



## Notice of a meeting of Overview & Scrutiny Committee

**Monday, 4 July 2022**  
**6.00 pm**  
**Council Chamber - Municipal Offices**

| Membership          |                                                                                                                                                                       |
|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Councillors:</b> | John Payne (Chair), Steve Harvey (Vice-Chair), Graham Beale, Nigel Britter, Jackie Chelin, Stephan Fifield, Tabi Joy, Louis Savage, Julian Tooke and Suzanne Williams |

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

### Important Notice

#### Filming, recording and broadcasting of council meetings

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

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

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

### Agenda

|    |  |                                                                                                                                                                                                                                                                                                       |                |
|----|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| 1. |  | <b>APOLOGIES</b>                                                                                                                                                                                                                                                                                      |                |
| 2. |  | <b>DECLARATIONS OF INTEREST</b>                                                                                                                                                                                                                                                                       |                |
| 3. |  | <b>MINUTES OF THE LAST MEETING</b><br>Minutes of meeting held on 6 <sup>th</sup> June.                                                                                                                                                                                                                | (Pages 5 - 10) |
| 4. |  | <b>PUBLIC AND MEMBER QUESTIONS, CALLS FOR ACTIONS AND PETITIONS</b>                                                                                                                                                                                                                                   |                |
| 5. |  | <b>CABINET BRIEFING</b><br>Briefing from Councillor Hay, Leader (if she has an update, or if O&S Members have questions for her)<br><br><b>Objective:</b> An update from the Cabinet on key issues for Cabinet Members which may be of interest to Overview and Scrutiny and may inform the work plan |                |
|    |  |                                                                                                                                                                                                                                                                                                       |                |

|            |         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |
|------------|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| <b>6.</b>  |         | <b>MATTERS REFERRED TO COMMITTEE</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                 |
| <b>7.</b>  | 6.05 pm | <b>SOLACE</b><br><b>Objective:</b> To update Members on the performance of this service<br><br>Bernadette Reed (Senior Environmental Health Officer),<br>Solace Police Officer and Case Officer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | (Pages 11 - 16) |
| <b>8.</b>  | 6.35 pm | <b>UBICO ANNUAL REPORT</b><br><b>Objective:</b> To consider the annual report, where Ubico are performing well, what risks are they facing and how they are mitigating them<br><br>Presentation from Karen Watson (Environmental Partnerships Manager), Cllr. Iain Dobie (Cabinet Member Waste, Recycling and Street Services)                                                                                                                                                                                                                                                                                                                                                                                                              | (Pages 17 - 32) |
| <b>9.</b>  |         | <b>FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED</b><br>The Gloucestershire Health O&S Committee, Economic Growth O&S Committee and Police and Crime Panel have not met since the last O&S meeting.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                 |
| <b>10.</b> |         | <b>UPDATES FROM SCRUTINY TASK GROUPS</b><br>Update from Scrutiny Task Group on Tackling Multiple Deprivation<br><br>Harry Mayo (Democracy Officer)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | (Pages 33 - 34) |
| <b>11.</b> |         | <b>REVIEW OF SCRUTINY WORKPLAN</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | (Pages 35 - 40) |
| <b>12.</b> |         | <b>DATE OF NEXT MEETING</b><br>1 <sup>st</sup> August 2022                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                 |
| <b>13.</b> |         | <b>LOCAL GOVERNMENT ACT 1972 - EXEMPT INFORMATION</b><br><b>The committee is recommended to approve the following resolution:-</b><br><br>“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:<br><br>Paragraph 3; Information relating to the financial or business affairs of any particular person (including the authority holding that information). |                 |
| <b>14.</b> |         | <b>EXEMPT MINUTES</b><br>Exempt minutes of 6 <sup>th</sup> June meeting.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | (Pages 41 - 42) |

|  |  |                                                                                                       |  |
|--|--|-------------------------------------------------------------------------------------------------------|--|
|  |  |                                                                                                       |  |
|  |  | Informal de-brief<br>What went well? Can we identify opportunities for improvement or training needs? |  |
|  |  |                                                                                                       |  |

**Contact Officer:** Harry Mayo, Democracy Officer,  
**Email:** [democratic.services@cheltenham.gov.uk](mailto:democratic.services@cheltenham.gov.uk)

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## Overview & Scrutiny Committee

**Monday, 6th June, 2022**

**6.00 - 7.10 pm**

| Attendees                  |                                                                                                                                                                       |
|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Councillors:</b>        | John Payne (Chair), Steve Harvey (Vice-Chair), Graham Beale, Jackie Chelin, Stephan Fifield, Louis Savage, Julian Tooke, Suzanne Williams and Glenn Andrews (Reserve) |
| <b>Also in attendance:</b> | Bev Thomas, Darren Knight, Sanjay Mistry, Mike Redman, Laura Tapping and Alex Wells                                                                                   |

## Minutes

1. **APOLOGIES**  
Apologies were received from Councillors Britter and Holliday.
2. **DECLARATIONS OF INTEREST**  
There were none.
3. **MINUTES OF THE LAST MEETING**  
Minutes of the last meeting were approved by those Members who attended, and signed as a true record.
4. **PUBLIC AND MEMBER QUESTIONS, CALLS FOR ACTIONS AND PETITIONS**  
There were none.
5. **CABINET BRIEFING**  
Councillor Jeffries (Deputy Leader) was in attendance to take any questions on behalf of the Leader. There were none.
6. **MATTERS REFERRED TO COMMITTEE**  
There were none.
7. **CLIMATE CHANGE OVERVIEW**  
Laura Tapping, Climate Emergency Programme Officer, gave a short presentation outlining the council's climate emergency plan, as set out in the discussion paper circulated to Members, and highlighting what needs to be done for Cheltenham to become a net zero council and borough by 2030. She acknowledged that there would be many challenges, that communities and individuals, as well as the council itself, would need to change their behaviour, and that a bigger team and budget would be needed to fulfil all the actions set out in the pathway published last year.

In response to Member questions, officers confirmed that:

- with regard to the selling of council assets to save carbon emissions, a huge range of things contributed to carbon emissions, and that every

service needed to review what it was doing and how, every decision needed detailed consideration of its carbon impact in order to bring about any reduction, and climate change must be the lens through which everything the council does is looked at to reach targets. New technology and the way the government is looking at the problem should help local authorities to take action. Asked whether the team was looking at hypo-situations, such as the council's move from the Municipal Offices or analysis of the energy efficiency of its services, Alex Wells, Energy Officer, confirmed that part of the reason why her role had been created was to work with the property team, and ensure that energy efficiency is always considered when looking at the property portfolio;

- as a brief explanation of heat transfer, a heat network could connect a number of buildings where excess and waste heat is produced – such as the cloud of steam over the testing facilities at Spirax Sarco – and look for ways to use this to heat other buildings. This was part of government strategy and a number of potential opportunities had been identified;
- the 'missing link' between the work of the climate emergency team and the council's green space team had recently been identified, and some baseline surveys of land would be created to understand biodiversity and where improvements could be made, such as by reducing mowing activities. Officer resource would need to be found for this. The recently-published SPD included a whole section about biodiversity, encouraging homeowners and developers to consider the green spaces around them when taking any actions;
- improving bus services was a big aim of the team, in addition to encouraging people to walk or cycle; GCC was responsible for bus provision, and there had been little scrutiny of the service, but officers hoped pressure would be put on bus companies to improve;
- the remit of the climate emergency team was to offer guidance to CBC departments rather than implement works - the Climate Emergency Action Plan (CEAP) set out actions for the team, though in some cases this simply meant designing and putting together a business case for a project. The team worked closely with other departments to help make things happen, and was currently undergoing analysis of its role and how best to get its message across to all council departments. Through the socio-environmental impact tool, they would look at the potential social and environmental impacts of any project the council is hoping to deliver, and work alongside all departments to make sure projects were as environmentally friendly as possible.
- regarding the Supplementary Planning Document (SPD), and in light of a recently refused planning application for 350 houses with no climate consideration, a statement was being developed, and it would be going to council for approval on 20<sup>th</sup> June, then publicised as widely as possible. The Planning team would undergo training to use and apply the SPD; the challenge would be in getting it embedded in the planning system and getting developers to use it.
- this was a problem nationally, with the national planning framework not keeping pace with the need for reduction of carbon emissions. Mike Redman, Director of Environment, emphasised the need for local authorities to work collectively and lobby government, and to make the SPD enforceable as policy. It was only intended to be an interim measure until national policy caught up;

- the team was already working on business cases for council buildings, such as variable speed drives at Leisure@, which would contribute to the climate target and achieve £50k saving a year for 15 years. Getting the prep right and funding in place would provide the data to take work forward;
- the CEAP remained a work in progress, taking into account public awareness, technological changes, availability of grants etc. The Director of Environment added that he sat on a climate leadership group, together with Cabinet Members from district councils, key partners, and GCC. GCC was increasingly aware of the role it needs to play, and key areas where it could have an impact – notably transport which was currently responsible for one third of all carbon emissions. The work was hugely challenging and would require lifestyle changes, which would bring additional benefits. Going forward, the county would be on board, and CBC would work alongside them, but some of the messaging would not be easy, and everyone had a role to play. The role of councillors was to explain why the proposed changes were so mission critical to the long-term health of the plant;
- in view of the complex and expensive nature of the messaging, the majority of the public did not understand how much work was going on behind the scenes, and it wouldn't be reasonable to ask people to do things the council itself wouldn't do, so communicating this message and emphasising how we could all work together to improve matters would be key. Laura Tapping confirmed that a county-wide climate co-ordinator was in post, and was proving successful in communicating between districts. Alex Wells added that technology was moving apace with brilliant new innovations – such as solar window film suitable for listed buildings – that Cheltenham would continue to seek out and implement, thus leading by example.

The Chair invited the new Cabinet Member Climate Emergency to say a few words. She thanked everyone for their congratulations on her new role, the scope and opportunities of which were enormous. Of all the portfolios, she considered hers has the biggest potential impact but also faces the biggest challenges. She praised the great team of very supportive officers, and looking forward to getting on with the job.

The Chair thanked the team for attending the meeting and giving an insight into this long-running process. He looked forward to monitoring the progress of its work going forward.

### **8. OVERVIEW AND SCRUTINY REVIEW (2020) - FOLLOW UP**

Darren Knight, Executive Director People and Change, explained for the benefit of new Members that in 2019, a company specialising in good governance was employed to review the way Overview & Scrutiny worked. It made a number of recommendations which had been implemented over the last two years, making the committee more effective, ensuring good reports, good questions and answers, and diverse agenda items. Members could further improve their effectiveness, for example through training.

There were no Member questions.

### **9. DIGITAL PLATFORM IMPLEMENTATION AND CUSTOMER ACCESS**

Darren Knight, Executive Director Place and Change, told Members that process-mapping across the council had been carried out to analyse various processes and transactions, and the data used to create a business case to invest in new customer technology which would improve customer service, allow more flexibility, ensure efficiency, and make savings. This included working with Stroud District Council, and joint procurement of the software system Netcall, which was used by one in four local authorities. He added that the plan was to start decommissioning one system – booking a bulky waste collection – in August, and would ultimately result of greater flexibility in deploying resources and better data to plan, forecast and manage demand across the council.

He emphasised that the extension of the digital platform would not exclude face-to-face meetings, but would ultimately allow officers to respond, manage and track enquiries in a more efficient way.

Sanjay Mistry, Programme Manager, added that using the technology when redesigning processes would ensure that they deliver the expected benefits, and would also improve the authority's self-sufficiency. Instead of being beholden to software suppliers, it could develop its own abilities and maximise opportunities, making it as efficient as possible and ensuring maximum return on investments. The system was bought in December, and after 12 weeks of training and implementation, the council was close to delivering the first development process which would allow it to delete the existing platform. CBC was one of three councils (together with Tewkesbury and Stroud) in the county using the technology, and would work in close partnership with the others, to share learnings and development and accelerate the roll-out. Darren Knight confirmed that this meant more could be done in-house, led by Sanjay and his team of analysts, who were experts in process mapping and process redesign.

Members thanked the officers for an interesting and detailed report. In response to Member questions, officers stated that:

- cyber security and risk were not included in the report but, having seen the impact on other councils, were at the forefront of all thinking. Officers would be happy to pick this up offline or in exempt session, and go through all the details in terms of monitoring and how the council would react if there was an issue and it couldn't use technology for a period of time;
- to ensure the design not only looked good and provided flows and utility needs but was actually intuitive and engaging for real users, the plan was to set up a resident group which would come and test the technology in an observational setting, so any frustrations with the system could be corrected. The group would be as diverse as possible;
- once a process was set up and running, it would always need ongoing maintenance and review, and officers were working to build the capacity and capability of the team to ensure this, and they were currently advertising for a business analyst. To ensure continuous improvement as technology moves forwards, the team would work closely with service managers, keep track on latest developments in technology, and keep looking for opportunities to refine and improve the processes;



- Engage software was an insightful and intuitive system which would be used to map any changes in the process, model the impact of any change with regard to cost and efficiency;

The Chair added that the council had clearly invested heavily in Netcall, justified in the report by the resultant single resident record and 'one stop shop' experience for residents. He wondered whether the new system integrated with Clearview, now or in the future, which currently monitors all aspects of the council's work. Darren Knight said that these two systems were not integrated - priority at the moment was integration with Yotta, the in-cab technology system used by UBICO – but at some point in the future the data from Netcall call would be fed into Clearview to update performance indicators. Sanjay Mistry added that the single customer record was pivotal, and the council was looking to launch a self-service portal whereby customers can monitor their own interaction with the council at any time to suit them. The Revenues and Benefits team carried out a successful update a couple of years ago, using Netcall as a gateway to the website. Officers confirmed that the system had inbuilt GDPR compliance, and anyone could remove themselves at any time.

The Chair thanked officers for their input.

### **10. FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED**

Councillor McCloskey's report had been circulated. He pointed out to Members that, in view of the large council tax contribution that the county received from Cheltenham Borough, it was fundamentally important that borough councillors and officers knew what it happening at county level. He was be happy to take questions, or be contacted separately.

Members thanked him for his helpful report.

### **11. REVIEW OF SCRUTINY WORKPLAN**

The Chair explained for new Members that this was a standing item on the agenda and could be reviewed at leisure. The workplan set out what it was felt should be considered at the next meeting, but was not set in stone. Members were welcome to email him or Democratic Services to make changes.

### **12. DATE OF NEXT MEETING**

4<sup>th</sup> July 2022.

### **13. LOCAL GOVERNMENT ACT 1972 - EXEMPT INFORMATION**

Members resolved to move into exempt session.

### **14. END OF YEAR PERFORMANCE REVIEW**

Darren Knight, Executive Director People and Change, introduced his report and invited Members to consider whether they wanted further information. The Chair suggested debating this at the Chairs' meeting, and taking it forward from there, if Members were comfortable with that.

### **15. EXEMPT MINUTES**

The exempt minutes of the previous meeting were approved by those Members who attended, and signed as a true record.

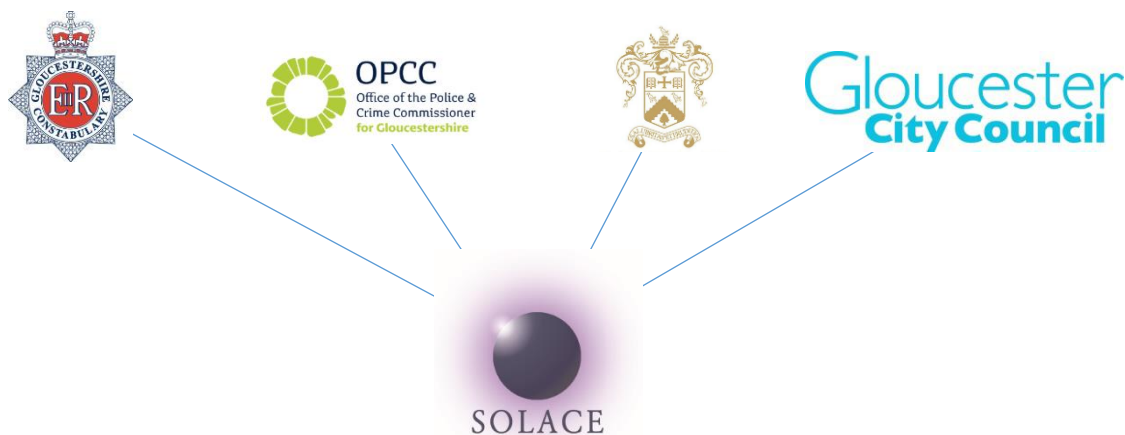
John Payne  
**Chairman**

# ***Information / Discussion Paper***

## **Cheltenham Borough Council**

### **Overview and Scrutiny Committee – 4<sup>th</sup> July 2022**

#### **Solace**



This note contains the information to keep Members informed of matters relating to the work of the Committee, but where no decisions from Members are needed.

#### **1. Why has this come to scrutiny?**

This information paper:

- Explains the structure and objectives of Solace.
- Gives an overview of performance over the past year.
- Identifies opportunities for improvement.

#### **2. Summary of the issue and evidence/information**

##### **Background (for existing and new Members):**

Solace is a multi-agency team operating across Cheltenham and Gloucester. The aim of Solace is to reduce repeat incidents and victims of anti-social behaviour by providing a consistent partnership approach. Cheltenham Borough Council signed up to the Partnership in 2018 as a 3-year commitment.

This agreement was extended during Covid and on 3<sup>rd</sup> February 2022, an extraordinary Governance Board was convened to establish the future of Solace in light of the end of the original agreement. Each Partner agreed to a permanent arrangement and pledged their ongoing commitment to reducing ASB. The current Solace structure and accountabilities are shown below:

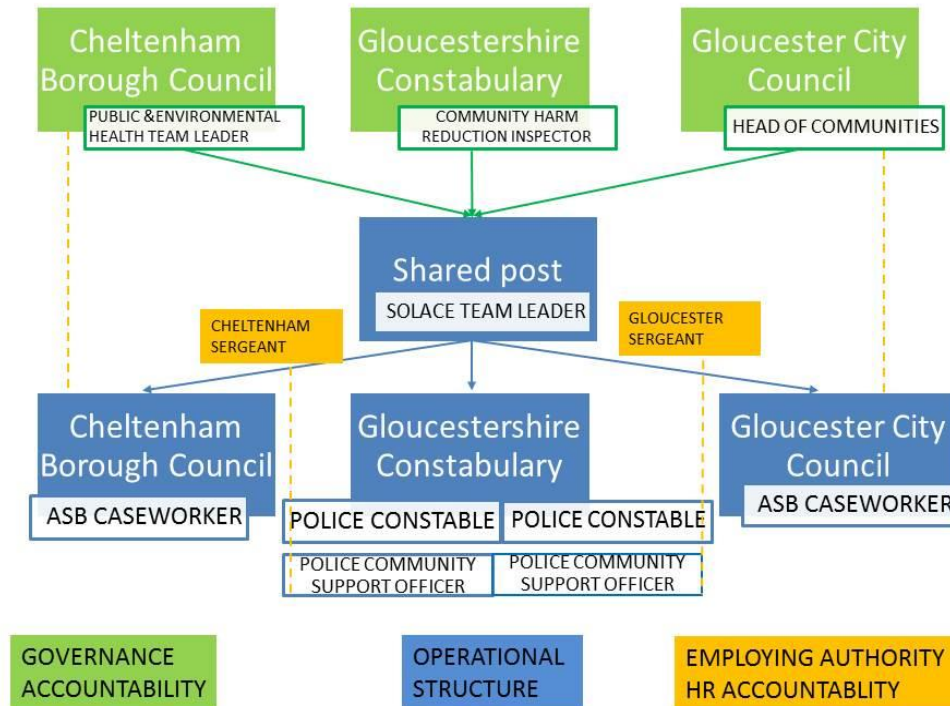


Fig. 1 Solace Structure and Accountabilities 2022

In each Council, there is a Case Officer (employed by the respective District Council), a Police Constable (PC) and a Police Community Support Officer, (PCSO). The PC and the PCSO are seconded into Solace from Gloucestershire Constabulary.

There is an overarching Team Leader, (employed by Gloucester City Council) who oversees both teams and links in with management at each agency. The Team Leader post is jointly funded by Gloucestershire Constabulary, The Office for the Police and Crime Commission, Gloucester City Council and Cheltenham Borough Council. This Team Leader post is vacant at the time of writing this briefing but it is expected that this role will be filled imminently as the recruitment process is in progress.

Within Cheltenham Borough Council Solace is embedded within the Public Protection Team, closely aligned to the Neighbourhood Team and the Environmental Protection Team, thus giving close working relationships with other Council Officers who deal with lower level ASB and statutory nuisance.

## The work of Solace:

Solace accepts cases of Anti-social behaviour based on the following 5 priorities:

1. Anti-social behaviour assessed as high risk to the victim and/or having a high impact upon the community risk assessment ASB

2. Partnership priorities as agreed between Gloucestershire Constabulary, Gloucester City Council and Cheltenham Borough Council, which require a multi-agency response as identified
3. Support for cases where urgent civil action is required (e.g. closure orders)
4. Anti-social behaviour assessed as medium risk that would;
  - Benefit from a multi-agency response, and/or
  - Has a significant potential to escalate
5. Support for all other cases where civil enforcement action is being considered (e.g. criminal behaviour orders and civil injunction)

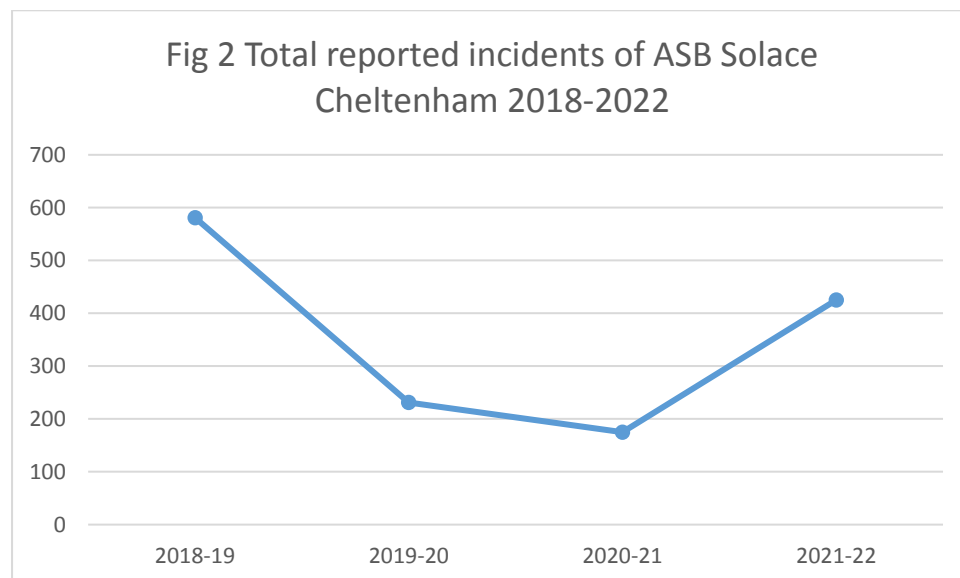
Where complaints of ASB do not meet the priorities for Solace, as set above, one of the following is undertaken as appropriate:

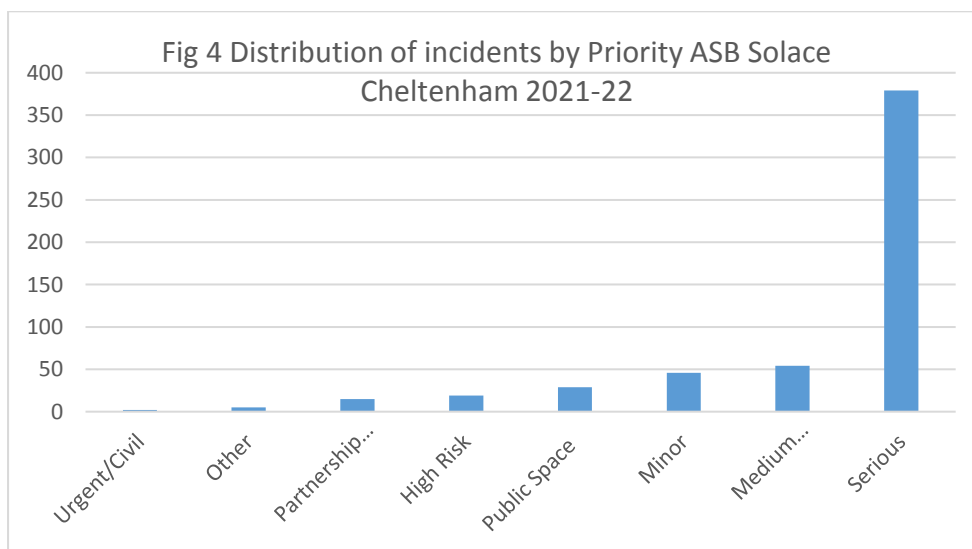
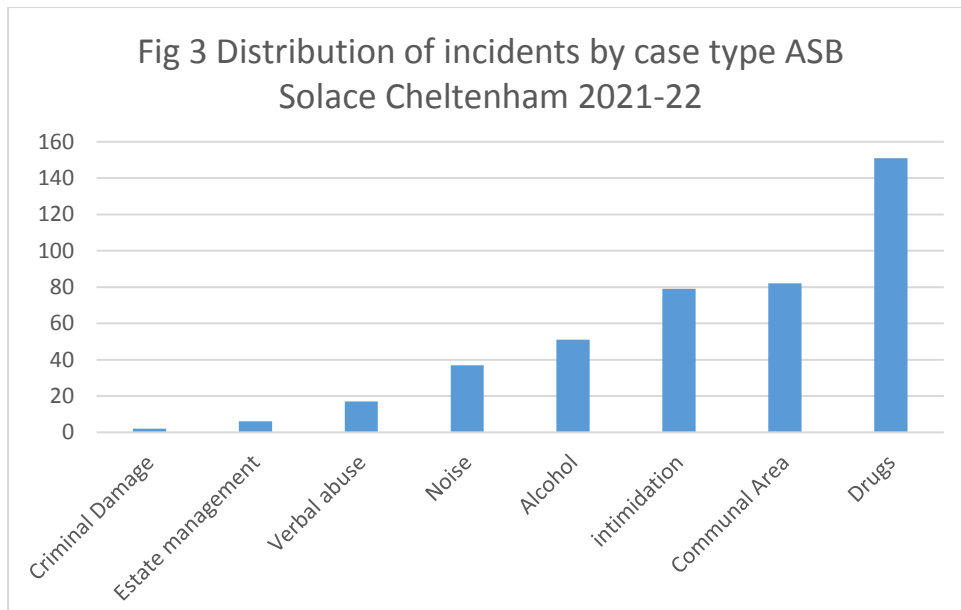
1. Provision of advice from a member of Solace and the complaint recorded for information only.
2. Complaint passed to another team to investigate e.g. other council teams e.g. a Neighbourhood Officer, Environmental Health Officer, Cheltenham Borough Homes, Housing Provider, Police

### Key figures:

Solace use their own information management system the 'Hub' where cases, incidents and actions are logged. One case may be associated with more than 1 incidence. All Solace and nominated administrative staff have access to this system.

The number of incidents dealt with by Cheltenham Solace are shown below.





### Use of powers:

The Anti-social Behaviour, Crime and Policing Act 2014 gives a range of flexible powers to Officers to tackle different forms of ASB. This ensures the best outcome for victims. All powers are subject to specific legal tests and safeguards. Solace Officers follow the 'engage, support, enforce' process. Enforcement is only carried out where there is persistent and continuing ASB and where a person has refused to engage with all offers of support to address the root cause of their behaviour. Those used by Solace in 2021-22 are shown in Table 1 below.

| Table 1 Outcomes by type ASB Solace Cheltenham 2021-22 |     |
|--------------------------------------------------------|-----|
|                                                        |     |
| Advice/Engagement                                      | 314 |
| Civil Injunction                                       | 21  |
| Breach of Order                                        | 11  |
| Closure Order                                          | 4   |
| Community Protection Notice/Warning                    | 2   |
| ASB case review (community trigger)                    | 1   |

### **Civil Injunctions:**

The injunction can offer fast and effective protection for victims and communities and set a clear standard of behaviour for perpetrators, stopping the person's behaviour from escalating. They have been used successfully in Cheltenham to prevent individuals engaging in conduct which causes harm, alarm, or distress to members of the public and prohibiting them from entering certain areas.

### **Closure Order:**

This allows the police or council to quickly close premises which are being used, or likely to be used, to commit nuisance or disorder and have been used successfully in Cheltenham.

### **Community Protection Notice/Warning Notice:**

The Notice aims to stop a person aged 16 or over, business or organisation committing anti-social behaviour which spoils the community's quality of life.

### **ASB case Review:**

This gives victims and communities the right to request a review of their case where a local threshold is met, and to bring agencies together to take a joined up, problem-solving approach to find a solution for the victim.

### **Key Solace Partnership Meetings:**

Street People Meeting - Monthly  
 Day Safe Meeting – weekly  
 Cheltenham Supervisors Connectivity Meeting – Bi-weekly  
 Community Partnership Meeting - quarterly  
 Complex Cell Meeting Bi-weekly

### **Development Opportunities:**

There are a number of successful case studies available and positive feedback about the work of the Team from partner organisations. It is the work of Solace and their willingness to tackle high profile ASB that has improved the lives of individuals and communities in Cheltenham.

Due to success of Solace in Cheltenham and Gloucester, other Gloucestershire Districts have expressed an interest in joining the partnership. Initial meetings and presentations have taken place and this is being taken to Governance Board for consideration.

**Data:**

Members are invited to suggest any additional reporting data they would like to be updated on.

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|                          |                                                                                                                                                                  |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Background Papers</b> | N/A                                                                                                                                                              |
| <b>Contact Officer</b>   | Bernadette Reed, Interim Public and Environmental Health Team Leader<br><a href="mailto:bernadette.reed@cheltenham.gov.uk">bernadette.reed@cheltenham.gov.uk</a> |
| <b>Accountability</b>    | Councillor Flo Clucas, Cabinet Member Safety and Communities                                                                                                     |



# Ubico Annual Report

## April 2021 to March 2022



# Executive Summary

2021 to 2022 brought many challenges to country as the government tried to steer the country out of the pandemic. These challenges were equally matched at a smaller level within the CBC contract, as we felt the knock on effects of the government's various decisions such as work colleagues having to self isolate which affected the operational teams daily planning on a regular basis as they did not know who was going to be walking through the gate from one day to the next. I am however pleased to say that despite this the CBC contract did operate as normal throughout the pandemic, ensuring that CBC met all of their waste and recycling statutory obligations and continued delivering an exemplary service to the residents of Cheltenham in these challenging times.

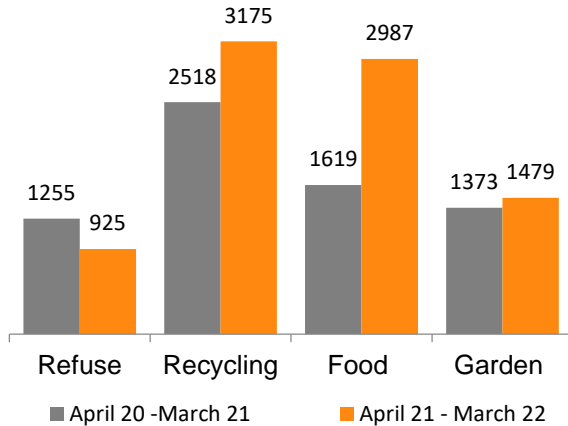
We then faced a challenge of a different kind, the national shortage of drivers. Working in partnership with the CBC client team were able to identify at an early stage some simple yet logical solutions to the issue that faced the country as a whole. The CBC client officer backed the business case to introduce a drivers supplement that made the salaries competitive with other similar roles at external companies meaning that we were able to keep hold of the majority of our LGV drivers. CBC also backed Ubico financially by making extra monies available for us to be able to upskill loaders into the role of LGV drivers. I am pleased to report that 5 loaders took this opportunity and are currently now LGV drivers on the contract.

The contract also saw some major changes in the management team as we have appointed two new operations managers. The grounds maintenance operation had an internal restructure that provided both succession planning, and has helped with the development of the current staff as we have been able to identify staff to obtain formal qualifications through the apprentice route.

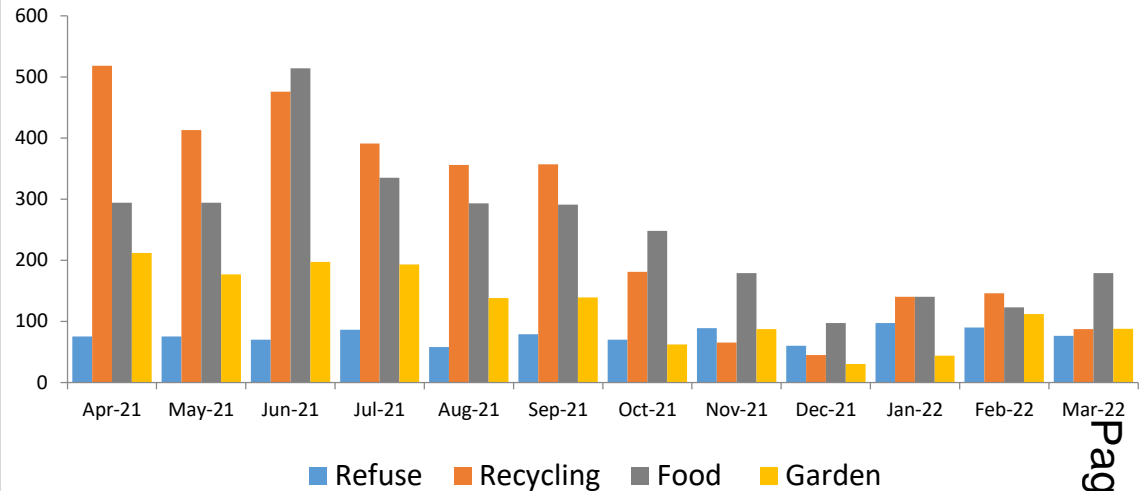
This year the contract is in the process of introducing in cab technology to help identify and streamline current processes used by both Ubico and CBC, it is an exciting project that will only further improve the contract and its future ability to succeed.

# Deliver Quality Missed Collections

Number of Missed Collections per waste stream



Monthly reported missed collections



## Recycling collection:

In total the missed recycling collections has increased this peaked in Apr 2021, we have seen a reduction from Sept 2021, this trend has continued into 2022.

## Refuse collection:

Refuse missed bin collections have dropped in the year by over 25%.

## Garden waste collection:

Garden waste missed collections have slightly increased from last year. First quarter of last year numbers were high due to absenteeism, reliance on agency staff and familiarisation of new staff. We have seen these numbers improve month on month.

## Food waste collection:

Food waste missed collections overall have increased year on year. Three months last year there was a high volume of missed bins as agency and new Ubico staff bedded in. We have since seen an improvement in these numbers.

# **Deliver Quality Collections    April 2021 - March 2022**

**Total collections: 6,699,132**

**Total missed collections: 5,331**

**Target: 99%**

**Collection Accuracy: 99.92%**

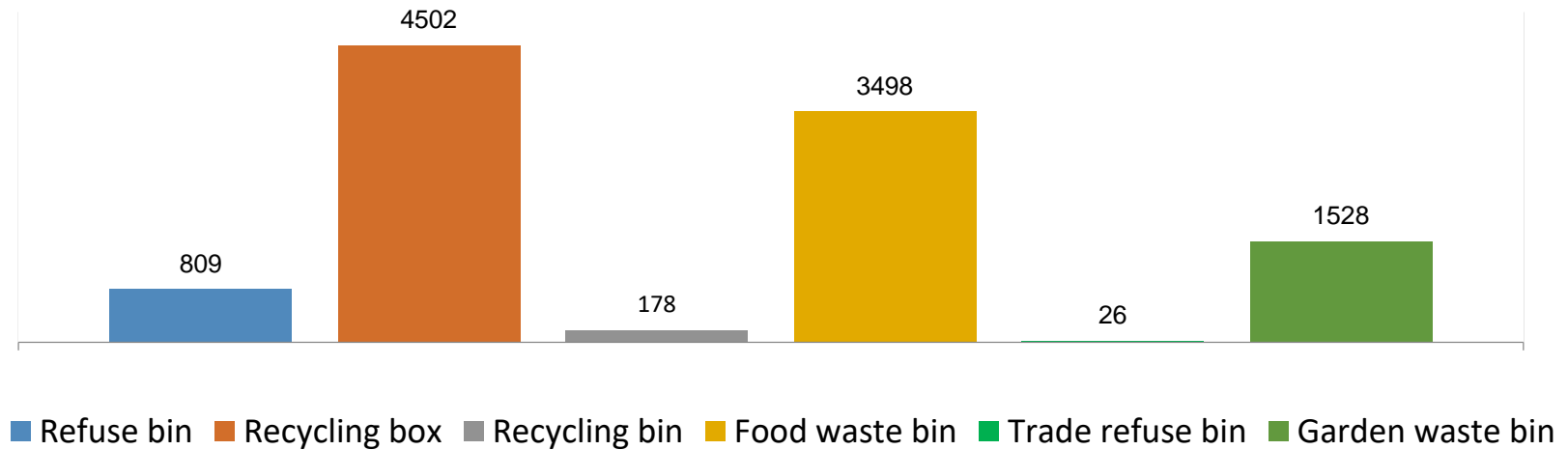
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Ubico have achieved the desired target of collections for the year we will continue to improve this accuracy and can only envisage a further improvement with the introduction of In cab technology.

**ubico**

# Deliver Quality Bin Requests

Number of Bins Requested



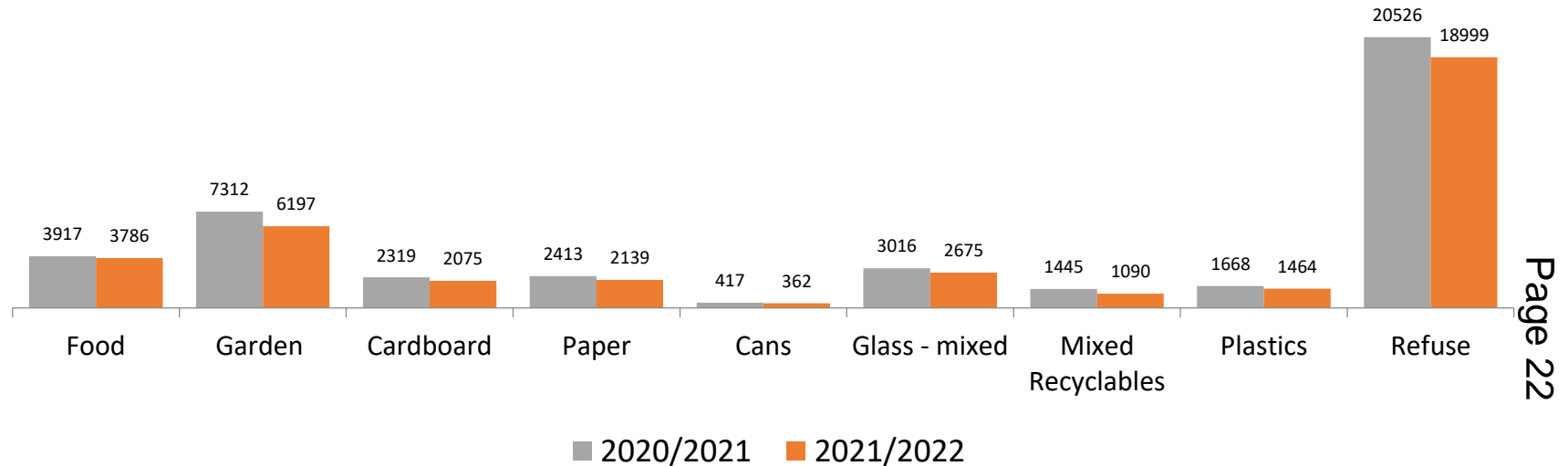
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Due to the excellent kerbside recycling service offered by CBC in partnership with Ubico we continue to see a large volume of requests for recycling boxes and food waste bins.

ubico

# Deliver Quality Tonnages

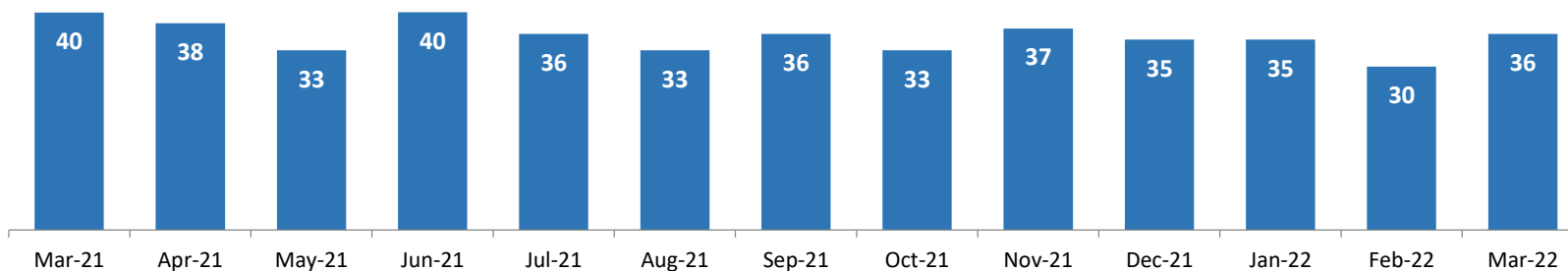
Yearly tonnage by Waste Stream - kerbside



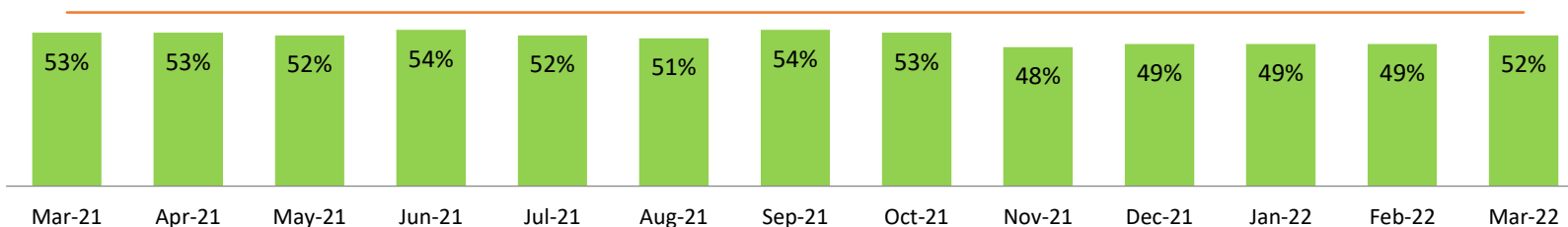
There has been a reduction across all waste streams in tonnages presented kerbside. The national drive to be more sustainable and create less waste is having an effect on these figures as many manufacturers continue to invest in less packaging therefore creating less waste.

# Deliver Quality Household Waste

NI 191 (kg) Residual household waste per Head of Population by month



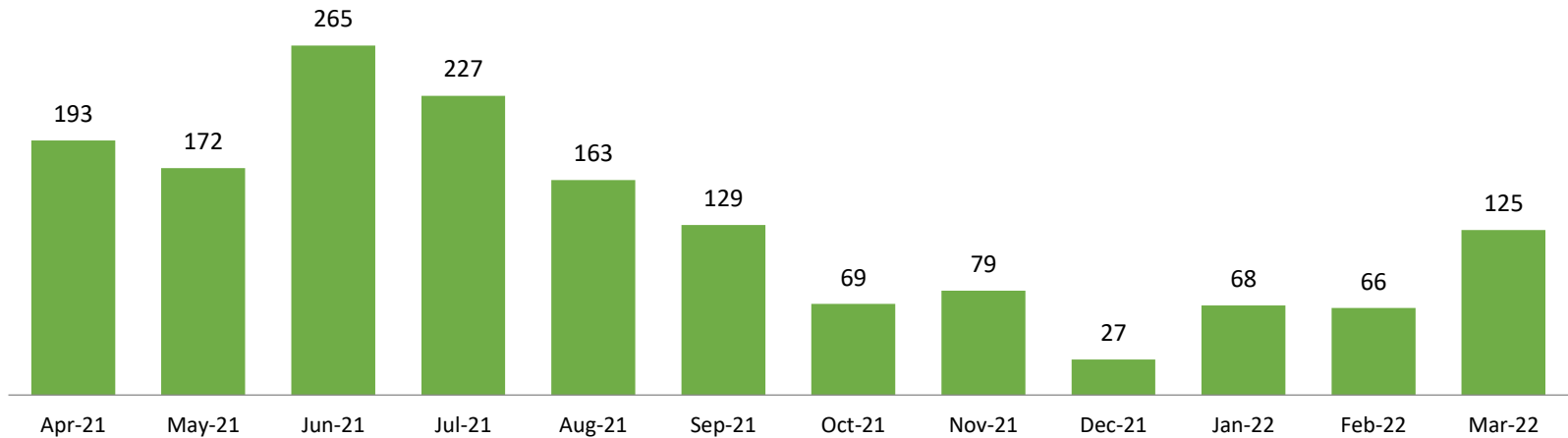
NI 192 (%) Household waste reused, recycled and composted by month



Target = 60%

# Deliver Quality New Garden Waste Subscriptions

Number of New Garden Waste subscriptions



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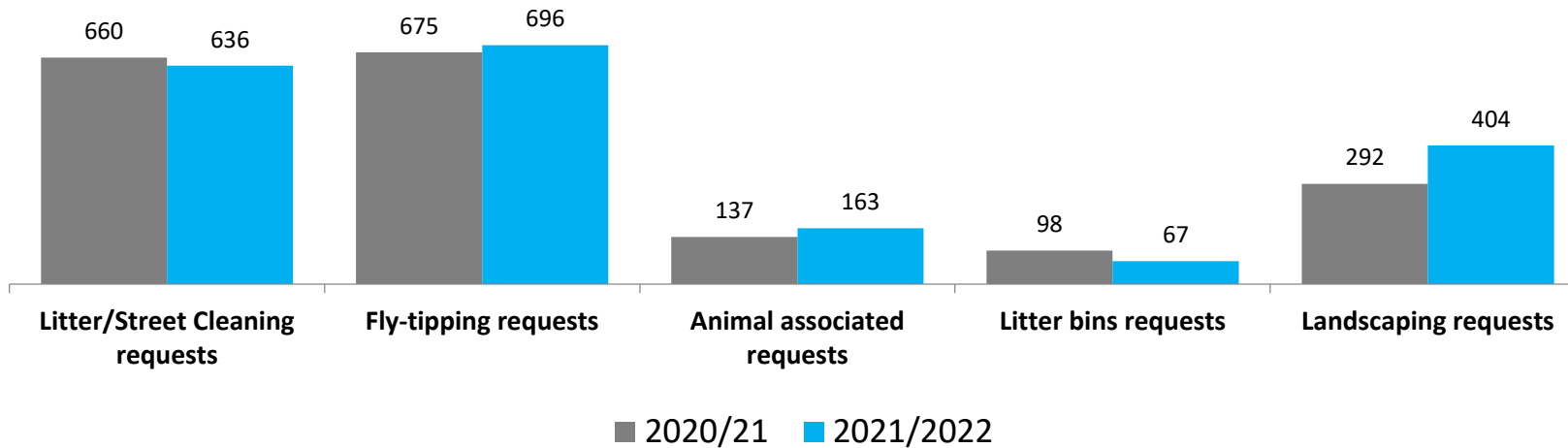
Garden waste bins subscriptions have seen the annual trend as expected with over 1500 new subscriptions.



# Care for our Environment

## Grounds Maintenance Requests

Number of Grounds Maintenance Associated Requests

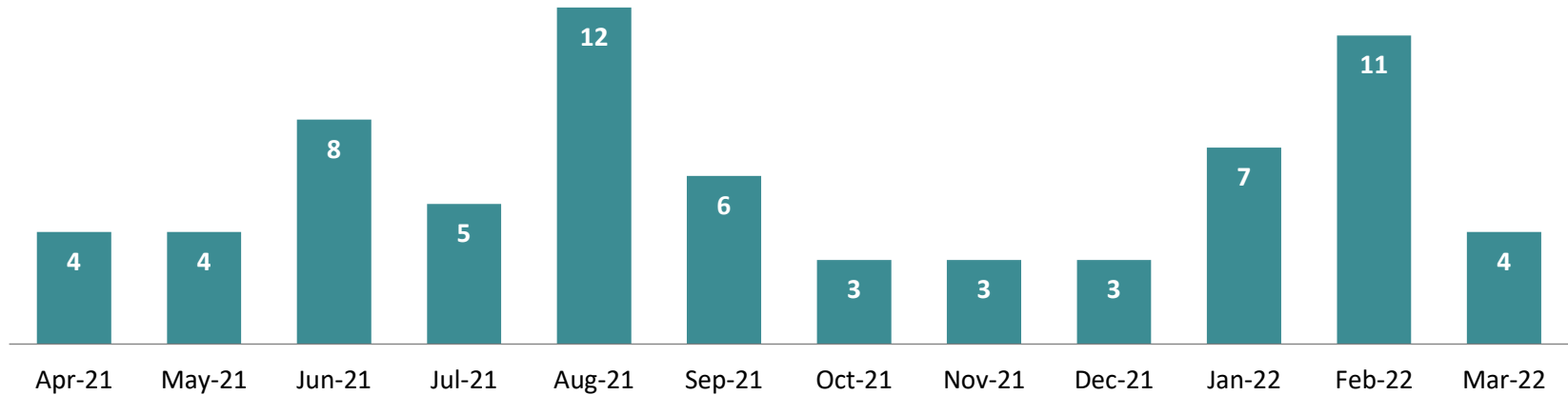


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Over the last year we have seen an increase in requests for fly tipping, landscaping requests and animal associated requests. The Ubico team in partnership with CBC have managed to complete these requests.

# Be Safe Overweight

Number of Overweight Tickets

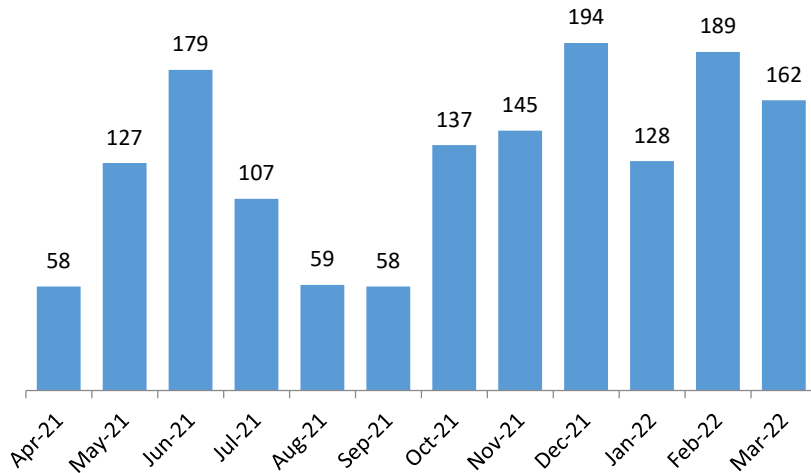


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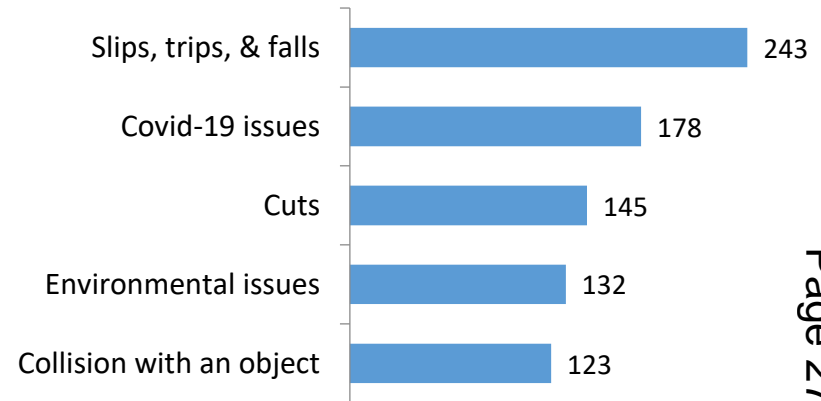
Overweight tickets have continued in small numbers, Ubico staff are retrained and monitored following any of these incidents so that the company remains compliant.

# Be Safe Safety Concern Reporting

**Reported Safety Concerns**



**Reported Safety Concerns  
Top 5 by Incident Categories**

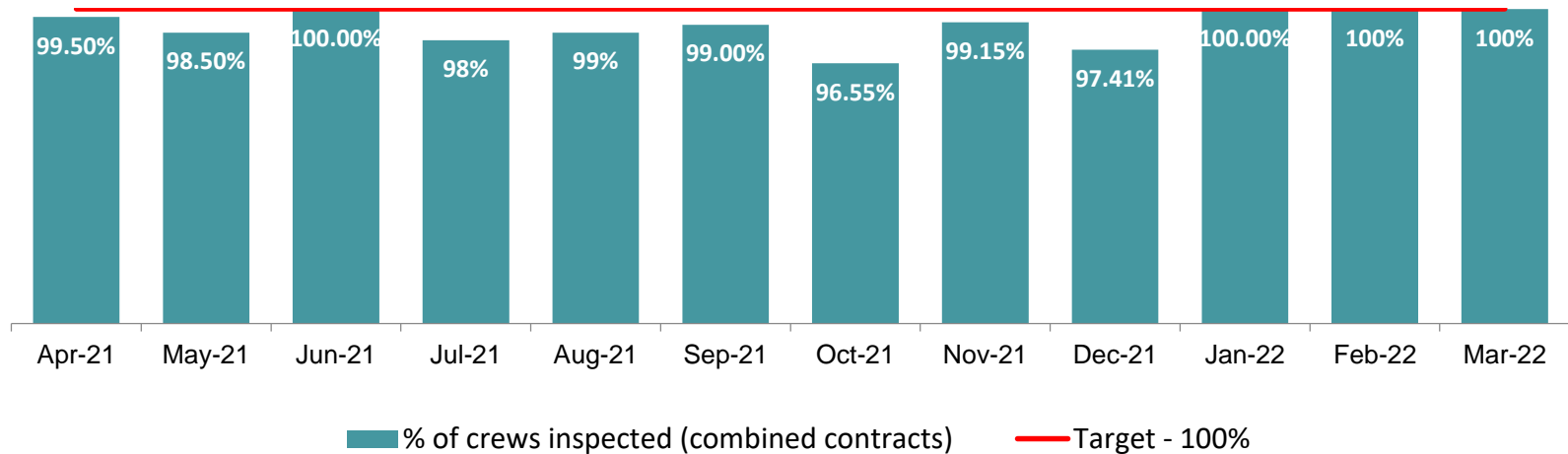


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Safety concerns have continued to be reported in strong numbers, Ubico actively encourage reporting of concerns to allow the business to resolve potential issues before they become a problem.

# Be Safe Crew Inspections

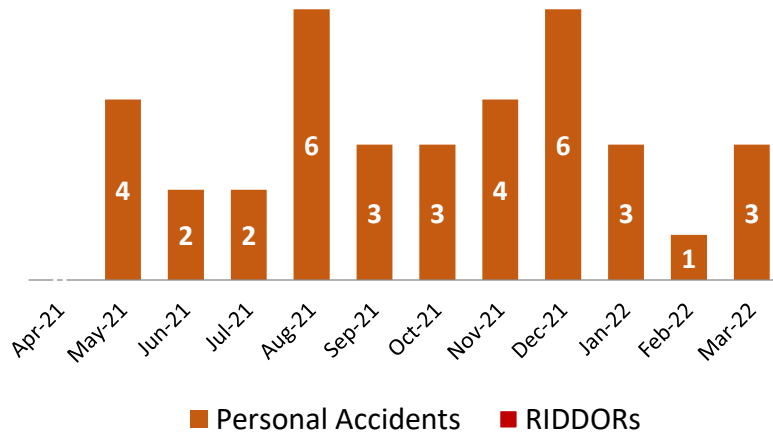
Percentage of Crew Inspections carried out each month (combined contracts)



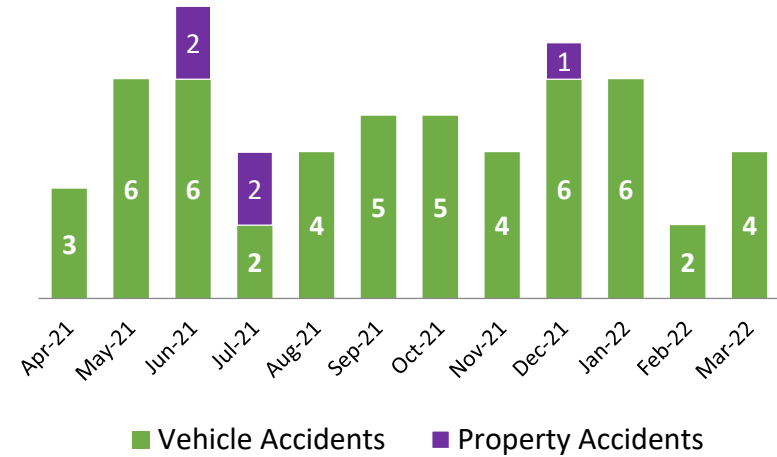
Ubico Cheltenham have seen a few dips in achieving the 100% inspections rate over the year. We have started 2022 with full compliance and this will continue into 2022/23.

# Be Safe Accidents

Personal Accidents and RIDDORs



Vehicle and Property Accidents



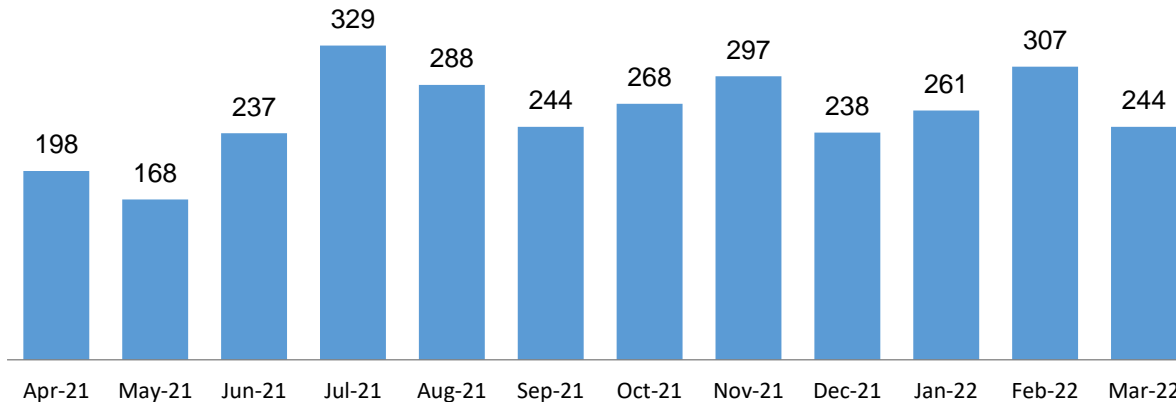
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There have been no RIDDORs reported in the year and we have seen no peaks in accident reporting. With re training and following the procedures in place we continue to review and retrain employees to reduce the risk of accidents or incidents.

# Absence Cheltenham Contract

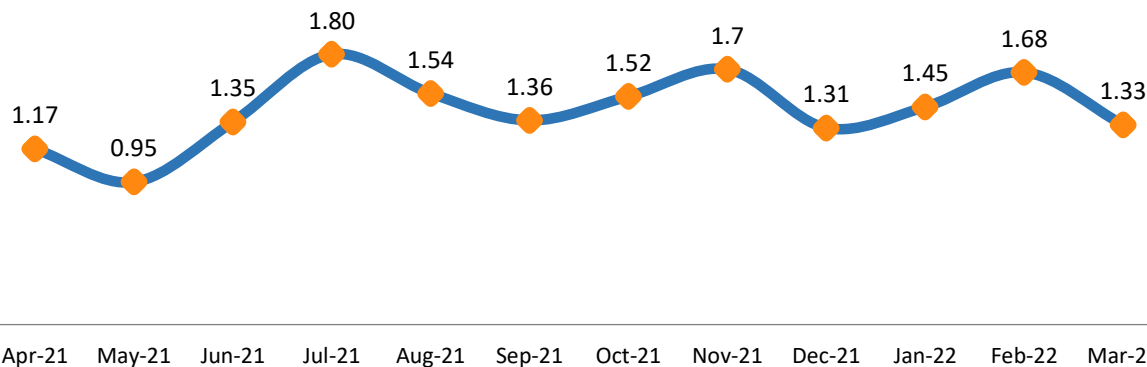


**Absence Trend: working days lost**



Through the pandemic absenteeism increased as the country came to terms with the rules of isolation. We are still feeling these affects as employees are still staying away from work if they have cold like symptoms.

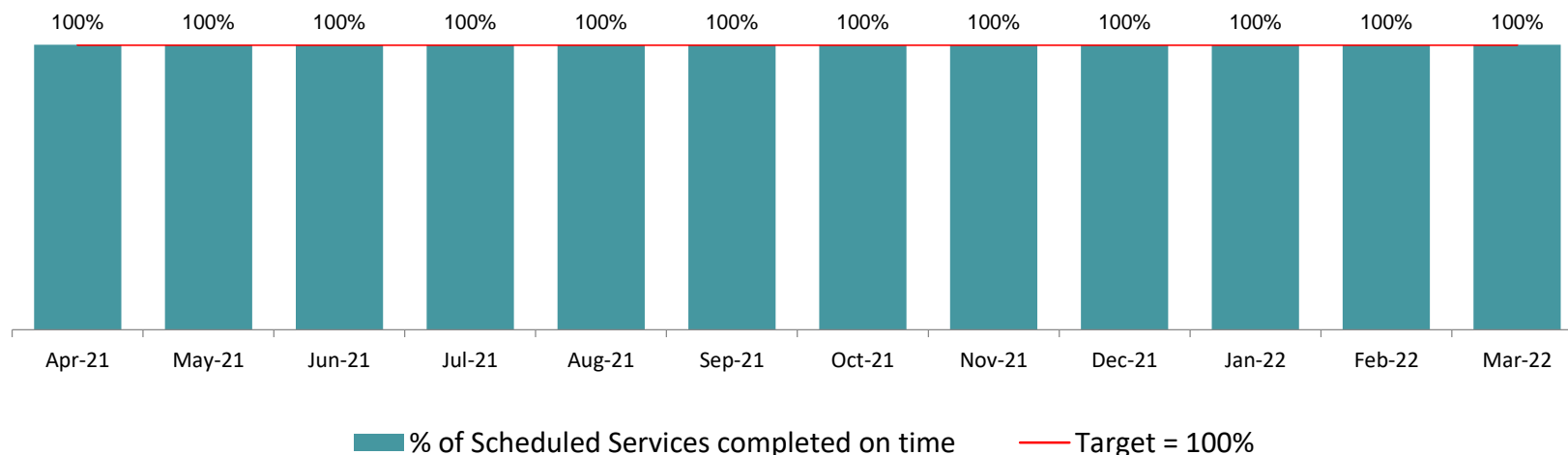
**Average number of working days lost per month per full time employee**



# Deliver Quality Fleet

- Traffic Commissioner / DVSA Rating for 2021/2022: **Green**
- Compliance Audit Score: **91.53%** (average, combined contracts)

**Fleet Management**  
% of scheduled services completed on time



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- Cheltenham have maintained the 100% scheduled services throughout the year. Keeping Cheltenham Ubico with a green DVSA score.

# Cheltenham Projects

- Kerbside collection round optimisation - *in progress*
- Implement and review changes to *Street Cleansing* and *Grounds Maintenance* - *in progress*
- Implement *In-Cab* technology - *in progress*
- Mobilise direct delivery of *Trade Waste* to Javelin Park - *Completed*
- Communal property audit of recycling and refuse rounds - *in progress*
- Explore potential for greater service integration with Tewkesbury to deliver operational efficiency and improvements on collection rounds, *Trade Waste*, *Streets* and *Grounds* services - *in progress*



## **Overview and Scrutiny, 4<sup>th</sup> July**

### **Update from Scrutiny Task Group – Tackling Multiple Deprivation (as of 23<sup>rd</sup> June)**

Councillors were contacted on the 26<sup>th</sup> May and again on the 15<sup>th</sup> June regarding their availability and willingness to take part in the Scrutiny Task Group on Tackling Multiple Deprivation.

All non-executive Members were eligible to put themselves forward for the group, with only Cabinet Members being ineligible since the STG is an arm of scrutiny.

Nine Members registered their interest in taking part, representing all four political groups on the council. This will be cut down to the standard STG membership of 4 or 5, retaining political balance if possible. The nine available Members have been contacted to establish who from each political group will sit on the task group.

The group's induction meeting will be organised as soon as possible, and will ideally take place in July. As the group is not a decision-making body, this meeting can either take place in person or virtually, depending on Members' preferences.

At the induction meeting, Members will finalise the One Page Strategy, decide how many times the task group will meet, what exactly each meeting will cover, and which individuals and bodies may be invited to address the group.

**Harry Mayo (Democracy Officer)**

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| Item                                           | Objective                                                                                                                                                            | What is required?              | Author/presenter                                                                                                                                                |
|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Monday 4 July 2022 (deadline: 22 June)         |                                                                                                                                                                      |                                |                                                                                                                                                                 |
| Solace                                         | To update Members on the performance of this service                                                                                                                 | Discussion paper               | Bernadette Reed (Senior Environmental Health Officer), Solace Police Officer and Case Officer                                                                   |
| UBICO annual report                            | To consider the annual report, where Ubico are performing well, what risks are they facing and how they are mitigating them                                          | Annual report                  | Karen Watson (Environmental Partnerships Manager), Rob Heath and Marvin Langston (UBICO), Cllr. Iain Dobie (Cabinet Member Waste Recycling and Street Services) |
| Monday 1 August 2022 (deadline: 20 July)       |                                                                                                                                                                      |                                |                                                                                                                                                                 |
| Air Quality Management Plan and general update | Update on the AQMA's progress                                                                                                                                        | Discussion paper               | Gareth Jones (Senior Environmental Health Officer), Louis Krog (Head of Public Protection and DEPLO), <b>GCC representative?</b>                                |
| Business continuity                            | To consider the robustness of CBC business continuity arrangements in the event of a cyber incident, and update the cyber business continuity plan ( <b>EXEMPT</b> ) | Discussion paper/FAQ responses | Darren Knight (Executive Director People and Change), Ann Wolstencroft (Program Manager, HR), John Chorlton (Chief Technology Officer, Publica)                 |
| Counter Fraud Unit Partnership                 | Performance review, data and analysis ( <b>EXEMPT</b> )                                                                                                              | Discussion paper               | Emma Cathcart (Head of Service, Counter Fraud Unit)                                                                                                             |
| SWAP (South West Audit Partnership)            | Performance review, data and analysis ( <b>EXEMPT</b> )                                                                                                              | Discussion paper               | David Hill (Chief Executive, SWAP)                                                                                                                              |
| Monday 5 September 2022 (deadline: 24 August)  |                                                                                                                                                                      |                                |                                                                                                                                                                 |

# Overview and Scrutiny Committee work plan – 2022

|                                               |                                                                                                                                                                                                  |                                    |                                                                                          |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|------------------------------------------------------------------------------------------|
| Police and Crime Commissioner Annual Report   | Consider the PCC's annual report                                                                                                                                                                 | Report                             | Chris Nelson (Gloucestershire Police and Crime Commissioner)                             |
| Social Housing White Paper                    | What preparation is being done to ensure compliance with reference risks? Has self-assessment against this been undertaken?                                                                      | Discussion paper                   | Martin Stacy (Lead Commissioner – Housing Services)                                      |
| CBH responsive repairs service                | What is working well and not so well, plans to improve and how value for money is demonstrated, with benchmarking with the social housing sector                                                 | Discussion paper                   | Steve Slater, Emma Wall, Stafford Cruse                                                  |
| Annual report                                 | Approval of the 2021/22 O&S Annual Report ahead of October Council                                                                                                                               | Report                             | Harry Mayo (Democracy Officer)                                                           |
| Monday 3 October 2022 (deadline 21 September) |                                                                                                                                                                                                  |                                    |                                                                                          |
| Publica annual report                         | Consider annual report: where is performance good/need improving and where are they with the CT recommendations?                                                                                 | Annual report and discussion paper | Jan Britton (Managing Director), Sally Walker (Chair)                                    |
| Golden Valley                                 | Detailed look at the finances and outcomes of a particular aspect of the project<br><b>(EXEMPT)</b>                                                                                              | Discussion paper                   | Paul Minnis, Paul Jones                                                                  |
| Monday 31 October 2022 (deadline 19 October)  |                                                                                                                                                                                                  |                                    |                                                                                          |
| Building Control                              | Performance review <b>(EXEMPT)</b>                                                                                                                                                               | Discussion paper                   | Ian Smith (Building Control Manager)                                                     |
| Municipal Offices                             | Update on progress with the Municipal Offices<br><b>(EXEMPT)</b>                                                                                                                                 | Discussion paper                   | Emma Morgan (Project Manager), Paul Jones (ED Finance and Assets)                        |
| Monday 16 January 2023 (deadline 4 January)   |                                                                                                                                                                                                  |                                    |                                                                                          |
| Gloucestershire Airport                       | Following on from <a href="#">28<sup>th</sup> March GCC meeting</a> : looking at GAL's financial sustainability, both in relation to recent improvements and in the long term<br><b>(EXEMPT)</b> | Discussion paper                   | Karen Taylor (Managing Director), Mike Morton (Chair),<br><b>+ Chair of GCC O&amp;S?</b> |
| 27 February 2023 (deadline 15 February)       |                                                                                                                                                                                                  |                                    |                                                                                          |
|                                               |                                                                                                                                                                                                  |                                    |                                                                                          |
| Monday 17 April 2023 (deadline 5 April)       |                                                                                                                                                                                                  |                                    |                                                                                          |

## Overview and Scrutiny Committee work plan – 2022

|                                              |                                                                                                                                   |                  |                                                                                                                                                                         |
|----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Minster Exchange                             | Project learning, benefits realisation. Is it generating the occupancy/income we expected, and if not what are we doing about it? | Discussion paper | Jane Stovell (Project Manager),<br>Bruce Gregory (Workshop Group),<br>Mark Sheldon (Director of Corporate Projects), Paul Jones (Executive Director Finance and Assets) |
| <b>Monday 5 June 2023 (deadline 24 May)</b>  |                                                                                                                                   |                  |                                                                                                                                                                         |
|                                              |                                                                                                                                   |                  |                                                                                                                                                                         |
| <b>Monday 3 July 2023 (deadline 21 June)</b> |                                                                                                                                   |                  |                                                                                                                                                                         |
|                                              |                                                                                                                                   |                  |                                                                                                                                                                         |

## Overview and Scrutiny Committee work plan – 2022

| Items for future meetings (date to be established) |                                                                                              |                                              |                                                                                                            |
|----------------------------------------------------|----------------------------------------------------------------------------------------------|----------------------------------------------|------------------------------------------------------------------------------------------------------------|
| Public Art Panel                                   | Consider its effectiveness, successes and difficulties faced                                 | To be scheduled once SWOT has been concluded | Tracey Birkinshaw (Director of Planning) and Chair of Public Art Panel                                     |
| No Child Left Behind                               | What have we done well, how can it be improved in the future, and is it correctly resourced? | TBC                                          | Richard Gibson (Strategy and Engagement Manager), Cllr. Flo Clucas (Cabinet Member Safety and Communities) |
| North Place and Portland Street                    | Update on these sites ( <b>EXEMPT</b> )                                                      | TBC                                          | Paul Jones (ED Finance & Assets)                                                                           |
| Scrutiny Task Group update                         | Update from the Scrutiny Task Group on Tackling Multiple Deprivation after six months        | Six months after STG begins                  | STG Chair, Richard Gibson (Strategy and Engagement Manager)                                                |
| Christmas Ice Rink                                 | <b>Possible:</b> evaluating the 2021 ice rink and looking ahead to its return in December    | Autumn                                       | Tracey Birkinshaw (Director of Planning), Helen Mole (Head of Place Marketing and Inward Investment)       |

## Overview and Scrutiny Committee work plan – 2022

| Annual Items                                                             |           |                                                 |
|--------------------------------------------------------------------------|-----------|-------------------------------------------------|
| Budget proposals for coming year                                         | January   | Chair of the Budget Scrutiny Working Group      |
| Draft Corporate Plan                                                     | February  | Richard Gibson, Strategy and Engagement Manager |
| End of year performance review                                           | June      | Richard Gibson, Strategy and Engagement Manager |
| UBICO annual report                                                      | July      | Ubico, Client Officer and Cabinet Member        |
| Scrutiny annual report                                                   | September | Democracy Officer                               |
| Police and Crime Commissioner (circulate their annual report in advance) | September | P&CC                                            |
| Publica annual report                                                    | October   | Jan Britton (Managing Director), Bill Oddy      |
| Quarter 2 performance review?                                            | November  | Richard Gibson, Strategy and Engagement Manager |

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