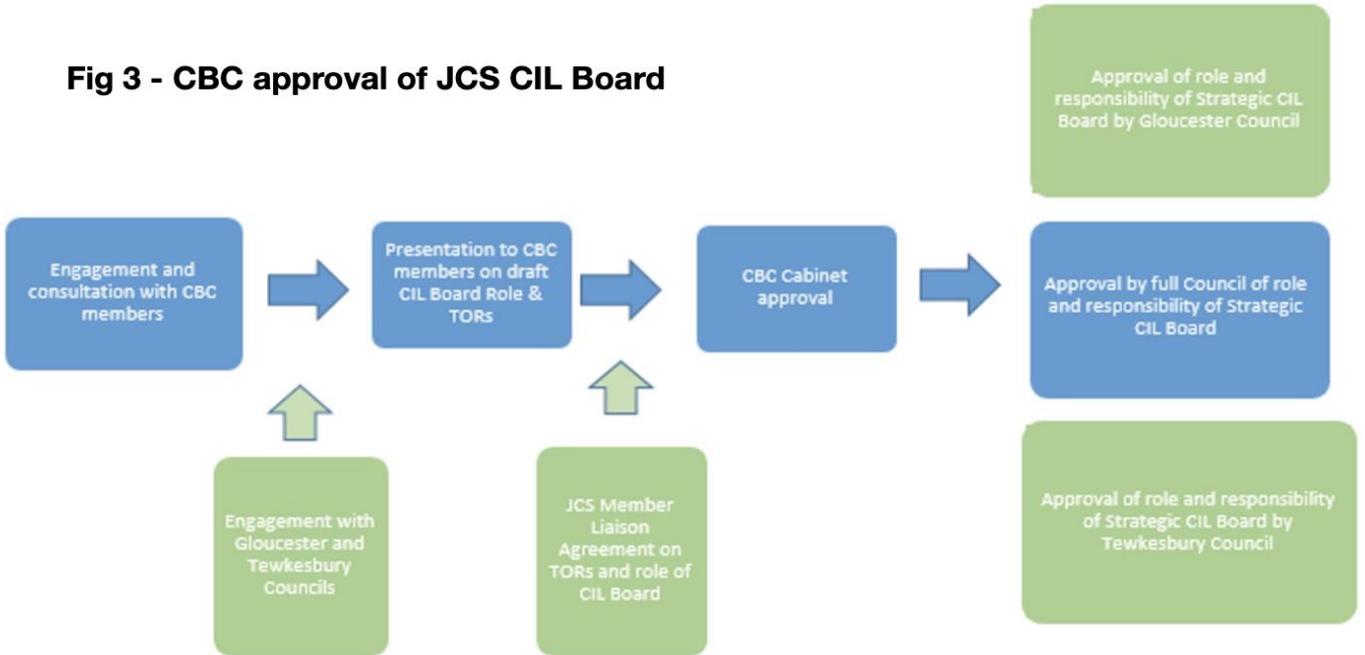
**3.6** Inevitably, there will be competing interests for the use of shared CIL to fund strategic infrastructure priorities; and as set out in the recommendation of this report Cheltenham Borough will work collaboratively with Tewkesbury and Gloucester Councils on a proposed Strategic CIL Board at JCS level that will determine shared spending priorities within a framework that will prioritise CIL spend. This relates to the **strategic** element only within the definition of infrastructure as defined in the 2008 Planning Act.

**3.7** Notwithstanding the importance of working collaboratively with Gloucester and Tewkesbury, as each of the councils are CIL authorities for their area, it is important that any approach to how a

future JCS CIL Board will work and agreement on priorities is agreed by the individual councils. Lead officers and members will be working on the detail and this will be presented back to Cheltenham Cabinet and Council later this year for approval. Figure 3 below aims to set out the process of how this will be developed.

**3.8** Recommendation 3 of this report would deliver a proposed governance structure.

**Fig 3 - CBC approval of JCS CIL Board**



**4. Governance Arrangements – The Neighbourhood Allocation**

**4.1** One of the purposes of CIL is to encourage communities to support growth and recognise that development can bring clear and identifiable benefits to an area. The CIL Regulations provide that a proportion of CIL collected from areas may be spent to address “the demands that development places” on a local area. This Neighbourhood Allocation of CIL must be allocated to Parish Councils where they exist. The amount of the Neighbourhood Allocation varies depending on whether there is a Neighbourhood Development Plan (NDP) in place that has been through a successful referendum and has been agreed as part of planning policy or ‘made’ by the local authority. In areas where this has happened 25% of the levy collected from development within the Neighbourhood area is available uncapped and elsewhere it is 15% but capped.

**4.2** In areas without parish or town councils, the Neighbourhood allocation is retained by the local authority. This report concerns the governance and allocation of this portion of CIL. The regulations state that this portion of the CIL should be spent to support development in unparished areas, addressing the demands that development approved places on them. This does not preclude investment from this neighbourhood allocation within a parished area, but it must bring demonstrable benefit to the unparished areas.

**4.3** The neighbourhood allocation of CIL can be used much more widely than the strategic allocation, provided it supports:

- The provision, improvement, replacement, operation or maintenance of infrastructure; or
- Anything else that is concerned with addressing the demands that development places on an area.

4.4 This report proposes the following governance of this neighbourhood allocation via a Cheltenham CIL Neighbourhood Panel, the make-up and working summarised below.

<b>Membership</b>	<ul style="list-style-type: none"> <li>• 7 elected members, ideally reflecting political balance and including at least some members from unparished areas.</li> <li>• quorate of Neighbourhood Panel being 4 with at least one cabinet member</li> <li>• Neighbourhood Panel Advised by Lead Leadership Team portfolio holder or delegated representative and Community Infrastructure Levy Manager</li> </ul>
<b>Developing CIL projects for investment</b>	<ul style="list-style-type: none"> <li>• Consultation and engagement process to allow ward members and community organisations to present projects to be considered/explored as part of a live list of potential CIL investment projects</li> <li>• CBC officer team to contribute to identification of projects to be considered/explored as part of a live list of potential CIL investment projects</li> <li>• Principles which underpin allocation of funds, including a fair geographical distribution of awards within the areas impacted by development and key priorities for the Council including tackling deprivation and climate change</li> <li>• Clear demonstration of how the benefits of the project will be sustained in the long term, including any longer term revenue implications</li> </ul>
<b>Operation and decision making</b>	<ul style="list-style-type: none"> <li>• Neighbourhood Panel on an annual basis identify a priority list of projects for investment informed by live list of potential CIL investment projects and recommend to Cabinet for approval</li> <li>• Neighbourhood allocation ring fenced for non parished areas. Any proposal for investment outside non parished areas will need to clearly define the demonstrable benefit to those communities.</li> <li>• Spending in accordance with the CIL Regulations and government guidance on CIL</li> </ul>
<b>Monitoring and scrutiny</b>	<ul style="list-style-type: none"> <li>• Neighbourhood panel meets in public to ensure all decisions are transparent and open to scrutiny</li> <li>• Chair of CIL Neighbourhood Panel attends Overview and Scrutiny once a year to answer questions on the decisions over allocations and to present a report evidencing the impact of allocations made with the investment.</li> <li>• Schemes should not have any unacceptable revenue or capital implications on the Council or any other body</li> </ul>

4.5 The Neighbourhood Fund remains relatively modest as presented by the IFS to Cabinet in December 2021; this provides an opportunity to develop the ‘live’ CIL list, including engagement with the communities in non-parished areas over 2022 with a view to the Neighbourhood Panel reviewing this ready for allocation in the next financial year.

## 5. CIL Administration

5.1 Currently this is pooled with Gloucester and Tewkesbury Councils to cover core costs of delivery but as the Cheltenham CIL pot grows over the coming years and core joint costs are adequately covered, the Borough Council will review where any outstanding elements of the 5% is allocated to ensure effective delivery of CIL. This report recommends an annual review to determine the

spend of this element of CIL and links this reporting back to Cabinet via the Annual IFS. It should be noted that the CIL Regulations provide clear guidelines on how this CIL administration funding can be spent and is strictly limited to the administrative functions of CIL.

### **6. Section 106**

**6.1** Section 106 of the Town and Country Planning Act 1990 allows a local planning authority to enter into a legally-binding agreement or planning obligation with a landowner as part of the granting of planning permission. The obligation is termed a section 106 agreement (S106), these are negotiated alongside the planning decision-taking process and should be concluded within the statutory timeframes of 8 weeks, 13 weeks for major development or a longer period agreed in writing between the applicant and local planning authority. A S106 allows negotiation of both physical on-site obligations and off-site financial contributions, when it is considered that a development will have negative impacts that cannot be dealt with through conditions in the planning permission.

**6.2** Since 2010 it has been a legal requirement that that planning obligations may only constitute a reason for granting planning permission for the development if the obligation is:

1. necessary to make the development acceptable in planning terms;
2. directly related to the development; and
3. fairly and reasonably related in scale and kind to the development.

The Council generally negotiates contributions, but not limited to the following:

- Affordable housing
- Community facilities
- Education
- Healthcare
- Highways and transport
- Open space, play areas and sports facilities
- Waste and recycling

**6.3** S106 agreements are designed to help make sure that new developments enhance local communities and reduce the impact of developments by, for example:

1. Easing the impact of a new development on the local community, e.g. providing adequate public open space, improving infrastructure like bus stops
2. Compensating for any impact caused by a development - for example if public open space is lost
3. Ensuring that a certain proportion of houses on the development are provided as affordable housing

**6.4** Members have asked for greater clarity and engagement in understanding the negotiation of S106. This report therefore recommends the following to further improve transparency and engagement;

1. Following review of the weekly list Ward members to notify the case officer of any application of interest and identify any known demands for infrastructure in the area.
2. Where an application is expected to result in the need for S106 negotiation, the case officer to notify the relevant ward members to enable engagement early in the application process
3. Planning report templates to be updated to include a summary of S106 agreed and values negotiated.
4. Member training on S106.

**5. Reasons for recommendations**

5.1 To ensure transparency and member engagement in decision-making.

**How this initiative contributes to the corporate plan**

5.2 Having a clear governance approach in place will help the council meet its priorities where impacted by infrastructure needs.

**6. Consultation and feedback**

6.1 Consultation undertaken with;

- Cabinet
- Cabinet lead portfolio holders
- Leadership Team
- Planning & Liaison Member Working Group

**7. Performance management – monitoring and review**

7.1 The Council has a statutory requirement to produce and publish an annual IFS.

7.2 Monitoring and reporting arrangements will be agreed in respect of both the strategic and neighbourhood allocation of CIL. The Council is pursuing improved use of its current IT reporting tool to assist with this.

7.3 Since the introduction of CIL legislation we have seen numerous amendments to the CIL regulations, as such it is important that we see our processes as living breathing ones that can adapt to be as efficient as possible and be responsive to best practice. This report sets out an approach to governance, which will require further decision-making later in 2022 on some detail. However, over time, we will keep under review our processes and this may result in further consideration by Cabinet.

<b>Report author</b>	Tracey Birkinshaw, Director of Planning <a href="mailto:Tracey.birkinshaw@cheltenham.gov.uk">Tracey.birkinshaw@cheltenham.gov.uk</a>
<b>Appendices</b>	1. Risk Assessment
<b>Background information</b>	1. Infrastructure Funding Statement 2021 <a href="https://democracy.cheltenham.gov.uk/documents/s38868/2021_12_21_Infrastructure%20Funding%20Statement%20IFS%20Requirements_report.pdf">https://democracy.cheltenham.gov.uk/documents/s38868/2021_12_21_Infrastructure%20Funding%20Statement%20IFS%20Requirements_report.pdf</a>  2. Infrastructure Funding Statement 2020 <a href="https://democracy.cheltenham.gov.uk/documents/s34209/2020_12_01_Infrastructure%20Funding%20Statement_report.pdf">https://democracy.cheltenham.gov.uk/documents/s34209/2020_12_01_Infrastructure%20Funding%20Statement_report.pdf</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
CIL	Not having a clear CIL prioritisation of infrastructure projects may risk receipts not being targeted towards the most critical infrastructure needed to deliver development and fulfil our requirements in the delivery of the JCS and Cheltenham Plan.	Director of Planning	12.11.21	5	2	10	Reduce	Review of Infrastructure Delivery Plan as part of JCS review.  Put in place clear and transparent governance	In line with JCS programme	CIL Manager	JCS and Service risk register
CIL	Not having clear and transparent governance in place around the prioritisation and spend of CIL will risk funding not being spent on agreed infrastructure priorities	Director of Planning	03.03.22	5	2	10	Reduce	Put in place governance mechanisms	April Cabinet 2022  June Council 2022	Head of Planning	Service risk register

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**Cheltenham Borough Council**  
**Cabinet – 5 April 2022**  
**Local Development Scheme**

<b>Accountable member</b>	<b>Cllr Rowena Hay, Leader of the Council</b> <b>Cllr Martin Horwood, Cabinet Member Customer &amp; Regulatory Services</b>
<b>Accountable officer</b>	<b>Tracey Birkinshaw, Director of Planning</b>
<b>Ward(s) affected</b>	<b>All</b>
<b>Key Decision</b>	<b>Yes</b>
<b>Executive summary</b>	The Cheltenham Borough Local Development Scheme (LDS) outlines the timetable for preparing statutory development plan documents in the Borough. The published version (adopted by the Council in 2017) requires revision as the timetable is now out of date and an up to date LDS is required to outline the reviews of Joint Core Strategy (JCS) and Cheltenham Plan.
<b>Recommendations</b>	<b>Cabinet is asked to:</b> <ol style="list-style-type: none"> <li><b>1. Adopt the updated Local Development Scheme for Cheltenham Borough, attached to the report at Appendix 2;</b></li> <li><b>2. Delegate authority to the Head of Planning, in consultation with the Leader of the Council and the Cabinet Member Customer and Regulatory Services, to prepare the Local Development Scheme for publication.</b></li> </ol>

<b>Financial implications</b>	None arising from this report  <b>Contact officer:</b> Gemma Bell, <a href="mailto:Gemma.Bell@cheltenham.gov.uk">Gemma.Bell@cheltenham.gov.uk</a>
<b>Legal implications</b>	The preparation and maintaining of a Local Development Scheme is required under section 15 of the Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011). This must specify (among other matters) the documents which, when prepared, will comprise the Local Plan for the area and the timetable for the preparation and revision of those documents. The Local Plan, together with Neighbourhood Plans making the Development Plan for the Borough.
<b>HR implications (including learning and organisational development)</b>	None arising from this report  <b>Contact officer:</b> Georgie Tweddell, HR Business Partner, Publica <a href="mailto:georgie.tweddell@publicagroup.uk">georgie.tweddell@publicagroup.uk</a>
<b>Key risks</b>	As outlined in Appendix 1.
<b>Corporate and community plan Implications</b>	None arising from this report. However, the documents subject to the programme set by the Local Development Scheme are key documents that support the delivery of the corporate plan.
<b>Environmental and climate change implications</b>	None arising from this report. However, the documents subject to the programme set by the Local Development Scheme are key documents in the delivery of sustainable growth of Cheltenham. The outcomes of the statutory development plan will be key tools in articulating part of the council's response to the Climate Emergency.
<b>Property/Asset Implications</b>	None arising from this report  <b>Contact officer:</b> Gemma Bell, <a href="mailto:Gemma.Bell@cheltenham.gov.uk">Gemma.Bell@cheltenham.gov.uk</a>

## 1. Background

- 1.1 Local Planning Authorities are required by law to prepare, publish, and maintain a Local Development Scheme setting out the timetable for preparing statutory development plan documents, which form the Local Plan.
- 1.2 The Council's current LDS was adopted in 2017 and is in need of an update.

## 2. Reasons for recommendations

- 2.1 The purpose of the LDS is to set out the documents that will comprise the Local Plan and which will be prepared by Cheltenham Borough Council. It also needs to give details as to what they will contain and their production schedule. It is important that plans for the future of the Borough are produced in a timely and efficient manner. If they are not, development which is necessary for the Borough's continued growth and prosperity may be delayed or abandoned, the coordination of housing development and infrastructure provision may be difficult to achieve and there is the potential for development to be approved on appeal in locations that the Council does not consider suitable.
- 2.2 The Development Plan Documents that make up Cheltenham Borough Council's Local Plan (as already set out in the current LDS) are:
  - The JCS (strategic level document allocating large scale housing and employment sites – covers matters relating to Gloucester, Cheltenham and Tewkesbury areas); and
  - the Cheltenham Plan (Borough level document looking at issues specific to Cheltenham Borough, for example non-strategic development/site allocations, heritage and economic strategies).
- 2.3 The Development Plan is also made up of any Neighbourhood Development Plans (NDP) that are 'made'. NDPs are developed by local communities, with assistance from the Borough Council. Therefore, these plans are not directly progressed by the Borough Council and the timescales for their development are largely dependent on local communities. As such, the LDS does not contain detail on the timescales for any emerging neighbourhood development plans.
- 2.4 An updated LDS is presented at Appendix 2 to this report. It contains the latest timetable for the production of the Joint Core Strategy Review and the Cheltenham Plan Review. The key milestones for each are provided below.
- 2.5 Members' input will be sought throughout the process, particularly through the JCS Member Liaison Group and the Cheltenham Planning Liaison Members' Working Group (PLMWG). The latter has cross-party membership that meets on a regular basis and has a forward plan of items to discuss and input on.
- 2.6 The key stages for the Joint Core Plan are:
  - Issues and Options consultation – Winter 2018/19 COMPLETE
  - Preferred Options consultation – Spring 2023
  - Pre-Submission Consultation – Autumn 2023
  - Submission to the Secretary of State – Early Spring 2024

- Examination – Summer 2024
- Adoption – Early 2025

**2.7** The key stages for the Cheltenham Borough Plan Review are:

- Issues and Options consultation – Spring 2023
- Preferred Options consultation – Autumn 2023
- Pre-Submission Consultation – Early Spring 2024
- Submission to the Secretary of State – Summer 2024
- Examination – Early 2025
- Adoption – Late 2025

### **3. Alternative options considered**

**3.1** Because the Local Development Scheme is a statutory requirement, there is no suitable alternative to its production.

### **4. Consultation and feedback**

**4.1** The Local Development Scheme functions as a maintained timetable of the Council's commitment to produce Development Plan Documents. As a statutory document its production and contents are set out in the Act and Regulations, and these do not specify wider consultation. However the development plan documents described within it are subject to detailed consultation requirements.

### **5. Performance management – monitoring and review**

**5.1** Performance against the LDS's milestones is monitored through the Authority Monitoring Report, which is prepared annually and made available via the council's website.

**5.2** The LDS will be revised if there is a major change to the preparation of Development Plan Documents set out in Appendix 2, prior to submission of a Development Plan Document for examination, or after three years, whichever is the soonest.

<b>Report author</b>	<b>Contact officer:</b> John Rowley, Planning Policy Team Leader <a href="mailto:john.rowley@cheltenham.gov.uk">john.rowley@cheltenham.gov.uk</a> , 01242 264180
<b>Appendices</b>	1. Risk Assessment 2. Local Development Scheme
<b>Background information</b>	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
	If the Council does not have an up to date local Development Scheme then it will not be performing part of its statutory duty	Senior Planning Policy Officer	10.3.22	3	1	1	Close	This risk will be mitigated by the Cabinet decision	5.4.22	Head of Planning	N/A

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# **Cheltenham Borough Local Development Scheme**

## **2022**

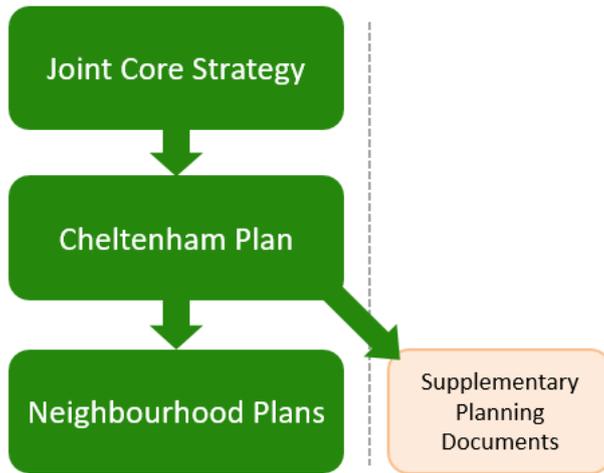
**The preparation timetable for  
Development Plan Documents  
in Cheltenham Borough**

## 1. Introduction

- 1.1 Cheltenham Borough Council has a statutory responsibility to prepare and maintain a Local Plan for its area. This sets the planning vision for the Borough and is used to determine planning applications.
- 1.2 As part of its ongoing responsibility, the Borough Council must prepare and maintain a Local Development Scheme (LDS) that outlines the timetable for the preparation and review of Development Plan Documents (DPD). Specifically, the Planning and Compulsory Purchase Act 2004 (as amended), sets out that an LDS must:
  - Contain a brief description of all documents which are to be prepared as DPDs and the content and geographic area to which they relate;
  - Identify which documents are to be prepared jointly with one or more other local planning authorities; and
  - Set out a timetable for producing and the revision of DPDs, with key milestones.
- 1.3 The Borough Council last adopted an LDS in 2017.
- 1.4 The Local Plan also consists of the Waste Core Strategy and the Minerals Local Plan, which are also DPDs. However, these are maintained by Gloucestershire County Council and subject to a separate LDS and are not dealt with in this document.
- 1.5 The Council may decide in the future to update its Supplementary Planning Documents (SPDs) or develop additional SPDs to provide further guidance to support the Local Plan. However, these are not Development Plan Documents and therefore their production is not subject of the LDS.

## 2 Cheltenham's Local Development Framework

- 2.1 Cheltenham Borough Council, along with Tewkesbury Borough Council and Gloucester City Council, have prepared an overarching strategic plan for the wider area covered by the three councils. This document is called the Joint Core Strategy (JCS). This was adopted in 2017.
- 2.2 The JCS authorities are now progressing a review of the adopted JCS. As the first formal part of this review, an Issues and Options consultation took place between November 2018 and January 2019. Further details are available on the JCS [website](#). Progress on the original programme was delayed due to impacts arising from the pandemic, particularly related to the evidence base needed to support the plan.
- 2.3 Providing more local planning policy is the Cheltenham Plan, adopted July 2020. The Cheltenham Plan and the JCS collectively make up the statutory development plan for our area.
- 2.4 The Development Plan is also made up of any Neighbourhood Development Plans (NDP) that are 'made'. NDPs are developed by local communities, with assistance from the Borough Council. Therefore, these plans are not directly progressed by the Borough Council and the timescales for their development are largely dependent on local communities. As such, the LDS does not contain detail on the timescales for any emerging neighbourhood development plans.



### 3 The Joint Core Strategy

- 3.1 The JCS was adopted in December 2017. As outlined above, it is a co-ordinated strategic plan that sets out how the local authority areas of Gloucester City, Cheltenham Borough and Tewkesbury Borough will develop between 2011 and 2031. It sets out a spatial strategy, planning policies and strategic site allocations to deliver development needs, whilst protecting the natural and built environment.
- 3.2 The adopted JCS included a commitment to undertake an immediate review of the plan in relation to housing supply and retail/town centre matters. However, in response to the plan-making requirements set out in the updated National Planning Policy Framework (2019), the scope of the review will be comprehensive and provide a fully updated plan that takes account of both policy changes, our learning around garden communities and the commitment to climate change.
- 3.3 Members' input will be sought throughout the process, particularly through the JCS Member Liaison Group and the Cheltenham Planning Liaison Members' Working Group (PLMWG). The latter has cross-party membership that meets on a regular basis and has a forward plan of items to discuss and input on.
- 3.4 The estimated timetable for the JCS Review to adoption is as follows:

Milestone	Date
Issues and Options consultation	Winter 2018/19 COMPLETE
Preferred Options consultation	Spring 2023
Pre-Submission Consultation	Autumn 2023
Submission to the Secretary of State	Early Spring 2024
Examination	Summer 2024

Adoption	Early 2025
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3.5 More information can be found on the JCS website <https://www.jointcorestrategy.org/>

#### 4 Cheltenham Plan

4.1 The Cheltenham Plan sits underneath the strategic-level of the JCS and provides the local-level development strategy for the Borough. The Cheltenham Plan helps to meet the level of growth set out in the JCS by providing specific policy guidance for new development in the area and make smaller-scale local allocations. The policies in the Cheltenham Plan set out specific requirements for new development and provide more detail on local issues than the policies in the JCS. The Cheltenham Plan can be found at:

[https://www.cheltenham.gov.uk/info/46/planning\\_policy/1034/the\\_cheltenham\\_plan](https://www.cheltenham.gov.uk/info/46/planning_policy/1034/the_cheltenham_plan)

4.2 National policy requires that local plans be reviewed every five years. In order to meet this target work on the Cheltenham Plan Review will begin in 2022. The Review will have to conform to the strategic policies in the updated JCS so it can only be adopted post JCS adoption. However, it is possible to progress the Cheltenham Plan as the JCS moves through its various stages. The table below gives an indication of a timeline for the Cheltenham Plan

Milestone	Date
Issues and Options consultation	Spring 2023
Preferred Options consultation	Autumn 2023
Pre-Submission Consultation	Early Spring 2024
Submission to the Secretary of State	Summer 2024
Examination	Early 2025
Adoption	Late 2025

#### 5 Other Planning documents

##### Neighbourhood Development Plans

5.1 At the time of writing, there are no 'made' Neighbourhood Development Plans although a number of Parish Councils or Neighbourhood Forums are actively working towards an NDP. Further information for communities that may wish to develop their own NDP can be found on the Borough Council website here:

[https://www.cheltenham.gov.uk/info/46/planning\\_policy/1155/neighbourhood\\_plans](https://www.cheltenham.gov.uk/info/46/planning_policy/1155/neighbourhood_plans)

##### Supplementary Planning Documents

5.2 As noted above, the Borough Council has a number of extant Supplementary Planning Documents (SPDs). SPDs provide clarity and guidance to help aid the interpretation of policies

contained within DPDs. A number of these documents have become out of date and in need of a review. A programme for review is underway which will also look at any gaps in implementation of the Cheltenham Plan that could be assisted by the preparation of new SPD. This review will be completed by Summer 2022 and a programme of preparation and/or review agreed.

- 5.3 Additionally, a new Climate Change SPD has been prepared and underwent public consultation in March 2022. The final version of the document is expected to be adopted in April 2022. More information can be found on the website:  
<https://haveyoursay.cheltenham.gov.uk/planning/climatespd>

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## Cheltenham Borough Council

### Cabinet – 5<sup>th</sup> April 2022

#### Street Naming and Numbering – review of policy

<b>Accountable member</b>	<b>Cllr Martin Horwood – Cabinet Member Customer &amp; Regulatory Services</b>
<b>Accountable officer</b>	<b>Tracey Birkinshaw – Director of Planning</b>
<b>Ward(s) affected</b>	<b>All</b>
<b>Key/Significant Decision</b>	<b>Yes</b>
<b>Executive summary</b>	To consider the updated Street Naming and Numbering Policy for the Council.
<b>Recommendations</b>	<ol style="list-style-type: none"> <li>1. <b>To review paragraph 1.7 of this report and consider whether very exceptional circumstances should be inserted into the policy;</b></li> <li>2. <b>Taking into account recommendation 1 above, approve the draft Street Naming and Numbering Policy as provided at Appendix 2 of this report, with any amendments arising;</b></li> <li>3. <b>Delegate authority to the Director of Planning, in consultation with the Cabinet Member Customer and Regulatory Services, to make any minor changes to the policy should further best practice emerge.</b></li> </ol>
<b>Financial implications</b>	<p>There are no financial implications, as the revised policy will operate in place of the existing policy and within the existing fee structure. It should be noted that should a name be challenged, further consultation may need to undertaken, this could place pressure upon operational budgets.</p> <p><b>Contact officer:</b> <a href="mailto:andrew.taylor@cheltenham.gov.uk">andrew.taylor@cheltenham.gov.uk</a></p>
<b>Legal implications</b>	<p>Street naming and numbering is a statutory function. The relevant powers for local authorities are contained in Sections 17, 18 and 19 of the Public Health Act 1925 (street names) and Sections 64 and 65 of the Town Improvement Clauses Act 1847(street numbering).</p> <p>The Council is permitted to charge for the street naming and numbering process under S93 of the Local Government Act 2003. The charge must not exceed the cost of providing the service</p> <p><b>Contact officer:</b> <a href="mailto:iona.moseley@onelegal.org.uk">iona.moseley@onelegal.org.uk</a></p>
<b>HR implications (including learning and organisational)</b>	<p>None arising directly from this report</p> <p><b>Contact officer:</b> Julie McCarthy, <a href="mailto:julie.mccarthy@publicagroup.uk">julie.mccarthy@publicagroup.uk</a></p>

development)	
<b>Key risks</b>	See Appendix 1. The policy refresh has been undertaken to ensure it is fit for purpose and meets best practice.
<b>Corporate and community plan Implications</b>	None arising from this report.
<b>Environmental and climate change implications</b>	None arising from this report.
<b>Property/Asset Implications</b>	None arising from this report. <b>Contact officer:</b> Gemma Bell, <a href="mailto:Gemma.Bell@cheltenham.gov.uk">Gemma.Bell@cheltenham.gov.uk</a>

## 1. Background

- 1.1 Cheltenham Borough Council has the legal responsibility for the naming and numbering of streets and properties within the Council's administrative area, this includes private and unadopted streets. We exercise this statutory function under Sections 17, 18 and 19 of the Public Health Act 1925.
- 1.2 The Council has the discretion to make decisions as to the naming of streets and the numbering of properties. The authority has the power to approve or reject property addresses submitted by developers or the public, or prescribe its own addressing schemes.
- 1.3 The Council is reviewing its policy at this time for the following reasons:
  - The current policy has not been reviewed for some time (last updated 2018);
  - There has been increased interest nationally about the renaming of streets and it is important that the Council's Policy is fit for purpose
- 1.4 All elements of an address, with the exception of postcode and post town, are defined by the Council. Allocation of postcodes is managed by Royal Mail and must be confirmed by them. The maintenance of postcode information, and any future change to individual postcodes or postcode sectors, is the responsibility of Royal Mail.
- 1.5 The updated policy is provided at appendix 2 of this report.
- 1.6 The objective of the street naming and numbering service is to provide a unique and unambiguous address for every property in Cheltenham, this will ensure that:
  - emergency Services can find a property quickly;
  - mail is delivered efficiently; and
  - the convenience and safety of the general public
- 1.7 In preparing this report, we have reviewed national best practice. It continues to be best practice that streets should not be named after living individuals. Recent high profile cases illustrate the challenges related to this. However, there may be very exceptional circumstances, for example related to the Queens Jubilee year where there may be an appropriate exception. Recommendation 1 of this report seeks Cabinet's views on this.

## 2. Reasons for recommendations

- 2.1 To refresh the current policy, to take into account best practice in regards to street naming and associated supporting legislation whilst still being able to reflect local identity.

## 3. Alternative options considered

- 3.1 Not updating the policy.

## 4. How this initiative contributes to the corporate plan

- 4.1 No implications on the corporate plan, the policy guides a statutory function of the council.

## 5. Consultation and feedback

- 5.1 One legal have advised that there is no statutory requirement to consult in relation to the policy.

However if previous practice has been to consult with members of the public then consultation is recommended. Following further review, earlier versions of the policy were not subject to public consultation.

**6. Performance management –monitoring and review**

6.1 The policy will be brought back to Cabinet for review should this be triggered by changes to legislation or best practice.

<b>Report author</b>	<b>Contact officer:</b> Director of Planning <a href="mailto:tracey.birkinshaw@cheltenham.gov.uk">tracey.birkinshaw@cheltenham.gov.uk</a>
<b>Appendices</b>	1. Risk Assessment 2. DRAFT Street Naming and Numbering Policy
<b>Background information</b>	Street naming and numbering: Good addressing <a href="https://www.geoplace.co.uk/addresses-streets/location-data/street-naming-and-numbering">https://www.geoplace.co.uk/addresses-streets/location-data/street-naming-and-numbering</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
	If the Council does not keep up to date its policy on street naming and numbering then it may not be fully compliant with the exercise of its duties in this regard	Team Leader – business Support Team	21.3.22	3	1	1	Close	This risk will be mitigated by the Cabinet decision	5.4.22	Street naming & numbering	N/A

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## **Street Naming and Numbering Policy and Guidance**

Street naming and numbering is a statutory function. The relevant powers for local authorities are contained in Sections 17, 18 and 19 of the Public Health Act 1925. They enable the local authority to maintain a good standard of street nameplates, naming and numbering schemes and to improve standards where necessary. All are essential for the efficient functioning of the postal and emergency services as well as for the convenience and safety of the general public.

Cheltenham Borough Council is responsible for the naming of all streets within the borough including private and unadopted streets therefore it is essential that developers consult with Cheltenham Borough Council at the earliest possible time to allocate new street names. It is strongly recommended that giving streets similar names within the same locality i.e. New Road, New Avenue and New Close, be avoided as it can prove to be a source of confusion for the emergency services.

### **Guidelines to naming and numbering policy**

- Even numbers on the right hand side and odd numbers on the left hand side from the start of the road
- A Cul-de-sac will have sequential numbers
- 3 proposed names to be submitted for any new street, apartment block or house name which will be approved and allocated after consultations with Emergency Services, Royal Mail and applicable ward/parish council
- A property is deemed to be addressed as the street that its entrance is accessed from
- A property that contains flats will be numbered and/or named
- Flats will always be numbered 1 – x e.g. Flat 1, Flat 2, Flat 3 etc
- Business units will be numbered 1 – x e.g. Unit 1, Unit 2, Unit 3 etc
- Additional units will be appendixes a – x e.g. 1a, 1b, 1c etc
- All properties will be given a number for its address and will not use a commercial name as the primary name to identify it

### **All new street names should end with a descriptive suffix word (chosen by the council), such as:**

- Road
  - Street
  - Avenue
  - Lane
  - Place
  - Crescent - For a crescent shaped street only
  - Drive - For a small quantity of dwellings only
  - Close - For a cul-de-sac only
  - Garden - Can be used on road names as long as there is no confusion with any local space area
  - Square - For a square only
  - Hill - For a hill only
  - Circus - For a roundabout only
  - Terrace - For a terrace of houses but **NOT** as a subsidiary name within another street
  - Mews - This is currently popular and considered acceptable only in appropriate circumstances (but other words such as 'End' or 'Wharf' would not be allowed).
- } These titles are acceptable for any type of new street

### **All new pedestrian ways should end with:**

- Walk
- Path
- Way

### **All named blocks should end with one of the following:**

- Court - For flats and other residential buildings
- House - Residential blocks or office
- Tower - High residential or office blocks (five or more floors)

It is recommended that the use of existing names in the vicinity are avoided (a change in the suffix word is not considered a different name: 'Chestnut Close' would not be allowed if there is already a 'Chestnut Street').

## Property with number and name

Where a property has a number, it must be used as a number, this must always be used with the number. Where a name has been allocated as well as a number, this must always be used with the number. **Page 48** It cannot be regarded as an alternative.

## Private garages/similar buildings

Private garages and similar buildings used only for parking cars, etc are not usually numbered.

## Entrance in more than one street

If a building has entrances in more than one street but it is a multi-occupied building and each entrance leads to a separate occupier then each entrance should be numbered in the appropriate street. Exceptions may be made depending on the circumstances for a house divided into flats.

## New estates and streets

Most of the large developers are familiar with the Cheltenham Borough Council street naming and numbering functions and will approach the Council at an early stage with street naming proposals. Should this not happen, the sites will subsequently be identified through a property search at the point of sale, through the Council Tax Inspectors when rating the property or by the first time occupier making an application for services (electric, telephone, gas etc)

Site Notices will go up in the vicinity of the site giving members of the public 21 days in which to respond, if they wish to, to the proposed names. The emergency services, Royal Mail and Parish/Ward Councils will be consulted on all proposals and have 21 days in which to respond.

Once the new name has been approved it will be sent to Royal Mail for registering and allocation of a Postcode.

When the name has been agreed a layout plan and the Street Numbering and Naming Schedule is prepared which allocates a number and street name to the developer's plot numbers. Purchasers of new properties should be aware when issuing their "new address" details that the POSTAL number and not the PLOT number should be quoted.

Once the process has been completed notification is sent out to the applicant and relevant Council departments are informed of the new address.

For new developments, it is the responsibility of the developer to supply and install any new street name plates to Cheltenham Borough Council and Department of Transport specification before they leave site, and for maintenance in the 12 months thereafter.

After 12 months, Cheltenham Borough Council then takes on responsibility for maintenance of street nameplates for adopted streets.

For existing streets where at least two thirds of the residents have requested a street name change they will also have to pay for removal of old plates, re-supply and install of new plates by Cheltenham Borough Council. The responsibility for maintenance of the new street nameplates will remain with Cheltenham Borough Council. This is subject to the approval by all consultees.

## Post codes

Cheltenham Borough Council is not responsible for issuing new postcodes; it is the responsibility of Royal Mail. However Royal Mail will not issue a postcode for a new street unless requested to do so by the Council.

## Street naming

- Names should have a local connection, historically, geographically or culturally
- Streets should not be named after living individuals
- Streets may be named after a deceased individual, provided permission is granted from next of kin. It is recommended that a period of 20 years should pass before using an individual's name. Exceptions to this will need to be approved by Cabinet.
- Forename plus surname or Surnames only should be used where named after an individual.
- No punctuation will be used ie St. George's will be St Georges
- Names should not have a commercial connection
- Names should not be duplicated within the same postcode district e.g. GL53

The name proposed will be checked for compliance with the policy. Numbers will then be allocated to properties and formal postal addresses registered. Our policy is to restrict registered postal addresses to a street name and number where possible.

## Individual properties

Individual properties are generally built on parcels of land or in large gardens and numbered into the existing numbering of the relevant street, if there is not a sequential number available we will use the addition of letters e.g. 2a etc. Where there is no street numbering system in operation, properties are simply given an individual house name.

## House names

Cheltenham Borough Council has no objection to a house name being added to an existing postal address, but the postal number cannot be deleted from that address.

House names alone are not favoured by the Council or the emergency services as a number readily identifies the location of a property in a street. Other than in exceptional circumstances, a house number should be prominently displayed, so it can be easily read from the public highway. Unless the house name is the fundamental part of the postal address then Royal Mail keep house names in their 'alias' file.

## Renaming and renumbering of streets

Under Section 18 of the Towns Improvement Act the local authority can alter the name and numbers of any street without consent of the ratepayers.

Renaming or renumbering Streets will only be considered for the following reasons:

- A minimum of two thirds of the occupants of the street or relevant part of the street submit a request
- In the interests of public or highway safety
- If there is evidence of a serious problem due to similar names or the location of a property in a street

If the residents of a street wish for the name to be changed for whatever reason they can petition the Council who will judge the case on its merits.

## Freeholders

- If you are not the Freeholder of the property, you must attach a separate document giving the Freeholder's contact details and their written permission for you to apply for the new name or number.
- If the building is in multiple occupations, or you are not the only Freeholder, please attach details of the other residents and Freeholders affected by this application. All occupants and Freeholders must be consulted before assigning a new address.

**Please note that a registered address does constitute or form part of any planning permission, therefore in your own interest please ensure that you have the correct permissions in place before activating and/or using your desired address. For planning enquiries please or visit [www.cheltenham.gov.uk/planning\\_and\\_development](http://www.cheltenham.gov.uk/planning_and_development)**

## Data Protection Act 2018

Cheltenham Borough Council (the council) is a data controller under the General Data Protection Regulation 2016 and can be contacted at:

Cheltenham Borough Council, Municipal Offices, Promenade, Cheltenham, GL50 9SA. Tel: 01242 262626

Street Naming and Numbering is a statutory function Cheltenham Borough Council provides in exercise of its powers and duties under the Public Health Act 1925 (street naming) and Town Improvement Clauses Act 1847 (building numbering). We collect your information to process your application to amend an existing address or to register new addresses. If you do not provide the information required on the form then we will not be able to process your application as we are unable to complete our obligations under the contract (application you have submitted).

Your data will be kept for 7 years (six years plus current) following construction completion, in line with our retention policy.

Your data may be used for Council purposes, in order to prevent or detect crime, to protect public funds or where we are required or permitted to share the data under other legislation.

You have the right to access your data and to rectify mistakes, erase, restrict, object or move your data in certain circumstances. Please contact the council for further information or go to our website where your rights are explained in more detail. If you would like to receive an explanation of your rights in paper format please contact the council at [customerrelations@cheltenham.gov.uk](mailto:customerrelations@cheltenham.gov.uk)

Any complaints regarding your data should be addressed to the Council, at the above address, in the first instance. If the matter is not resolved you can contact the Data Protection Officer at [dpo@tewkesbury.gov.uk](mailto:dpo@tewkesbury.gov.uk).

For further information about our Data Protection Policies or how the council uses information it holds about you please go to [www.cheltenham.gov.uk](http://www.cheltenham.gov.uk) and visit our pages on [how we use your data](#). Further information regarding the General Data Protection Regulation can be obtained from the Information Commissioner's Office at: [www.ico.org.uk/your-data-matters/](http://www.ico.org.uk/your-data-matters/)

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### Cheltenham Borough Council Cabinet – 5 April 2022 Ubico Business Plan 2022/23

<b>Accountable member</b>	<b>Councillor Rowena Hay, Leader of the Council</b>
<b>Accountable officer</b>	<b>Karen Watson, Environmental Partnerships Manager</b>
<b>Ward(s) affected</b>	<b>All</b>
<b>Key/Significant Decision</b>	<b>No</b>
<b>Executive summary</b>	<p>Ubico, the Council’s environmental services provider, is a teckal company wholly owned by local authorities including Cheltenham Borough Council and is required to submit an annual business plan for approval by the shareholders. Whilst the Leader of the Council has authority, as shareholder representative, to approve the business plan it is being brought to cabinet for members to note and consider.</p> <p>The proposals contained in the Ubico 2022/2023 business plan which delivers the second year of the 5 year vision are built around four key pillars (people; operations; climate; business development) and focus on the following themes: leveraging synergies and economies of scale; harnessing opportunities to deliver value back to partners; using technology to drive operational efficiency; understanding our communities’ needs; inspiring our workforce to be committed to providing value for money and carbon neutral services.</p> <p>Ubico will submit individual business cases for approval, as appropriate, to support potential investment proposals within the 2022/2023 Business Plan to develop areas of the business that have been identified as having potential to deliver greater value for shareholders.</p>
<b>Recommendations</b>	<p><b>That Cabinet:</b></p> <ol style="list-style-type: none"> <li><b>1. notes the Ubico 2022/2023 Business Plan;</b></li> <li><b>2. notes that the Leader of the Council, as shareholder representative, proposes to sign the written resolution to approve the Ubico 2022/2023 Business Plan in due course.</b></li> </ol>
<b>Financial implications</b>	<p>No financial implications as a direct result of this report.</p> <p><b>Contact officer: Gemma Bell, <a href="mailto:Gemma.Bell@cheltenham.gov.uk">Gemma.Bell@cheltenham.gov.uk</a></b></p>
<b>Legal implications</b>	<p>Part 3 of the constitution provides that the Leader shall, 'Represent (or arrange for a Cabinet Member or Officer to represent) the Authority as shareholder or member in a company in which the Authority holds an interest'.</p>

	<b>Contact officer: One Legal, <a href="mailto:legal.services@tewkesbury.gov.uk">legal.services@tewkesbury.gov.uk</a>, 01684 272691</b>
<b>HR implications (including learning and organisational development)</b>	There are no direct HR implications for Cheltenham Borough Council as a direct result of this report.  <b>Contact officer: Julie McCarthy, <a href="mailto:julie.mccarthy@publicagroup.uk">julie.mccarthy@publicagroup.uk</a></b>
<b>Key risks</b>	Risks are set out in the business plan. Any work streams or projects initiated by Ubico themselves or in partnership with the Council will be subject to appropriate shareholder or member approval following consideration of a business case, PID/project plan and individual risk assessment.
<b>Corporate and community plan Implications</b>	Delivery of the Ubico business plan and 5 year vision will sit alongside and support the Council's corporate plan, most notably key priority 3 as set out below.
<b>Environmental and climate change implications</b>	Environmental and climate change priorities are integrally interwoven into the Council's key priorities, particularly key priority 3 - <i>achieving a cleaner and greener sustainable environment for residents and visitors</i> and the Ubico business plan and 5 year vision seeks to support the Council's priorities in this area.
<b>Property/Asset Implications</b>	No property or asset implications as a direct result of this report.  <b>Contact officer: Gemma Bell, <a href="mailto:Gemma.Bell@cheltenham.gov.uk">Gemma.Bell@cheltenham.gov.uk</a></b>

## 1. Background

- 1.1 Ubico, the Council's environmental services provider, is a teckal company wholly owned by local authorities including Cheltenham Borough Council and is required to submit an annual business plan for approval by the shareholders. Whilst the Leader of the Council has delegated authority, as shareholder representative, to approve the business plan it is being brought to cabinet for members to note and consider.
- 1.2 The proposals contained in the Ubico 2022/2023 business plan are built around four key pillars as set out below:
- 1.3 People – we will have a well- trained, supported and engaged workforce who live our values and are proud to work for Ubico.
- 1.4 Operations – we will deliver high quality services which remain safe and compliant, seeking continuous improvement in productivity, value and service excellence. We will harness innovation where appropriate and will explore synergies and opportunities for partnership and cross boundary working.
- 1.5 Climate – we will minimise our environmental impact and support our shareholders to meet their carbon neutral targets, integrating carbon reduction opportunities wherever reasonably possible in both our fleet and non-fleet activities.
- 1.6 Business development – we will build business development capability which enhances our partnerships and allow for effective identification, analysis and presentation to shareholders of potential new business opportunities. We will explore opportunities that aren't simply about profit, including those that would deliver greater value, help our communities or improve services.
- 1.7 The business plan 2022/2023 is part of a 5 year vision – *to be recognised by our customers and employees as a quality provider of sustainable services for our local communities, delivery best value and reliability* - focuses on the following themes: Leveraging synergies and economies of scale; Harnessing opportunities to deliver value back to partners; Using technology to drive operational efficiency; Understanding our communities' needs; Inspiring our workforce to be committed to providing value for money and carbon neutral services.
- 1.8 Ubico will submit individual business cases to support potential investment proposals within the 2022/2023 Business Plan to develop areas of the business that have been identified as having potential to deliver greater value for shareholders.

## 2. Reasons for recommendations

- 2.1 Whilst the Leader of the Council has delegated authority, as shareholder representative, to approve the business plan it is being brought to cabinet for members to note and consider to support greater transparency and involvement in the future strategic direction of Ubico, the Council environmental services partner.

## 3. Alternative options considered

- 3.1 The Leader of the Council, as shareholder representative, has delegated authority to approve the Ubico business plan (which forms part of the 5 year vision), and there is no need, other than to support transparency for a report to be considered and noted by cabinet.

## 4. How this initiative contributes to the corporate plan

- 4.1 Delivery of the Ubico business plan 2022/2023 will sit alongside and support the Council's corporate plan. Environmental and climate change priorities are integrally interwoven into the Council's key priorities, particularly key priority 3 - achieving a cleaner and greener sustainable

environment for residents and visitors and the Ubico business plan seeks to support the Council's priorities in this area.

**5. Consultation and feedback**

5.1 During the consultation stage, Ubico has presented the business plan at a member briefing session, in addition to consulting with senior officers and relevant cabinet members.

**6. Performance management – monitoring and review**

6.1 The Ubico board of directors, including Cheltenham Borough Council's shareholder representatives, will manage and monitor the delivery of the business plan. In addition the cabinet member, waste, recycling and street services, in conjunction with the lead commissioner, will monitor delivery of work streams and projects which deliver these outcomes as part of the client function within the Council.

6.2 An equality impact assessment will be carried out by Ubico or the Council as part of any work stream or project that is initiated as well as all risk assessment including any environmental impacts.

<b>Report author</b>	<b>Contact officer:</b> <a href="mailto:Karen.watson@cheltenham.gov.uk">Karen.watson@cheltenham.gov.uk</a> , 01242 264397
<b>Appendices</b>	1. Risk Assessment 2. Ubico Business Plan 2022/2023
<b>Background information</b>	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
	If all potential risks that the council may be exposed to associated with taking forward any work stream or projects as a result of the Ubico Business Plan 2022/23 within the 5 year vision are not identified, mitigated and managed as part of the appropriate decision making process there may be a negative impact on the MTFs and the Council's reputation.	Tim Atkins	3/03/22	4	2	8	Reduce	All potential risks that the council may be exposed to associated with taking forward any work stream or projects as a result of the Ubico Business Plan 2022/232 within the 5 year vision will be subject to consideration of a full business case and risk assessment for approval as part of the decision making process by either the Ubico Board of Directors or CBC members/CBC lead commissioner in accordance with the Constitution.	Both annual review and ongoing review	Karen Watson	Will be transferred on 4/4/22
<b>Explanatory notes</b>											
<b>Impact</b> – 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)											
<b>Likelihood</b> – 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)											
<b>Control</b> - Either: Reduce / Accept / Transfer to 3rd party / Close											

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# **2022/23 Business Plan**

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## 1. Business Overview

### 1.1. Who we are

Ubico is a local authority owned company operating across Gloucestershire and West Oxfordshire. We deliver high quality, front line environmental services which support and improve our local communities to remain clean, green and pleasant places to live and work.

In 2022 Ubico will celebrate its tenth anniversary. The company has grown quickly in this time, achieving significant successes whilst facing the challenge of swift expansion, learning and developing and building to the company it is today, delivering reliable, efficient services to our shareholder partners. Our resilient and effective response to the coronavirus pandemic has cemented our reputation as a successful provider of environmental services, and we would like to thank all our shareholders for their support over this challenging time.

We are delighted to be continuing our relationships with our existing shareholder partners into the future, with all our partnership agreements having been extended or renewed beyond 2022. We also welcome Gloucester City as our eighth shareholder and will start delivering services for them from April 2022. We look forward to building the sound relationship that has begun during the preparation work for mobilisation of these services.

Our shareholding authorities continue to face the challenge of delivering high quality services against a backdrop of stretched finances, and this is exacerbated by the financial challenges brought about by the coronavirus pandemic. In 2022/23 we will continue to work closely with our shareholder partners to support them in meeting these challenges, exploring opportunities to deliver greater value through efficiencies, wider partnership working and development opportunities. All of our shareholder partners have declared a climate emergency and we are committing to supporting them in reducing carbon emissions. We will continue to reduce the carbon impact from our fleet activities through improved driving performance, best use of available technology, and using cleaner, greener vehicles in our service delivery.

In 2022/23 we move into the second year of the delivery of our five year vision, delivered through four strategic pillars, People, Operational Excellence, Climate and Business Development. The year will see a key area of focus around our People pillar. Building on our strong foundations to improve our offering to our staff, be it through strong engagement, support, training or technology, is fundamental to the successful delivery of our other

strategic pillars. We will seek to drive improvements in these areas in order that we can continue to deliver successful, efficient services. As a company who relies on the availability of professional drivers, we must also look to mitigate the risks from the national shortage wherever possible. We will continue to deploy our driver shortage mitigation strategy to ensure that we retain our excellent driving staff, and also remain attractive to potential new candidates.

### 1.2. Quality and safety at our core

Health, safety and compliance remain our number one priority and we are committed to driving continuous improvement in these areas. This is demonstrated through our ongoing achievement of industry-recognised accreditations, including ISO 45001 and ISO 14001 for our Health and Safety Management and Environmental Management Systems respectively.

In 2021 our health and safety support function was brought entirely in-house, consolidating the team and offering greater flexibility to adapt our provision to changing needs. Our internal compliance team, now in its third full year, also expanded its capability to include internal auditing for our ISO accreditations. This not only delivers financial efficiencies, but improves the company's internal expertise, our resilience and the support offered to our colleagues

### 1.3. Our shareholders



## 1.4. Our core services



Refuse collections



Food waste collections



Garden waste collections



Recycling collections



Trade waste and recycling collections



Recycling centre management



Recycling and bulking transfer



Street cleansing



Building and public convenience cleaning



Grounds maintenance



Fleet management and maintenance



MOT and taxi testing

## 1.5. Our values



## 1.6. Our approach to risk

Risk management is one of the key principles of effective corporate governance and is also a key contributor to a sound internal control environment.

Ubico continues to seek and adopt recognised best practice in the identification, evaluation and cost effective control of risks and opportunities to ensure that these are managed at acceptable levels. Risk management within Ubico is about managing our threats and opportunities and striving to create an environment of 'no surprises'. By managing our threats effectively, we will be in a stronger position to deliver our business objectives. By managing our opportunities, we will be in a better position to demonstrate improved services and value for money.

Our Strategic Risk Management Objectives:

- Maintain a strategic approach to risk management to make better informed decisions
- Board and Senior Management set a 'tone from the top' on the level of risk we are prepared to accept - our 'risk appetite'
- Use risk management to enable consistent appraisal of options and improved flexibility/agility in delivering change
- Develop leadership capacity and skills to ensure understanding of the risks facing the company and how we manage them.
- Integrate risk management into how we run Ubico business/services.
- Develop a culture of well-measured risk taking throughout Ubico, including strategic, programme, partnership, project and operational.

### The Three Lines of Assurance

In order to provide assurance that Ubico has identified and enacted effective controls to mitigate its risks, we have adopted the 'Three Lines of Assurance' model. This model identifies three key sources of assurance, as follows:

- The **First Line** are the functions that own, manage and control risks - these are our managers and supervisors
- The **Second Line** are the functions that oversee risk and ensure compliance - this is our Compliance function
- The **Third Line** are the functions that provide independent assurance on the management of risks. These are our partners who provide our Internal Audit services, our external auditors and the Regulators.

## 1.7. 2021 Headline Performance

## Performance Scorecard

Pillar	Measure	2021 Goal	2021 Achievement	2026
People	Vacancy fill rate (advertisement closed to acceptance)	<1 month	84.08% fill rate Time to hire 2.4 months	<1 month
	Annual training budget utilisation	80% of annual training budget	80.08% (Apr to Dec)	100% of annual training budget
	Conformance to mandatory training to schedule	>90%	New starters >95%	>95%
	Staff turnover	<14% attrition	9.62% (20/21)	<10% attrition
Operational Excellence	Service KPIs - Missed bins (per 100,000 collections)	<0.05 %	0.073%	<0.05 %
	Service complaints & compliments	Maintain & improve	Data will be presented from 2022	Targets established by empirical data
	Fleet compliance	Fleet Audit Scores >90%	92.37% average	Fleet Audit Scores >95%
	RIDDOR occurrence	<12 per year	6	<9 per year
	Deliver to set budget	Within 5% set budget	-6.4% (20/21)	Within 3% set budget
Climate	Reduced carbon emissions	Benchmark in 2021/22	Carbon reduction strategy in place Baseline work in progress (consultant engaged to advise on methodology)	Sophisticated measures in place across transport, buildings and key activities
Business Development	% Service coverage of core services to existing shareholders		82.61%	95%

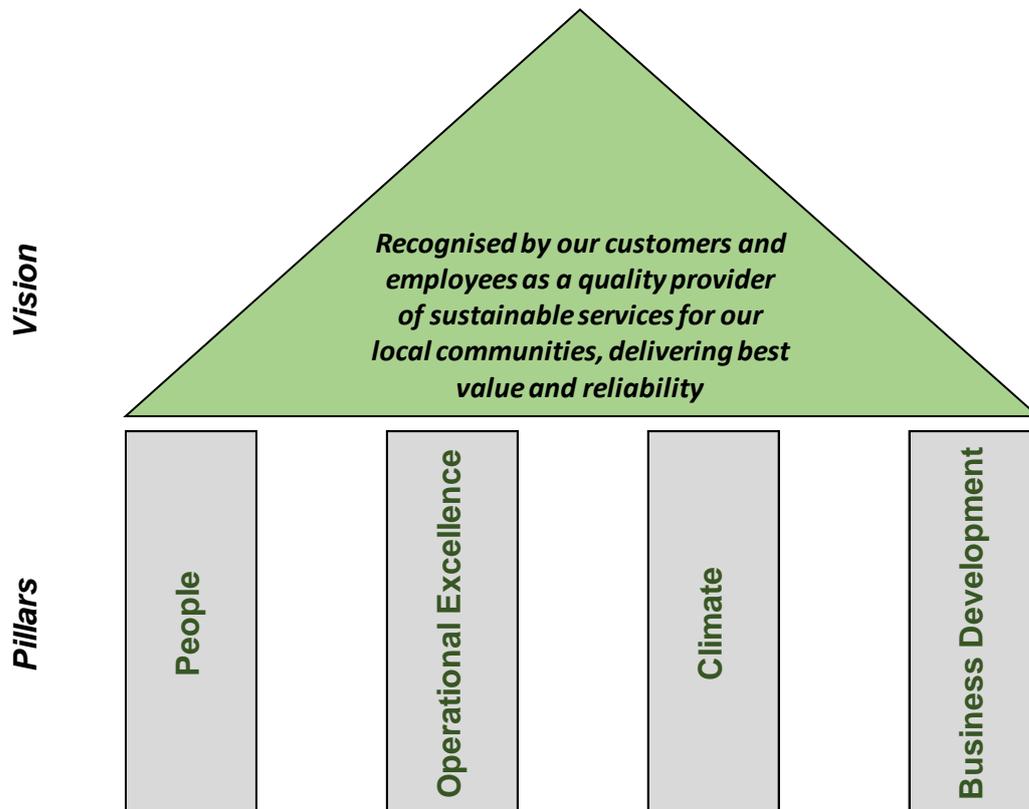
### 1.8. Our five-year vision (2021-2026)

*Recognised by our customers and employees as a quality provider of sustainable services for our local communities, delivering best value and reliability*

Through:

- Leveraging synergies and economies of scale
- Harnessing opportunities to deliver value back to our partners
- Using technology to drive operational efficiency
- Understanding our communities' needs
- Inspiring our workforce to be committed to providing value for money and carbon neutral services

### 1.9. Strategic Pillars of our vision



## 2. Business Plan 2022/23

Ubico's 2022/23 business plan is built around our four key pillars:

People	Operations	Climate	Business Development
<p>We will have a well-trained, supported and engaged workforce who live our values and are proud to work for Ubico.</p>	<p>We will deliver high quality services which remain safe and compliant, seeking continuous improvement in productivity, value and service excellence.</p> <p>We will harness innovation where appropriate and will explore synergies and opportunities for partnership and cross boundary working.</p>	<p>We will minimise our environmental impact and support our shareholders to meet their carbon neutral targets, integrating carbon reduction opportunities wherever reasonably possible in both our fleet and non-fleet activities.</p>	<p>We will build business development capability which enhances our partnerships and allows for effective identification, analysis and presentation to shareholders of potential new business opportunities.</p> <p>We will explore opportunities that aren't simply about profit, including those that would deliver greater value, help our communities or improve services.</p>

Each of our four pillars is divided into sub-pillars which contain our high level objectives. The 2022/23 business plan objectives for each sub pillar, and the associated risks and mitigations, are outlined on the following pages.

## 2.1. People Pillar

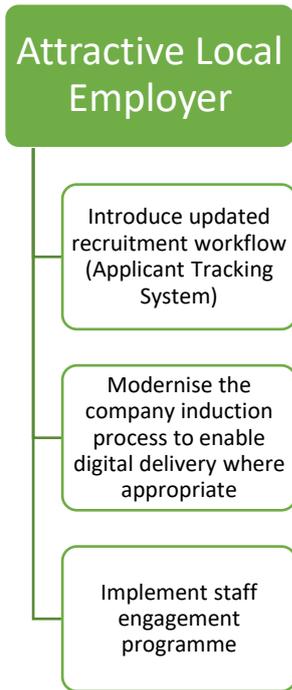
### 2.1.1. People: Agile Leadership Teams



### Risks and Mitigations

Risk	Mitigation
We are unable to create packages that are competitive in the marketplace	Continue to improve reward and recognition schemes, staff engagement and the support we provide. Assess market conditions and review with shareholders as required
Ongoing impact of COVID	Agile working policy in place, hot-desking available at all depots, mitigation measures remain in place as long as is necessary, continue to work to WISH guidelines
Succession planning	Development of the learning and training functions, skills assessments in place for priority roles, leadership training and development program in place

2.1.2. People: Attractive Local Employer



2022/23 Activity

In order to attract and retain candidates with the right skills and experience, Ubico must be an attractive employer. Our employees must feel valued and supported and should be proud to work for Ubico.

Key activities for 2022/23 aim to bring improvements in the employee experience at all points in their journey. This starts with attracting the right candidates, which we will enhance by improving our market presence and reputation through our marketing activity (see the Operational Excellence pillar). We will improve the applicant experience through the use of an application tracking system. As well as streamlining the candidate application experience, this will also provide us with better data and reporting

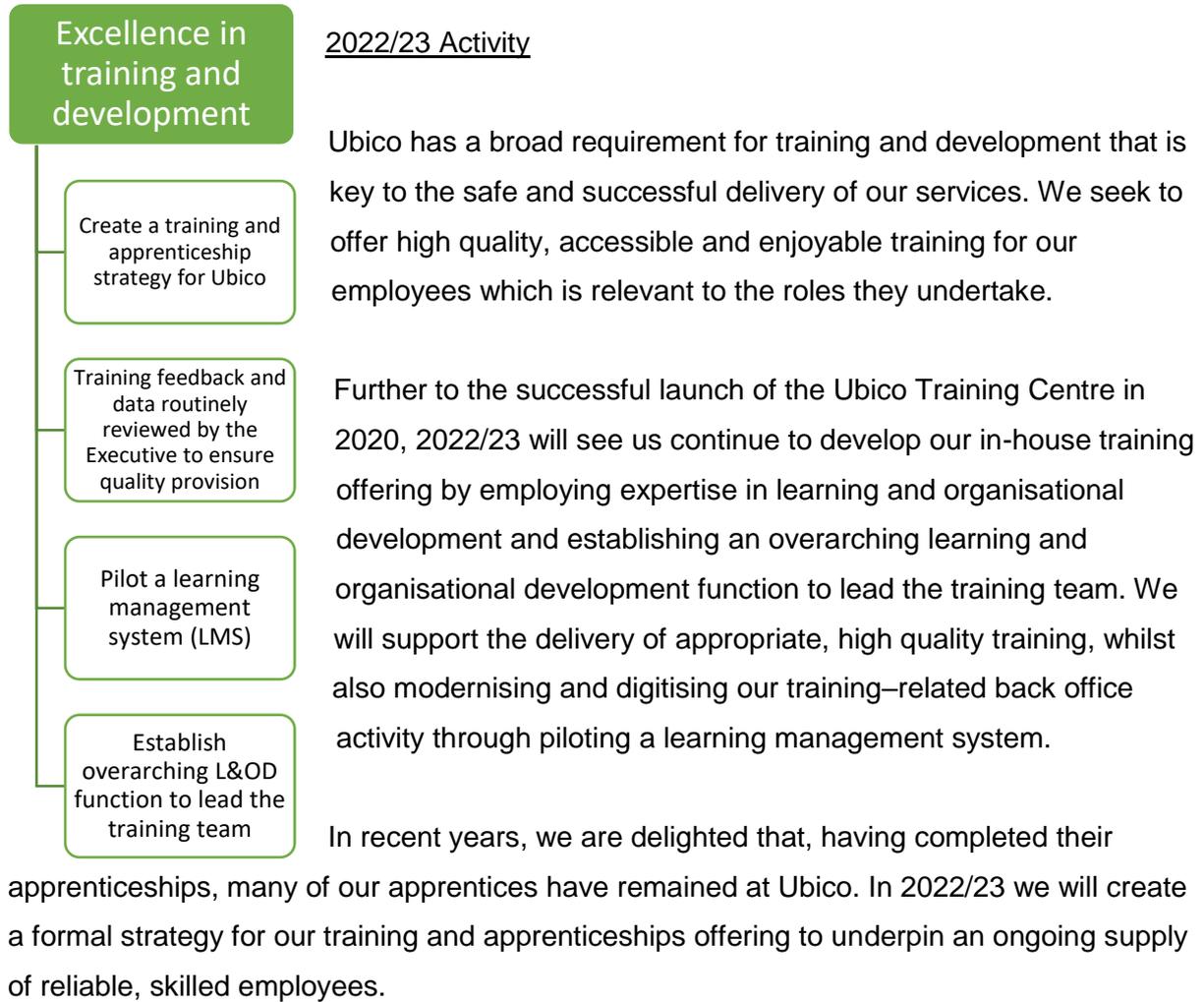
on applicants and their experience which we can use to assess and further improve our processes.

We will continue our journey of improvements in our new staff inductions, modernising them to start to enable digital delivery where appropriate. Our strong provision of support and promotion for good mental health and wellbeing will continue, and we will enhance our communication and engagement, and enable access to employee rewards, through the implementation of an employee engagement platform.

Risks and Mitigations

Risk	Mitigation
National Driver Shortage	Implement the action plan from our Driver Shortage Strategy
Reliance on agency staff	Re-build 'pool' staff where these have depleted Monitor interest in vacancies, vacancy fill rate, attrition rate

2.1.3. People: Excellence in training and development



Risks and Mitigations

Risk	Mitigation
Inadequate expertise in in-house trainers	Overarching learning and organisational function leads the training team, in-house trainers recruited and retained, train the trainer training programme in place
COVID 19 prevents training that requires 'close contact' (e.g. in a vehicle)	Continue to provide such training in the best way possible to achieve the same outcomes. Utilise outdoor spaces wherever appropriate. Maximise 'on the job' training opportunities within crew bubbles.

## 2.2. Operational Excellence Pillar

### 2.2.1. Operational Excellence: Delivering Quality



2022/23 Activity

In April 2022 we will commence service delivery for our latest shareholder, Gloucester City. The services we will deliver for Gloucester are synergistic to those we deliver for our existing partners, and will increase the scale of our activities by just under 20%. It is crucial that we embed the delivery of these services effectively and in a timely manner, and to the specification agreed with the council. We will ensure that the services meet our required and expected standards in health and safety and

compliance from the outset, and will introduce alignment with our standard company processes and procedures throughout the year. We will also leverage the benefits of our fleet management system to standardise internal fleet processes, maintain high compliance standards and improve reporting.

Risks and Mitigations

Risk	Mitigation
Front line capacity is insufficient to meet demand	Work in partnership with commissioners to maintain up to date Business Continuity Plans to identify priority services, and to identify and plan for growth as necessary.
Inflationary cost pressures	Highlight potential areas of cost pressure as early as possible in both budget setting processes and monthly forecasting reports. Ensure partners are aware that Ubico do not hold contingency funding.
Gloucester City mobilisation does not meet plan	Program structure enables progress monitoring at appropriate levels, allowing early identification and escalation of risks, and intervention to mitigate. Detailed project plan in place, required resource in place and fully funded, and has appropriate skills to deliver to requirements.

2.2.2. Operational Excellence: Adding Value



2022/23 Activity

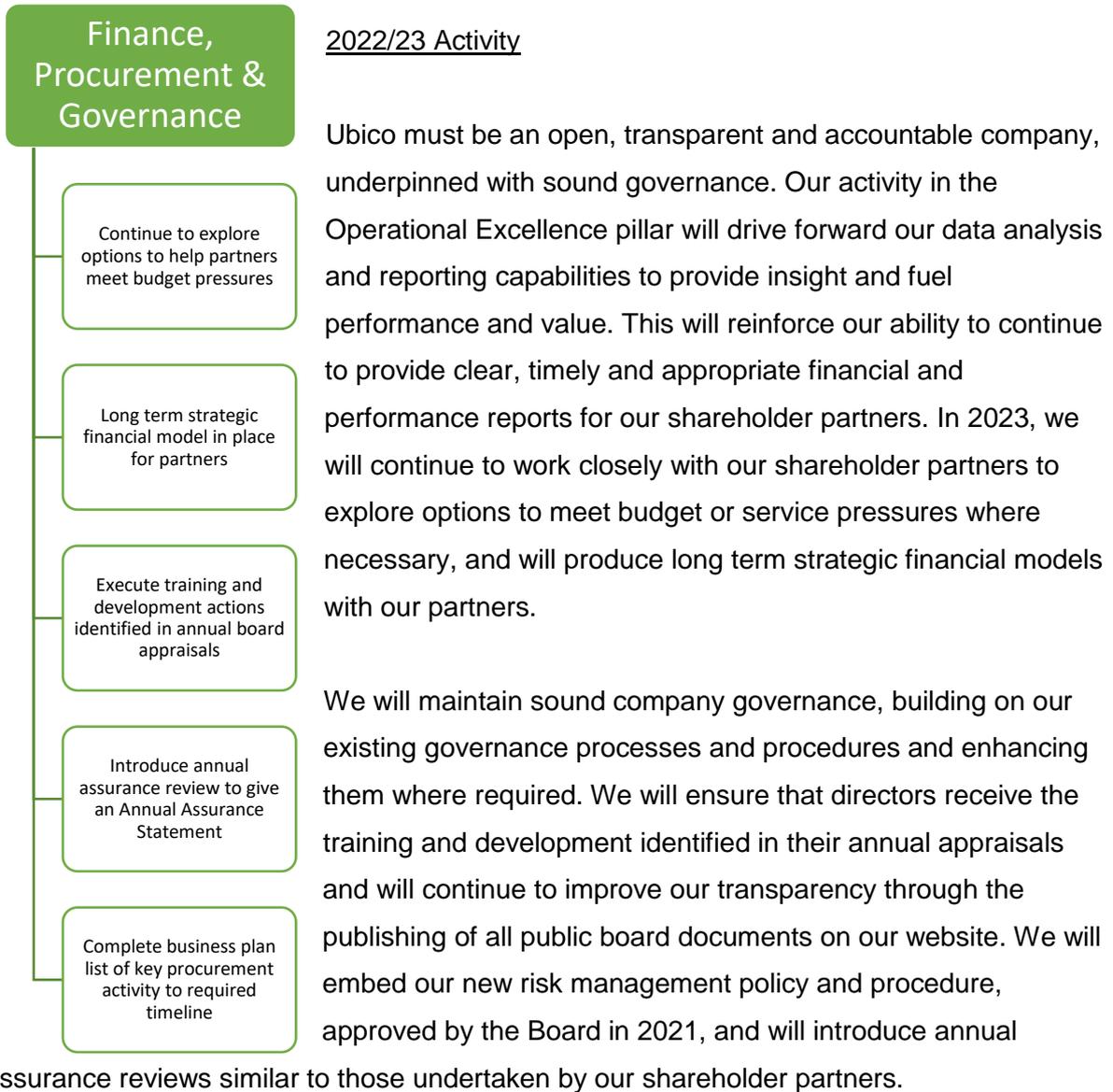
Ubico is working towards a digital transformation that will see secure, integrated digital systems in place across the business by 2026. With 'in cab' technology now in operation in two of our operational areas, 2022/23 will see us further extend our connected workforce project, linking our front line teams with both Ubico and council support and back office teams. With procurement of a Ubico connected workforce system completed, we will work to an agreed roadmap for mobilisation of this technology across all our partners, with two to see full implementation within 2022/23, and two beginning the required preparatory work to launch the following year.

On a wider scale, we will continue to progress our transition to digital systems and processes across our back office functions, improving our recording and analysis of data and its reporting to improve information both for internal management purposes and for our shareholder partners. We will continue to explore opportunities for cross boundary working, and will work with our partners to assess potential impacts on recycling services once the government's Environment Bill is published.

Risks and Mitigations

Risk	Mitigation
Procurement	Sufficient procurement support in place, shareholder partner involvement in tender design and evaluation, sufficient time allowed for procurement activity to be completed
Functionality	Carefully considered specification drawn up with shareholder partner involvement to meet both current and known future needs
A partner requests a bespoke package	Business case articulates benefits of joint package. If still requested, clarify costs of divergence / missed opportunity and ring-fence to partner.

2.2.3. Operational Excellence: Finance, Procurement and Governance



In 2022/23 we will deliver procurement activity as outlined in section 2.2.4.

Risks and Mitigations

Risk	Mitigation
Procurement activity not fully completed	Sufficient procurement support in place, subject matter experts involved in process as required, clear project timelines and requirements set out, understood and met

2.2.4. Procurement 2022/23

Planned 2022/23 procurement activity:

- Refuse Vehicle Framework
- Vehicle Hire Framework
- Agency Staff Contract
- Vehicle Maintenance
- Hooklift vehicle provision (HRC's)
- External Audit
- PPE and Uniform
- Occupational Health
- Permanent Recruitment Framework
- Office Stationery
- CPC training
- Fuel Cards
- Static Compactors
- Learning Management System
- Cleaning and Grounds Products
- Site Fire and Security

2.2.5. Operational Excellence: Marketing

**Marketing**

- Enter national award to raise our profile and celebrate our high standards
- Promote our successes in carbon reduction initiatives
- Improve website and social media presence to enhance market presence to current and potential employees
- Undertake a branding review

2022/23 Activity

Since 2020, Ubico has significantly improved the quality and quantity of its communications, both internally and to our shareholder partners. This has been very well received, has helped strengthen partner relationships and has kept our colleagues across the business engaged and informed at a potentially very disconnected time. This activity will be maintained throughout 2022/23.

An area for development is around brand awareness, which will help to promote Ubico and strengthen our reputation with shareholder partners, employees and the communities we serve as well as potential employees and customers. In 2022/23 we will review our external communications strategy, seeking the support of our experienced partners, to build external awareness of Ubico and promote our excellent reputation. We will also promote our successes in our carbon reduction initiatives and undertake a branding review.

Risks and Mitigations

Risk	Mitigation
Duplication of shareholder communications	Any communications which relate to specific partner(s) signed off by their communications teams.
Perception of moving to separate ourselves from our shareholder partners	Communications strategy designed with the support of a partner’s communications team. Partnership working and initiatives celebrated jointly

## 2.3. Climate Pillar

### 2.3.1. Climate: Strategy

# Strategy

- Shareholder climate activities**
- Determine roles and responsibilities
  - Use our subject matter expertise to create a list of carbon reduction opportunities to input into shareholder considerations
  - Work with partners to deliver partner selected priority projects

- Ubico activity**
- Gap analysis of Ubico's climate reduction opportunities to determine priorities
  - Review external support available for carbon reduction initiatives and integrate into Ubico strategy

#### 2022/23 Activity

In 2021/22, Ubico produced its first carbon reduction strategy. The strategy recognises two strands of activity in this area

1. Ubico owned carbon reduction activities that are within the gift of the company to deliver
2. Shareholder sponsored activity which requires approval and funding from our shareholders.

For activity reliant on shareholder partnership and commitment, we will work with our partners to determine roles and responsibilities, create a list of carbon reduction opportunities to input into shareholder considerations, and work with partners to deliver selected priority projects. For activity that is within Ubico's own remit, we already have a number of initiatives which are integrated into our new strategy and will continue. In addition, we will undertake a gap analysis of further climate reduction opportunities and will determine priorities. We will also review the external support available for carbon reduction initiatives and integrate these within our strategy and action plan.

#### Risks and Mitigations

Risk	Mitigation
Unfunded expectations from shareholder partners or stakeholders	Clarity on funding model for initiatives must be achieved prior to commencement.
Continued disruption to steady state business model and services by Covid, Brexit or supply chain issues affect carbon education initiatives	Improved internal reporting mechanisms give early warning and data to evidence the impact of ongoing increases in service demand or service disruption. Early and ongoing communication with shareholder partners.

2.3.2. Climate: Ubico owned carbon reduction activity

**Compliance & Performance**

Roll out carbon reduction driver training to all professional drivers where technology permits

Create baseline KPI's to underpin progress reporting for carbon strategy plan

2022/23 Activity

Ubico is already underway with a number of carbon reduction initiatives including around fleet, driver training and biodiversity work with partners. These existing initiatives are folded into our new strategy and our gap analysis will identify further opportunities within key business areas (fleet, buildings, people, policies etc) to provide a prioritised list for design and, subject to funding, deployment.

As part of the gap analysis exercise to identify additional carbon reduction opportunities, we will review how we can quantify and record key carbon impacts so that we can make informed decisions about required areas of activity or improvement, and measure our performance.

Risks and Mitigations

Risk	Mitigation
Driver turnover – loss of skills	New drivers routinely trained as part of induction
Ageing fleet increases emissions	Close partnership working with shareholder partners to maintain an up to date fleet replacement programme that is delivered on schedule. Alternative fuel vehicle options identified on fleet replacement programmes, replacement strategy agreed with partners.

2.3.3. Climate: Partnership Working

**Partnership Working**

Work with our partners to evaluate the journey to net zero on our fleet

Develop high level options for strategic depot locations to inform shareholder partner decision making, where necessary

2022/23 Activity

In 2022/23 we will continue to work in close partnership with our shareholder partners to deliver carbon reduction and climate beneficial initiatives. We will evaluate the opportunities identified in our gap analysis which require shareholder partnership and commitment, and work with them to deliver selected priority projects. In addition, we will continue our work with our partners when evaluating options for fleet replacements and the journey to net zero. We will develop high level options for strategic depot locations across our operational areas to inform partner decision making, where necessary.

Risks and Mitigations

Risk	Mitigation
Ubico is not consulted on decisions which could impact carbon emissions, or the success of our carbon reduction initiatives	Ubico invited to attend key meetings, both with individual partners and in wider partnership forums to ensure our input or impact on our activities is considered

## 2.4. Business Development Pillar

### 2.4.1. Business Development: Increased Operational Services for Shareholders

**Increased operational services for Shareholders**

2022/23 Activity

Ubico delivers operational environmental services and our vision sees us delivering as many of our core services as possible for our current shareholder partners. At the current time, each shareholder takes a slightly different list of services and in 2022/23 we will continue to evaluate the ‘gaps’ - where a partner does not take one of Ubico’s core services – to determine if Ubico could offer a better value option for that service.

We will also continue to explore opportunities for delivering services to shareholder partners which build on our existing capabilities. The first area of focus will be recycle reprocessing, where a feasibility exercise will be undertaken to explore the options and benefits of Ubico extending its activities beyond recycle handling and bulking and into the downstream haulage or reprocessing activity. The second area of focus will be facilities management where we will explore the feasibility of increasing our offering.

Explore expansion of services offered to current shareholders

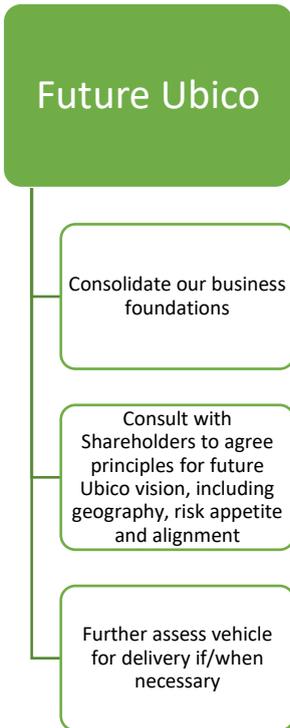
Explore the feasibility and potential benefits of developing a wider facilities management offering

Explore the feasibility and potential benefits of extending our in-house recycle reprocessing offer

Risks and Mitigations

Risk	Mitigation
Leadership capacity to manage expanding portfolio	Focus on core environmental services where we are skilled and experienced
Entering new field and competitive landscape changes	Full risk analysis included in each business proposal presented to shareholder partners to enable informed decisions. Funding mechanisms clearly agreed ahead of commencement.

2.4.2. Business Development: 'Future Ubico'



2022/23 Activity

Proactive commercial tendering is often cited as a significant area of potential opportunity, growth, and return for Ubico, however the company does not have a commercial bidding team nor the funds to introduce one. As a result, Ubico currently only undertakes a small amount of 'commercial' work (work outside that which it provides to its shareholder partners) and the securing of this work has been opportunistic rather than targeted. However, Ubico has seen significant growth in 2021 with the addition of its eighth shareholder, Gloucester City Council, which will see the company grow by just under 20% in 2022/23.

Within our current 5 year vision, we will consolidate our business foundations in order to maximise the efficiency and scalability of our core operations for our current shareholders. We will engage with our shareholder partners in 22/23 to understand their priorities and vision for Ubico for the next five years. This will determine a future pathway which will be built into our next five year strategy.

Risks and Mitigations

Risk	Mitigation
Gloucester City mobilisation does not meet plan	Program structure enables progress monitoring at appropriate levels, allowing early identification and escalation of risks, and intervention to mitigate. Detailed project plan in place, required resource in place and fully funded, and has appropriate skills to deliver to requirements.
Gloucester City costs increase due to changing economic environment	Early warning of budgetary pressures presented to Gloucester as with our other partners, through both budget setting processes and monthly forecasting reports.
Expectation of expanding commercially without requisite skills or capacity	Detailed shareholder consultation and full understanding of shareholder risk appetite and commitment ahead of commencement of any commercial project

## Cheltenham Borough Council

### Cabinet – 5<sup>th</sup> April 2022

#### Publica Group (Support) Ltd Business Plan 2022-25

<b>Accountable member</b>	<b>Cllr Rowena Hay, Leader of the Council</b>
<b>Accountable officer</b>	<b>Gareth Edmundson, Chief Executive</b>
<b>Ward(s) affected</b>	<b>All</b>
<b>Key/Significant Decision</b>	<b>No</b>
<b>Executive summary</b>	To consider the Publica Business Plan 2022-25 and any comments made by the Overview and Scrutiny Committee on the draft Business Plan and to recommend that the Leader (as Shareholder Representative) approves the plan, subject to any comments the Cabinet wishes to make and those made by other Shareholder Councils.
<b>Recommendations</b>	<ol style="list-style-type: none"> <li><b>1. That – subject to any comments it makes – Cabinet recommends the Publica Business Plan 2022-25 be approved by the Leader, as the Council’s Shareholder Representative for Publica Group (Support) Ltd and subject to any minor amendments that might arise from the final stages of consultation with the Shareholder Councils and/or general editing.</b></li> </ol>

<b>Financial implications</b>	<p>There are no direct financial implications arising from this report.</p> <p>The business case approved by the Shareholder Councils in September/October 2016 set a target of a cumulative reduction in the Councils' base revenue budgets of £2.1m by the end of 2022/23. Publica is on track to deliver a baseline budget saving of £2.7m by the end of 2022/23 – some £0.6m ahead of target. In addition, c.£1.8m of one-off savings have also been made and returned to the Councils for reinvestment in their service priorities.</p> <p>The new business plan acknowledges the financial challenge that all the Shareholder Councils are facing over the next few years and sets out Publica's role in supporting the Councils to address this challenge.</p> <p><b>Contact officer: Paul Jones, Executive Director Finance and Assets, <a href="mailto:Paul.Jones@cheltenham.gov.uk">Paul.Jones@cheltenham.gov.uk</a>, 01242 264365</b></p>
<b>Legal implications</b>	<p>The Publica Business Plan has to be approved on an annual basis by the Council's Shareholder Representative (the Leader) in accordance with the Articles of Association and Members' Agreement for Publica Group (Support) Limited.</p> <p><b>Contact officer: Howard Norris, Interim Monitoring Officer, <a href="mailto:Howard.Norris@cheltenham.gov.uk">Howard.Norris@cheltenham.gov.uk</a>, 01242 264109</b></p>
<b>HR implications (including learning and organisational development)</b>	<p>No direct HR implications. The People theme within the new business plan encompasses how Publica will lead, support and develop its employees, celebrating diversity and challenging inequality.</p> <p><b>Contact officer: Clare Jones, HR Business Partner, <a href="mailto:Clare.Jones@publicagroup.uk">Clare.Jones@publicagroup.uk</a>, 01242 264364</b></p>
<b>Key risks</b>	As set out in Appendix 1.
<b>Corporate and community plan Implications</b>	Delivery of the Publica Business Plan 2022-25 will support the Council in achieving its corporate objectives.
<b>Environmental and climate change implications</b>	Tackling the climate and ecological (biodiversity) emergencies is a key theme within the new business plan, setting out how Publica will work to embed this into all its work.
<b>Property/Asset Implications</b>	<p>None.</p> <p><b>Contact officer: Paul Jones, Executive Director Finance and Assets, <a href="mailto:Paul.Jones@cheltenham.gov.uk">Paul.Jones@cheltenham.gov.uk</a>, 01242 264365</b></p>

## **1. Background**

- 1.1 As part of the establishment of Publica Group (Support) Ltd. (Publica), twelve items were identified as Reserved Matters for Shareholder approval to ensure that Shareholder Councils retained the necessary control over their Teckal company. The Reserved Matters were approved by the Council in October 2016 as part of the governance principles underpinning the establishment of Publica as set out in Schedule 1 of the company's Members' Agreement, signed by the Council in May 2017.
- 1.2 The Reserved Matters decisions fall to the Shareholder Representatives to determine. For each shareholder Council the Shareholder Representative is designated as the Leader of the Council.
- 1.3 "Adopting or amending the Business Plan in respect of each Financial Year" is one of the Reserved Matters.

## **2. Reasons for recommendation**

- 2.1 To assist the Leader in reaching her decision the Overview and Scrutiny Committee reviewed the draft business plan for 2022-25 at its meeting on 28<sup>th</sup> February 2022 and their views are set out in section 5 below.
- 2.2 The Publica Board agreed the final draft plan at its meeting on 11<sup>th</sup> March and this is attached as Appendix 2.
- 2.3 The Cabinet is invited to consider the points raised by the Overview and Scrutiny Committee and provide any additional comments they wish to make before the plan is approved by the Leader in consultation with the other Shareholder Representatives.
- 2.4 The plan will be reviewed and approved by the Leader on an annual basis, in accordance with Publica's company governance.

## **3. Alternative options considered**

- 3.1 None.

## **4. How this initiative contributes to the corporate plan**

- 4.1 The Publica business plan sets out the high level, strategic objectives and ambition for Publica over the next three years and how it will deliver both day-to-day services and the key priorities for each Shareholder Council. The three year plan enables a medium term financial position to be taken as the increasingly challenging financial circumstances of the Councils will be a major driver for the focus of Publica's work. The three year horizon of the plan will also enable a sustained focus on delivering Council priorities and improving service delivery.
- 4.2 Each shareholder Council has its own delivery plans and this business plan is designed to show how Publica will operate to deliver these, complementing them by providing the flexibility to deliver different priorities in an individual way for each Council but also making the most of shared services and ambitions.
- 4.3 Three key themes are addressed in this business plan flow from the shareholder Councils' priorities and will underpin everything Publica does over the lifespan of this business plan. These are:

- **Planet** - Tackling the climate and ecological emergency. This is the challenge of our generation and a priority for all of the Shareholder Councils and Publica.
- **People** - People are at the heart of Publica as a company, so it needs to employ and retain the right people and be a 'best in class' employer in order to deliver successfully for the Shareholder Councils.
- **Place** - Delivering great services and local priorities for the Councils' communities, residents, and businesses.

4.4 Detailed actions emanating from the business plan will be incorporated into individual service plans and/or addressed through Publica's project management framework to ensure delivery is closely aligned to Council priorities and reported appropriately.

## 5. Consultation and feedback

5.1 The consultation process for the production of the new plan is quite extensive. Early discussions were held with the Chief Executives/Heads of Paid Service from the four Shareholder Councils to check that the plan was evolving in line with expectations. The initial draft was also discussed with the Publica Board in mid-January 2022.

5.2 The Publica Shareholder Forum (comprising the Leader and Chief Executive/Head of Paid Service from each of the four shareholder Councils, together with the Publica Board Chair and Managing Director) met in late January to review the draft plan and the feedback received from the Publica Board and the Chief Executives/Heads of Paid Service.

5.3 Comments and additional feedback from the Shareholder Forum were incorporated in the draft plan which was then considered by the relevant scrutiny committee at each of the four shareholder Councils in February/March/April 2022.

5.4 The Publica Board agreed the final draft plan at its meeting on 11th March 2022.

5.5 The Overview and Scrutiny Committee on 28<sup>th</sup> February reviewed the draft business plan and made the following observations:

- The committee liked the three themes (Planet / People / Place) and asked the Publica Managing Director a number of questions in relationship to the business plan relating to the plant and people themes which he answered.
- The committee supported the proposed data driven decision making but wanted assurance about ethical use of data. The Publica Managing Director outlined that this related to business information and not personal data.
- The Committee supported the continued approach to digital transactions but also wanted assurance that residents who could not access digital services could still access services. The Publica Managing Director outlined that the Shareholder Councils that Publica provided customer services for would continue to provide face to face and telephony services.
- The committee were pleased to see Publica is applying for Investor in People accreditation, they inquired if Publica had thought of applying to be a Disability Confident Employer. The Publica Managing Director said that they were very focused on Investor in People Accreditation and were already a Disability Confident Employer.
- The Committee thought that the business plan was aspirational and clear although it seems to be written with greater regard to the three other shareholder councils. The Publica Managing Director said that the Business Plan reflected the fact that Publica provided most

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services to the other three Shareholder Councils and only business support services (Finance,HR, and ICT) to Cheltenham Borough Council.

- 5.6** Cabinet is now asked to consider the feedback from the Overview and Scrutiny Committee, add any comments it wishes to make and recommend to the Council Leader that the plan be approved.
- 5.7** The business plan will be published on the internet and shared with the Shareholder Councils once it has been approved by all the Council Leaders.

Performance management – monitoring and review

- 5.8** The new Publica business plan is a three year plan. However, there will be an annual review and approval process put in place for each of the following two years, in line with Publica's governance.

<b>Report author</b>	Jan.Britton, Managing Director, Publica Group (Support) Ltd., <a href="mailto:jan.britton@publicagroup.uk">jan.britton@publicagroup.uk</a> , 01285 623103
<b>Appendices</b>	1. Risk Register 2. Publica Business Plan 2022-25
<b>Background information</b>	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
	If the Publica Business Plan does not meet the Council's expectations and needs then the Council will not derive its desired benefits from its company.	Gareth Edmundson	November 2021	2	3	6	Reduce	Early consultation took place with the Council's Chief Executive and Leader to reduce this risk.	30.04.2022	Jan Britton	
	If the Leader (as Shareholder Representative) does not approve the plan then Publica may be unable to commence or continue with activities that are necessary for supporting the Council's service delivery.	Gareth Edmundson	November 2021	2	2	4	Reduce	Once the Publica Business Plan has been addressed by the Cabinets at each of the four shareholding Councils, a sign-off process for the Leader to give her formal approval will be put in place	30.04.2022	Jan Britton	



# Business Plan 2022 to 2025

Delivering more locally by working together

## PUBLICA



# The Publica partnership: Delivering more locally by working together

**PUBLICICA**

Publica Business Plan 2022 to 2025

# PUBLICA

We are proud to present to the shareholder councils the Publica Business Plan for 2022 to 2025.



Sally Walker  
Chair of the Board



Jan Britton  
Managing Director

Over the past year Publica has consolidated some of the changes that have been made since we were set up and we have demonstrated the benefits of our approach. We are very proud of our staff and their achievements, and that more than 80% of residents are happy with the customer service they receive. As we emerge from the pandemic we have an opportunity to be more ambitious and radical; to capitalise on our unique partnership model to deliver even better services for local communities, residents, and businesses. This business plan sets out the strategic approach for Publica over the next three years and how we will deliver great services every day alongside the key priorities for each shareholder council.

Each council has its own delivery plans and this business plan is designed to show how Publica will operate to deliver these council plans, complementing them by providing the flexibility to deliver different priorities in an individual way for each council but also making the most of shared services and ambitions.

We have identified three key themes for this business plan that flow from our partner councils' priorities and will underpin everything we will do over the lifespan of this plan. These are:

*Planet:* Tackling the climate and ecological emergency. It's the challenge of our generation and a priority for all of the shareholder councils and Publica.

*People:* People are at the heart of what we are as an organisation, so we need to employ and retain the right people and be a 'best in class' employer.

*Place:* Delivering great services and local priorities for communities, residents, and businesses.

The importance of our work will be heightened by the significant financial challenges facing local government over the period of this plan. Our model provides us with a unique way to respond to these challenges and build on our success since Publica was formed. In this business plan you can read about our customer-focussed operating model using a digital platform, which enables us to deliver better services in a more efficient way. It is an exciting time for Publica and the shareholder councils as we look to innovate and push boundaries with the potential for growth and scaling over the life of this plan and the potential benefits this will bring to existing partners and new ones who want to become part of a new way of delivering public services.

We will continue to learn and improve, taking what we have delivered over the past four years and building on it to make Publica a leading public sector delivery company, known for its innovation, effectiveness and results delivered on behalf of public sector providers.

## The Publica partnership: Delivering more locally by working together

Publica is a not-for-profit Teckal company owned by Cotswold, Forest of Dean, and West Oxfordshire District Councils and Cheltenham Borough Council. The four shareholder councils and Publica work together to share skills and resources which enables us to deliver more for local communities, residents, and businesses.

Publica is a young organisation and in the first four years we have transformed the way services are delivered by the councils through our unique partnership approach.

Each of the shareholder councils and our client organisations retain their independence and identity, and by collaborating and sharing resources, we seek to maximise mutual benefit for all. We are ambitious and on a journey of continuous improvement, always looking for new ways to effectively deliver local services.

You can read about our progress and what we have delivered in the Annual Report on our website

[www.publicagroup.uk](http://www.publicagroup.uk)

### Staying true to the Publica Values

The values developed at the company's inception hold strong today and will help guide us to achieve our purpose.

#### Authentic

We act genuinely and transparently. We do the right thing for our customers, our organisation and each other.

#### Modern

We are not set in our ways. We are constantly looking to find ways to innovate and do things smarter.

#### Flexible

We are agile and we adapt how and what we do to meet the demands of our customers, our colleagues, our local communities and the needs of the modern world.

#### Thoughtful

We take pride in delivering a great service, taking the time to understand and care about the planet and the environment, as well as our customers and their needs.

**PUBLICA**

## Meeting the future financial challenge

A decade of austerity, continuing local government funding uncertainty, rapidly increasing delivery costs, increased cost of living and income shortfalls during the pandemic is putting council finances under great strain. Government support during the pandemic has masked the financial problems but the budget setting over the life of this business plan is likely to be the most challenging in many years for our shareholder councils.



The scale of the challenge is very significant with the latest forecasts suggesting that our shareholder councils collectively will need to fill an emerging funding gap of £1.5m by 2026, this represents some 30% of their net revenue budget. To meet this challenge all four shareholder councils have set ambitious targets for making savings, improving efficiency and increasing income in the future to balance their budgets. These are articulated in their Medium Term Financial Strategies and Investment Strategies.

Publica has already delivered £2.5m of recurring annual savings for shareholder councils since 2017 and most major services have been reviewed and modernised; but we recognise that we must seek continuous improvement across the whole range of services we deliver so that we can offer the best possible services to residents and businesses at the best possible value for the shareholder councils. In doing this we need to recognise that we must support the shareholder councils to maintain services. To support the councils in their financial challenges, Publica will play a key role in:

### Enhancing council income streams, identifying investment opportunities and maximising available revenues

- Exploring and delivering opportunities to invest in green technology such as solar power and electric vehicle charging infrastructure which could provide a commercial return and deliver against the councils' climate action objectives
- Maximising opportunities for commercial return

through good asset management, investment in and development of land, property and appropriate services, where these can deliver against priorities

### Identifying and securing sources of funding to help shareholder councils deliver against priorities

- Bidding for funds to deliver decarbonisation projects across the councils' asset bases to enable council resources to go further and extend our ambitions. Business cases will be brought forward as new funding rounds are announced
- Raising the profile about the challenges facing rural communities and making the case for levelling up funding from the government

### Support service transformation with the councils' other service delivery partners such as waste and leisure providers

- Working closely with Ubico and Biffa to deliver new, more efficient and modern waste, recycling, and grounds maintenance and street cleansing services as part of the Environmental Services Innovation Programme (ESIP) as well as exploring opportunities to scale the partnership
- Working in partnership with the shareholder councils' leisure providers (GLL, SLM, and Freedom Leisure) to meet the needs of local residents and support the local health and wellbeing agenda
- Examining whether there are services that the shareholder councils currently provide through external contracts that could be provided equally well or in a way that better meets the councils' priorities by Publica

## Delivering services the Publica way

We don't want to be just a standard public service provider, we want to be so much more. Publica is not about cuts; we are about delivering modern efficient public sector services that cost less. Through harnessing the power of our partnership and our unique approach we can be more than the sum of our parts, delivering much more for residents and businesses than would otherwise be possible if the councils and other public sector service providers worked alone.

Innovating to deliver services more efficiently and effectively, sharing knowledge and experience, and providing creative modern solutions to tackling priorities for our shareholder councils and their communities, residents, and businesses.

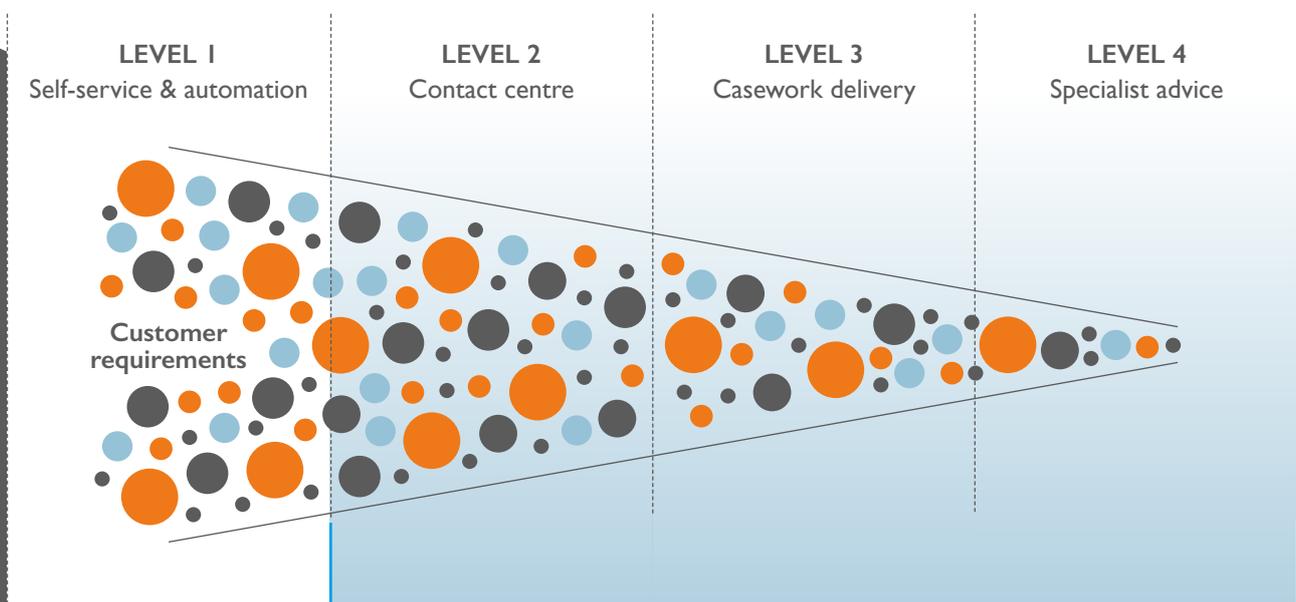
### Publica's operating model

To ensure we deliver great modern services for our shareholder councils we will continue to evolve our operating model over the course of this plan. Our customer first model uses automation and technology to deliver high-quality services that residents and businesses use every day.

We know that if we provide good quality digital products and services 24/7 this will provide not only a better customer experience but also minimise the need for customers to contact the councils to obtain information, report something, or make an application. We also know that 10% of UK residents do not use the internet and that some residents

and businesses will need to contact their council by telephone or face to face. We will continue to meet their needs through local contact centres.

The diagram below illustrates our operating model. Customer requirements for services will be met first by designing services in such a way that they are accessed by customers online where they can self-serve (Level 1). Customers that require further assistance can obtain this through our contact centres and council receptions (Level 2). This approach provides better service for customers and is more efficient for the shareholder councils. Only those enquiries or transactions that are the most complex or require professional knowledge or expertise should need to be transferred to our casework and specialist teams (Level 3/4). The benefit of this is that the shareholder councils will continue to have very high customer satisfaction and further development of the model will ensure this continues.



We have already improved the content on the shareholder councils' websites and introduced some new digital products like the Open Portal to enable residents and businesses to complete council tax and business rates transactions 24/7 and more than 2,000 people have already signed up. We have introduced a new online process for residents to report missed waste collections and 30% of reports are now made via our website. We issue more than 80,000 garden waste licences a year and residents can now purchase and pay for these online 24/7. Each of the shareholder councils has made improvements to their reception areas enabling our staff to meet residents and businesses face to face. We have made some improvements to a number of planning service processes including reducing the validation time by almost 70%, this has improved the customer journey and experience.

### Using technology to drive service improvements across the partnership

Over the next three years, by implementing the right systems in the right areas, we can continue to make improvements to the services we deliver for shareholder councils. They include:

- Delivering more digital transactional services to support 'channel choice' for residents and businesses and reduce the volume of avoidable telephone calls including environmental services, revenues and benefits (council tax, business rates), and regulatory services
- Implementing technology to modernise our approach to recruitment, human resource management, democratic services, consultation and engagement, and planning
- Upgrading our office based systems to Microsoft 365 to support more agile and collaborative working
- Improving our cyber security. Our systems are already good but we plan to do more and will need to invest in this area. Due to the nature of cyber security we will keep it under constant review during the period of this business plan

### Options for future development and growth of the partnership

We need to look at ways the Publica business could develop over the coming years, as the national landscape for local government changes, to benefit our shareholder councils and clients in meeting the financial challenges and delivering improved services. Over the course of this business plan we will look to explore opportunities including:

- Reviewing the potential for further in-sourcing of services to deliver additional control and value to partner councils when these opportunities present themselves

- Keep open and explore opportunities for new councils to join and benefit from the partnership
- Reviewing the business model to see if different approaches might complement the opportunities that are available to grow and scale the partnership
- Collaborating further with Ubico and Biffa and their shareholder councils to exploit opportunities to grow and innovate through the Environmental Services Innovation Programme

### How we will monitor progress

The partnership has a comprehensive framework to monitor performance of the councils' plans and priorities, the Publica Business Plan and service performance, and these will be used to provide assurance and include:

- The Publica Shareholder Forum to discuss strategic issues
- The Publica Board where performance against shareholder council performance targets is monitored
- Meetings between the Publica Board and Cabinets of each Shareholder Council to discuss local priorities and performance
- Quarterly council scrutiny and Cabinet meetings at each shareholder council where council performance targets are monitored
- Audit and Scrutiny Committees at each shareholder council
- The publication of the Publica annual report
- Regular all councillor updates and briefings at each shareholder council
- Information on the councillor portals at Cotswold, Forest of Dean, and West Oxfordshire District Councils
- Reporting against agreed SLAs
- Live management information
- In the first year of this plan we will adopt specific improvement plans for development management services, human resources and democratic services

# 80,000

We issue more than 80,000 garden waste licences a year and residents can now purchase and pay for these online 24/7

## Planet: how we will tackle climate change

Tackling climate change is the challenge of our generation, and with each shareholder council declaring a climate emergency as well as an ecological/biodiversity emergency, we must make our response central to all we do. Tackling the climate emergency will become a key focus through all our activity at Publica and we will put it front and centre so it has the urgent attention it requires.

As a start we have signed up to the national "Race to Zero" climate commitment for businesses, to achieve net zero carbon by 2030 and that will be a key target for us. To achieve our commitment we will work with the shareholder councils and our clients to make fundamental and rapid changes across all services to innovate, support, challenge, propose solutions, and aid decision making for a low carbon future.

We will support our shareholder councils to demonstrate leadership in delivering their climate

ambitions, set out in their Corporate Plans and detailed in adopted climate action and ecological targets. This will be achieved by seeking external funding and exploring opportunities to engage with and support residents and businesses to reduce their carbon footprint, and using council powers and influence to instigate changes in behaviour, work practises and development. We will also look for community financing and investment opportunities in carbon reduction assets such as renewable energy generation and storage.

Working together to  
reach a target of net-zero carbon by

# 2030

Supporting our councils' net zero ambitions for their areas will also mean we will encourage an innovative approach to planning policy, supporting the trajectory to net zero carbon in development management and look to bring forward flagship environmental design schemes for housing and development.

### Moving Publica to net zero carbon by 2030

Publica's carbon footprint is intricately linked with that of our shareholding councils so it is vital that we play our full part in the push to net zero carbon. We will demonstrate our commitment to net zero carbon by putting the climate emergency at the heart of all that we do, ensuring all staff understand and consider

climate and ecological impacts in the services they provide and the decisions that they advise on. We will do this by:

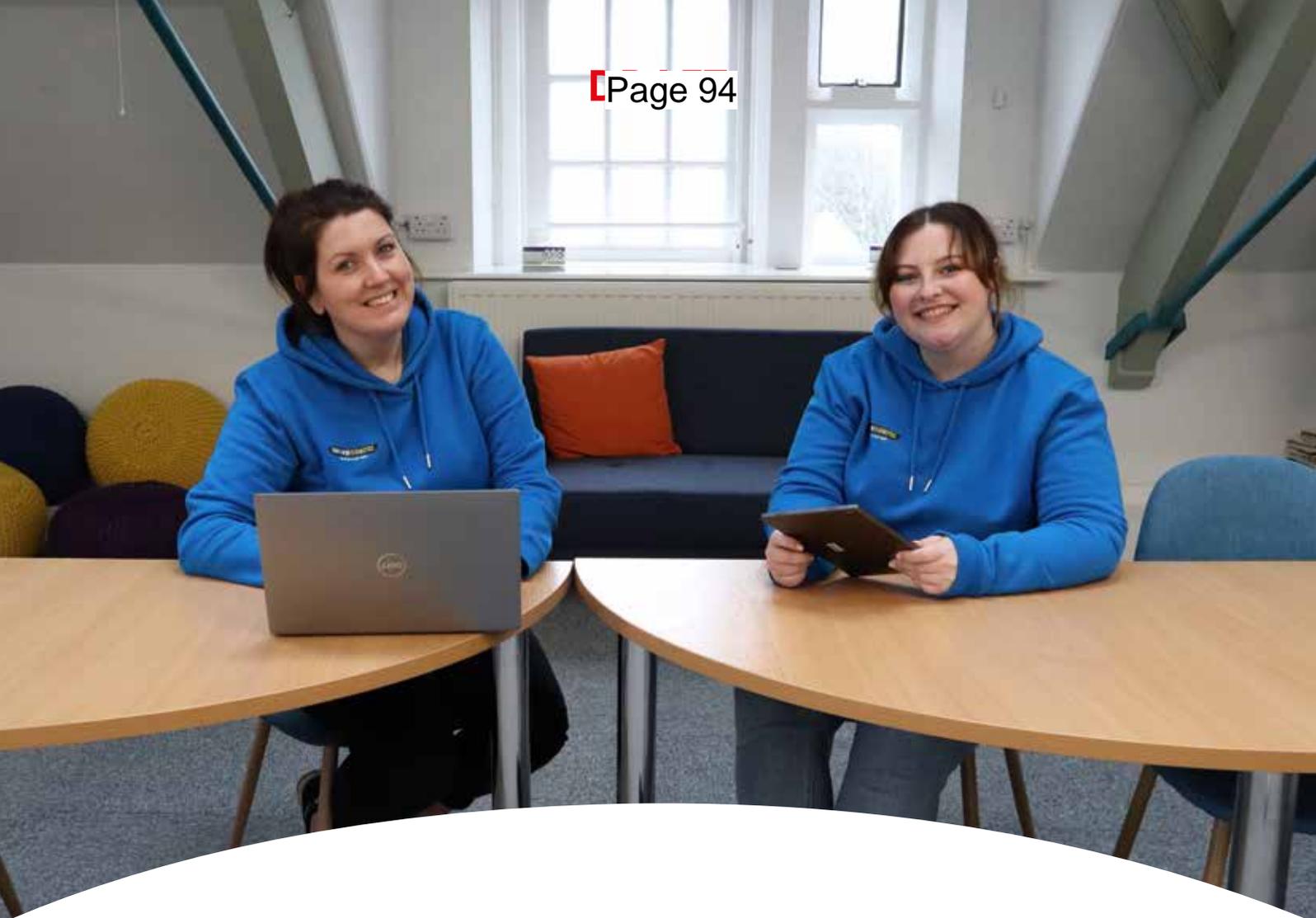
- Rolling out formal Carbon Literacy Training to our employees, aiming to be recognised as a silver level Carbon Literate Organisation over the term of this plan, with 100 people certified as Carbon Literate
- Securing advanced climate emergency training for planning officers and other employees whose professional roles require that they have a greater understanding of issues around energy use, low emission building and transport technologies



- Promoting opportunities to use the two volunteering days that we encourage all employees to take as part of their role with Publica, to support biodiversity and carbon reduction activities - potentially providing up to 1,000 days per year
- Embedding climate, ecological and social value considerations in procurement processes to maximise the use of sustainable suppliers and support local businesses
- Making climate implications a core consideration in decision making, alongside finance, legal and risk
- Implementing our Agile Working Strategy that will reduce unnecessary business miles and staff commuting journeys as well as heating and lighting in under occupied offices
- Making use of our video-link technology as the default option for internal meetings and events,

which is already reducing business mileage dramatically. By halving our business mileage we can save the equivalent of 98 tonnes of carbon dioxide each year

- Changing vehicles to ultra low emission and electric vehicles and reviewing Publica's lease car offer to incentivise our employees to choose electric vehicles for their personal and work journeys
- Encouraging cycling and car-sharing for any essential business trips
- Encouraging our employees to follow the waste hierarchy at work and home with the aim of reducing energy use, purchasing sustainable products and minimising the use of single-use plastics
- Reporting our progress towards net zero carbon in our annual reports



## People

We will only accomplish our aims and deliver our shareholder council priorities if the very best people work for Publica. We need to use the advantages we have as a Teckal company to bring in people who are enthusiastic about change and are committed to delivering great public services.

In a challenging employment market, we will need to be innovative and adaptable to attract good candidates. We will increasingly do this by developing our own people locally, through apprenticeship schemes and great working relations with local training providers. We will also continue to recruit nationally, to attract the best talent from across the country, when we need to get the right person for a particular role.

We need to continue building our reputation as a great employer, a great place to work and somewhere people can be ambitious and fulfil their potential. Our employees need to feel well-led, supported, rewarded and empowered within a healthy workplace culture.

Our key areas for development of our people over the course of this business plan are linked with the

Investors in People framework (IIP) which will assist us in continuing to develop the right conditions for improving services and delivering services and key projects for our shareholding councils.

### Focussing on our people and modernisation

To bring leadership and focus to modernisation and improvement we will be recruiting a senior manager responsible for organisational development and modernisation. This investment will enable us to make the most of our new digital technology and to genuinely modernise and evolve our operating model.

### Leading: Develop great leaders at all levels in Publica

For Publica, 'leadership at all levels' means empowering all our employees, whatever their role, to take ownership for making positive changes and inspiring their colleagues. Having great leaders at all levels is crucial for us to be able to support the councils to set

clear, achievable objectives we can deliver. To develop our current and future leaders we will:

- Provide an ongoing leadership programme that allows all employees to develop their knowledge, skills and behaviours to better deliver council priorities and services
- Drive a noticeable culture change, especially around increasing trust, recognition, collaborative working and building confidence at all levels
- Embed a coaching culture to support the development of others, and engage in peer coaching to support each other and problem solve
- Strengthen staff engagement, for example through holding a regular informal staff forum

**Supporting: Enhance the wellbeing of our employees, ensuring that they are supported to deliver to their full potential and that they are recognised for their achievements.**

To be a truly great place to work our people need to feel well supported to deliver their role, both in their team and also at a Publica-wide level. To achieve this we will:

- Achieve Investors in People (IIP) accreditation, to validate our progress towards becoming a great place to work
- Implement our agile working approach and ensure our people processes and policies are fit for a modern, flexible workforce, promoting good work/ life balance and support for staff at all stages of their life
- Celebrate diversity, encourage and promote positive relationships, and challenge inequality

**Improving: Deliver a comprehensive improvement programme to support the recruitment, retention, training and development of staff**

Recruiting good people and then developing them is key to Publica's ongoing success in delivering great services for our shareholder councils and our clients. We want to improve our approach to organisational development so staff can stay with Publica, improve and grow their careers, enabling us to keep good employees and deliver better services. To do this we will:

- Grow our talent from within the organisation, identifying and developing our high performers and future leaders alongside structured succession planning and more career graded posts
- Drive improvements in our human resources service, particularly to strengthen recruitment and retention, including implementation of a new Applicant Tracking System
- Provide all our people with training and development opportunities that support the ambitions and strategic priorities of the Publica partnership
- Maximise the use of our apprenticeship levy by offering employees professional qualifications to develop their careers within Publica and promote their achievements
- Aim to have 10% of our employees engaged in leadership and/or professional development training programmes
- Enhance our benefits package for employees to strengthen recruitment and retention



## Place

We are committed to providing great services to local communities, residents and businesses and delivering key projects with the shareholder councils, being flexible where we need to be and sharing resources and ideas.

Our shareholder councils share some ambitions but they also each have local needs and priorities that will deliver against their own corporate plans. During the life of this business plan we will deliver against these priorities and corporate plans for each of the councils. We will respect their individual identities, while also making the most of delivery through the partnership, achieving more together and collaborating and pushing the boundaries of what we do to showcase the very best in place-based delivery. During the life of this business plan we will support the shareholder councils develop their approach to

the government's levelling-up missions and in particular the challenges facing rural communities.

Our approach to programme and project management will continue to evolve and enable us to deliver large scale and complex work and agreed outcomes and benefits for shareholder councils and partners. We have established a portfolio board and recruited new project managers who are part of a central resource and this will help us deliver an ambitious programme of work during the life of this plan.



### Growing local economies and driving renewal and recovery

Through understanding the needs of local businesses and opportunities, we will provide support to local economies by encouraging resilience and growth and actively driving regeneration. To do this we will:

- Progress regeneration projects at key locations such as Five Acres, Coleford; Hensington Road, Woodstock; and Town Centre strategic sites in Cirencester
- Help economies grow and evolve by supporting new and existing local businesses to thrive by creating a positive business environment; supporting investment, providing business support, encouraging the transition to digital and low carbon where appropriate, and delivering effective licensing and regulatory services that support them in providing compliant and safe services and premises
- Support town centres to evolve in the face of changing shopping habits and encouraging residents to support local businesses

### Encouraging and facilitating the delivery of affordable housing

All the shareholder councils want to deliver affordable housing where the market is not delivering sufficiently to meet the needs of local people and we want to be ambitious in our delivery for the shareholder councils:

- We will continue to deliver affordable housing in partnership with developers and housing providers, seeking additional affordable units and sustainability enhancements in innovative ways
- We will push the boundaries with exemplar design to maximise the delivery of development schemes that are sustainable and align with net-zero carbon ambitions

### Helping to develop future plans for our areas that deliver for communities and protect the environment

Through the development of Local Plans for the shareholder councils, we will help shape the future of each area. They will be focussed on local priorities such as bringing about even more affordable homes,

promoting net-zero carbon homes, growing local economies and planning for sympathetic development. This will be achieved by:

- Delivery of refreshed Local Plans and updates, exploring new ways to engage communities around the key priorities for those plans and the future of each area
- Effective engagement with town and parish councils to shape development and meet local needs
- Managing and monitoring the delivery of sustainable development in the right place at the right time to meet identified needs by raising awareness and expectations for good design and sustainable development

### Helping to build and support strong, healthy and resilient communities

Through direct engagement with residents we will look to understand community needs and then help them provide solutions that work at a local level. We want local communities to buy into solutions and work alongside their councils and other public services, charities and partners. This will be achieved by:

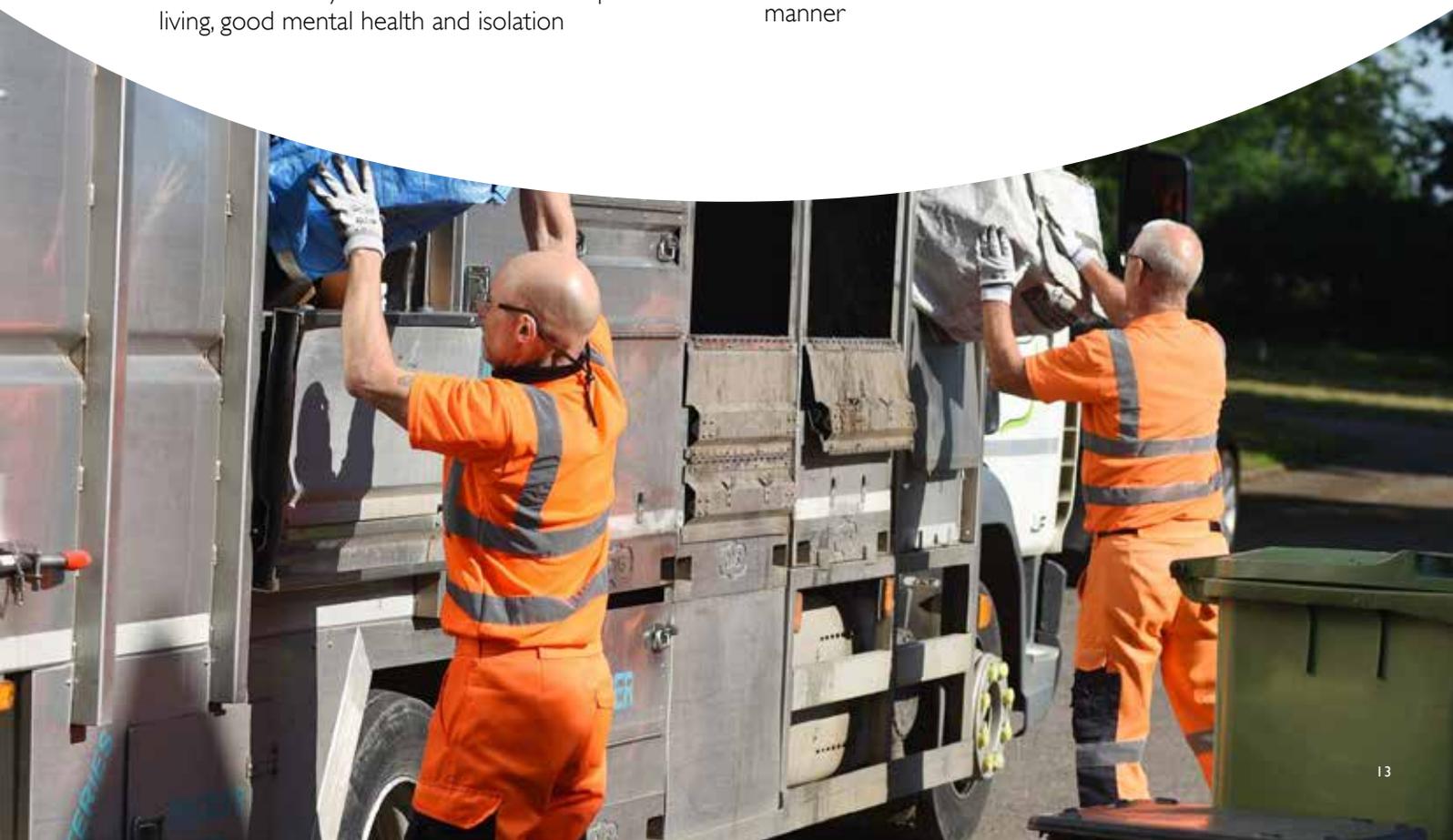
- Developing and strengthening relationships with county and district councils, the NHS and the police, leisure providers, and town and parish councils, supporting funding bids and promoting funding opportunities
- Supporting the voluntary community sector (VCS) and commissioned services (e.g. social prescribing)
- Supporting communities to provide assistance at a local level for key local issues such as independent living, good mental health and isolation

- Developing our approach to digital engagement with communities, particularly those that are hard to reach, using digital engagement platforms
- Work in partnership to provide effective response, prevention and preparation for flood events and other major incidents that impact on communities, residents and businesses in the Cotswolds, Forest of Dean, and West Oxfordshire
- Working closely with partners, including the shareholder councils' leisure providers, to develop healthy communities, enabling inclusive sustainable leisure, sports and recreation facilities, green infrastructure and access to places to walk, run and cycle

### Looking after our local environment

Each of the shareholder councils covers landscapes nationally regarded for their outstanding beauty and heritage. Maintaining these areas so they are clean and well kept is important across the partnership. We will deliver high quality services in the areas we are responsible for, as well as work in partnership, and to achieve this we will:

- Continue to work with our partners Ubico and Biffa to operate great waste collection and recycling services as well as tackling fly-tipping and environmental crime
- Operate our regulatory services such as development management, environmental health and licensing in a way that supports businesses to succeed and reduces the environmental impact of their activities, rather than acting in an adversarial manner



### Continued improvement of our Development Management Service

Development Management is one of the key services Publica provides to the shareholder councils and plays an important role in shaping local areas. Nationally the sector is facing challenges including increased demand and greater expectations to deliver against local and national policies and priorities and we have not escaped that.

Our aim is to provide 'best in class' planning services for our shareholder councils and we are committed to this. A review of the service was initiated in 2021, focussing on three key areas: resources, processes, and communication with customers, stakeholders, and councillors. We have already turned the corner and the service has improved, however, we recognise that more work needs to be done.

Below is a set of ambitious priorities that we are committed to delivering over the period of this business plan:

- Ensure we determine 80% of planning applications within 8 weeks
- Introduction of a modern pre-application service
- All senior managers responsible for planning will be part of a leadership development programme
- Introduction of all Member updates and a data dashboard
- Improving our user research approach to inform future service development

- Engaging the services of the Planning Advisory Service to provide some objective advice to assist us in moving to the next level
- Development of customer service standards. We will be publishing our standards so that customers have clarity on what levels of service to expect
- A review of the planning enforcement service. This will incorporate a review of the current caseload but also how we triage cases and whether a more collaborative approach to investigation would benefit the shareholder councils and local communities
- A review of the other services impacted by the increased demand in Development Management. Priority areas being the 'Heritage, Design and Sustainability Service' and the 'Flooding and Drainage Service'

# 80%

Further performance and service design development work ensuring we determine 80% of planning application within 8 weeks



## Our Financial landscape

As a 'Teckal' company Publica has a special relationship with its shareholding councils. Given the financial challenges they face, it is imperative that Publica delivers the services they have commissioned within the agreed budget envelope.

THREE YEAR BUDGET PLAN	2022/23 (£)	2023/24 (£)	2024/25 (£)
<b>SALES</b>			
Contract income	29,094	29,133	29,635
<b>DIRECT COSTS:</b>			
Salaries (Inc. on-costs)	(24,855)	(24,835)	(25,262)
Agency costs	(30)	(31)	(31)
Contractor costs	(65)	(67)	(68)
Employee transport and travel	(300)	(300)	(300)
Other staff costs	(511)	(524)	(534)
Gross surplus	3,333	3,376	3,439
Administration expenses	(1,930)	(1,988)	(2,028)
Other operating expenses	(4)	(4)	(4)
Operating surplus	1,399	1,384	1,407
Net interest (payable)/ receivable	2	3	4
Surplus	1,401	1,387	1,411
Tax	0	0	0
Contract fee refund	(1,385)	(1,371)	(1,395)
Retained surplus	16	16	16

Given the short term funding streams the councils are receiving, there are an increasing number of roles that are funded on a fixed term basis. This makes longer term forecasting difficult and adds to the challenge of recruitment and retention.

Notwithstanding this, the table below sets out the projected three year business plan financial estimates. The plan assumes that current short term funded posts are discontinued from April 2023 and at this stage additional savings targets are based around the original business case. This will need to be reviewed over the next year as we plan to meet the additional pressures facing the shareholding councils.

Over the last decade downward national public sector pay pressures have exacerbated recruitment and retention issues for Publica and the wider public sector in general. We find ourselves struggling to compete for some roles, particularly where they are either highly local government specialised or in sectors with extremely high commercial demand. To try to counter this challenge the three year business

plan includes additional resources to:

- Accelerate our drive for equal pay within our pay and grading structure, resolving legacy pay issues
- We want to develop a 'grow your own' culture so staff, and in particular apprentices, can stay with Publica, improve and grow their careers, enabling us to keep good employees and deliver better services
- Offer enhancements to our pension scheme to improve the reward package we offer and seek pension quality mark accreditation ([www.pensionqualitymark.org.uk](http://www.pensionqualitymark.org.uk))
- Provide funding to support cost pressures in the non-pay benefits of staff across the partnership

We want to develop a 'grow your own' culture so staff, and in particular apprentices, can stay with Publica, improve and grow their careers

## Our Priorities for 2022 to 2023

This Business Plan has set out our strategic priorities for a three year period up to 2025. We will be working on all of the activity outlined in this plan from the outset, however, there are a number of areas in the plan we will be focused on delivering over the first year.

**During the first year of the business plan our priorities will be to:**

- Make our response to climate change central to all we do
- Support our shareholder councils to deliver their medium term financial strategies and investment strategies to fill the emerging funding gaps they have of £15m by 2026
- Continue to evolve and develop the Publica operating model and channel choice to improve services for residents and businesses
  - Achieve Investors in People (IIP) accreditation
- Modernisation of our development management service and our shareholder councils waste services in partnership with Ubico



**Cheltenham Borough Council**  
**Cabinet – 05 April 2022**  
**Discretionary Business Rates Reliefs and Council Tax**  
**Energy Rebate**

<b>Accountable member</b>	<b>Councillor Peter Jeffries, Cabinet Member Finance and Assets</b>
<b>Accountable officer</b>	<b>Jayne Gilpin, Head of Revenues and Benefits</b>
<b>Ward(s) affected</b>	<b>All</b>
<b>Key/Significant Decision</b>	<b>Yes</b>
<b>Executive summary</b>	<p>The Government has announced various business rate relief schemes to be awarded in 2022/23</p> <ul style="list-style-type: none"> <li>• In the 2021 Autumn statement a business rates relief scheme for retail hospitality and leisure businesses and the extension of the Transitional Relief and Supporting Small Business Relief scheme was announced.</li> <li>• The COVID-19 Additional Relief Fund was announced on 15 December 2021 to support business rate payers affected by COVID-19 but not eligible for the previous Covid relief scheme.</li> <li>• Legislation is not being changed and the Council is expected to use discretionary relief powers under section 47 of the Local Government Finance Act 1988 (as amended) to grant these reliefs. The reliefs are fully funded by the Government provided they are awarded in accordance with the guidance.</li> </ul> <p>On 3 February 2022 the Government announced a council tax energy rebate scheme as part of its measures to support households with rising energy costs. The announcement included a discretionary fund to support other energy bill payers suffering financial hardship due to rising energy costs but not eligible under the main scheme.</p>
<b>Recommendations</b>	<p><b>Cabinet is recommended to</b></p> <ol style="list-style-type: none"> <li><b>1. Approve the business rates Retail, Hospitality and Leisure Relief Scheme and the Extension of Transitional Relief and Supporting Small Business Relief Scheme for 2022/23 as detailed in appendix 2</b></li> <li><b>2. Approve the COVID-19 Additional Relief Fund (CARF) Scheme as detailed in appendix 3</b></li> <li><b>3. Authorises the Executive Director Finance and Assets in consultation with the Cabinet Member Finance and Assets, to determine levels of relief for the COVID-19 Additional</b></li> </ol>

**Relief Fund (CARF) scheme**

- 4. Authorises the Head of Revenues and Benefits in consultation with the Cabinet Member Finance and Assets to implement any changes to the reliefs detailed in appendix 2 and 3 as required by Government or to ensure the successful operation of the schemes**
- 5. Due to the volume of cases, delegate decisions relating to the application of these reliefs to the Head of Revenues and Benefits and officers in the Business Rates team. In the case of a dispute reconsideration is to be made by the Executive Director Finance and Assets.**
- 6. Authorises the Executive Director Finance and Assets in consultation with the Cabinet Member Finance and Assets, to determine a Discretionary Council Tax Energy Rebate Scheme**

<b>Financial implications</b>	<p>As detailed within the report and appendices central government is providing funding for the business rates relief schemes and expects council to use discretionary powers to award reliefs to businesses in line with guidance provided. The proposal to set award levels for the COVID19 Additional Relief Schemes will ensure the full amount of funding can be allocated efficiently.</p> <p>The Government has also provided funding for a discretionary council tax energy rebate scheme (in addition to funding for the statutory council tax energy rebate scheme). Ensuring the latest Government guidance is taken in to account and working with the other Gloucestershire districts, the Council aims to finalise a scheme that will ensure this does not become a postcode lottery.</p> <p>The Government will also provide funding to cover administration costs for each of the schemes referred to in this report although the amounts have not yet been confirmed.</p> <p><b>Contact officer: Paul Jones</b>  <a href="mailto:paul.jones@cheltenham.gov.uk">paul.jones@cheltenham.gov.uk</a>, 01242 775154</p>
<b>Legal implications</b>	<p>The Council has statutory power to award discretionary rate relief under S47 of the Local Government Finance Act 1988 (as amended by S69 of the Localism Act 2011).</p> <p>The cost of relief to the Local Authority can be recovered from the Government by way of grant under Section 31 of the Local Government Act 2003. The government must establish a discretionary scheme for administering the relief to access this funding.</p> <p><b>Contact officer: <a href="mailto:legalservices@onelegal.org.uk">legalservices@onelegal.org.uk</a> 01684 272012</b></p>
<b>HR implications (including learning and organisational development)</b>	There are none associated with this report
<b>Key risks</b>	See Appendix 1
<b>Corporate and community plan Implications</b>	None
<b>Environmental and climate change implications</b>	None
<b>Property/Asset Implications</b>	<p>There is nothing in this report which impacts on Council properties</p> <p><b>Contact officer: Gemma Bell, <a href="mailto:gemma.bell@cheltenham.gov.uk">gemma.bell@cheltenham.gov.uk</a></b></p>

## **1. Introduction**

- 1.1 The purpose of this report is to seek approval for temporary business rate relief schemes detailed in appendices 2 and 3.
- 1.2 As the schemes are a temporary measure, the Government is not changing the legislation. Instead, local authorities are expected to use their discretionary relief powers under section 47 of the Local Government Finance Act 1988 (as amended).
- 1.3 Funding for the schemes is being provided by Government.
- 1.4 Approval is being sought to make changes to the relief schemes as a result of changes to Government guidance or to ensure available funding is allocated and the schemes operate successfully.
- 1.5 On 3 February 2022 the Government announced support measures to help households with rising energy prices. This included a £150 council tax energy rebate payment for households that are liable for council tax in Bands A to D in England.
- 1.6 The Government is also providing Councils with discretionary funding to support energy bill payers not eligible for the main scheme.
- 1.7 Approval is being sought to determine the scheme and make any necessary changes due to Government guidance or to ensure available funding is allocated to residents.

## **2. Retail Hospitality and Leisure Relief**

- 2.1 The 2022/23 Retail, Hospitality and Leisure scheme provides eligible retail, hospitality and leisure businesses with 50% relief of the chargeable business rates liability.
- 2.2 Businesses eligible for the relief are those occupying properties that are wholly or mainly used as:
  - shops, restaurants, cafes, drinking establishments, cinemas and live music venues,
  - assembly and leisure; or
  - as hotels, guest & boarding premises and self-catering accommodation
- 2.3 The Relief is being awarded in line with the guidance provided by the Department for Levelling Up, Housing and Communities (DLUHC) and appendix 2.
- 2.4 The relief is subject to a cash cap which means that Businesses may claim the relief up to a limit of £110,000 per business across all eligible properties in England. No business ratepayer in any circumstances can exceed the £110,000 cap.
- 2.5 The relief was automatically included in the business rate bills 2022/23 for local businesses unlikely to be affected by the cash cap or subsidy control limits.
- 2.6 Forms have been issued to other businesses that might be eligible. Where businesses returned forms confirming the cap and subsidy limits will not be exceeded, 2022/23 bills have been issued including the relief.

## **3. Extended Transitional Relief and Supporting Small Business Relief**

- 3.1** The Transitional Relief scheme and Supporting Small Business Relief schemes introduced to help those ratepayers who were faced with higher business rate bills as a result of the 2017 revaluation.
- 3.2** The 2017 valuation period was due to end on 31 March 2022 but due to COVID-19 the 2022 revaluation has been deferred until 2023. The extended discretionary schemes ensure that a small number of ratepayers that would otherwise face a significant increase in their rates bill for 2022/23 continue to receive support until 31 March 2023, when the 2017 valuation period is now due to end.
- 3.3** Businesses are eligible for the Extended Transitional Relief and Supporting Small Business Relief based on the relief they received in 2021/22. The relief has been awarded on the relevant business rate bills for 2022/23 issued in March 2022.
- 3.4** Relief has been awarded in line with the guidance provided by the Department for Levelling Up, Housing and Communities (DLUHC) and appendix 2.

### **4. COVID-19 Additional Relief Fund**

- 4.1** Following an announcement in March 2021, on 15 December 2021 the Government published guidance on the operation of the Covid-19 Additional Relief Fund (CARF) and details of the funding allocation for each local authority.
- 4.2** The aim of the new discretionary relief scheme is to provide support to business ratepayers who were not eligible for the previous Covid relief schemes, were adversely affected by the pandemic and have been unable to adequately adapt.
- 4.3** Cheltenham has received £2,583,377.00
- 4.4** The Government is not changing the legislation. Instead, funding is being provided to local authorities to use their discretionary relief powers under section 47 of the Local Government Finance Act 1988 (as amended).
- 4.5** The Council is able to implement its own scheme but the Government has provided guidance with certain conditions that must be included if relief is to be awarded using the government funding.
- 4.6** The conditions, which have been included in the scheme at appendix 3 are:
- Relief can only be awarded in respect of 2021/22 business rate liabilities retrospectively
  - Relief must not be awarded in respect of empty properties
  - Relief must not be awarded to businesses receiving or eligible for the expanded retail discount or nursery discount.
  - Relief must be directed at businesses that have been adversely affected by the pandemic and have been unable to adequately adapt to the impact.
- 4.7** The scheme at appendix 3 details the eligibility criteria and how the scheme will be administered.
- 4.8** Although the amount of funding is a substantial sum it is necessary to limit the range of businesses able to apply for the relief.
- 4.9** Modelling has been undertaken to identify businesses that could potentially be eligible. A

number of business types and sectors such as public sector organisations, utility assessments and also professional services, where business can largely be conducted by staff working at home, are being excluded. The full list is in annexe A of appendix 3.

- 4.10 Businesses will be required to apply for the relief and provide supporting information so that it can be determined how they have been affected by the pandemic.
- 4.11 The scheme will be open for applications from 6 April 2022 until 31 May 2022.
- 4.12 Some local authorities have reported a slow or poor uptake for this relief scheme. To ensure that the funding is allocated in full to eligible businesses the level of relief available has not been set in the policy.
- 4.13 Approval is sought for the Cabinet Member Finance and Assets in consultation with the Executive Director Finance and Assets to determine relief levels once all applications have been assessed.
- 4.14 Levels may be a percentage of rates payable, e.g. 50%, or a fixed sum and it may be necessary to set a cap to limit the maximum amount to any one business or property.
- 4.15 In determining the levels of relief consideration will be given to the impact of the pandemic on certain business sectors, rateable value ranges and the amount of business rates due to be paid.

### **5. Discretionary Council Tax Energy Rebate Payment Scheme**

- 5.1 Cheltenham has been allocated discretionary funding of £162,450 to support those suffering financial hardship as a result of the rising cost of living, but not eligible for the main council tax energy rebate scheme.
- 5.2 Councils can decide locally how best to use the funding. Further guidance is expected from the Government and discussions are taking place between the six Gloucestershire Districts to agree a common approach to schemes across the county.
- 5.3 Although details are yet to be finalised discretionary funding support will be targeted at those on low incomes or in receipt of welfare benefits.
- 5.4 Approval is being sought for the final scheme to be determined by the Executive Director of Finance and Assets in consultation with the Cabinet Member Finance and Assets.

### **6. Consultation and feedback**

- 6.1 The business rates reliefs in appendix 2 are being awarded in line with Government guidance and the Council not able to change the eligibility criteria
- 6.2 Discussions have taken place between the six Gloucestershire Districts and there is some commonality regarding the CARF scheme.
- 6.3 Discussions are taking place between the six Gloucestershire Districts on the Discretionary Council Tax energy Rebate scheme so that as far as possible, final schemes when approved are aligned. The Leader of the Council and Cabinet Member Finance and Assets were consulted on this approach.

### **7. Performance management – monitoring and review**

- 7.1 The number of businesses and residents benefitting from the schemes referred to in this

report and total amount awarded will be monitored by the Head of Revenues and Benefits.

<b>Report author</b>	Jayne Gilpin, Head of Revenues and Benefits <a href="mailto:Jayne.gilpin@cheltenham.gov.uk">Jayne.gilpin@cheltenham.gov.uk</a> , 01242 264323
<b>Appendices</b>	<ol style="list-style-type: none"> <li>1. Risk Assessment</li> <li>2. Retail Hospitality and Leisure Relief and the extension of Transitional Relief and Supporting Small Business Relief 2022/23Retail Discount guidance</li> <li>3. COVID-19 Additional Relief Fund Scheme</li> </ol>
<b>Background information</b>	<ol style="list-style-type: none"> <li>1. Section 47 Local Government Finance Act 1988, as amended by clause 69 of The Localism Act 2011</li> <li>2. Guidance document on the Retail, Hospitality and Leisure Relief scheme  <a href="https://www.gov.uk/government/publications/business-rates-guidance-202223-retail-hospitality-and-leisure-relief-scheme">https://www.gov.uk/government/publications/business-rates-guidance-202223-retail-hospitality-and-leisure-relief-scheme</a></li> <li>3. Guidance document on the Extension of Transitional Relief and Supporting Small Business Relief Schemes  <a href="https://www.gov.uk/government/publications/business-rates-guidance-extension-of-transitional-relief-and-supporting-small-business-relief-for-small-and-medium-properties">https://www.gov.uk/government/publications/business-rates-guidance-extension-of-transitional-relief-and-supporting-small-business-relief-for-small-and-medium-properties</a></li> <li>4. Guidance document on the COVID-19 Additional Relief Fund (CARF)  <a href="https://www.gov.uk/government/publications/covid-19-additional-relief-fund-carf-local-authority-guidance">https://www.gov.uk/government/publications/covid-19-additional-relief-fund-carf-local-authority-guidance</a></li> </ol>

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
1	If the recommendations in this report are not approved funding will not be distributed to businesses and residents in need of support which could cause reputational damage to the Council	Jayne Gilpin	18/03/22	2	1	2	Accept	Cabinet Approves the report recommendations	05/04/22	Jayne Gilpin	

**Cheltenham Borough Council**  
**Retail Hospitality and Leisure Relief and the extension of Transitional**  
**Relief and Supporting Small Business Relief 2022/23**

**Cabinet 05 April 2022**

**1 Introduction**

- 1.1 On 27 October 2021, in the Autumn Statement, the Government announced the introduction of a new Business Rate Relief scheme for retail, hospitality and leisure properties and the extension of Transitional relief and Supporting Small Business relief for small and medium sized properties
- 1.2 As these relief are a temporary measure for 2022/23 only, the Government is not changing the legislation. Instead, local authorities are expected to use their discretionary relief powers under section 47 of the Local Government Finance Act 1988 (as amended) to grant relief in accordance with the guidance provided.
- 1.3 The Government will fully reimburse Councils for the cost of relief provided it is awarded in line with the guidance.
- 1.4 This document sets out the Council's policy regarding the Retail Hospitality and Leisure Relief Scheme and the extension of Transitional relief and Supporting Small Business relief for small and medium sized properties for the financial year 2022/23.

**2 Retail Hospitality and Leisure Relief Scheme**

- 2.1 The 2022/23 Retail, Hospitality and Leisure Relief scheme will provide eligible occupied, retail, hospitality and leisure businesses with 50% relief of the chargeable Business Rates liability. Businesses may claim the relief up to a limit of £110,000 per business across all eligible properties in England.
- 2.2 Properties that are eligible for Retail, Leisure and Hospitality Relief will be occupied and wholly or mainly used as shops, restaurants, cafes, drinking establishments, cinemas, live music venues, assembly for leisure, hotels, guest and boarding premises or self-catering accommodation.
- 2.3 The relief will be awarded to business ratepayers that meet the eligibility criteria in the guidance provided by the Department for Levelling Up, Housing and Communities (DLUHC). The full guidance is available here <https://www.gov.uk/government/publications/business-rates-guidance-202223-retail-hospitality-and-leisure-relief-scheme>.
- 2.4 The level of relief is 50% to be applied after mandatory reliefs and other discretionary reliefs. There is no rateable value threshold limit.

- 2.5 The relief is subject to a cash cap preventing any business from receiving more than £110,000 of relief across all of its properties in England. Ratepayers that occupy more than one property will be entitled to relief for each of their eligible properties up to the maximum £110,000 cash cap, per business. Where a business has a qualifying connection with another business it will be treated as one for the purposes of this cash cap.
- 2.6 Businesses will be asked to declare that they will not exceed the cash cap if awarded relief.
- 2.7 The Retail Hospitality and Leisure Relief Scheme in 2022/23 is likely to amount to subsidy. Any relief provided under this scheme will need to comply with the UK's domestic and international subsidy control obligations.
- 2.8 Business ratepayers, on a self-assessment basis, will be asked to declare that by receiving the relief they will not exceed subsidy limits.

### **3 Extension of Transitional Relief and Supporting Small Business Relief Schemes**

- 3.1 The Transitional Relief and Supporting Small Business Relief schemes were introduced in 2017 to help those ratepayers who were faced with higher business rate bills as a result of the 2017 revaluation and came to an end on 31 March 2022.
- 3.2 The 2017 valuation period was due to end on 31 March 2022 but due to COVID-19 the 2022 revaluation has been deferred until 2023. The extended discretionary schemes ensure that a small number of ratepayers that would otherwise face a significant increase in their rates bill from 01 April 2022 continue to receive support until 31 March 2023 when the 2017 valuation period will end.
- 3.3 The extended Transitional Relief scheme will restrict increases in bills to 15% for properties with a rateable value of up to £20,000 and 25% for properties with a rateable value up to and including £100,000.
- 3.4 The Supporting Small business will be percentage cap of 15% plus inflation or a cash value increase of £600 if greater.
- 3.5 The relief will be awarded to business ratepayers that meet the eligibility criteria in the guidance provided by the Department for Levelling Up, Housing and Communities (DLUHC). The full guidance is available here <https://www.gov.uk/government/publications/business-rates-guidance-extension-of-transitional-relief-and-supporting-small-business-relief-for-small-and-medium-properties>.
- 3.6 To be eligible for the extended relief in 2022/23 businesses must have been receiving the reliefs in 2021/22. Eligible businesses will automatically receive the relief on their 2022/23 bill.
- 3.7 The extension of Transitional Relief and Supporting Small Business Relief in 2022/23 is likely to amount to subsidy. Any relief provided under this scheme will need to comply with the UK's domestic and international subsidy control obligations.

- 3.8 Business ratepayers likely to exceed subsidy control limits will be asked, on a self-assessment basis, to declare that by receiving the relief they will not exceed subsidy limits.

### **4 Administration**

- 4.1 Cheltenham Borough Council will administer the schemes under Section 47 of The Local Government Finance Act 1988 as amended by The Localism Act 2011 and The Non-Domestic Rating (Discretionary Relief) Regulations 1989 (S.I. 1989/1059).
- 4.2 Eligibility for reliefs will be determined in accordance with the guidance provided by the Department for Levelling Up, Housing and Communities (DLUHC).
- 4.3 Reliefs under the provisions in this policy will be awarded in respect of the financial year 2022/23 only and they will end on 31 March 2023. Retrospective awards of relief cannot be made after 30 September 2023.
- 4.4 Reliefs will be recalculated or cancelled to reflect any change in circumstances that affect entitlement, changes to entries in Rating List, or where any of the conditions cease to be met.
- 4.5 Decisions relating to the granting of relief are to be delegated to the staff within the Revenues and Benefits Service.
- 4.6 Relief may be granted automatically where information held on the business rate account confirms eligibility in line with the qualifying criteria and that cash caps or subsidy control limits will not be exceeded. In these cases businesses will be asked to notify the council if they are not entitled.
- 4.7 Where reliefs have been awarded businesses must notify the Council within 21 days of any change of circumstances that could affect their entitlement to the relief.
- 4.8 Businesses will be required to provide any information requested to support their application for a relief.
- 4.9 There is no statutory right of appeal against a decision made by the Council in respect of extension of Transitional Relief and Supporting Small Business Relief for small and medium sized properties. However, the Council will reconsider the decision if the ratepayer is dissatisfied with the outcome.
- 4.10 The request for a reconsideration must be made within 28 days of the business or agent acting on behalf of the business being issued with an award decision
- 4.11 The review will be carried out by the Executive Director Finance and Assets
- 4.12 If an unsuccessful applicant requests a reconsideration they will need to continue to pay their rates bill. Once the reconsideration has been carried out, the ratepayer will be informed, in writing, of the decision.
- 4.13 Cheltenham Borough Council will not tolerate any business falsifying their records or providing false evidence. A ratepayer who falsely applies for any relief, or provides false

- 4.14 information or makes false representation in order to gain relief will face prosecution and any relief awarded will be revoked.

## Cheltenham Borough Council COVID-19 Additional Relief Fund Scheme

### Cabinet 05 April 2022

#### 1 Introduction

- 1.1 On 25 March 2021 the Government announced that a new relief scheme would be available to support those businesses affected by the pandemic that were not eligible for other reductions in their business rates as a result of COVID-19. The Government confirmed that funding and guidance for local authorities would follow.
- 1.2 On 15 December 2021 the Government issued guidance and funding to local authorities to develop local COVID-19 Additional Relief Fund (CARF) schemes.
- 1.3 CARF is to provide discretionary relief to those ratepayers most affected by COVID-19, and have not benefitted from the Extended Retail and Nursery Discount.
- 1.4 The Government is not changing the legislation. Instead, funding is being provided to local authorities to use their discretionary relief powers under section 47 of the Local Government Finance Act 1988 (as amended) to grant relief in accordance with the guidance provided.
- 1.5 The relief can only be awarded in respect of the 2021/22 business rates liability and will be awarded after any other mandatory and discretionary reliefs.
- 1.6 Local authorities can determine how much relief to provide and which businesses to support but it should be directed at businesses adversely affected by the pandemic that have been unable to adequately adapt.
- 1.7 Funding has been allocated to local authorities based on the estimated rateable value in each local authority rating list, which falls within the scope of the scheme, weighted for the Gross Value Added (GVA) impacts of COVID-19 per sector.
- 1.8 Cheltenham has received £2,583,377 for the CARF scheme.
- 1.9 The Covid-19 Additional Relief Fund: Local Authority Guidance is available at <https://www.gov.uk/government/publications/covid-19-additional-relief-fund-carf-local-authority-guidance>

#### 2 Eligibility

- 2.1 Whilst the Council is able to determine its own scheme the Department for Levelling Up, Housing and Communities (DLUHC) has issued guidance stipulating that if the funding is being used to award relief the Council:
  - a. must not award relief to ratepayers who for the same period of the relief (i.e. the

period 1 April 2021 to 31 March 2022) either are or would have been eligible for the Extended Retail Discount (covering retail, hospitality and leisure) or the nursery discount scheme.

- b. must not award relief to a hereditament for a period when it is unoccupied (other than hereditaments which have become unoccupied temporarily due to the Government's advice on COVID-19), and
- c. should direct their support towards ratepayers who have been adversely affected by the pandemic and have been unable to adequately adapt to that impact.

2.2 In addition to 2.1 above, to be eligible businesses must meet the following criteria:

- a. Business must be liable for a period of occupied business rates liability between 1 April 2021 and 31 March 2022.
  - b. Relief will only be awarded in respect of one period of liability for each eligible property.
  - c. Eligible properties must be in the rating list on 1 April 2022 and any entries entered in the list after this, including any backdated to an earlier date, will be ignored for the purposes of eligibility.
  - d. Businesses must be able to demonstrate that they have been adversely affected by the pandemic, have been unable to adequately adapt to the impact (e.g. staff unable to work from home or business not suitable for home working) and have suffered financially as a result.
  - e. Businesses eligible for small business rate relief, mandatory charitable relief or discretionary relief (excluding retail and nursery discounts), but liable to pay some business rates will be eligible subject to all other conditions and criteria being met.
- c. should direct their support towards ratepayers who have been adversely affected by the pandemic and have been unable to adequately adapt to that impact.

### **3 Exclusions**

- 3.1 In line with section 47(8) of the Local Government Finance Act 1988 the Council cannot grant any relief under this scheme to itself or to either a local or major precepting authority.
- 3.2 A list of businesses and hereditaments excluded from the scheme are in Annex A.

### **4 Funding Available and Granting of relief**

- 4.1 Cheltenham Borough Council has been allocated £2,583,377 for the CARF scheme and wishes to distribute the full amount to support businesses affected by the pandemic.
- 4.2 For this reason the level of relief to be awarded will be determined once all applications have been received and assessed.
- 4.3 The scheme will be open for business to apply from 6 April 2022 until 31 May 2022.

- 4.4 The level of relief awarded may be a percentage of rates payable or a fixed amount and a cap may be set to limit the maximum amount to any one business or property.
- 4.5 In determining the levels of relief to be awarded consideration will be given to the impact of the pandemic on certain business sectors, rateable value ranges and the amount of business rates due to be paid.
- 4.6 The relief will only be awarded in respect of the 2021/22 business rates liability after any other mandatory and discretionary reliefs. No cash payments will be made.
- 4.7 Where a business has paid the 2021/22 business rates liability any credit will be transferred to the 2022/23 liability and instalments recalculated for the balance due. A refund will only be made if the overall account is in credit.

### **5 Subsidy control**

- 5.1 The Council's COVID-19 Additional Relief Fund (CARF) scheme is subject to the subsidies chapter within the UK-EU Trade and Cooperation Agreement (TCA). However, for CARF there is an exemption for subsidies under the value of approximately £2,243,000 per economic actor (broadly speaking, for example, a holding company and its subsidiaries).
- 5.2 This allowance comprises 325,000 Special Drawing Rights (at current exchange rates about £343,000) for Small Amounts of Financial Assistance and a further £1,900,000 for COVID-19 related subsidy.
- 5.3 Therefore, to be awarded CARF you must not have claimed over the period 2019/20 to 2021/22 more than £2,243,000 from schemes which fell within the Small Amounts of Financial Assistance or COVID-19 related allowances.
- 5.4 Any COVID-19 business grants a business ratepayer has received from local government and the 2019/20 Retail Relief should count towards this limit, but you should not count any Extended Retail Discount you have received since 1 April 2020.
- 5.5 Businesses should refer to details of subsidy control in the Government's guidance document which can be found at: <https://www.gov.uk/government/publications/covid-19-additional-relief-fund-carf-local-authority-guidance>
- 5.6 As part of the application process businesses will be required to declare that by receiving the relief they will not exceed the allowances.

### **6 Applications and Evidence**

- 6.1 Businesses will be required to complete the Council's application form and provide any supplementary evidence requested. This may include, but is not limited to bank statements, audited accounts, profit and loss account, statement from auditor, accountant or person with responsibility for the finances.

- 6.2 Businesses must supply all information including any additional or supplementary information requested. Failure to do so will result in the application being rejected.
- 6.3 Any information requested must be provided in a format to enable easy interpretation
- 6.4 Where insufficient information is provided or information is deemed to be unsatisfactory applications will be rejected.
- 6.5 The application form will include a subsidy control declaration which must be fully completed in all cases.

### **7 Administration**

- 7.1 Cheltenham Borough Council will administer the schemes under Section 47 of The Local Government Finance Act 1988 as amended by The Localism Act 2011 and The Non-Domestic Rating (Discretionary Relief) Regulations 1989 (S.I. 1989/1059).
- 7.2 Eligibility for reliefs will be determined in accordance with the guidance provided by the Department for Levelling Up, Housing and Communities (DLUHC) and the eligibility criteria in this policy.
- 7.3 Reliefs under the provisions in this policy will be awarded in respect of the financial year 2021/22 only and they will end on 31 March 2022. Retrospective awards of relief cannot be made after 30 September 2022.
- 7.4 Determination of the levels of relief is delegated to the Executive Director Finance and Assets in consultation with the Cabinet Member Finance and Assets.
- 7.5 Decisions relating to the awarding of the relevant level of relief to businesses are to be delegated to the staff within the Business Rates Team.

### **8 Change in Circumstances**

- 8.1 Businesses must notify the Council within 21 days of any change of circumstances that may affect their entitlement to a discount.
- 8.2 Reliefs will be recalculated or cancelled to reflect any change in circumstances that affect entitlement, changes to entries in Rating List, or where any of the conditions cease to be met, as follows:
  - a. Where there is a change resulting in a decrease in rate liability the amount of relief will be reduced accordingly from the effective date of the change.
  - b. Where there is an increase in rate liability the monetary amount of relief originally awarded will not be adjusted to reflect the change.
  - c. Where the rate liability ends or the ratepayer ceases to meet any of the conditions or eligibility criteria the relief will cease from the effective date.

**9 Notification of decisions, appeals and complaints**

- 9.1 Successful applicants will be notified of the decision within 6 weeks of the scheme closing on 31 May 2022.
- 9.2 There is no statutory right of appeal against a decision made by the Council in respect of COVID-19 Additional Relief Fund. However, the Council will reconsider the decision if the ratepayer is dissatisfied with the outcome.
- 9.3 The request for a reconsideration must be made within 28 days of the business being issued with an award decision.
- 9.4 The review will be carried out by the Head of Revenues and Benefits and the decision will be final
- 9.5 If an unsuccessful applicant requests a reconsideration they will need to continue to pay their rates bill. Once the reconsideration has been carried out, the ratepayer will be informed, in writing, of the decision.
- 9.6 The Council's complaints procedure (available on the Council's website) will be applied in the event of any complaint received about this scheme, apart from the decision to award or not award COVID-19 Additional Relief.

**10 Managing the risk of fraud and data sharing**

- 10.1 Cheltenham Borough Council will not tolerate any business falsifying their records or providing false evidence. A ratepayer who falsely applies for any relief, or provides false information or makes false representation in order to gain relief will face prosecution and any relief awarded will be revoked.
- 10.2 By applying for a COVID-19 Additional Relief, all applicants give authority to Cheltenham Borough Council to share data for efficient system administration and to protect public funds. This may include sharing data with the Counter Fraud and Enforcement Unit, other Local Authorities and Government departments.

**Annexe A**  
**Businesses / hereditaments excluded from the COVID-19 Additional Relief Fund Scheme**

The following businesses/hereditaments will not be eligible under this scheme

- a. Businesses in receipt of 100% Small Business Rates Relief,
- b. Businesses in receipt of or would be eligible for Retail, Hospitality, Leisure Relief
- c. Businesses that are not liable to pay any business rates during the 2021/22 financial period
- d. Empty properties
- e. Hospitals, and healthcare settings
- f. Medical and healthcare providers (including dentists and vets)
- g. Schools and other premises used for educational purposes
- h. Police stations and other premises, Court premises
- i. Banks and Building Societies
- j. Post office and sorting offices
- k. Professional services (solicitors, accountants, Insurance agents, employment/recruitment agencies financial advisors, chartered surveyors, architects
- l. property management and property development companies (including letting agents and rating management/consultants)
- m. Parking spaces and non-public fee paying car parks
- n. Advertising rights, Communication stations
- o. Utility providers and companies in the energy sector,
- p. Land only rating assessments
- q. Storage lockers and premises used for personal storage purposes
- r. Businesses that cannot satisfactorily demonstrate they have been adversely affected by the pandemic and have suffered financially
- s. Businesses that do not meet the eligibility criteria
- t. Businesses that do not complete a satisfactory subsidy control declaration or have exceeded subsidy limits

## Cheltenham Borough Council

### Cabinet – 5<sup>th</sup> April 2022

#### Appropriation of Assets between the General Fund and Housing Revenue Account

<b>Accountable member</b>	<b>Councillor Peter Jeffries, Cabinet Member for Finance and Assets</b>
<b>Accountable officer</b>	<b>Paul Jones, Executive Director Finance and Assets (Section 151 Officer)</b>
<b>Accountable scrutiny committee</b>	<b>Overview and Scrutiny Committee and Budget Scrutiny Working Group</b>
<b>Ward(s) affected</b>	<b>All</b>
<b>Key/Significant Decision</b>	<b>No</b>
<b>Executive summary</b>	<p>The budget for 2022/23 included £300k of savings to be delivered through maximising opportunities to strengthen the Cheltenham Borough Council / Cheltenham Borough Homes Partnership.</p> <p>The proposals within this report will ensure that £184k of the savings target is achieved, reflect the use of the assets more appropriately, allow for appropriate recognition on the Council's Balance Sheet and align with the guidance published by the Department for Levelling Up, Housing and Communities (DLUHC) in November 2020.</p>
<b>Recommendations</b>	<ol style="list-style-type: none"> <li><b>To approve the appropriation of assets between the Housing Revenue Account (HRA) and the General Fund (GF) as set out in Appendix 2, with effect from 1<sup>st</sup> April 2022.</b></li> </ol>

<p><b>Financial implications</b></p>	<p>The appropriation of assets between the Housing Revenue Account (HRA) and the General Fund (GF) will require the transfer of debt, at the market value, of the appropriated assets. The Council's borrowing limits (General Fund and HRA) are governed by the Prudential code requiring the Council to demonstrate that borrowing to finance capital projects is prudent and that the full lifecycle costs, including debt financing costs, are affordable and sustainable and can be contained within the current and future financial plans of the authority.</p> <p>An appropriation will "trigger" the net transfer of debt, changing the debt financing costs attributable to the revenue accounts of the HRA and General Fund. The proposed transfer of assets at Appendix 2 will result in a net transfer of debt to the GF from the HRA of £2,116,933.</p> <p>As the capital expenditure incurred on these assets was before 1<sup>st</sup> April 2008, Minimum Revenue Provision (MRP) is determined in accordance with the former regulations that applied on 31st March 2008, modified to a more prudent basis as permitted by the Guidance. Since 2016/17 MRP has been based on repaying the non-housing debt in equal annual instalments over a 35-year period (this is Option 1 in the Guidance).</p> <p>Using Option 1, from 2022/23 non-housing debt is repaid in equal annual instalments over a 29-year period. As such, the MRP calculation for the transfer of £2,116,933 debt to the GF correlates to an increased MRP of £72,997 per annum.</p> <p>In return, the GF will benefit from the rental income derived from these properties, which currently realises £256,585 per annum. The net benefit to the GF from these appropriations therefore equates to £183,846 per annum before taking into account the change in interest charges to the HRA.</p> <p>The financial impact on the HRA will be a reduction in income of £256,585 offset by an increase in dwellings rental income of approximately £10,000 and a reduction in net interest payable.</p> <p><b>Contact officer:</b> Paul Jones, <a href="mailto:paul.jones@cheltenham.gov.uk">paul.jones@cheltenham.gov.uk</a> 01242 264365</p>
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<b>Legal implications</b>	<p>Expenditure and income relating to property listed in section 74 of the Local Government and Housing Act 1989 ("the 1989 Act") must be accounted for in the HRA. This comprises mostly housing and other property provided by authorities under Part II of the Housing Act 1985 ("the 1985 Act").</p> <p>Schedule 4 to the 1989 Act (as amended by section 127 of the Leasehold Reform, Housing and Urban Development Act 1993) specifies the debit and credit items to be recorded in the HRA. The Housing (Welfare Services) Order 1994 specifies the welfare services which must be accounted for outside the HRA.</p> <p>The HRA is a statutory ring-fenced account within the GF and Secretary of State consent may be required to authorise the appropriation of assets from the HRA account if any of the assets are, or have in the past, been used for housing purposes. Advice will be given on a case by case basis as needed.</p> <p>Section 122 Local Government Act 1972 states that a Council may appropriate for any purpose for which the Council is authorised, any land which belongs to the Council and is no longer required for the purpose for which it is held immediately before the appropriation, subject to the requirement to obtain Secretary of State consent (if required).</p> <p>An appropriation of land held in the HRA that is or includes a house requires prior consent from the Secretary of State under section 19 Housing Act 1985 (as amended). There is no general consent under this section, so a specific application would need to be made if the section is engaged. "House" is given an extended statutory meaning, and includes hostels and lodging houses, as well as flats and amenity areas over which the occupiers of the dwellings enjoy rights.</p> <p><b>Contact:</b> One Legal  <b>E-mail:</b> <a href="mailto:legal.services@onelegal.org.uk">legal.services@onelegal.org.uk</a>  <b>Tel no:</b> 01684 272691</p>
<b>HR implications (including learning and organisational development)</b>	<p>There are no direct HR implications evident.</p> <p><b>Contact officer:</b> Clare Jones (HR Business Partner)  <a href="mailto:clare.jones@publicagroup.uk">clare.jones@publicagroup.uk</a> 01242 264364</p>
<b>Key risks</b>	As detailed in Appendix 1.
<b>Corporate and community plan Implications</b>	As detailed in Section 4.
<b>Environmental and climate change implications</b>	Cheltenham Borough Homes will be tasked with exploring the opportunity to make 9 Grasmere Road a zero carbon home.
<b>Property/Asset Implications</b>	<p>As detailed in the report and Appendix 2.</p> <p><b>Contact officer:</b> Gemma Bell, <a href="mailto:Gemma.Bell@cheltenham.gov.uk">Gemma.Bell@cheltenham.gov.uk</a> 01242 264124</p>

## 1. Background

- 1.1 In November 2020 the Department for Levelling Up, Housing and Communities (DLUHC) formally known as the Ministry of Housing, Communities and Local Government's (MHCLG), issued guidance on the operation of the HRA ring-fence. The statutory provisions referred to within the legal implications section above reflect the Government's policy that the HRA remains a ring-fenced account within the General Fund; it should still be primarily a landlord account containing the income and expenditure arising from a housing authority's landlord functions.
- 1.2 At its most basic, when taking any decision on whether expenditure or income should be accounted for in the HRA, the test that should be applied is "Who benefits?" That is to say: who is the major contributor of the item of income, or the major beneficiary of the expenditure under consideration? Hence, should the HRA bear the full cost or only part, or should it benefit from the entirety of the income, or is some of it applicable to the General Fund?
- 1.3 The main consideration when deciding whether the costs and income associated with a particular property should be accounted for in the HRA is the powers under which the authority is currently providing that property. Section 74 of the 1989 Act sets out the property that must be accounted for in the HRA, by reference to the powers under which that property is held.
- 1.4 A property has to be accounted for within the HRA if it is currently provided under Part II of the 1985 Act or any of the other powers specified in section 74 of the 1989 Act (referred to here as "Part II housing"). The account also extends to any outstanding debts or receipts which arose when a property was so provided and which are still outstanding following its disposal.
- 1.5 Equally, properties which may originally have been provided under one of the powers in section 74 of the 1989 Act (or their predecessor powers) may no longer fulfil their original purpose. In these circumstances, the authority should consider their removal from the HRA by appropriating the property to a different purpose. Examples of properties which might fall into this category are estate shops and other commercial premises, such as banks, post offices, workshops, public houses, industrial estates and surgeries, where there is no longer any connection with the local authority's housing.
- 1.6 The decision is for the authority to take, though it should be able to explain the basis of its decision to its external auditor and tenants, if called upon to do so.

## 2. Reasons for recommendations

- 2.1 Assets which are no longer of beneficial use to HRA tenants should be either disposed of or transferred out of the HRA. Financial reporting standards and government guidance require that assets are categorised according to the purposes for which the Council holds them. Equally, the 2 properties being appropriated to the HRA will add to its existing housing stock to meet permanent family and individual accommodation needs.
- 2.2 The proposed appropriation of assets set out in Appendix 2, aim to reflect more appropriately the assets' use, allow for appropriate recognition on the Council's Balance Sheet and align with the guidance published by DLUHC in November 2020.
- 2.3 Retail properties also carry a commercial level of risk in terms of rent arrears, bad debt, irrecoverable service charges and voids that are inappropriate to hold within the HRA and contrary to protecting the interests of residential tenants under the relevant guidance and legislation.
- 2.4 The correct classification should reduce risk of challenge from auditors, residents and tenants. For statutory reasons the appropriation of assets between revenue accounts has to take place at market value. An exchange of assets is therefore proposed to mitigate the impact upon both

revenue accounts.

- 2.5 The budget for 2022/23 included £300k of savings to be delivered through maximising opportunities to strengthen the Cheltenham Borough Council / Cheltenham Borough Homes Partnership. The proposals within this report will provide a net financial benefit to the GF of £184,338 per annum.

**3. Alternative options considered**

- 3.1 A number of other properties have been identified for potential future appropriation. Officers are working with colleagues from Cheltenham Borough Homes to assess whether these assets can deliver additional homes for Cheltenham.

**4. How this initiative contributes to the corporate plan**

- 4.1 The proposals within this report and in future reports proposing appropriation of assets will help to increase the supply of housing and investing to build resilient communities. In addition, through sound estate management of our property portfolio, we will be able to ensure we deliver Services that meet the needs of our communities.

<b>Report author</b>	Paul Jones, <a href="mailto:paul.jones@cheltenham.gov.uk">paul.jones@cheltenham.gov.uk</a> , 01242 264365
<b>Appendices</b>	<ul style="list-style-type: none"> <li>1. Risk Assessment</li> <li>2. HRA and GF Appropriations</li> </ul>
<b>Background information</b>	<a href="https://www.gov.uk/government/publications/operation-of-the-housing-revenue-account-ring-fence/operation-of-the-housing-revenue-account-ring-fence">https://www.gov.uk/government/publications/operation-of-the-housing-revenue-account-ring-fence/operation-of-the-housing-revenue-account-ring-fence</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
	The incorrect classification of assets could lead to a challenge from auditors, residents and tenants	ED Finance and Assets	22/03/22	2	1	2		Accept the recommendation within the report.	05/04/22	ED Finance and Assets	
	Retention of retail properties within the HRA carry a commercial level of risk contrary to protecting the interests of residential tenants under the relevant guidance and legislation	ED Finance and Assets	22/03/22	2	1	2		Accept the recommendation within the report.	05/04/22	ED Finance and Assets	

<b>HRA ASSETS TO BE TRANSFERRED TO GENERAL FUND</b>			
<b>ASSET</b>	<b>REASON FOR TRANSFER</b>	<b>PASSING RENT</b>	<b>VALUE</b>
<b>Commercial Retail Portfolio</b>			
1 Rowanfield Exchange	Retail shop premises constructed underneath residential property which is let on a commercial lease and has no direct correlation to the residential element of the building.	£5,750	
6 Rowanfield Exchange	Retail shop premises constructed underneath residential property which is let on a commercial lease and has no direct correlation to the residential element of the building.	£8,250	
11 Rowanfield Exchange	Retail shop premises constructed underneath residential property which is let on a commercial lease and has no direct correlation to the residential element of the building.	£5,000	
12 Rowanfield Exchange	Retail shop premises constructed underneath residential property which is let on a commercial lease and has no direct correlation to the residential element of the building.	£2,790	
18/19 Rowanfield Exchange	Retail shop premises constructed underneath residential property which is let on a commercial lease and has no direct correlation to the residential element of the building.	£10,000	
24 Rowanfield Exchange	Retail shop premises constructed underneath residential property which is let on a commercial lease and has no direct correlation to the residential element of the building.	£7,125	
52 Windermere Road	Retail shop premises constructed underneath residential property which is let on a commercial lease and has no direct correlation to the residential element of the building.	£6,635	
93 Tewkesbury Road	Retail shop premises constructed underneath residential property which is let on a commercial lease and has no direct correlation to the residential element of the building.	£10,500	
94 Tewkesbury Road	Retail shop premises constructed underneath residential property which is let on a commercial lease and has no direct correlation to the residential element of the building.	£12,113	
95 Tewkesbury Road	Retail shop premises constructed underneath residential property which is let on a commercial lease and has no direct correlation to the residential element of the building.	£9,800	
96/97 Tewkesbury Road	Retail shop premises constructed underneath residential property which is let on a commercial lease and has no direct correlation to the residential element of the building.	£17,000	
3/4/5 Lynworth Exchange	Retail shop premises constructed underneath residential property which is let on a commercial lease and has no direct correlation to the residential element of the building.	£11,500	
19 Lynworth Exchange	Retail shop premises constructed underneath residential property which is let on a commercial lease and has no direct correlation to the residential element of the building.	£5,000	
20 Lynworth Exchange	Retail shop premises constructed underneath residential property which is let on a commercial lease and has no direct correlation to the residential element of the building.	£5,800	

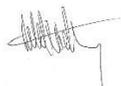
<b>HRA ASSETS TO BE TRANSFERRED TO GENERAL FUND</b>			
<b>ASSET</b>	<b>REASON FOR TRANSFER</b>	<b>PASSING RENT</b>	<b>VALUE</b>
21 Lynworth Exchange	Retail shop premises constructed underneath residential property which is let on a commercial lease and has no direct correlation to the residential element of the building.	£7,250	
34 Grasmere Road	Retail shop premises constructed underneath residential property which is let on a commercial lease and has no direct correlation to the residential element of the building.	£6,200	
35 Grasmere Road	Retail shop premises constructed underneath residential property which is let on a commercial lease and has no direct correlation to the residential element of the building.	£7,000	
8 & 10 Hesters Way Road	Retail shop premises constructed underneath residential property which is let on a commercial lease and has no direct correlation to the residential element of the building.	£16,750	
16-18 Hesters Way Road	Retail shop premises constructed underneath residential property which is let on a commercial lease and has no direct correlation to the residential element of the building.	£2,160	
3 St Georges Place	Retail shop premises constructed underneath residential property which is let on a commercial lease and has no direct correlation to the residential element of the building.	£12,000	
266 High Street	Retail shop premises constructed underneath residential property which is let on a commercial lease and has no direct correlation to the residential element of the building.	£17,500	
	Total Rental Income	<b>£186,143</b>	
	Yield (taking into account tenant covenant strength, lease terms and locations)	<b>10%</b>	
	<b>Gross Market Value of Commercial Retail Portfolio</b>		<b>£1,861,430</b>

<b>SUNDRY HRA ASSETS TO BE TRANSFERRED TO GENERAL FUND</b>			
<b>ASSET</b>	<b>REASON FOR TRANSFER</b>	<b>PASSING RENT</b>	<b>VALUE</b>
The Knole, Griffiths Avenue	Property set within nature reserve that is let on a commercial lease to The Trustees of Langley House Trust for the provision of supported care for vulnerable people who are either ex-offenders or at risk of offending. The tenant is responsible for providing housing for occupants and providing the services associated and comes under the supervision of the Care & Quality Commission; it is therefore a health provision/service. Property is let on virtual ground lease, i.e. at a rent below market value to reflect historic capital expenditure by the tenant into the building. Rent review overdue.	£3,565	£396,826

<b>SUNDRY HRA ASSETS TO BE TRANSFERRED TO GENERAL FUND</b>			
<b>ASSET</b>	<b>REASON FOR TRANSFER</b>	<b>PASSING RENT</b>	<b>VALUE</b>
The Granleys, Griffiths Avenue	Property set within nature reserve that is let on a commercial lease to T L Care Homes LLP for the provision of supported care for vulnerable people with learning difficulties. The tenant is responsible for providing housing for occupants and providing the services associated and comes under the supervision of the Care & Quality Commission; it is therefore a health provision/service.	£55,000	£627,407
172 Swindon Road	Residential property let on a commercial lease to Advance Housing And Support Ltd for the provision of elderly people (over 65) with learning disabilities. The tenant is responsible for providing housing for occupants and providing the services associated and comes under the supervision of Gloucestershire County Council; it is therefore a social services provision/service.	£12,627	£126,270
	<b>Gross Value of Sundry HRA Assets</b>	<b>£71,192</b>	<b>£1,150,503</b>
		<b>£257,335</b>	<b>£3,011,933</b>

<b>GENERAL FUND ASSETS TO BE TRANSFERRED TO THE HRA FUND</b>			
<b>ASSET</b>	<b>REASON FOR TRANSFER</b>	<b>PASSING RENT</b>	<b>VALUE</b>
Tramway Cottage	2 bedroom detached house set in 0.45 acre plot within Leckhampton Hill, currently occupied by a residential tenant.	n/a	£725,000
9 Grasmere Road, Hatherley, Cheltenham,	The freehold property, 9 Grasmere Road, Cheltenham was bequeathed to Cheltenham Borough Council as a residuary beneficiary of the estate of the late Eileen Mary Lawrence ('Mrs Lawrence') and has an estimated value of £170,000.	n/a	£170,000
	<b>Gross Value of All General Fund Assets</b>		<b>£895,000</b>

SUMMARY	
Gross Value of All HRA Assets	<b>£3,011,933</b>
Gross Value of All General Fund Assets	<b>£895,000</b>
Balance Required – GF to HRA	<b>£2,116,933</b>



**Peter Woodley BSc (Hons) MRICS**

Senior Surveyor: Property, Finance & Asset Management

**Cheltenham Borough Council**  
**Cabinet – 5 April 2022**  
**A Cultural Strategy for Cheltenham**

<b>Accountable member</b>	<b>Cllr. Victoria Atherstone – Cabinet Member Culture, Wellbeing &amp; Business</b>
<b>Accountable officer</b>	<b>Richard Gibson, Strategy and Engagement Manager</b>
<b>Ward(s) affected</b>	<b>All</b>
<b>Key/Significant Decision</b>	<b>No</b>
<b>Executive summary</b>	<p>In May 2019, Cabinet gave its approval for the council to work with the Cheltenham Culture Board to develop a cultural strategy and to procure external support for the development of the cultural strategy. Cabinet agreed that a strategy be developed to explore four areas for how the town can benefit from culture and creativity:</p> <ul style="list-style-type: none"> <li>• To increase the visitor economy;</li> <li>• To attract and retain young people;</li> <li>• To secure inward investment and growth opportunities; and</li> <li>• To promote social inclusion and tackling inequalities.</li> </ul> <p>Following the procurement exercise, consultants Creative Tourist were appointed and began work in January 2020.</p> <p>A series of workshops and meetings were held from Jan 2020 up to March 2020. But due to the pandemic, the work was put on hold and was picked up again in September 2020.</p> <p>A number of workshops were held throughout the Autumn and Winter to engage grass-roots organisations in the process.</p> <p>A new-look culture board had its first meeting in July 2021 and took on the responsibility of shaping the strategy through its representative structures.</p> <p>The board are now happy with the draft strategy and are keen to have the strategy endorsed by Cheltenham Borough Council before going undertaking a process of more formal consultation on the strategy.</p>
<b>Recommendations</b>	<p><b>Cabinet agrees:</b></p> <ol style="list-style-type: none"> <li><b>1. To endorse the draft strategy;</b></li> <li><b>2. To support the Cheltenham Culture Board to carry out a programme of consultation on the strategy in order that it be signed off by July 2022.</b></li> </ol>

<b>Financial implications</b>	<p>There are no financial implications from the recommendations.</p> <p>Cheltenham Borough Council continues to provide direct financial support to a wide-range of cultural organisations and once the strategy is agreed, the council will review how this funding is allocated to ensure that it is aligned as much as possible with the aims of the strategy.</p> <p><b>Contact officer: Gemma Bell</b>  <b>Head of Property, Finance and Assets (Deputy Section 151</b>  <b>e-mail: <a href="mailto:gemma.bell@cheltenham.gov.uk">gemma.bell@cheltenham.gov.uk</a></b>  <b>tel: 07341780601</b></p>
<b>Legal implications</b>	<p>There are no legal implications arising directly from the recommendations.</p> <p>It should be noted that the board is not an entity in itself and therefore will not be able to enter into contracts or apply for funding. This will need to be undertaken by CBC or Gloucestershire County Council (who are also on the board) and the relevant decision-making rules of the authority will need to be followed.</p> <p><b>Contact officer:</b>  <b>Ian Goldsmith</b>  <b>Interim Head of Law (Commercial &amp; Property)</b>  <b>Tel. 01684 272186</b></p>
<b>HR implications (including learning and organisational development)</b>	<p>There are no HR implications identified as a result of this report.</p>
<b>Property/Asset Implications</b>	<p>There are no property implications identified as a result of this report</p>
<b>Key risks</b>	<p>There are no risks currently identified with this initiative. The need for the strategy is supported by the partners of the culture board.</p>
<b>Corporate and community plan Implications</b>	<p>The strategy will help the council deliver its corporate plan key priority:</p> <ul style="list-style-type: none"> <li>• Continuing the revitalisation and improvement of our vibrant town centre and its public spaces</li> </ul> <p>The commitment to develop a cultural strategy for Cheltenham is outlined in the Council's 2019/2023 Corporate Plan</p>
<b>Environmental and climate change implications</b>	<p>The strategy identifies meeting the climate change challenge as one of the six key themes of the strategy and sets out possible actions for the board to explore including:</p> <ul style="list-style-type: none"> <li>• Unlocking the potential of arts, culture, and heritage to achieve the ambitions of Cheltenham Zero;</li> <li>• Lead transformation within their own organisations, embracing sustainable practices wherever possible;</li> <li>• Make culture and heritage available in inclusive ways, including through traditional and innovative artistic forms as well as new technologies.</li> </ul>

## 1. Background

1.1 The commitment to work with partners to develop a single cultural strategy for Cheltenham was

part of the Council's 2019/2023 Corporate Plan under the aim of 'Continuing the Revitalisation and Improvement of our vibrant Town Centre and Public Spaces'.

- 1.2** In May 2019, Cabinet gave its approval for the council to work with the shadow Cheltenham Culture Board to develop a cultural strategy and to procure external support for the development of the cultural strategy. Cabinet agreed that a strategy be developed to explore four areas for how the town can benefit from culture and creativity :
- to increase the visitor economy
  - to attract and retain young people
  - to secure inward investment and growth opportunities
  - to promote social inclusion and tackling inequalities
- 1.3** Following the procurement exercise, consultants Creative Tourist were appointed and began work in January 2020.
- 1.4** A series of workshops and meetings were held from January 2020 up to March 2020. But due to the pandemic, the work was put on hold and was picked up again in September 2020.
- 1.5** A number of workshops were held throughout the Autumn and Winter to engage grass-roots organisations in the process.
- 1.6** A new-look culture board had its first meeting in July 2021 and took on the responsibility of shaping the strategy through its representative structures.
- 1.7** The board are now happy with the draft strategy and are keen to have the strategy endorsed by Cheltenham Borough Council before undertaking a process of more formal consultation on the strategy.

## **2. The Cheltenham Culture Board**

- 2.1** Cheltenham Culture Board was set up to connect the cultural sectors together and to take on the role of producing the cultural strategy for Cheltenham and continue the work of the original shadow board.
- 2.2** Although its first meeting was only in July 2021, the new board has made significant headway in building a strong alliance across Cheltenham's cultural and creative communities and there is excitement about its role to advocate that culture and creativity should be central to the economic and social recovery of Cheltenham.
- 2.3** The board has a representative structure to ensure that the broadest span of cultural organisations is represented. The sectors that are represented include:
- Festivals
  - Visual arts
  - Heritage
  - Theatres
  - Music and performance
  - The voluntary and community sector
  - Young people
  - Diversity groups
  - Creative / cyber industries
  - Further education / higher education

- Secondary Schools

- 2.4 The board also has individual membership from the Cheltenham Trust, Cheltenham Borough Council and the libraries team at Gloucestershire County Council.
- 2.5 The board has played an instrumental role in developing the cultural strategy – working hard to ensure that as many grass-roots organisations have had the chance to input into it whilst also remaining clear about the over-arching need for the strategy as set out in para 1.2.
- 2.6 The Cheltenham Culture Board are now asking Cabinet to endorse the draft strategy and then undertake a period of more formal consultation on the strategy.

### 3. About the draft culture strategy

- 3.1 In producing the draft strategy, the board has consulted widely with cultural partners and key stakeholders across the town all of which endorsed this assessment of Cheltenham as a place with powerful cultural and heritage assets that need to be celebrated and nurtured.
- 3.2 But what also emerged from the consultations was the need for a cultural vision that requires Cheltenham to really shift gear in our approach to developing and deepening our cultural offer; establishing our town as a truly innovative creative place and destination; fostering creative expression across our town; alongside much greater community engagement.
- 3.3 The board spent time to develop a vision that is sufficiently ambitious yet reflects the very special character of Cheltenham being a place with a proud heritage background but one that is now embracing cyber as its future and where arts and culture can play a critical role linking both agendas to create exciting possibilities.
- 3.4 The board also noted that the town's motto "Salubritas et Eruditio" recognises that the town's historic success was built on the fusion of wellbeing and learning. The board are excited by its vision which entwines our heritage assets and organisations with our digital ambitions and be a place where arts, digital and heritage meet, and creative innovation happens.
- 3.5 The board's vision is
- 3.6 **Cheltenham is a vibrant place and cultural destination where the fusion of arts, digital and heritage innovation fosters creative and inclusive communities where everyone has the chance to thrive**
- 3.7 To meet this cultural vision the board has agreed six themes that provide the focus for this strategy.
- Opportunities to fuse heritage, cultural, and digital assets
  - Improving the life chances of our young people
  - Building inclusive and creative communities
  - Nurturing grass-roots creative talents and ambitions
  - Supporting visitor economy and our wider place brand
  - Meeting the climate change challenge
- 3.8 The strategy includes an assessment of current challenges and opportunities under each of the key themes and arrives at a set of potential options to explore.

#### 4. Engagement and consultation

- 4.1 As set out above, the board has undertaken a programme of engagement with cultural organisations including six workshops from late 2020 through to Spring 2021. The board has also met four times to review and progress the strategy. The board is confident that its engagement processes have led to a draft strategy that its members and the sectors that they represent are happy with.
- 4.2 But the board wishes to do more – and to carry out more formal consultation on the strategy, in particular on the following areas:
- The vision and the big ideas;
  - The board’s assessment of the challenges and opportunities;
  - The board’s suggested responses and the measures of success; and
  - Plus allowing opportunity to capture other ideas and suggestions.
- 4.3 It is intended that the draft strategy and the consultation questions will be made available on the council’s engagement platform for an 8 week period, with board members also making themselves available to attend meetings if required.
- 4.4 It is hoped that the final strategy will be ready for sign off by July 2022.

#### 5. Performance management – monitoring and review

- 5.1 The draft cultural strategy sets out some possible key performance indicators that will enable the delivery of the cultural strategy to be managed and monitored by the board. Once agreed, it is suggested that board members be available for scrutiny via Overview and Scrutiny Committee and will also present updates to all elected members via briefing and/or member seminars.

#### 6. The council’s support for culture

- 6.1 Once the strategy is agreed, it is suggested that the council carries out a review of how its funding for cultural organisations and activities is allocated to ensure that it is aligned to the new strategy wherever possible.
- 6.2 In addition, the council will work with the board to identify external funding opportunities that could support the delivery of the strategy.

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<b>Appendices</b>	1. Risk Assessment 2. Copy of working draft culture strategy for Cheltenham
<b>Background information</b>	Corporate Plan 2019/2023 <a href="https://www.cheltenham.gov.uk/info/19/corporate_priorities_and_performance/790/our_corporate_strategy">https://www.cheltenham.gov.uk/info/19/corporate_priorities_and_performance/790/our_corporate_strategy</a>

The risk			Original risk score (impact x likelihood)			Managing risk				
Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
If the council does not support the development of a cultural strategy, there is a risk that as a town we do not build on what is best about our cultural offer or make the most of national and international opportunities.	Darren Knight	28.4.19	3	3	9	Reduce	Work with the culture board and cabinet member to bring a draft strategy to cabinet for endorsement.	Apr 2022	Richard Gibson	
If the council does not support the implementation of the agreed cultural strategy, including considering how its own resources can support the strategy, there is a risk that we do not maximise the benefit from the strategy	Darren Knight	28.4.19	3	3	9	Reduce	Undertake a review of CBC resources for culture and ensure they are aligned to the new strategy	July 2022	Richard Gibson	
<p><b>Explanatory notes</b>  <b>Impact</b> – 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)  <b>Likelihood</b> – 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)  <b>Control</b> - Either: Reduce / Accept / Transfer to 3rd party / Close</p>										

# **DRAFT CULTURE STRATEGY FOR CHELTENHAM**

Draft for Cabinet 5 April 2022

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# INTRODUCTION

Cheltenham is a great place to live, work, play, and invest. Our town continues to be rated as one of the best places to live and bring up a family in the UK and is recognised for its high performing schools, its extensive cultural scene including the world-renowned Cheltenham Festivals and its stunning regency buildings.

Cheltenham offers a diverse range of leisure and cultural experiences whilst also being close to the Cotswolds, the Forest of Dean and Gloucester's historic docks. Our town is only one train stop away from the city centres of Bristol, Birmingham and Cardiff and is in close proximity to the internationally significant destinations of Stratford and Oxford

But there are also distinct and long-term embedded inequalities across the town's communities that require a specific focus. For instance, we have recognised the impact of child poverty in the town and have also recognised the challenge of ensuring that cultural provision and venues are as accessible as possible to the local community.

Looking to the future, we have an opportunity with the Golden Valley Development - the home of our cyber central development - which will bring significant investment into Cheltenham. We are excited by the potential interface between cyber and our cultural provision and we want to ensure that culture and creativity plays its part in supporting economic growth in our town.

Cheltenham Culture Board connects our cultural sectors together and has taken on the role of producing a cultural strategy for Cheltenham. Although our first meeting was only in July 2021, we have made significant headway in building a strong alliance across Cheltenham's cultural and creative communities – we are now ready to advocate that culture and creativity should be central to the economic and social recovery of Cheltenham.

In producing this strategy, we have consulted widely with cultural partners and key stakeholders across the town all of which endorsed this assessment of Cheltenham as a place with powerful cultural and heritage assets that need to be celebrated and nurtured.

But what also emerged from our consultations was the need for a cultural vision that requires Cheltenham to really shift gear in our approach to developing and deepening our cultural offer; establishing our town as a truly innovative creative place and destination; fostering creative expression across our town; alongside much greater community engagement.

Our vision is:

**Cheltenham is a vibrant place and cultural destination where the fusion of arts, digital and heritage innovation fosters creative and inclusive communities where everyone has the chance to thrive**

To meet this cultural vision we have agreed six themes that provide the focus for this strategy.

- **Opportunities to fuse heritage, cultural, and digital assets**
- **Improving the life chances of our young people**
- **Building inclusive and creative communities**
- **Nurturing grass-roots creative talents and ambitions**
- **Supporting visitor economy and our wider place brand**
- **Meeting the climate change challenge**

The strategy starts with an assessment of current challenges and opportunities under each of the key themes – this is our story of culture and creativity in Cheltenham.

# OUR STORY OF CULTURE AND CREATIVITY IN CHELTENHAM

## *Opportunities to fuse heritage, cultural, and digital assets*

In terms of heritage, Cheltenham has such rich heritage assets and a new forum, Cheltenham Heritage Network that is facilitating networking between Cheltenham's various heritage organisations.

Cheltenham also has a rich community heritage that reflects the dynamic history of the town. From working class communities associated with Cheltenham's manufacturing industries, to wealthy people who retired to Cheltenham from the colonies, and from Cheltenham's many ethnically and culturally diverse communities to the many students who choose Cheltenham as a base for their education.

It's the buildings, the green spaces, our entrepreneurial spirit and the stories our people tell that make Cheltenham special and the board is excited by the opportunity to place our heritage centre-stage when thinking about the future.

And in terms of our future, the Golden Valley Development, allied to Cheltenham's existing cultural and creative industry strengths, gives Cheltenham an opportunity to develop a distinctive culture based around digital industries, creating opportunities for cultural and commercial innovation and growth. Golden Valley, and the centrality of the culture, creative and digital sectors to the success of the development, were a constant refrain in our consultation interviews.

### **The Board should seek to lead the way in facilitating the interaction of creative, cultural, and digital innovation that builds on and celebrates our culture and heritage.**

The board recognises that Cheltenham needs to improve its performance in terms of talent attraction and retention, particularly with regard to young graduates and entrepreneurs – our vision to fuse fusion of cyber, arts and heritage gives us powerful ambition to work within and one that is both credible with local residents and appealing to the outside world. **Realising the benefits for local talent, skills development and our wider creatives industries is going to be a critical measure of success for this strategy.**

The town's motto is Salubritas et Eruditio - which recognises that the town's historic success was built on the fusion of wellbeing and learning. The board is excited by its vision which entwines our heritage assets and organisations with our digital ambitions and be a place where arts, digital and heritage meet, and creative innovation happens.

**In response, the Culture Board wants to build strong alliances across Cheltenham's arts, digital and heritage sectors and facilitate the interaction of creative, cultural, and digital innovation and co-creating the future.**

**Potential measure of success: No of collaborative projects developed and nurtured by the board**

#### **Consultation questions:**

**Do you agree with our assessment of challenges and opportunities**

**Do you agree with how the board could respond including thinking about how we measure success?**

**What other ideas have you got that we should think about?**

## **Improving the life chances of our young people**

Whilst partners acknowledged that work is being done to support cultural participation and engagement among children and young people, consultees agreed that there needs to be a big shift in the overall approach, with the emphasis being on giving them greater ownership of their creative and cultural expression, with the aim of empowering them and *'getting out of the way.'*

The cultural sector has long used the language of producing work *'with and for'* young people, but the shift called for by consultees was rather more demanding; a deeper challenge to the sector to co-produce with a wider range of young people, and facilitate new forms of cultural expression.

The cultural partners all accepted that **they will work together more strategically to move the dials on access and opportunity for young people in the town.** This in turn will require the **Culture Board be serious about the representation of young people** on the Board, and how to connect community, voluntary, education, and artistic networks in a way that fosters more focus and collaboration across partners.

**The board must also work with schools to support creative and cultural practice in local schools,** and to create more independent opportunities for young people to make, participate in, and enjoy culture, changing perceptions of Cheltenham, and retaining more local young talent in the town.

An important foundation of future success will be how we connect the taught curriculum to the town's cultural eco-system via **talent development pathways that will create much stronger learning and career pathways across Cheltenham's creative industries.**

**Strengthening the cultural offer to young people,** and Cheltenham's reputation as a truly innovative creative place and destination, is also vital if the town is to attract and retain the young talent that will shape its future. The new Minster Exchange, gives Cheltenham to change the narrative and create a dynamic cultural space where young people are central to the programming and delivery of artistic output.

**In response the Culture Board will explore opportunities to:**

**Create new opportunities for young people to more actively invent, and shape their creative and cultural aspirations**

**Ensure young people are represented on the board**

**Work with schools to support creative and cultural practice in local schools and create talent development and career pathways across Cheltenham's creative industries**

**Strengthen the cultural offer to young people by using Minster Exchange as a test-bed to put young people central to the programming and delivery of artistic output**

**Potential measures of success:**

**No of projects which are being led by young people**

**No of young people on the board**

**No of projects developed in collaboration with local schools**

**Consultation questions:**

**Do you agree with our assessment of challenges and opportunities**

**Do you agree with how the board could respond including thinking about how we measure success?**

**What other ideas have you got that we should think about?**

**Building inclusive and creative communities**

Consultation feedback requested that the board take cultural inclusivity in Cheltenham to a much higher level. And although many cultural providers are delivering programmes of long-term engagement with different communities and neighbourhoods across Cheltenham, there is acknowledgement that there isn't enough co-ordination and coherence across these efforts.

Consultees noted that progress here has been too slow, and that only **closer collaboration, coupled with a greater commitment to offer genuinely inclusive offers** and routes in, can speed up the changes required. The need is for long-term programmes of work, responding to identified local need and aspiration.

The vision here is of cultural and community organisations working closely together; pooling resources and intelligence; identifying where they can each produce the most added value; ensuring projects are inclusive, co-produced and empowering. **The board can do this developing joint commissioning and cross-over programming thereby ensuring we build opportunities for local engagement and programming that will really shift the needle on cultural inclusivity.**

Community arts spaces can be a particularly important part of community engagement efforts. As the cultural partners seek to flex more community-level innovation, and grow grass-roots cultural offers, it is important to remember that community arts spaces can engage all our communities including those who do not usually participate in the arts and enable people to enjoy a quality and diverse cultural experience.

But Cheltenham does not have the arts spaces that you would expect from a town with our cultural heritage – **the board are determined to explore how we create more community spaces for cultural and creative enrichment.**

**In response the Culture Board will explore opportunities to:**

**Drive more inclusive community engagement activities through leading closer collaboration between partners**

**Be empowering; developing joint commissioning and cross-over programming;**

**Explore opportunities for more community spaces for cultural and creative enrichment**

**Potential measure of success**

**No of community engagement projects developed and nurtured by the board**

**Consultation questions:**

**Do you agree with our assessment of challenges and opportunities**

**Do you agree with how the board could respond including thinking about how we measure success?**

**What other ideas have you got that we should think about?**

## **Nurturing grass-roots creative talents and ambitions**

*'We need to nurture and celebrate and build from local alongside the international – that is the energy and drive that we are missing, connecting these two dynamics. The board knows that Cheltenham's grassroots cultural talents can be world-class.'*

One of the biggest cultural challenges, and greatest opportunities for Cheltenham, is how to connect the 'international' and the 'local' aspects of our cultural offer and activity. At the moment, the gap between these two scales of activity was seen as too large, and in the longer term something that could hold back the full creative potential of the town.

Consultees saw huge opportunities to build bottom-up cultural offers, driven by community engagement and local talent, which would appeal to regional, national and international visitors. Also noted was the potential to do more with our twin towns and celebrate these long-standing friendship links.

**By growing the grassroots, and connecting current programming with grassroots offers would create more opportunities for local talent and progression.** For example, consultees identified how Cheltenham has the potential to punch above its weight in terms of its music offer if we connected music education in schools; its amateur music scene; our music production and cross-media opportunities at university level; to the professional talent development of musicians and music producers; through to performance at the Music, Jazz and Wychwood festivals.

The board's aim must be **to make the cultural offer more collaborative, inclusive and co-produced and work towards a year round, town-wide offer.** This would be a step change in scale and depth and would also open up opportunities for those outside formal education, especially post-16 years.

All of which requires the board **and the key partners, to acknowledge and support all layers of the local cultural eco-system**– from community arts groups, to artists' networks, and young people's DIY creative activity. Consultees were clear that there needs to be more opportunities for on-the-ground creatives, tackling barriers to making, displaying, or programming work.

**In response the Culture Board will explore opportunities to:**

**Connect commercial programming with our grassroots offers to support opportunities for local talent and progression**

**Make Cheltenham's cultural offer more collaborative, inclusive and co-produced to create a year round, town-wide offer**

**Support all layers of the local cultural eco-system**

**Potential measure of success**

**No of talent progression projects developed and nurtured by the board**

**Consultation questions:**

**Do you agree with our assessment of challenges and opportunities**

**Do you agree with how the board could respond including thinking about how we measure success?**

**What other ideas have you got that we should think about?**

## **Supporting our visitor economy and economic growth**

Whilst the effects of the pandemic have disrupted established visitor markets and patterns, all partners recognise that Cheltenham's aspiration to grow its visitor economy will be enhanced by growing the quality, diversity, reach and coherence of our cultural sector.

The positioning of Cheltenham as a cultural destination is absolutely right, but the opportunity is **to create a bigger sweet spot in terms of offers that work equally well for visitors and residents by finding the best balance of unmissable cultural provision for visitors on national and international stages with the needs of residents and the cultural opportunities they deserve.** And our response cannot be just about the town centre, but it has to be a genuine town-wide approach, that also recognises the critical role that culture can play in economic growth.

And there is an **opportunity to be creative in the spaces we use for culture**, and make more creative use of the town's parks and gardens and empty retail units.

The board is keen to identify **what can be used to help to raise awareness, build engagement and participation, generate new opportunities, and deliver revenues for the town** – and to **undertake a survey of cultural assets in the town** to support this.

To unlock greater future value from these assets for Cheltenham as a cultural hub, and cultural destination, **will require deeper cross-sectoral collaboration between arts, heritage, tourism, transport, leisure, hospitality, retail, business, education, communities, third sector and cyber partners.**

The Board will also need to test and evaluate these new activities, and use that insight to inform future programming, partnership and investment **to creatively animate the town year-round and especially at weekends and school holidays.**

**In response the Culture Board will explore opportunities to:**

**Develop a year-round programming that works equally well for visitors and residents by finding the best balance of cultural provision for visitors on national and international stages with the needs of residents – being creative in the spaces we use.**

**Undertake a survey of cultural assets in the town to identify what can be used to help to raise awareness, build engagement and participation, generate new opportunities, and deliver revenues for the town**

**Lead deeper cross-sector collaboration between arts, heritage, tourism, transport, leisure, hospitality, retail, business, education, communities, third sector and cyber partners**

**Potential measure of success**

**Progress made to achieve year round programming**

**Consultation questions:**

**Do you agree with our assessment of challenges and opportunities**

**Do you agree with how the board could respond including thinking about how we measure success?**

**What other ideas have you got that we should think about?**

## **Meeting the climate change challenge**

In 2019, Cheltenham Borough Council agreed to set an ambitious target for Cheltenham to be a carbon neutral town by 2030.

As part of this commitment, CheltenhamZero - a cross-sector collaborative partnership that brings together private sector, public sector, charities and community groups from across the borough is now working together to achieve a net zero carbon Cheltenham by 2030.

Cultural partners are committing, **via this strategy to play their part in helping the town reach this goal**. The board supports the manifesto “*Accelerating Climate Action through the Power of Arts, Culture and Heritage*” that was produced for the COP26 summit and is excited by the potential to unlock the potential of culture to tackle climate change.

*“Culture anchors people to places and to each other. It can create cohesion in ways that enable community-building and collective action. **Artists and cultural voices drive public awareness and action; their work can be a powerful tool for climate mobilisation.** Through public accessibility and trust, cultural institutions like museums and libraries provide platforms for listening to communities and hubs of multicultural and inter-generational exchange, capacity building, and knowledge-sharing.”*

**In response the Culture Board will explore opportunities to:**

**Unlock the potential of arts, culture, and heritage to achieve the ambitions of the Cheltenham Zero.**

**Lead transformation within our own organisations, embracing sustainable practices wherever possible**

**Make culture and heritage available in inclusive ways, including through traditional and innovative artistic forms as well as new technologies**

**Potential measure of success**

**No of projects developed and nurtured by the board that contribute directly / indirectly to Cheltenham zero**

**Consultation questions:**

**Do you agree with our assessment of challenges and opportunities**

**Do you agree with how the board could respond including thinking about how we measure success?**

**What other ideas have you got that we should think about?**

## OUR VISION

The board has spent time reviewing the challenges and opportunities and speaking with key stakeholders and is proposing the following vision for where we want to be in 10 years:

**Cheltenham is a vibrant place and cultural destination where the fusion of arts, digital and heritage innovation fosters creative and inclusive communities where everyone has the chance to thrive**

**Consultation questions:**

**Do you agree with our vision?**

**If not, how would you improve it?**

## OUR BIG IDEAS

The board is committing to the following big ideas to achieve our vision:

- We will forge partnerships and collaborations across the **heritage, cultural, and digital sectors**;
- We will have a particular focus on using culture and creativity to improve the life chances of our **young people**;
- We will promote equity of opportunity to help build **inclusive and creative communities**;
- We will **celebrate and nurture our community** helping them to realise their creative talents and ambitions locally and internationally;
- We will work to drive our **visitor economy** and our wider place brand; and
- We will use culture, creativity and innovation to contribute to the Cheltenham zero and work collectively to address **climate change**.

**Consultation questions:**

**Do you agree with our big ideas?**

**If not, which would you change and how?**

**Are there any big ideas that you would like to see added?**

## OUR DRAFT ACTIONS – THE LONGLIST

The board has reviewed the opportunities for action set out in the previous section to create a long-list of opportunities (see below) that it will refine and endorse through consultation, engagement and discussion. The projects fall into three categories:

- Projects that could help the board understand the cultural landscape of Cheltenham and help develop the role of the board;
- Short-term easier-win projects;
- Longer-term more ambitious projects.

## ***Understanding the cultural landscape and developing the work of the board:***

The Culture Board will explore opportunities to:

- Build strong alliances across Cheltenham's arts, digital and heritage sectors and facilitate the interaction of creative, cultural, and digital innovation and co-creating the future;
- Ensure young people are represented on the board;
- Undertake a survey of cultural assets in the town to identify what can be used to help to raise awareness, build engagement and participation, generate new opportunities, and deliver revenues for the town;
- Lead deeper cross-sector collaboration between arts, heritage, tourism, transport, leisure, hospitality, retail, business, education, communities, third sector and cyber partners Lead transformation within our own organisations, embracing sustainable practices wherever possible;
- Develop a culture board communications and engagement plan to cover off branding /messaging / delivery / use of data visualisation, plus building communication across and between organisations/individuals within Cheltenham;
- Develop a performance framework - KPIs – for each of the big ideas –what's the story / baseline and target (revisit the economic impact of culture report).

### ***Short term easier wins***

The Culture Board will explore opportunities to:

- Strengthen the cultural offer to young people by using Minster Exchange as a test-bed to put young people central to the programming and delivery of artistic output;
- Drive more inclusive community engagement activities through leading closer collaboration between partners.

### ***Longer term ambitions***

The Culture Board will explore opportunities to:

- Create new opportunities for young people to more actively invent, and shape their creative and cultural aspirations and so strengthen the cultural offer to young people;
- Work with schools to support creative and cultural practice in local schools and create talent development and career pathways across Cheltenham's creative industries;
- Be empowering; developing joint commissioning and cross-over programming;
- Explore opportunities for more community spaces for cultural and creative enrichment;
- Connect commercial programming with our grassroots offers to support opportunities for local talent and progression;
- Make Cheltenham's cultural offer more collaborative, inclusive and co-produced to create a year round, town-wide offer;
- Support all layers of the local cultural eco-system;
- Develop a year-round programming that works equally well for visitors and residents by finding the best balance of cultural provision for visitors on national and international stages with the needs of residents – being creative in the spaces we use;
- Unlock the potential of arts, culture, and heritage to achieve the ambitions of the Cheltenham Zero;
- Make culture and heritage available in inclusive ways, including through traditional and innovative artistic forms as well as new technologies.

## ACTION PLAN – LONGLIST OF OPPORTUNITIES

Theme	Big idea	Potential Opportunities	Potential measures of success
<b>Opportunities to fuse heritage, cultural, and digital assets</b>	We will forge partnerships and collaborations across the heritage, cultural, and digital sectors	<ul style="list-style-type: none"> <li>• <b>The Culture Board wants to build strong alliances across Cheltenham’s arts, digital and heritage sectors and facilitate the interaction of creative, cultural, and digital innovation and co-creating the future</b></li> </ul>	<b>No of collaborative projects developed and nurtured by the board</b>
<b>Improving the life chances of our young people</b>	We will have a particular focus on using culture and creativity to improve the life chances of our young people	<ul style="list-style-type: none"> <li>• <b>Create new opportunities for young people to more actively invent, and shape their creative and cultural aspirations</b></li> <li>• <b>Ensure young people are represented on the board</b></li> <li>• <b>Work with schools to support creative and cultural practice in local schools and create talent development and career pathways across Cheltenham’s creative industries</b></li> <li>• <b>Strengthen the cultural offer to young people by using Minster Exchange as a test-bed to put young people central to the programming and delivery of artistic output</b></li> </ul>	<p><b>No of projects which are being led by young people</b></p> <p><b>No of young people on the board</b></p> <p><b>No of projects developed in collaboration with local schools</b></p>
<b>Building inclusive and creative communities</b>	We will promote equity of opportunity to help build inclusive and creative communities	<ul style="list-style-type: none"> <li>• <b>Drive more inclusive community engagement activities through leading closer collaboration between partners</b></li> <li>• <b>Be empowering; developing joint commissioning and cross-over programming</b></li> <li>• <b>Explore opportunities for more community spaces for cultural and creative enrichment</b></li> </ul>	<b>No of community engagement projects developed and nurtured by the board</b>

<p><b>Nurturing grass-roots creative talents and ambitions</b></p>	<p>We will celebrate and nurture our community helping them to realise their creative talents and ambitions</p>	<ul style="list-style-type: none"> <li>• <b>Connect commercial programming with our grassroots offers to support opportunities for local talent and progression</b></li> <li>• <b>Make Cheltenham's cultural offer more collaborative, inclusive and co-produced to create a year round, town-wide offer</b></li> <li>• <b>Support all layers of the local cultural eco-system</b></li> </ul>	<p><b>No of talent progression projects developed and nurtured by the board</b></p>
<p><b>Supporting the visitor economy and our wider place brand</b></p>	<p>We will work to drive our visitor economy and our wider place brand</p>	<ul style="list-style-type: none"> <li>• <b>Develop a year-round programming that works equally well for visitors and residents by finding the best balance of cultural provision for visitors on national and international stages with the needs of residents – being creative in the spaces we use.</b></li> <li>• <b>Undertake a survey of cultural assets in the town to identify what can be used to help to raise awareness, build engagement and participation, generate new opportunities, and deliver revenues for the town</b></li> <li>• <b>Lead deeper cross-sector collaboration between arts, heritage, tourism, transport, leisure, hospitality, retail, business, education, communities, third sector and cyber partners</b></li> </ul>	<p><b>Progress made to achieve year round programming</b></p>
<p><b>Meeting the climate change challenge</b></p>	<p>We will use culture, creativity and innovation to contribute to the Cheltenham zero and work collectively to address climate change</p>	<ul style="list-style-type: none"> <li>• <b>Unlock the potential of arts, culture, and heritage to achieve the ambitions of the Cheltenham Zero.</b></li> <li>• <b>Lead transformation within our own organisations, embracing sustainable practices wherever possible</b></li> <li>• <b>Make culture and heritage available in inclusive ways, including through traditional and innovative artistic forms as well as new technologies</b></li> </ul>	<p><b>No of projects developed and nurtured by the board that contribute directly / indirectly to Cheltenham zero</b></p>

## APPENDIX - Introduction to the Culture board – who we are and what we hope to achieve

**Our aim** is to build a collective response to deliver the vision and aims of this Cultural Strategy:

**We will deliver our aim by:**

Building a strong alliance across Cheltenham’s cultural and creative communities to build a collective response to the vision and strengthen our capacity for innovation

Advocating whole-heartedly for culture and creativity, ensuring that they play the fullest possible role in the recovery of Cheltenham, economically and socially

Developing a shared leadership model to increase cultural ambition, and support Cheltenham’s cultural ecosystem respond to the vision and big ideas set out in this strategy.

Identifying the key risks that will prevent Cheltenham from realising our vision and work to mitigate these risks

**We are committing to:**

Develop a five-year broad implementation plan supported by annual action plans setting out how our vision will be delivered.

Develop specific objectives and measurable KPIs dependant on current needs that will allow effective progress assessment in the short, medium and long-term.

Keeping implementation under review and will produce annual reports so that it can be held to account by its stakeholders.

Developing a culture board communications and engagement plan to tell the story of culture in Cheltenham building communication across and between organisations and individuals within Cheltenham

**Who we are**

Sector	Representatives
Festivals	Anna Saunders and Ali Mawle
Visual arts	Niki Whitfield and Sarah Bowden
Heritage	Laura Kinnear and Hilary Simpson
Theatres	Paul Scott and Mark Goucher or Paul Milton
Performance	Shivan Mistry
Cross-cutting	Louise Bardgett and Sue Silcock
GCC Libraries	Jane Everiss / Curtis Fulcher
Cheltenham Trust	Laurie Bell

**Voices of the community**

<b>Sector</b>	<b>Representatives</b>
Elected VCS representative	Andy Hayes
Young person representative	TBA
Diversity groups representative	Florence Nyasamo-Thomas
CBC elected representative	Cllr. Victoria Atherstone

**Commercial / Industry**

<b>Sector</b>	<b>Representatives</b>
Creative / cyber industries	Reid Derby
Business Improvement District	Belinda Wilson
Marketing Cheltenham	David Jackson

**Education**

<b>Sector</b>	<b>Representatives</b>
FE / HE representative	TBA
Secondary Schools	David Evans Via Chelt Ed Partnership
Primary Schools	TBA Via Chelt Learning Partnership

**Facilitation / Support**

<b>Sector</b>	<b>Representatives</b>
CBC Lead Exec Director	Darren Knight
Admin support	Richard Gibson

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