



CHELTENHAM

BOROUGH COUNCIL

Notice of a meeting of Council

Monday, 17 October 2022
2.30 pm
Council Chamber - Municipal Offices

Membership	
Councillors:	Sandra Holliday (Chair), Matt Babbage (Vice-Chair), Glenn Andrews, Victoria Atherstone, Paul Baker, Adrian Bamford, Garth Barnes, Ian Bassett-Smith, Graham Beale, Angie Boyes, Nigel Britter, Jackie Chelin, Barbara Clark, Flo Clucas, Mike Collins, Iain Dobie, Stephan Fifield, Bernard Fisher, Wendy Flynn, Tim Harman, Steve Harvey, Rowena Hay, Martin Horwood, Peter Jeffries, Tabi Joy, Alisha Lewis, Paul McCloskey, Emma Nelson, Tony Oliver, John Payne, Richard Pineger, Julie Sankey, Louis Savage, Diggory Seacome, Izaak Tailford, Julian Tooke, Simon Wheeler, Max Wilkinson, Suzanne Williams and David Willingham

Agenda

1.	APOLOGIES	
2.	DECLARATIONS OF INTEREST	
3.	MINUTES OF THE LAST MEETING Minutes of the meeting held on 18 July 2022	(Pages 3 - 20)
4.	COMMUNICATIONS BY THE MAYOR	
5.	COMMUNICATIONS BY THE LEADER OF THE COUNCIL	
6.	TO RECEIVE PETITIONS	
7.	PUBLIC QUESTIONS These must be received no later than 12 noon on Monday 10 October 2022.	
8.	MEMBER QUESTIONS These must be received no later than 12 noon on Monday 10 October 2022.	
9.	HEATING AND ENERGY POLICY Report of the Cabinet Member Climate Emergency	(Pages 21 - 42)

10.	ANNUAL REPORT ON OVERVIEW AND SCRUTINY Report of the Chair of Overview and Scrutiny	(Pages 43 - 64)
11.	NOTICES OF MOTION	
12.	ANY OTHER ITEM THE MAYOR DETERMINES AS URGENT AND WHICH REQUIRES A DECISION	

Contact Officer: Bev Thomas, Democratic Services Team Leader, 01242 264246
Email: democratic.services@cheltenham.gov.uk

Gareth Edmundson
Chief Executive

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Council

**Monday, 18th July, 2022
2.30 - 4.30 pm**

Attendees	
Councillors:	Sandra Holliday (Chair), Matt Babbage (Vice-Chair), Glenn Andrews, Victoria Atherstone, Paul Baker, Adrian Bamford, Garth Barnes, Graham Beale, Angie Boyes, Nigel Britter, Jackie Chelin, Barbara Clark, Flo Clucas, Mike Collins, Bernard Fisher, Wendy Flynn, Tim Harman, Steve Harvey, Rowena Hay, Martin Horwood, Peter Jeffries, Tabi Joy, Alisha Lewis, Paul McCloskey, Emma Nelson, John Payne, Richard Pineger, Julie Sankey, Diggory Seacome, Julian Tooke, Simon Wheeler, Max Wilkinson, Suzanne Williams and David Willingham

Minutes

- 1. APOLOGIES**
Apologies were received from Councillors Bassett-Smith, Dobie, Fifield, Oliver, Savage and Tailford
- 2. DECLARATIONS OF INTEREST**
There were no declarations of interest.
- 3. MINUTES OF THE LAST MEETING**
The minutes of the meeting held on 20 June were approved and signed as a correct record.
- 4. COMMUNICATIONS BY THE MAYOR**
The Mayor outlined her recent engagements.
- 5. COMMUNICATIONS BY THE LEADER OF THE COUNCIL**
On behalf of Council, the Leader wished to send her condolences to Councillor Dobie (and his family) who recently lost his wife.

The Leader reported that, by comparison to the other five Gloucestershire local authorities, Cheltenham has seen the largest number of sponsors offering to host Ukrainian guests through the Homes for Ukraine Scheme. She wished to put on record her thanks to the Housing Strategy & Partnerships Manager and his team for their commitment on top of the day job.

She then reported that another exciting milestone was reached last week with the Golden Valley project with the conclusion of the contract with HBD X Factory as the council's development partner. Consultation would now take place with residents more widely.

The Leader congratulated Cllr Wilkinson and Judith on their recent nuptials, and she welcomed the three work experience students here today to watch democracy in action.

Finally the Leader wished to thank Tim Atkins, Managing Director Place and Growth, for his service to the council over the last six years. The Golden Valley project would not have happened without his leadership, commitment and drive. She wished him all the best for the future.

6. TO RECEIVE PETITIONS

There were none.

7. PUBLIC QUESTIONS

1.	Question from Roger Whyborn to the Cabinet Member Cyber, Commercial Income and Regeneration, Councillor Mike Collins
	<p>I note from the motion unanimously passed by this Council on 25th March 2019 that it was recommended that CBC officers and the Cabinet Member work with all the relevant agencies to study and determine the appropriate size, scope, and location of a properly equipped transport hub for Cheltenham, and how good connectivity can be delivered, and that they also work with the LEP and others to explore (other) funding streams to provide financing where appropriate.</p> <p>In the light of that motion, and now that a measure of normality has returned to the transport scene post-pandemic, can the cabinet member please advise us what steps are being taken towards achieving the goal of a having a functioning effective transport hub which:</p> <p>A) addresses the increased need for even more focus on the subject due to climate emergency,</p> <p>B) contributes to a public transport network with much better interchanges</p> <p>and C) hence increases the proportion of local journeys made by public transport, and reduces congestion and pollution on town centre roads?</p>
	Response from Cabinet Member
	<p>I would like to thank Mr Whyborn for his question and good to see he retains his keen interest in transport and the well-being of Cheltenham. Whilst he is correct in that the pandemic has led to disruption, this has not limited our engagement with key partners.</p> <p>In regards to a central transport hub, as recognised in the council motion of 2019, CBC is neither a transport operator nor a transport authority; our role therefore is within the wider place shaping of the town. Below I have outlined the strategic schemes we have been supporting. Collectively these will have an impact on modal shift and understanding this will be key to investigating future options for a transport hub.</p> <p>Mr Whyborn was very much a part of the work of the Connecting Cheltenham Strategy https://www.cheltenham.gov.uk/info/61/climate_and_sustainability/1649/connecting_cheltenham . This strategy informed the council's response to the review of the Gloucestershire Local Transport Plan and includes recommendations around interchange facilities. We will continue to work with partners on identifying the right solutions for this. However, understanding the evidence is key and we will need the wider context of modal shift from the strategic schemes to help better understand the whole town picture of movement.</p> <p>Mr Whyborn is right to recognise the continuing importance of the work between CBC and GCC</p>

on managing strategic projects across the Central Severn Vale and crucially the planned developments in west and north-west Cheltenham. These projects include all elements of the Housing Infrastructure Fund which is funding the M5J10 Scheme, incorporating the proposals for the Arle Court Transport Hub.

Considerable progress has been achieved on this project element since the contract with Homes England was signed in October 2020. Since then, and with the backdrop of extraordinarily challenging times, the development of the outline design has taken place with input from key stakeholders, including CBC. The focus of which was a series of workshops held with a range of stakeholders in attendance including bus operators, GCC and CBC officers, local employers, Cheltenham BID and GFirst LEP. The purpose of the workshops was to present outline plans and provide opportunity for comments and suggestions. Successful outcomes include the decision to incorporate coach parking within the facility to provide greater flexibility of use and help attract additional tourist coaches to the town. Conversations have also taken place to investigate possible additional funding streams for this element of the works. A key theme from the discussions was a focus on the quality of the hub and the services on offer, to ensure the best opportunity for increased number of users transferring to more sustainable modes of transport. For example, understanding from operators the requirements for long distance coaches as well as local services to future proof the facility and provide improved access and interchange from one service to another. Elements such as the importance of changing places standing of toilet facilities has also been captured

In addition to the workshops, written engagement in the form of email briefings took place with the MP, elected members, business, environment and disability groups. Liaison also took place with the CBC planning team through a series of meetings and who provided input and comment to the communications strategy. This included the suggestion to increase the number of residents engaged with locally and submission of the scheme to the Cheltenham architects panel to provide feedback, both of which were completed prior to planning submission. A more detailed summary of the stakeholder input on the scheme can be found in the planning document 'statement of community involvement' available on the planning portal GCC Planning Application Associated Documents (gloucestershire.gov.uk)

One of the key objectives of the scheme is to promote sustainable modes of transport and remove unnecessary car journeys from the network. The aim is to appeal to the maximum number of users as possible and provide a range of options to switch to bus, coach, e scooter or active travel modes. The project also includes allocated electric vehicle charging points and photo-voltaic cells to generate energy on site. We will continue to develop the detail of these proposals through detailed design.

Highway works have now begun on site at Arle Court, and detailed design - a product of the above engagement process - is being finalised for the main works. The aim remains to deliver high quality, sustainable infrastructure, to support the transition and acceleration of modal shift to public and active transport.

Mr Whyborn may have recently seen local media where I recently joined GCC in recognising the completion of the West Cheltenham Transport Improvement Scheme - a £26.3M investment designed to accelerate the initial phases of development of the 45 hectares of employment land allocated within the West Cheltenham area. For the present, the funding has delivered a comprehensive suite of improvements to the transport network along the A40 corridor between M5 Junction 11 and the Benhall Roundabout, with cycling and walking infrastructure improvements linking all the way to Lansdown Rail Bridge.

Mr Whyborn may also be aware that the Mass Transit project has recently completed pre-

	<p>feasibility and feasibility studies, which have concluded that there is benefit in progressing the scheme to the next stage of development. This means a move into the Options Appraisal phase, whereby the location of a mass interchange such as Arle Court, will be a key consideration in making a routing decision. The Mass Transit project will be a key action for supporting Gloucestershire's drive to decarbonisation.</p>
	<p>Supplementary Question</p>
	<p>Referring to the Connecting Cheltenham Strategy, Roger Whyborn fully accepted that CBC was not the statutory transport authority and that present realities may require prioritisation to be given to a basic approach of minimal works and moving bus stops, rather than elaborate hub infrastructure. He asked whether the cabinet member reiterated CBC's commitment to the aims and intentions of delivering the vision of good transport connectivity in a hub area within the town centre in full collaboration with other partners and importantly including working with other partners to explore suitable funding streams to deliver this. He requested his response to be put in writing.</p> <p>In his response, the Cabinet Member explained that CBC had no statutory responsibility for highways or transport. Gloucestershire County Council was the statutory body and it must lead on any of the county local transport plans.</p> <p>Transport intervention requires significant funding and therefore must have an informed and robust evidence base before anything can be done.</p> <p>Any future transport options will be heavily influenced by the wider climate emergency which in turn will effect our wider transport strategy. CBC will continue to work with all its partners to deliver any future transport strategy and explore suitable funding streams that may become available. Finally, he added that this response would form part of the minute record for this meeting.</p>

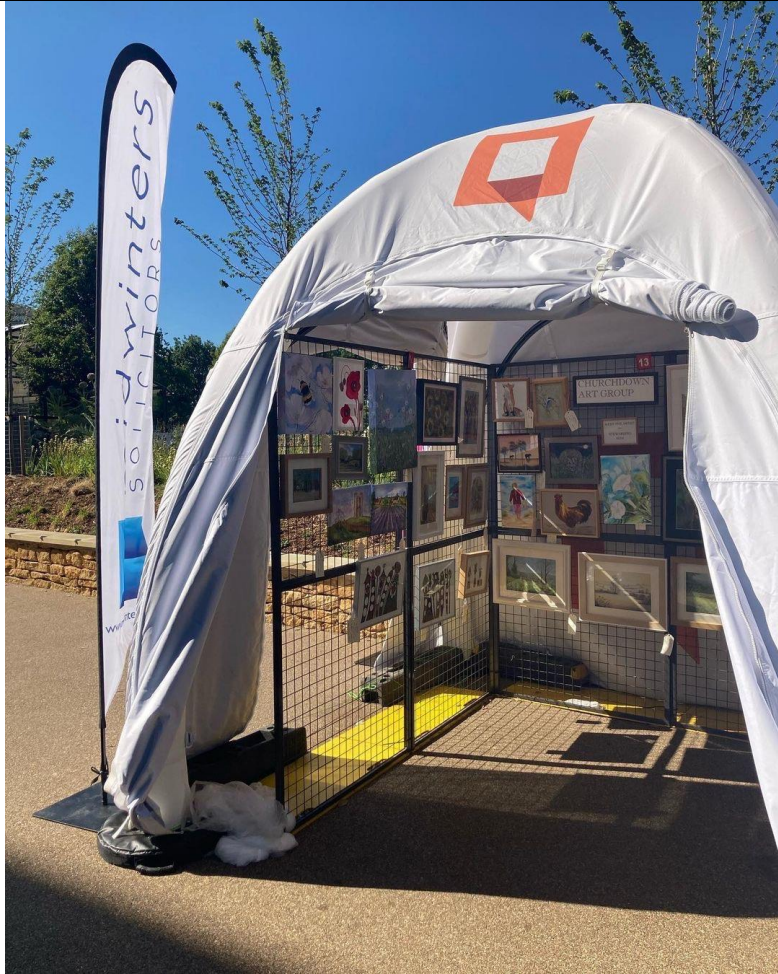
8. MEMBER QUESTIONS

<p>1.</p>	<p>Question from Councillor Tim Harman to Cabinet Member Climate Emergency, Councillor Alisha Lewis</p>
	<p>Will the cabinet member work with officers to develop a performance indicator to monitor the Councils progress on delivering on its pledges and targets on its Climate Change agenda which could be reported to the Overview and Scrutiny Committee</p>
	<p>Response from Cabinet Member</p>
	<p>I can confirm that we are developing our performance indicators for the climate priority to supplement the annual reporting of carbon emissions which is already happening. These indicators, as well as details of the key projects being delivered, are being recorded on our performance management system Clearview, which it is planned will be made available to members for 'view only' access. There is also extensive information on the council's web pages www.cheltenham.gov.uk via the A to Z under the heading 'Climate change'.</p> <p>We are being as transparent as we can be regarding reporting our climate pathway challenges and actions; the climate team recently updated the Overview and Scrutiny Committee on progress to date, as well as projects in the delivery pipeline.</p> <p>One of the key challenges we have, is reinforcing the fact that the borough target to reach carbon zero by 2030 will not be met without the necessary tools and financing from central government and the co-operation of other agencies, businesses and households. Regrettably, the cost of living crisis is going to make this task even harder,</p>

	<p>as in the short term for example, many households will not be able to invest in energy efficiency measures and moving away from fossil fuel use for heating.</p> <p>On a more positive note, we are participating in a range of innovative partnerships to deliver a step change in carbon reduction over the coming years, including leading on the planning theme for Climate Leadership Gloucestershire and supporting work to promote biodiversity net gain.</p>
2.	Question from Councillor Tim Harman to Cabinet Member Waste, Recycling and Street Services
	Will the cabinet member meet me with the appropriate officers to view the Rowena Cade play area to discuss how it can be upgraded
	Response from Cabinet Member
	Yes. I understand Cllr Tim Harman met with the Green Space Development Officer in December 2021 to discuss improvements to the play area, and funding opportunities. I would be happy to take part in any meetings at a future date to further support this process.
3.	Question from Councillor Diggory Seacome to Cabinet Member Economic Development, Culture, Tourism and Wellbeing, Councillor Max Wilkinson
	Yet again the ruling administration has demonstrated its Philistine attributes by relegating the annual art exhibition, traditionally held in Imperial Square in front of the Quadrangle building, to a series of small tents. This does not showcase the artworks to their best advantage, and restricts viewing to a few people at a time. Can the Cabinet member assure me that next year greater thought will be given to the siting of this exhibition?
	Response from Cabinet Member
	<p>Thank you to Cllr Seacome for celebrating the work of the art exhibition.</p> <p>Cllr Seacome will be aware that before the redevelopment of the Quadrangle, the art exhibition was presented on scaffolding and metal sheeting. This served a purpose for a number of years; it had a rather brutal appearance and did not stand up well to poorer weather.</p> <p>When the Quadrangle was redeveloped, this council negotiated the small but attractive plaza on the gardens side of the building. This links the Gardens, the Garden Bar and The Quadrangle to the wider area and has been well received.</p> <p>In developing the plaza, there were long negotiations with the developer of the Quadrangle. This included numerous engagements with the organisers of Art in the Park to find the appropriate solution for maintaining their event in this location, given the changes to The Quadrangle and the introduction of the plaza. The tents now being used were the agreed solution and are used not only by Art in the Park for their annual event, but also by other groups and organisations in a ‘pop up’ environment.</p> <p>The tents, whilst providing a different offer, have the advantage of providing shelter from rain and wind. I am aware that there were some issues with the tents last year regarding the tent seals, but this was rectified by the developer at their cost.</p> <p>Finally, I would like to address Cllr Seacome’s wider point: working with Cheltenham Culture Board, we are currently running Cheltenham’s broadest ever consultation on the arts to inform this borough’s culture strategy. This is happening at the same time as we prepare for the reopening of The Wilson art gallery and museum, which will include new</p>

community art spaces for local artists as part of a wider effort to support the arts in Cheltenham. Therefore, while I cannot claim to match Cllr Seacome's wealth of knowledge, experience of and expertise in the arts, I feel confident in contesting his broader accusation of philistinism.





	<p>Supplementary Question</p>
	<p>In response to a supplementary question on whether the Art in the Park would be incorporated into the Wilson, the Cabinet Member clarified that a community arts space was being developed in the Wilson. Art in the Park was a popular attraction and he would explore with the organisers whether the number of tents could be expanded and what ideas they had for the future.</p>
<p>4.</p>	<p>Question from Councillor Tabi Joy to Cabinet Member Customer and Regulatory Services, Councillor Martin Horwood</p>
	<p>The council (and the public) should be aware that Cheltenham's Air Quality Action Plan expired in 2019. Questions chasing the preparation of the new AQAP have been asked at the January 2020 Cabinet; the February 2021 Council; the April 2021 Cabinet; and most recently at Cabinet in February 2022.</p> <p>At the Cabinet meeting on 15 February 2022, Cllr Max Wilkinson said that the long-delayed new Air Quality Action Plan would be published before the end of March 2022. I can't see any reference to it on the council website: When will the AQAP be published?</p>
	<p>Response from Cabinet Member</p>
	<p>I thank Cllr Joy for her question again as she highlights the issue of air quality in Cheltenham, which is a priority for me as it was for the previous cabinet portfolio holder, Cllr Wilkinson.</p> <p>In 2020 the council had examined data from 21 sites across Cheltenham, consulted with Defra and agreed to change the statutory Air Quality Management Area (AQMA) to</p>

<p>rightly focus on the relatively small area where the Air Quality Objective of 40µg/m³ for NO₂ was being exceeded. Therefore, the earlier Cheltenham Air Quality Action Plan was made obsolete by changes to the Air Quality Management Area. The focus on smaller AQMAs follows common practice by other boroughs such as Sutton and Brighton.</p> <p>However, it did then require a new statutory Air Quality Action Plan focussed on that most polluted area in the vicinity of Swindon Road, Poole Way and the Lower High Street but at a time when all staff were under pressure during the pandemic.</p> <p>Clean Air Cheltenham have nevertheless lobbied for a town wide plan and we agree with them. Air quality affects us all and WHO have recently recommended much lower threshold levels not only for nitrous oxides but for particulate matter as well.</p> <p>So we are maintaining air quality monitoring beyond the statutory AQMA and Cllr Wilkinson told Clean Air Cheltenham in June last year that we would go beyond the statutory minimum, produce a town wide plan, engage with the county council highways authority to tackle the major cause of air pollution which is traffic, and also with other partners like the NHS and local business. But, he rightly pointed out that this path “would take a little longer” and this has indeed proved to be the case.</p> <p>Cllr Wilkinson did say in February 2022, that he anticipated both the statutory AQMA action plan and the wider strategy would be published together and that this might happen in March but this has not proved possible. A lot of work has been done for us by consultants but given portfolio changes at both officer and cabinet level, new WHO guidelines and possible changes in levels of pollution as we recover from the pandemic, I would now like to take the time to review this area and make sure that the town-wide plan is right rather than produce an earlier but more limited document. I’m sure I will have all colleagues’ support in doing it right rather than too quickly.</p> <p>But in the meantime, Cllr Joy can be reassured that we continue to monitor air pollution levels across Cheltenham which are overwhelmingly within the Air Quality Objective level, that we continue to engage with Gloucestershire County Council to pursue strategies such as the cleaner transport plans set out in the Connecting Cheltenham report and that we will do everything in our power and resources to make the air that we all breathe cleaner and safer.</p>
<p>Supplementary Question</p>
<p>Firstly, the Cabinet Member referred to the supplementary question that Cllr Joy had raised at the recent Cabinet meeting which was whether the authority had approval from Defra to extend the period for submitting an air quality action plan. He confirmed that this was the case.</p> <p>In response to a supplementary question, the Cabinet Member acknowledged that it was not ideal that last year’s ice rink was powered by diesel. The event was warmly welcomed by many and generated business in the town. He emphasised that in terms of CO₂ emissions, the council had committed to using sustainable fuel for future ice rinks.</p> <p>On air quality, the Cabinet Member undertook to ask officers to check the feasibility of air quality monitoring of particulate matter could be focussed in parts of the town centre acknowledging that Imperial/Montpellier Gardens was a relatively open area. It was areas where traffic was closer to where people lived and in more constrained areas</p>

where there was a greater risk to people's health and safety.

9. FINANCIAL OUTTURN 2021/22

The Cabinet Member for Finance and Assets introduced the report and explained that in approving its budget in February 2021/22, Council had identified efficiency savings and additional income of £400k. The budget provided a contingency of £540k to mitigate this uncertainty and support the COVID recovery strategy.

He reminded Members that in October 2021 there was a forecasted budget overspend of over £1m which meant that not only was the full contingency expected to be required but an additional £500k needed to balance the budget as key income streams, in particular car parking income, was not recovering to pre pandemic levels.

He reported that officers and the Cabinet worked hard to develop a savings strategy in the 2022/23 Medium Term Financial Strategy which reduced the council's reliance on some of these income streams to provide greater stability in post pandemic years. The revised budget presented to Full Council in February this year reflected these changes as well as the changes in customer behaviour and used the full contingency and required a contribution of £12k from general balances to balance the budget for 2021/22.

The Cabinet Member reported that the outturn position at 31 March 2022 comprised an underspend of £229,116 against the revised budget. Faced with the most significant cost of living emergency in a generation, inflation is expected to continue to increase, and the potential impact on the council could be up to £2m of unbudgeted pressures based on our energy usage, temporary borrowing, anticipated staff pay awards and other contractual costs. These pressures are in addition to the £1.5m of savings which were approved by Full Council as part of the 2022/23 budget.

The Cabinet Member stated that this represented a once in a generation cost of living emergency which is impacting communities, residents, and officers at a time when the economy was only just starting to recovery from the pandemic. This year called for a different approach and £60,000 of the reported underspend will be committed to supporting Cheltenham's food network, specifically those organisations providing direct food support, either through a food pantry or food bank.

It is recommended that the remaining underspend be used to strengthen general balances and provide resilience in coming years to manage rising costs.

Finally, the Cabinet Member stated that the focus during these increasingly unpredictable economic and political times; needed to be on staff who are delivering core services for our residents, whilst continuing to deliver the four key priorities for our town :Cyber central in west Cheltenham, £80m housing investment plan, Net zero Cheltenham and No Child Left Behind.

In response to a Member question, the Cabinet Member confirmed that at the

current time no support from Government was forthcoming.

The following points were made in the debate which ensued :

- Officers from CBC and CBH were thanked for their support to the Budget Scrutiny Working Group;
- The finance team and CBC officers were commended for the outturn given the difficult economic circumstances and particular credit was paid to the revenues and benefits team for council tax and business rate collection rates;
- Thanks were given to the council for supporting local community initiatives;
- Residents should be assured that this town was well managed, financially prudent and doing its best to deliver;
- The foodbank contribution was welcomed, acknowledging the increased demand on these services, given the squeeze on incomes which also affected donations. The work of the food network was to extremely valuable;
- The entrepreneurial approach to investment and prudent use of reserves by the finance team was welcomed.

Finally, the Cabinet Member for Finance and Assets also wished to put on record his thanks to the finance team and officers both at CBH and CBC.

RESOLVED (unanimously) THAT

- 1. the financial outturn performance position for the General Fund, summarised at Appendix 2 be received, and it be noted that in delivering services in 2021/22, there was an underspend of £229,116 against the budget approved by Council on 21 February 2021**
- 2. the £656,218 of carry forward approved by the Section 151 Officer under delegated powers at Appendix 5 be noted and that £48,500 of carry forward which require Member approval be approved.**
- 3. the proposal for the use of the underspend after the carry forward requests outlined in Section 3 of this report be approved and fully delegated to the Executive Director of Finance and Assets in consultation with the Lead Member for Finance and Assets to ensure the underspend is used in line with this proposal in Section 2.8.**
- 4. the financial outturn performance position for the General Fund, summarised at Appendix 2 be received, and it be noted that in delivering services in 2021/22, there was an underspend of £229,116 against the budget approved by Council on 21 February 2021**
- 5. It be noted that £656,218 of carry forward approved by the Section 151 Officer under delegated powers at Appendix 5 and approves £48,500 of carry forward which require Member approval.**

6. **The £656,218 of carry forward approved by the Section 151 Officer under delegated powers at Appendix 5 be noted and £48,500 of carry forward which require Member approval be approved.**
7. **the proposal for the use of the underspend after the carry forward requests outlined in Section 3 of this report be approved and authority be delegated to the Executive Director of Finance and Assets in consultation with the Lead Member for Finance and Assets to ensure the underspend is used in line with this proposal in Section 2.8.**
8. **the annual treasury management report at Appendix 7 be noted and the actual 2021/22 prudential and treasury indicators be noted.**
9. **the capital programme outturn position as detailed in Section 6 and Appendix 8 be noted, the carry forward of unspent budgets into 2022/23 and the inclusion of two new projects in the 2022/23 capital programme with a funding commitment of £50k be approved.**
10. **the year end position in respect of Section 106 and CIL agreements and partnership funding agreements at Appendix 9 be noted.**
11. **the outturn position in respect of collection rates for council tax and non-domestic rates for 2021/22 in Appendix 10 be noted.**
12. **the financial outturn performance position for the Housing Revenue Account for 2021/22 in Appendix 11 be received and the carry forward of capital budgets in 2022/23 as set out in Appendix 12 be approved.**

10. GLOUCESTERSHIRE STATEMENT OF COMMON GROUND

The Leader of the Council introduced the report and explained that the Gloucestershire Statement of Common Ground (GSoCG), has been prepared by the six local planning authorities of Gloucestershire, Gloucestershire County Council, and GFirst LEP with the process overseen by the Gloucestershire Economic Growth Joint Committee (GEGJC) since 2019. Since the initial draft produced in May 2020, numerous revisions have been subject to further discussions at Gloucestershire Leaders Board, more locally the GSoCG has been reviewed by the council's Planning and Liaison Member Working Group.

The statement, as now presented, includes a series of 37 very broad and high level agreements dealing with a range of environmental issues and land use matters including addressing the climate and ecological emergencies, housing and economic needs, the Green Belt, transport provision, the natural environment and green infrastructure, health and social infrastructure, infrastructure delivery and minerals and waste. The 37 broad agreements are

those highlighted in the yellow boxes throughout the document contained in the appendix.

The Leader highlighted that reaching agreement on how to address these strategic planning matters has been a long and challenging process. Identifying the key issues for collaborative action is a key milestone in partnership working and provides us with a platform against which to drive positive change.

The Leader advised that currently there is still the Duty to Co-operate, local planning authorities are required to prepare and maintain several statements of common ground, which document the cross-boundary matters being progressed and progress in co-operating on them. The GSoCG is one of these statements. She reminded Members that through the JCS and the Cheltenham Plan examination stages a variety of statements of common ground were agreed on a variety of topic areas. These form part of the overall management and delivery of these plans.

The Leader advised that once the statement has been approved by all signatory bodies, the intention is that an action plan will be developed and reported to the GEGJC. Progress on collaborative and any relevant joint working will be reflected in future iterations of the statement which should be kept up to date. Any proposals for changes to current strategic planning arrangements or changes will be reported for decisions to Cabinet or to other meetings of this Council, as appropriate. She undertook to ensure that Cheltenham member engagement is used to advise progress on this through the Planning Member Liaison Group and the Gloucester, Cheltenham and Tewkesbury Joint Strategic Plan member group.

Finally, the Leader committed to providing briefings as appropriate through Cabinet and Council.

The following responses were given to questions :

- Local Green Spaces were covered in the Local Plan, not the Joint Strategic Plan;
- The next review would be the Joint Strategic Plan enquiry-the planning liaison member working group would be kept informed;
- The industrial strategy, which had been led by the Local Economic Partnership, incorporated education in terms of facilitating employment opportunities into the area.

In the debate that followed, Members acknowledged the significant efforts of the Leader and officers in contributing to the statement which had taken a significant amount of time to arrive at. It was recognised that there was still work to be done on persuading other JSP parties to reach consensus on detailed matters on the environment and the climate emergency. The document would mature over the coming years and it was hoped that agreement would be found.

RESOLVED THAT

The Gloucestershire Statement of Common Ground as set out at Appendix 2 be approved.

11. NOMINATIONS TO OUTSIDE BODIES

The Chief Executive introduced the report and explained that subsequent to the publication of the Council agenda Councillor Flynn has withdrawn her nomination to Friends of Leckhampton Hill and Councillor Jeffries has withdrawn his nomination to West Cheltenham Partnership. The Mayor explained that Council is therefore asked to note that under the Constitution at Part 3E Table 5 the Leader has the power to confirm an appointment subject to the agreement of all the Group Leaders. The nomination for Sandford Park Lido should therefore be decided by the full meeting.

The nominees, Councillors Baker and Flynn, were invited to make a short statement supporting their nomination prior to voting.

Following this, the Mayor moved to the vote.

RESOLVED THAT

Councillor Paul Baker be nominated to Sandford Parks Lido

12. NOTICES OF MOTION

The Interim Monitoring Officer advised that democratic services had received notice of a proposed amendment to the motion submitted which included a request to refer the motion to the Overview and Scrutiny Committee for consideration and then be reported back to Council at a future meeting as soon as is practical. In those circumstances, according to the the council procedure rules (5.6 (2) in the constitution, the meeting should consider to refer the matter to O&S on that basis. If this was decided, the motion would be referred without debate but the proposer of the motion, Councillor Flynn would be able to briefly introduce her motion at this meeting.

A Member queried how a vote could be taken on the deferral, when the amendment had yet been formally moved with no explanation as to the reasons for the amendment. Yet, the proposer of the motion still had the possibility to introduce the motion. The Interim Monitoring Officer clarified that this was proposed for the efficient dispatch of council business. As the Member concerned continued to express dissatisfaction with the process proposed, the Interim Monitoring Officer stated that there was no reason why the amendment could not be proposed but the constitution was quite clear on this matter where referral was being considered. Following further discussions, it was put forward that Councillor Flynn propose the motion, followed by the introduction of the amendment and then a vote on referral to the O&S committee.

Proposed by Councillor Flynn, seconded by Councillor Joy

Council notes that to achieve UNICEF’s child-friendly status, Cheltenham Borough Council will have to show that it is a place where more children feel safe, heard, cared-for, and able to flourish.

Council believes that members of our communities and town will only benefit through the principles of child friendly city/community status being adopted. These include:

- **Non-discrimination**
- **Best interests of the child**
- **The inherent right to life, survival and development**
- **Respect for the views of the child**
- **Equity and inclusion**
- **Accountability and transparency**
- **Public Participation**
- **Effectiveness and responsiveness**
- **Adaptability and sustainability**

Council believes that the adoption of these principles will allow all sectors of the council structure to deliver more play space, safer roads, cleaner and greener neighbourhoods, cycle infrastructure, better education, child safety – all areas which will benefit families and communities and allow Cheltenham to become an even better place to live and work.

Council recognises that there is an inter-dependence on the County Council, NHS, schools and police to deliver aspects of the framework – particularly in relation to social care, health, education and safety. It further recognises the great work done by No Child Left Behind in creating a foundation of child-centred partnership working that can be built on to achieve UNICEF child friendly status.

UNICEF’s child rights-based approach to public services has consultation with children and young people at its core. Council believes that consultation is vital to developing our communities, where children and young people can:

- **Have a say about decisions that affect them.**
- **Express their views freely and are encouraged and supported to do that.**
- **Access good health, education, transport, and other service.**
- **Feel safe, prioritised, and protected from discrimination and harm.**

- **Enjoy public spaces and meet other children and young people freely**

Council resolves to:

- **Promote the benefits of the UNICEF Child Friendly city/community status to partner organisations.**
- **Work with partners to agree a timetable for signing up to the UNICEF programme and begin the process to become a recognised Child Friendly city/community.**
- **To implement/ improve the principles of the UNICEF status, within this motion, as soon as possible**
- **To develop a consultation strategy which includes the principles of young people inclusion as stated above.**

In proposing the motion, Councillor Flynn commended the Council on its No Child Left Behind project which had seen schools, Gloucestershire Constabulary, the County Council, the Office of the Police and Crime Commissioner, Cheltenham Borough Homes, various charities and local businesses come together to highlight the issue of children growing up in poverty in Cheltenham and address the inequality gap between them and their more affluent peers.

But she felt that it was now time to widen the scope of what we do and how we do it in light of the disruptions of Covid, the climate-challenge, and the cost-of-living crisis.

Whilst work still need to be progressed on reducing the inequality gap, it was important to recognise the impact the current issues were having on ALL children and our policies and operations should be child-centred. Engagement with children should also be more considered as the earlier young people are provided with opportunities to participate, the greater the benefit is to both themselves and the wider society.

Recognising that UNICEF Child Friendly status can only be achieved by working with other organisations, she urged Members not to let that be a deterrent to supporting this motion and Cheltenham Borough Council had the potential to be a catalyst for the whole of Gloucestershire achieving UNICEF's Child-Friendly status. Passing this motion would see the council working

towards the UNICEF status and ensuring we have a child rights-based approach to our policy making.

The good track record CBC has of working with partners to achieve aims that benefit the community can be utilised to help achieve UNICEF's status. Passing this motion would focus minds and services locally and set a benchmark for other councils and would ensure Cheltenham is a family friendly town, one that retains its young people and attracts new families. Councillor Flynn queried the input of children in the Place Strategy and also asked what efforts are being made to ensure young people's views are included in the consultation on the Culture Strategy and representation of youth on other bodies, panels and boards that develop strategy for the town.

Councillor Flynn believed that, if passed, this motion would see not just real, meaningful engagement with young people, but a change in culture, where gathering the views of the younger generations is more than a tokenistic, although well-meaning, exercise. She highlighted that it takes between three-to-five-years for a city or community to be eligible for recognition as a UNICEF Child Friendly City or Community. During that time UNICEF UK's team of experts in children's rights, public policy, social work and participation provide training and technical assistance to councils and their partners – from local politicians and social workers, to urban planners, community organisations, the police and health services. This support is based on evidence from over 20 years of the global UNICEF Child Friendly Cities Initiative, including in the UK, which shows that weaving children's rights into local policy, practice and planning can dramatically improve conditions for children.

In seconding the amendment Councillor Joy explained that this would provide the council with access to an international framework and use resources to invest in our own young people. It would bring children in to the ecosystem of participating in democracy-it was an exciting opportunity.

An amendment was proposed by Councillor Clucas as follows :

The amendment replaces 'Council resolves to...'

"The Motion raises some interesting points. UNICEF is a great organisation and I will declare an interest as a contributor. However, the timescale outlined and the amount of work that might be required during that time needs to be scrutinised and a report come to Council.

Officers are needed to deliver the work that is ongoing, particularly in the current circumstances and given the financial and cost of living forecast for the next two years.

Therefore Council resolves to refer the Motion to O&S. O&S will be able to look at the situation, proposal and implications and report back to Council for a decision to be taken.”

The amendment was seconded by Councillor Jeffries.
In proposing the amendment, Councillor Clucas detailed the immense work and successes of the No Child Left Behind initiative which included debates with children and significant partnership working.

The Interim Monitoring Officer advised, that now the amendment had been put, the meeting should vote on the request for the referral of the motion to O&S as contained in the amendment.

RESOLVED THAT

the Motion be referred to the Overview and Scrutiny Committee and a report be brought back to Council as soon as practicable.

13. LOCAL GOVERNMENT ACT 1972 -EXEMPT INFORMATION

RESOLVED 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 paragraphs 1, Part (1) Schedule (12A) Local Government Act 1972, namely:

Paragraph 1; Information relating to any individual

14. APPOINTMENT OF THE MONITORING OFFICER

The Chief Executive introduced the report and firstly wished to put on record his thanks to the Interim Monitoring Officer, Howard Norris, who had been in the interim post for a longer period than envisaged, due to the length of the recruitment process for the permanent appointment. On behalf of the Council, he thanked him for his advice over the last 10 months.

The Leader briefed Council on the interview panel and announced that Claire Hughes was proposed as the successful candidate.

In the brief debate that followed, Members thanked the Interim Monitoring Officer for his support and advice to the Council.

RESOLVED (unanimously) THAT

1. **Claire Hughes be appointed as Monitoring Officer for the Borough Council in accordance with section 5 of the Local Government and Housing Act 1989.**
2. **Review and approval of references and satisfactory completion of necessary recruitment/HR documentation in partnership with Stroud District Council be delegated to the Chief Executive in Consultation with the Chair of the A&R Committee.**

15. ANY OTHER ITEM THE MAYOR DETERMINES AS URGENT AND WHICH REQUIRES A DECISION

None.

Sandra Holliday
Chairman

Cheltenham Borough Council

Cabinet - 13 September 2022

Council – 17 October 2022

Heating and Energy Policy

Accountable member:

Cllr Alisha Lewis, Cabinet Member for Climate Emergency

Accountable officer:

Gemma Bell, Director of Finance and Assets (Deputy S151 Officer)

Mike Redman, Director of Climate Change and Place Services

Accountable scrutiny committee:

n/a

Ward(s) affected:

All

Key/Significant Decision:

Yes

Executive summary:

The Heating and Energy Policy has been written as an addendum to our 'Climate Emergency Action Plan' to specifically expand on policies and practices in respect of Energy, which comprises a significant portion of our current carbon and financial footprints

This policy sets out the key commitments which will be applied to all energy activity within the Council and Council-owned Properties. Our key objective is to manage and reduce our energy usage within all Council buildings, particularly those that are part of our operational portfolio.

Delivery of the objectives stated in this policy will be supported through the development and implementation of an energy action plan. This will include:

- Communications
- Measuring and monitoring arrangements

- Energy and emissions reporting
- A sustainable procurement statement
- Building refurbishment guidelines
- Building energy performance review

There has never been a better time to review and reduce our energy consumption; the coming winter could well be the most expensive on record. By supporting staff to reduce consumption at work, we hope to introduce a wider culture of energy saving across the borough with benefits for financial, social and environmental well-being.

Recommendations:

Cabinet recommends that Council :

- 1. Approve the Heating and Energy Policy included in Appendix 2;**
- 2. Delegate to the Director of Climate Change, in consultation with the Director of Finance and Assets (Deputy s151 Officer) responsibility for monitoring the implementation of the Policy.**

1. Implications

1.1 Financial implications

Rising energy costs and the uncertainty over the forecast cost of energy in 2022/23 mean the council are currently facing an unbudgeted pressure of almost £1m to operate the buildings in our portfolio. Work is ongoing to reduce our energy usage and make our buildings more energy efficient and this policy outlines the principles which will be underpin this work.

For the most part this policy will mean a financial saving for the Council but may require some investment on “an invest to save” basis through the Climate Investment Fund. Funding bids will be supported by robust business cases which will be monitored as part of the monitoring arrangements for the strategy.

Signed off by: Gemma Bell, Director of Finance and Assets

gemma.bell@cheltenham.gov.uk

1.2 Legal implications

This report is to provide an addendum: Heating and Energy Policy, to the existing Council's Climate Emergency Action Plan: Pathway to Net Zero.

The overarching legislative context of the Council's Climate Emergency Action Plan : Pathway to Net Zero, is the Climate Change Act 2008. This Act places a legal duty on central government to set legally binding targets to reduce UK greenhouse gas emissions to net-zero by 2050. The UK legal framework on climate change is always shaped by both case law and international agreements.

Where specific projects or actions are required going forward to support the Climate Emergency Action Plan and 'Cheltenham's Green Deal' (the Climate Change Investment Strategy), further

legal advice and support should be sought.

The Council must ensure that any decisions taken must be in accordance with the Council's Constitution and Financial rules, particularly in regard to decision making, implementation of strategy/action plans and any funding requirements

Signed off by: One Legal, legalservices@onelegal.org.uk

1.3 HR implications

No material considerations.

Signed off by: humanresourcescheltenham@publicagroup.uk

1.4 Environmental and climate change implications

This policy is in line with our Climate Emergency Action Plan.

Signed off by: Cllr Alisha Lewis, Cabinet Member for Climate Emergency

cllr.alisha.lewis@cheltenham.gov.uk

1.5 Property/asset implications

All property and estates management decisions consider the impact on our energy usage. This policy will provide a framework for the council to hold third parties who use our buildings to account for their energy usage and support the corporate priority to become carbon net zero. The building management section of the policy is also aligned to the council's asset management strategy and will continue to ensure our portfolio continues to maximise the benefits our assets are generating for residents, tenants, staff and our communities.

Signed off by: Gemma Bell, Director of Finance and Assets

gemma.bell@cheltenham.gov.uk

1.6 Corporate policy framework implications

The proposed Heating and Energy Policy will support the council's stated ambitions to be net zero by 2030 through reducing energy usage and linked carbon emissions across our property portfolio.

Signed off by: Richard Gibson, Head of Communities, Wellbeing and Partnerships

richard.gibson@cheltenham.gov.uk

3. Background

3.1 The current energy crisis is unprecedented. Last October, 4.5 million UK households were in fuel poverty. Now National Energy Action predicts this will rise to 8.4 million. The Council has been effected financially by the current cost rises and must therefore take urgent action to manage its energy usage. The current price increases are likely to

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continue for the foreseeable future unless there is a major change in the factors driving the market. There is no obvious evidence of such change on the horizon except the demand destruction that will inevitably follow. In line with other major organisations the Council must decrease its energy usage quickly in order to manage our expenditure this winter. This is also in alignment with the current ambition to be Net Zero by 2030.

2. Reasons for recommendations

- 2.1 These recommendations will measure, track and reduce our usage in a consistent way. This will offer both carbon and financial savings for the council.
- 2.2 It will upskill staff to manage their energy usage at home and work.

3. Alternative options considered

- 3.1 There are no other reasonable options which are aligned to the council's corporate priorities and with the current volatility of energy costs as a result of rising inflation and the current energy crisis.

4. How this initiative contributes to the corporate plan

- 4.1 The proposed Heating and Energy Policy will support the council's stated ambitions to be net zero by 2030 through reducing energy usage and linked carbon emissions across our property portfolio.

5. Consultation and feedback

- 5.1 This report has been written in consultation with the Property team and the Climate Emergency Team. Discussions have been held with staff and the operators of our buildings about the best way to deal with the current crisis and it was felt that clear guidelines about responsibility are required. There is also a consistent requirement for clear information in regard to usage which this policy will provide.

6. Performance management – monitoring and review

- 6.1 Monthly review meetings will be held looking at each building's usage with responsible operators.
- 6.2 We are currently monitoring our energy results and trading position on Clearview, this will be expanded to track by each operational building.
- 6.3 Energy budgets will be issued to building users and results will be published.
- 6.4 Regular reforecasts will be produced monthly detailing our current financial position.

Report author:

Alexandra Wells, Energy Officer, alexandra.wells@cheltenham.gov.uk

Appendices:

- i. Risk Assessment
- ii. Heating and Energy Policy
- iii. Equality Impact Assessment

Appendix 1: Risk Assessment

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
347	If energy costs keep rising / fluctuating as per the current market then it impacts on our ability to accurately budget/forecast expenditure and may impact on our the investments we can make in projects / programmes whilst still being able to achieve our MTFS	Gemma Bell, Director of Finance and Assets	4	4	16	Reduce	This policy and the associated action plans.	Gemma Bell, Director of Finance and Assets	

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Cheltenham Borough Council

Heating and Energy Policy

This document has been written as an addendum to our 'Climate Emergency Action Plan' to specifically expand on policies and practices in respect of Energy, which comprises a significant portion of our current carbon and financial footprints.

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1 Introduction

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

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

The production of Cheltenham Borough Council's 'Climate Emergency Action Plan' (CEAP) in 2022 set out our aim to achieve the 2030 target by acting holistically as a town, not just as a council working in isolation. It is well evidenced that climate action has a range of wider benefits for the health, equity and prosperity of towns and their citizens. We need to communicate our response to the climate and ecological emergencies and share good practice, including:-

- Influencing and shaping the development of strategy and policy for climate at county, regional and national levels;
- Making a positive impact to support the national effort to address climate change;
- Working in partnership to take forward projects and initiatives that will help to delay and reduce the impacts of climate change;
- Set an example to other local authorities yet to set a goal and pathway for becoming net zero.

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

For clarity the relevant sections of the CEAP have been included to ensure the policies remain consistent.

2 Carbon Footprint Calculations

2.1 CBC Carbon Footprint 2019-21

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

Table 1.0

	2020/21	2019/20 (Base Year)	2019/20 (revised)
Scope 1	2,954	3,620	3,650
Scope 2	1,047	868	1,279
Scope 3	1,069	1,134	1,178
TOTAL GROSS EMISSIONS	5,070	5,622	6,106
Carbon offsets	0		
Green tariffs	687		

2.2 Cheltenham Borough Carbon Footprint

Table 2.0

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

3 Buildings & Energy

Overview

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

Ongoing & Completed

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

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

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

A 'fabric-first' approach is being taken with the existing council-owned homes managed by CBH which comprises housing stock of around 4,500 dwellings. Many of these homes are heated by GHG emitting gas boilers and improving the insulation and reviewing low carbon heating options will ensure that these homes are as energy efficient as possible. CBC and CBH have already been successful in a bid to the Social Housing Decarbonisation Fund (SHDF) Demonstrator for a deep retrofit scheme¹. This has demonstrated the potential of our existing homes to be more energy efficient through fabric improvements and low carbon heating. Following on from this, we have been awarded £800k of grant funding as part of Wave 1 of the SHDF towards a £1.4m project to install ground source heat pumps into a sheltered accommodation scheme of 25 units and external wall insulation to a further 34 homes. We will bid for future rounds of these funds and, where beneficial, strengthen bids through partnerships with other local authorities.

¹ <https://www.gov.uk/government/publications/social-housing-decarbonisation-fund-demonstrator-successful-bids>

New social housing developments in Cheltenham will seek to achieve the very highest standards of energy efficiency. CBC is working with CBH to regenerate existing redundant sites, as part of the commitment to provide 500 affordable homes delivered, or in the pipeline by 2026, made possible by £180m investment being made available by CBC to provide quality homes and support thriving communities. The work constitutes direct delivery of CBC's key priority to increase the supply of housing and investment to build resilient communities and CBH's priority to provide great homes to make Cheltenham a better place to live. CBH will also strive to make the best use of land in the interests of enhancing biodiversity performance, with insightful design for long-term ecological impact. The development of 320 Swindon Road² is an early example of this.

The below actions are taken from the CEAP and directly relate to our ambitions for improving the energy efficiency and sustainability of our built environment.

Actions

1. Measure the energy usage of CBC owned properties and develop a heating and energy efficiency strategy to set out actions needed to actively reduce energy consumption and move away from the use of fossil fuels. Introduce behaviour change programmes to reduce energy consumption in council owned buildings. Support businesses and residents to similarly reduce their consumption.
2. Retrofit council-owned social housing, focusing first on the homes most at risk of fuel poverty.
3. Develop a new 'Sustainability Design Code' for the Golden Valley Development, as a vision for integrated living in West Cheltenham that promotes a low carbon lifestyle. Our aspiration is for this thinking to then be replicated across the town, or within other districts and regions.
4. Explore the viability of a shared low-carbon heat network, to help reduce borough-wide emissions.
5. Retrofit council-owned properties with sustainable, energy-efficient solutions where feasible.
6. Help owner-occupiers to create more energy efficient homes. For example, by supporting energy companies to provide fuel-poor or vulnerable households with insulation, or by helping influence the retrofit market to ensure there is effective demand for energy efficient measures by those that are classified as "able to pay". This may include supporting the provision of skills-training for local workers, actively encouraging applications for new installations, and facilitating the applications of funding bids from home owners. Seek to invest in renewable energy generation by identifying suitable areas in future Planning Policy documents, such as the Cheltenham Plan and Joint Strategic Plan. Review the feasibility of alternative energy sources, new technologies and innovations and the potential to be a net contributor.
7. Commit to using 100% renewable electricity across council owned assets, including those operated by key partners. Support businesses and residents to do the same. Encourage developers to commit to renewable energy by stipulating requirements in a new Supplementary Planning Document (SPD). (now adopted)
8. Engage with landlords to improve the energy efficiency of homes in the private rented sector and commercial properties and encourage them to achieve good insulation.
9. Look for potential to align Conservation Area policies with climate emergency goals.

² <https://www.cbh.org/proposed-development-of-320-swindon-road/>

4 Vision and Statement of Commitment

4.1 Overview

The use of energy is vital to the delivery of Council services and day to day Council operations. With massively increasing energy costs, carbon reduction legislation and concerns over climate change, effective energy management is essential to the Council. This policy covers management of energy within the Council's commercial and residential portfolio, including those occupied by The Cheltenham Trust, Ubico, Cheltenham Borough Homes and others, especially where the energy costs are still borne by the Council.

The Council will ensure that:

- Sufficient resources are in place to meet adopted policy targets and objectives;
- Energy and carbon reduction initiatives will be recorded on Clearview (or the appropriate internal reporting platform), regularly reviewed and targets and objectives amended accordingly;
- There is a continued commitment from all staff to improve energy performance;
- There is a commitment to meeting the training and development needs of energy management staff and to raise the climate and energy awareness of all staff.
- We will continue to buy the greenest energy that is financially viable.

4.2 Benchmarking

1. The Council will analyse and benchmark every building that is part of the occupied current estate, based on its best energy use trend from either 2019/20 or 2021/22
2. We will install smart meters in every property to enable this exercise
3. These benchmarks will be utilised to identify targets which the internal teams will be asked to achieve (see responsible persons)
4. Buildings which are wholly leased will be reviewed as they become vacant and will be metered appropriately, ensuring that future occupiers are responsible for energy management and utility bills going forward.

4.3 Refurbishments and New Builds

1. The Council will incorporate energy efficiency measures, material selection, whole life costing and the recycling of building materials into the design and construction of all new build/ refurbishment schemes costing more than £5k.
2. The Council will conduct post occupancy assessments across new and refurbished sites.
3. The authority will have a presumption against the demolition and redevelopment of buildings, unless there is a robust financial and environmental case for doing so. This reflects the embodied carbon within existing structures and the carbon and environmental costs associated with any redevelopment proposal.
4. The authority will have a presumption against the installation of new or replacement appliances that burn fossil fuels.

5. Land and properties that are to be sold for development purposes will be offered for sale with the intention of securing the most energy efficient buildings.

4.4 Data Transparency

1. Energy, gas and water usage will no longer be included in service charges for new tenants; tenants will be responsible for viewing and managing their own consumption.
2. As the Council grants new Leases or Renewals, the energy arrangements will be updated to reflect this policy and the climate team will be consulted.
3. Energy data will be available for all users of buildings.
4. Reports on all usage will be given to building managers and where there is evidence of high usage this will be tackled in consultation with the energy officer.
5. New sites will have smart meters installed on purchase and will be tracked against targets as set out below.
6. If tenants approach the Council for consent for alterations, these must comply with our Net Zero ambitions including the highest standards of energy efficiency.
7. Standard provisions will henceforth be included in legal agreements to accommodate this, including the use of a standard legal agreement.
8. Managing agents will be expected to apply and enforce this agreement on our behalf.

4.5 Responsible Persons

1. Each operational building, or each area of a building where appropriate, will have an identified person responsible for managing energy use.
2. Responsible persons will:
 - a. receive automated regular emails (from the Stark energy portal) detailing energy usage in their area.
 - b. work in conjunction with the Energy Officer and potentially an appropriate surveyor /contractors to develop a shared understanding of current energy usage and work towards achievable reductions including reducing wastage.
3. Any planned increased in the consumption of energy above the budget/baseline must be part of a business case presented to the Property Team, which should be mitigated with at least balancing reductions in other areas.

4.6 All Staff

4.6.1 Awareness raising

1. The Council understands that energy/gas/water are scarce resources and especially considering the carbon implications, will endeavour to utilise them carefully.
2. The Council will implement a structured staff awareness programme as part of its training programmes (including new staff induction) in relation to energy management and good housekeeping in Council buildings.
3. An energy awareness week will be held annually.
4. Posters and information sheets will be posted regularly in all staff rooms/ kitchens etc.
5. Schemes will be run quarterly to show energy usage in comparison with other similar buildings.

4.6.2 Behaviour Change Campaign

1. The Council commits to developing an appropriate behaviour program for each of its occupied buildings to set expectations of both staff and customers
2. Energy usage will be published in each area including costs.
3. The behaviour change campaign will cover opening times/temperature settings/use of rooms etc.
4. Staff will be expected to take collective responsibility for their buildings – including following an energy efficient opening and closing process for every area of every building.
5. Staff will be asked to make sensible choices in relation to their use of council buildings outside standard hours, to ensure that heat and power is used in the most efficient way – for example, utilising the same shared space after 5:30pm in the Municipal Offices.
6. Staff will be expected to manage the energy usage of their own workstation/areas.
7. Staff will be offered advice and support to reduce their energy use at work and at home as part of hybrid working arrangements.

4.6.3 Meeting Policy

1. As part of utilising every building in the most energy efficient manner we ask that staff consider virtual meetings in favour of 'in person' meetings at Council buildings.
2. When deciding to meet face to face or in person staff should consider the following recommendations:-
 - a. **Should this be a meeting?** Less is more: The fewer meetings we have, the more valuable the ones we have become. It all comes down to purpose. Ask yourself: Why are you meeting?
 - b. **Are my meeting goals relationship-based, or task-based?** Task-based goals such as briefing staff or planning an event can often be accomplished in a virtual meeting. Relationship-based goals, which involve strengthening bonds between team members, are usually accomplished most effectively in person.
 - c. **How complex are my objectives?** The more complex the goals, the more efficient it is to meet in person.
 - d. **Could my meeting take an entirely different shape or form?** Could it be a learning module instead, for example?
 - e. **What type of meeting will be most inclusive?** Virtual meetings tend to be more accessible.

4.7 Members of the Public and the Local Community

1. The transition to a Net Zero Council will involve us reducing our energy use and placing more reliance on renewable heat sources. This may change internal conditions and trading hours in some of our buildings. Therefore, this transition can only be achieved with the full support of the local community.
2. Changes in properties open to the general public will be accompanied by announcements and press releases to help garner support and understanding for our efficiency aims
3. Consultations will occur when appropriate.
4. The council will also explore ways to make the most use of any essential energy use so it has a wider impact especially during winter months.

4.8 Council Members

1. Council Members will be expected to consider the energy implications of their own meetings and to adhere to this Building Heating and Energy Efficiency Policy when utilising council buildings.
2. Council Members will be expected to publicly support and effectively communicate this policy when appropriate.

4.9 Energy Saving Technology

1. The Council will review and test energy saving technologies by utilising the sub-meters on site to track and report on actual savings.
2. The Council will commit to reviewing and potentially upgrading the current building management systems where these are not performing effectively.
3. The Council will strongly consider any opportunities that are identified to install proven energy saving technology, particularly where the expected payback is less than five years.
4. The council will also install PIR/ sensors in all areas of intermittent use such as stairwells/ corridors/toilets etc. and will do so whenever reasonably practicable and affordable.

4.10 Reliance on Fossil fuels

1. Where fossil fuelled CHP units are active, the Council will prioritise their review and explore alternatives which utilise renewable energy, having regard to current leasing arrangements.
2. Renewable energy alternatives will also be investigated in more depth where any current heating systems are reliant on fossil fuels
3. The Energy Officer will continue to explore external funding as part of their current remit, including applications to various government funding streams.
4. As part of our carbon neutrality objectives, we will work to remove all gas heating and cooking systems by 2030.

5 Social Housing

1. The council's housing stock is managed by CBH and although the majority of tenants arrange their own energy provider and are responsible for their energy use, the council is currently responsible for purchasing energy for a number of domestic properties (258) on behalf of CBH. CBC will review this contract in March 2023 and purchase from renewable energy sources where viable.
2. The current system of recharging tenants is based on annual arrears agreements which fail to incentivise tenants to reduce their consumption. We will therefore ask our partners to review this charging arrangement by again utilising smart meters. This should enable dynamic rebilling and ensure easy access for tenants to be able to view and thus help to reduce their usage.

6 Continuous Improvement

1. Progress on the implementation of this policy and the meeting of targets will be reported via Clearview (or the appropriate internal monitoring system), with quarterly staff briefings at the 'all employee' WebEx
2. Progress towards the targeted reduction (for buildings) and the development of targets for other key areas of consumption will be reviewed and reported on annually to Council Members

7 Summary

This policy sets out the key commitments which will be applied to all energy activity within the Council and Council-owned Properties. Compliance with this policy, associated procedures and other linked policies is mandatory. Where the Council employs third party organisations to undertake activity on its behalf and there is an impact on energy consumption, they shall be required to comply with this policy. Interventions where this is not the case could include curtailment of activities, requests for financial contributions etc.

Delivery of the objectives stated in this policy will be supported through the development and implementation of an energy action plan. This will include:

- Communications
- Measuring and monitoring arrangements
- Energy and emissions reporting
- A sustainable procurement statement
- Building refurbishment guidelines
- Building energy performance review

There has never been a better time to review and reduce our energy consumption; the coming winter could well be the most expensive on record. By supporting staff to reduce consumption at work, we hope to introduce a wider culture of energy saving across the borough with benefits for financial, social and environmental well-being.

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Community impact assessments – for services, policies and projects

What is a community impact assessment? 1

Background 1

Step 1: About the service, policy or project 2

Step 2: What do you already know about your existing and potential customers? 2

Step 3: Assessing community impact..... 3

Step 4: What are the differences?..... 4

Step 5: Taking things forward..... 4

What is a community impact assessment?

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

By undertaking an impact assessment, we are able to:

1. Take into account the needs, experiences and circumstances of those groups of people who use (or don't / can't use) our services.
2. Identify any inequalities people may experience.
3. Think about the other ways in which we can deliver our services which will not lead to inequalities.
4. Develop better policy-making, procedures and services.

Background

Name of service / policy / project and date	Heating and Energy Policy 12/08/2022
Lead officer	Gemma Bell Mike Redman

Other people involved in completing this form	Alexandra Wells
--	------------------------

Step 1: About the service, policy or project

What is the aim of the service / policy / project and what outcomes is it contributing to	The aim is to reduce energy wastage within Council Buildings
Who are the primary customers of the service / policy / project and how do they / will they benefit	Staff and external customers who use our facilities such as the Town Hall, Pump room etc.
How and where is the service / policy / project implemented	In all operational buildings plus investment portfolio
What potential barriers might already exist to achieving these outcomes	There may need to changes in the way some services will be implemented but this has yet to be confirmed

Step 2: What do you already know about your existing and potential customers?

What existing information and data do you have about your existing / potential customers e.g. Statistics, customer feedback, performance information	All information about existing customers comes from the Cheltenham trust
What does it tell you about who uses your service / policy and those that don't?	That some customers will be effected by reduction in temperatures etc. but that overall this would be better than removing services entirely which could be the outcome if action isn't taken now.
What have you learnt about real barriers to your service from any consultation with customers and any stakeholder groups?	N/A

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

We will continue to consult with our operators

Step 3: Assessing community impact

How does your service, policy or project impact on different groups in the community? Please outline what you are already doing to benefit this group, what you are doing that might disadvantage this group, what you could do differently to benefit the group.

People from black and minority ethnic groups

People who are male or female

People who are transitioning from one gender to another

Older people / children and young people

People with disabilities and mental health challenges

People who have a particular religion or belief

People who are attracted to their own sex, the opposite sex or to both sexes.

People who are married or in a Civil Partnership

People who are pregnant or who are on maternity leave

Other groups or communities

We are taking this action in order to reduce impact on the wider community from complete loss of services.

Step 4: What are the differences?

Are any groups affected in different ways to others as a result of the service / policy / project?	It should affect all groups equally
Does your service / policy / project either directly or indirectly discriminate?	It should not discriminate against any group specifically but may indirectly effect those customers who need higher temperatures.
If yes, what can be done to improve this?	We will look at making provision in other buildings especially during the winter
Are there any other ways in which the service / project can help support priority communities in Cheltenham?	N/A

Step 5: Taking things forward

What are the key actions to be carried out and how will they be resourced and monitored?	Key actions are to reduce energy wastage without cancelling services
Who will play a role in the decision-making process?	The Cheltenham Trust, ELT
What are your / the project's learning and development needs?	N/A
How will you capture these actions in your service / project planning?	Regular monitoring and reporting

Cheltenham Borough Council

Council – 17th October 2022

Annual Report on Overview & Scrutiny

Accountable member:

Councillor John Payne, Chair of Overview & Scrutiny

Accountable officer:

Darren Knight, Executive Director of Place and Communities

Accountable scrutiny committee:

Overview & Scrutiny

Ward(s) affected:

N/A

Key/Significant Decision:

No

Executive summary:

The Overview and Scrutiny Committee (O&S) manages and coordinates scrutiny at the council, with scrutiny task groups carrying out especially detailed work and reporting back to the main committee.

Under these arrangements, O&S produces an annual report for Council and this is contained in Appendix 2. This report sets out the achievements of scrutiny between August 2021 and August 2022, including the outcomes of scrutiny task groups and a look at what comes next.

O&S endorsed the annual report at their meeting on the 5th September 2022 and welcomes the opportunity for Council to debate this report and give its views on the success or otherwise of the scrutiny arrangements.

Recommendations:

- 1. That the Annual Report of Overview and Scrutiny 2021-22 is noted.**
-

1. Implications

1.1. Financial implications

There are no direct financial implications arising from this report. The annual budget proposals and the scrutiny of financial performance and other budgetary issues are reviewed throughout the year by the Budget Scrutiny Working Group, as detailed in the section on Task Groups in the annual Scrutiny report.

Signed off by: Gemma Bell, Director of Finance and Assets and Deputy S151 Officer,
Gemma.Bell@cheltenham.gov.uk

1.2. Legal implications

There are no direct legal implications arising from this report.

Signed off by: Sarah Farooqi, Head of Law, One Legal, Sarah.Farooqi@onelegal.org.uk

1.3. HR implications

There are no direct HR implications arising from this report.

Signed off by: Clare Jones, HR Business Partner, Publica, clare.jones@publicagroup.uk

1.4. Environmental and climate change implications

There are no direct environmental or climate change implications arising from this report.

Signed off by: Laura Tapping, Climate Emergency Programme Officer,
Laura.Tapping@cheltenham.gov.uk

1.5. Property/asset implications

There are no direct property or asset implications arising from this report.

Signed off by: Gemma Bell, Director of Finance and Assets and Deputy S151 Officer,
Gemma.Bell@cheltenham.gov.uk

1.6. Corporate policy framework implications

An effective overview and scrutiny process can contribute to positive outcomes on any of the objectives in the Corporate Strategy. Increased public involvement in Overview and Scrutiny will support the council's objective to listen and respond to local communities and their issues.

Signed off by: Richard Gibson, Head of Communities, Wellbeing and Partnerships,
Richard.Gibson@cheltenham.gov.uk

2. Promoting equality and reducing discrimination

N/A

3. Performance management – monitoring and review

See risk assessment (Appendix 1). The next annual report is expected to be approved by O&S in September 2023 and go on to Council in October 2023.

4. Background

4.1. Under the provisions of the Local Government Act of 2000, every council with an executive management structure is required to have an overview and scrutiny committee in place to scrutinise the executive's decisions and issue reports and recommendations where necessary.

4.2. Cheltenham Borough Council's Overview and Scrutiny Committee (O&S) plays a central role in ensuring that the council's democratic arrangements are open and accountable. It has statutory powers to scrutinise decisions the executive is planning to take, those it plans to implement, and those that have already been taken or implemented. Through this, it can enable improvements to be made to policies or the implementation of those policies.

4.3. The committee's stated aims are to:

- support the Council in achieving delivery of its Corporate Strategy;
- promote open and transparent decision-making, democratic accountability and to hold the Cabinet to account for its actions;
- achieve positive outcomes for the people of Cheltenham by monitoring and challenging service delivery to ensure it meets customer needs and encourage innovation and good practice;
- be a member-led, non party-political review mechanism that works to improve the quality of life for Cheltenham residents;
- play a central role in ensuring open and accountable democratic arrangements for the town;
- support the four principles of effective scrutiny advocated by the Centre for Public Scrutiny;
- provide constructive 'critical friend' challenge to the executive;
- amplify the voices and concerns of the public;
- be led by independent people who take responsibility for their role;
- drive improvement in public services in Cheltenham.

4.4. At the 5th September 2022 O&S meeting, the annual report was approved by Members for submission to Council. The full report is attached at Appendix 2.

5. Reasons for recommendations

5.1. N/A

6. Alternative options considered

6.1. Failure to report to Council would be a breach of the authority's agreed scrutiny arrangements.

7. Consultation and feedback

7.1. Report drafted in consultation with the Chair of O&S and Executive Director Place and Communities, and approved by O&S at the 5th September 2022 meeting.

8. Key risks

8.1. Detailed risk assessment at Appendix 1.

Report author:

Harry Mayo, Democracy Officer

harry.mayo@cheltenham.gov.uk, 01242 264 211

Appendices:

- i. Risk Assessment
- ii. O&S Annual Report 2021-22

Background information:

- i. [5th September O&S meeting](#) (agreement of Annual Report at item 11)

Appendix 1: Risk Assessment

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
1	If scrutiny arrangements are not supported by Members and officers, they may not be successful in delivering the outcomes required.	Democratic Services	3	3	9	Reduce	Ensure we take every opportunity to review our scrutiny arrangements and provide Member and officer training.	Democratic Services	Next annual report to Council (Oct 2023)
2	If the council cannot dedicate resources to support the scrutiny process then the O&S process may not be fully effective.	Democratic Services	3	2	6	Accept	Optimise the use of existing resources within the scrutiny arrangements, by carefully prioritising reviews and task groups.	O&S Committee / Chair of O&S	Next annual report to Council (Oct 2023)
3	If the task groups operate outside of the democratic process, then scrutiny could become disjointed and progress difficult to control and track.	Democratic Services	3	2	6	Accept	Provide guidance to officers supporting task groups on keeping documentation and reporting back to Democratic Services. Ensure regular updates from ongoing task groups	Officers / Democratic Services	Next annual report to Council (Oct 2023)

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
							continue to be submitted to O&S.		
4	If members do not put themselves forward for task groups, the workload could be unevenly shared across members and be a source of potential conflict or result in task groups not having the right skill mix.	Group Leaders	3	3	9	Reduce	Utilise skills audit. Group Leaders to manage, monitor and encourage participation. Task groups to maintain records of attendance.	Group Leaders, Task Group officers	Next annual report to Council (Oct 2023)
5	If scrutiny does not have any dedicated budget it may be difficult to promote public involvement and engagement.	Council	2	3	6	Accept	The lack of a dedicated scrutiny budget has not been a significant issue to date, with appropriate funding allocated for the 2020 scrutiny review and regular member training. It could become an issue if O&S wished to procure external	Council	Next annual report to Council (Oct 2023)

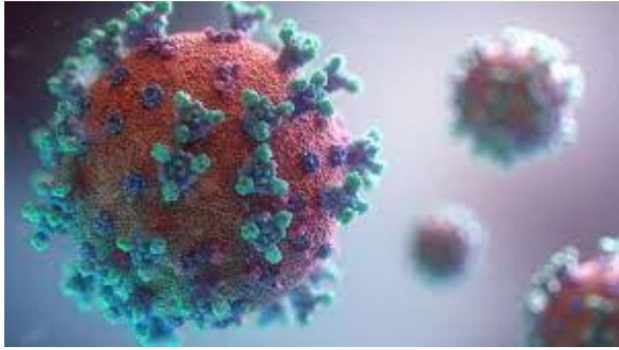
Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
							expertise at some point. Public involvement and engagement boosted by live-streaming of meetings since 2019.		
6	If O&S does not take an active role in the major change programmes, it may lose its opportunity to influence the scrutiny arrangements in any new proposed ways of working.	Chair of O&S	3	2	6	Accept	O&S to include scrutiny of change programmes in its workplan and ensure it is consulted on any future scrutiny arrangements. Member seminars to continue to be held at appropriate times, and relevant Cabinet Members invited to discuss particular programmes and projects.	Chair of O&S	Next annual report to Council (Oct 2023)
7	If scrutiny is not carrying out the full extent of its role i.e. pre and post	Democratic Services	3	2	6	Accept	Ensure new member and staff inductions cover the full extent of the role of	Democratic Services	Next annual report to Council (Oct

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
	decision scrutiny and overview, there is a risk of a democratic deficit.						scrutiny. Member training provided as part of induction programme after May 2022 elections. Consideration given to how scrutiny training could be included on the council's new Learning Management System.		2023)

The original risk assessment which accompanied the report to Council in December 2011 has been updated with an assessment of the current risks affecting the effectiveness of the O&S arrangements.

Overview & Scrutiny Annual Report 2021-22





**CHELTENHAM
BID** Local businesses
improving
our town 



PUBLICA



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Foreword

Councillor John Payne, Chair of Overview and Scrutiny

It is my pleasure to introduce the Overview and Scrutiny (O&S) Annual Report for 2021/22.

In keeping with tradition, I would first like to thank all those who have made a positive contribution to O&S. This year has seen a change in the membership of the committee. I would like to take this opportunity to express my sincere thanks to Cllrs. Flynn, Lewis and Sankey, who have gone on to fields anew within the council, and to Cllrs. Barrell, Hegenbarth, Mason and Stafford, who either did not stand for re-election or were not re-elected in May.

In particular, I would like to highlight Cllr. Mason's outstanding contribution to O&S in his four years as Chair. For any committee to function efficiently it needs a solid support base, and I would especially like to thank Darren Knight for his input as lead officer, and Democratic Services for their work before, during and after each meeting.

Since the last Annual Report went before Council in October 2021, the committee has considered a wide range of issues and policies. These include the council's housing delivery and asset management strategies, the future of the Town Centre, the pressures facing the NHS Trust, the renewal of the Business Improvement District (BID), the performance of service providers like Ubico, Solace and Publica, cyber security, upcoming climate change initiatives and the council's response to the Covid crisis. In the coming months, it will continue to scrutinise important topics like the Golden Valley development, Gloucestershire Airport and the future of the Municipal Offices.

Throughout, the committee has sought to provide constructive challenge to the executive as a critical friend, to amplify the voices and concerns of the public, and to drive improvement in public services in Cheltenham. It is in this spirit that those addressing the committee can discuss what is going well and where improvements could be made. An effective O&S committee should provide challenge and make constructive comments and suggestions, and that is what we have done over the past 12 months.

I trust members find the report informative and following its presentation to Council would welcome questions.

Darren Knight

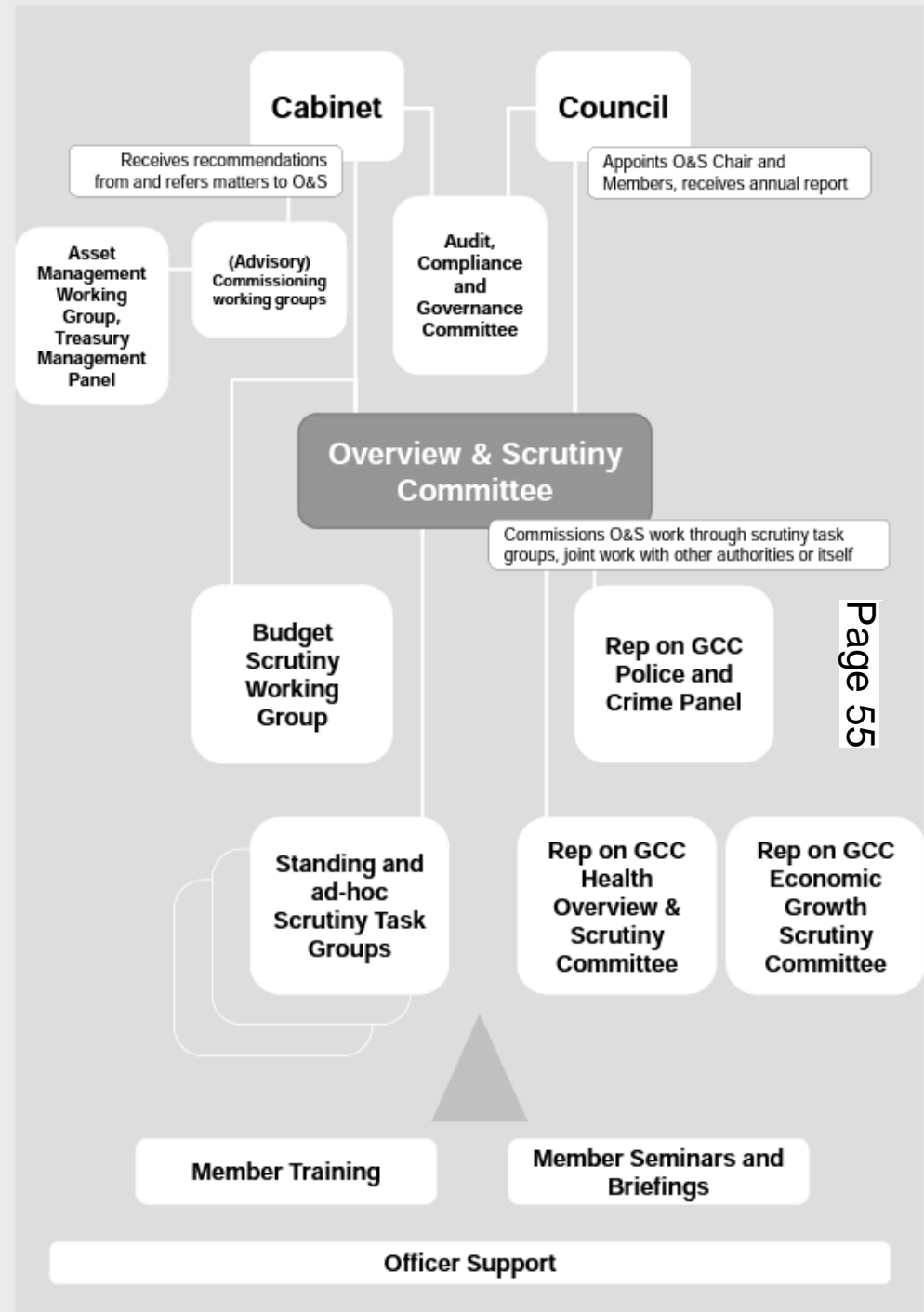
Executive Director of Place and Communities

The role that the committee plays in local democracy in holding to account both members and officers is greater than ever, as the authority, the town and the whole country continue to experience a period of significant change.

Major projects such as the Golden Valley Development and the £180m housing investment plan continue to progress, and O&S has an important job in reviewing the progress of these initiatives and other ambitions being taken forward. Key future frameworks like the council's updated Asset Management Strategy have also been closely scrutinised to ensure all relevant interests and viewpoints are taken into account.

On a personal note, I have thoroughly enjoyed working with the Chair's Group and wider committee to support this vital part of the Council's wider governance arrangements.

Structure of O&S



Task groups

BUDGET SCRUTINY WORKING GROUP

Councillor Matt Babbage, Chair

The Budget Scrutiny Working Group (BSWG) is a small but effective group that keeps a careful watch on in-year spend and the developing budget for the following year. Input from the group is particularly important as the council seeks to diversify the way in which it raises income to support service provision in light of its various financial challenges.

In 2021/22, BSWG continued to focus on the pressures caused by the Covid crisis and ongoing recovery. Members acknowledged particular pressures on areas like car parking income, although the council's significant property portfolio and cash reserves ensured it was in a relatively strong position compared to other local authorities. The group also considered budget monitoring reports, the financial outturn report for 2021/22 and the General Fund and Housing Revenue Account budget proposals for 2022/23. Throughout, members agreed that the recovery from the pandemic was far from over, and that the difficult economic situation needed to be taken into account in order to maintain financial stability and continue delivering high quality services.

Gemma Bell (Director of Finance and Assets) commented that the Budget Scrutiny Working Group is *'a valuable process which has given members an opportunity to input into the development of the budget proposals and key initiatives which has added value to the process. BSWG have also provided an independent review of the financial performance of the council during the year, as well as considering the final outturn position and our approach to commercialisation. This has been particularly significant this year where focus has been on the implementation of the COVID-19 recovery strategy and then preparing a budget for 2022/23 under the current cost of living pressures. The group has provided an opportunity for wider member influence over this but also a space for members to ask specific questions on how the council are prepared to respond in the current economic environment.'*

Task groups

TACKLING MULTIPLE DEPRIVATION (ongoing)

O&S set up a Scrutiny Task Group on Tackling Multiple Deprivation in February 2022 following a scrutiny topic request submitted by Cllrs. Willingham and Lewis.

This request was based on the fact that, while Cheltenham is predominantly an affluent town, the Indices of Multiple Deprivation (IMD) for England shows several areas with high levels of multiple deprivation, including St Marks and St Pauls. Multiple deprivation refers to seven distinct domains, namely income deprivation; employment deprivation; education, skills and training deprivation; health deprivation and disability; crime; barriers to housing and services; and living environment deprivation – all of which are likely to lead to worse outcomes for individuals, communities and subsequent generations.

The request acknowledged that while the task group would not solve these issues on its own, it could seek to identify their causes and higher differentials of causation, and the areas that the council could directly influence to help tackle multiple deprivation. The task group could also identify stakeholders with the ability and expertise to help alleviate multiple deprivation, and the outcomes they would like to achieve.

The group's first meeting took place in July, and it is due to report back to O&S after six months, recommending a plan of action for the next twelve.

Other successes

The following slides provide more detail on the committee's scrutiny of key topics throughout the year. This was in addition to standard items including briefings from the Leader of the Council on key issues and regular updates from task groups and from representatives on county-wide scrutiny groups.

Housing delivery

The Senior Development Manager briefed the committee on the council's ambitious development agenda, including Golden Valley, increased housing delivery and raising environmental and sustainability standards. Members highlighted the importance of affordable housing and carbon neutrality.

Town Centre

The Director of Community & Economic Development and the Townscape Manager gave a strategic overview of how the Cheltenham Development T Force, Place Vision and Connecting Cheltenham fit together. Members emphasised the need to take residents' concerns into account, and their hope that the benefits of the town centre redevelopment would be borough-wide.

Municipal Offices

The Director of Projects gave a presentation regarding options for the future of the Municipal Offices. This was delivered in exempt session to allow Members to ask questions openly without compromising commercial sensitivity. Members acknowledged that it was a long-running issue which had been made more complicated by the impact of the pandemic, and highlighted its importance within the council's broader economic recovery.

Integrated Care System

Following a Council motion agreed in October 2021 concerning the NHS Trust, key officers from the Trust and its partners gave a presentation on the pressures they were facing and how these were being addressed. Members submitted questions in advance which the officers were able to respond to in detail, and highlighted the importance of effective communication.

Other successes

Business Improvement District

The Chief Executive of the BID updated O&S following its renewal for a second five-year term, outlining their founding principles and key ongoing and upcoming projects. Members highlighted the need to contribute to CBC's climate change goals by reducing energy use, and the potential benefits of BID members interacting with one another.

Budget proposals

Cllr. Babbage, Chair of the Budget Scrutiny Working Group, circulated a report on the group's response to the 2022-23 budget proposals. They had found it to be a sound and satisfactory budget, with the only major area of debate being the topic of payment provision. The group would continue to scrutinise budgetary matters throughout the year (see page 6).

Asset Management Strategy

The Director of Finance and Assets introduced the updated Asset Management Strategy. The previous strategy had been agreed in 2016 and was in need of significant revisions to adapt to a very different economic situation. Members were pleased with the new strategy, especially the focus on maximising the social value of assets for the benefit of the town and its communities.

The council's response to the Covid crisis

The Executive Director of Place and Communities presented an in-depth report on how the council had maintained essential services and kept Members informed throughout the pandemic. Key achievements included the rapid payment of business support grants and the success of the Gloucestershire Community Help Hub. Members praised the quick reaction to radical changes and felt it compared favourably to other authorities across the country.

Community Infrastructure Levy and Section 106 funding

The Interim Head of Planning gave a detailed overview of CIL and S106 obligations and their uses in funding infrastructure. Members acknowledged the strict rules regarding what a lot of the money could be spent on, discussed the merits of a Parish Plan and advocated a greater level of ward member engagement in the process.

Other successes

Publica

Publica's Managing Director gave an overview of the organisation's role and structure and introduced their business plan for 2022-25, before responding to questions. Members were keen to ensure a focus on staff wellbeing, and advocated a customer satisfaction survey as one had not taken place since 2019.

Local elections

The Electoral Services Manager informed Members of the steps taken by her team to keep the electoral register up to date, and responded to questions about security, voter ID and increasing participation. Members were pleased to hear that 100% of eligible residents were registered in some areas, and considered ways to maintain the high level of turnout seen in 2021.

Cyber security

Publica's Chief Technology Officer presented a discussion paper on the council's prevention and monitoring measures to mitigate a possible cyber incident, and responded to Member questions. The committee was reassured by the measures in place and advised that member training on the topic could ensure all councillors were aware of how to deal with suspicious emails and websites.

Key Performance Indicators and risk management

Officers demonstrated how the Clearview system could be used to keep track of the council's KPIs and break down the risks involved in key projects, with particular regard to the Golden Valley development. Members were pleased with the potential of the system and looked forward to future updates on its implementation and progress.

Climate change

Lead officers and the new Cabinet Member Climate Emergency outlined the council's plans to tackle the climate crisis and deliver Net Zero by 2030, and how the assorted challenges were being addressed. Members agreed with the need to take climate issues into account at every level of decision-making, and their close links to areas like planning, transport and green space.

Other successes

Follow-up to 2020 O&S Review

The Executive Director of Place and Communities presented a paper following up on the recommendations of Campbell Tickell after their review in 2020 to ensure effective scrutiny. Members were satisfied that they had been implemented, with the only exception being the tracking of actions agreed, which would form part of the upcoming Clearview rollout.

Digital platform implementation and customer access

The Executive Director of Place and Communities and the Programme Manager discussed how the council used process-mapping analysis and the resulting data to improve customer service, allow more flexibility and ensure efficiency. Members were pleased with the innovative and forward-thinking approach, and stressed the importance of testing proposed changes using a residents' group to ensure any issues were flagged up before implementation.

End of year performance review

The Executive Director of Place and Communities presented a report demonstrating the breadth of activities undertaken by the council. Members discussed how best to scrutinise the information presented going forward, for example with reports every six months or automatically whenever a particular KPIs fell below a certain level. It was agreed that regular reports would be the most effective way of keeping the committee informed.

Solace

The Senior Environmental Health Officer brought a discussion paper summarising the structure and objectives of Solace (a multi-agency team which aims to reduce repeat instances of anti-social behaviour), and its performance over the last year. Members discussed the different enforcement powers open to Solace, the importance of building relationships with difficult individuals, and the challenges of reducing the number of unreported incidents.

Ubico

The Environmental Partnerships Manager and Ubico's Head of Operations gave a presentation on its progress over the last year, highlighting challenges including the national driver shortage and the effects of self-isolation rules on day-to-day operational planning. Members praised Ubico staff for doing unpleasant and vital work, and highlighted the need to increase recycling rates through education and public engagement.

Cabinet Member Working Groups

Cabinet Member working groups are different to scrutiny task groups in that they are set up and chaired by the Cabinet Member, with their aim being to assist the Cabinet Member in formulating their final report to Cabinet. By contrast, scrutiny task groups are scrutiny-led and can only make recommendations to Cabinet, Council or another body.

What they have in common is that Cabinet Member working groups help to formulate new policy and offer challenge, which are key parts of the overview and scrutiny function. Both involve non-executive Members.

The working groups for 2021/22 included:

- Asset Management
- Planning and Liaison
- Housing Supply
- Members' ICT
- Waste and Recycling

What's next?

Golden Valley – key officers from the project will give a detailed overview of the possible impact of the site on local residents, and how risks relating to this are being addressed.

No Child Left Behind – in response to a referral from Council in July, the committee will consider the work done by NCLB and compare and contrast it with the option of UNICEF 'child friendly' status.

Gloucestershire Airport – key officers from the airport will bring a paper looking at its financial sustainability, both in relation to recent improvements and looking at its long-term future.

Tackling Multiple Deprivation STG – the task group will present their final report and a set of recommendations to O&S, which may decide to take them to Council.

Minster Exchange – after the completion of the MX project, the committee will look at lessons learned and benefits realised, and consider whether it is generating the occupancy and income expected.

This is in addition to annual reports from **Publica, Ubico, the Gloucestershire Police and Crime Commissioner** and more, and is in no way an exhaustive list. To find out what exactly the committee plans to scrutinise in the coming months, you can view the regularly updated [O&S workplan](#).

Contacts

Democratic Services Team Leader:

Beverly Thomas

Democracy Officers:

Judith Baker

Harry Mayo (lead for O&S)

Claire Morris

Postal address:

Democratic Services

Cheltenham Borough Council

Municipal Offices

The Promenade

Cheltenham

GL50 9SA

Email:

democratic.services@cheltenham.gov.uk

Phone:

01242 264246