

# Cheltenham Borough Council Overview & Scrutiny Committee

**Meeting date:** 26 February 2024

**Meeting time:** 6.00 pm

**Meeting venue:** Council Chamber - Municipal Offices

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## **Membership:**

Councillor Tabi Joy (Chair), Councillor Steve Harvey (Vice-Chair), Councillor Graham Beale, Councillor Nigel Britter, Councillor Jackie Chelin, Councillor Stephan Fifield, Councillor Emma Nelson, Councillor Stan Smith, Councillor Julian Tooke and Councillor Suzanne Williams

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**Contact:** [democraticservices@cheltenham.gov.uk](mailto:democraticservices@cheltenham.gov.uk)

**Phone:** 01242 264 246

## **1 Apologies**

## **2 Declarations of interest**

## **3 Minutes of the last meeting (Pages 5 - 12)**

Minutes of meeting held on 15 January 2024

## **4 Public and Member questions, calls for actions and petitions**

## **5 Cabinet Briefing**

Briefing from Councillor Hay, Leader (if she has an update, or if O&S Members have questions for her)

**Objective:** An update from the Cabinet on key issues for Cabinet Members which may be of interest to Overview and Scrutiny and may inform the work plan

\*\*Please note the update from the Leader on the CBH-CBC Transition will be taken under Agenda Item 10\*\*

## **6 Matters referred to committee**

## **7 Tourism and Town Marketing Provision (Pages 13 - 26) 18:10 (35 mins)**

**Objective :** To consider CBC's current tourism and town marketing provision, how effective is it, how is success measured and what plans there are for further development?

Helen Mole (Head of Place Marketing and Inward Investment)

Cllr. Max Wilkinson (Cabinet Member Economic Development, Culture, Tourism and Wellbeing)

## **8 Equality, Diversity and Inclusion (Pages 27 - 68) 18:45 (35 mins)**

**Objective :** To consider the draft policy and action plan

Claire Hughes, Corporate Director and Monitoring Officer

## **9 Feedback from other scrutiny meetings attended (Pages 69 - 72) 19:20**

[Gloucestershire Health O&S Committee](#) (11 January 2024) – update from Councillor Bamford

[Gloucestershire Police and Crime Panel](#) (6 February 2024) –update from Councillor Clucas

The [Gloucestershire Economic Growth O&S Committee](#) meeting scheduled in January was cancelled as the City Region Board has not begun and Members would be updated in due course.

**10 Updates from scrutiny task groups (Pages 73 - 74) 19:25 (15 mins)**

Update from the Chair of the CBH-CBC transition scrutiny task group

Update from the Leader on the CBH-CBC transition

**11 Review of scrutiny workplan (Pages 75 - 80)**

**12 Date of next meeting**

25 March 2024

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

**The committee is recommended to approve the following resolution:-**

“That in accordance with Section 100A(4) Local Government Act 1972 the public be excluded from the meeting for the remaining agenda items as it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public are present there will be disclosed to them exempt information as defined in paragraph 3, Part (1) Schedule (12A) Local Government Act 1972, namely:

Paragraph 3; Information relating to the financial or business affairs of any particular person (including the authority holding that information)

**14 Exempt Minutes (Pages 81 - 82)**

Exempt Minutes of the meeting held on 15 January 2024

**Informal de-brief**

What went well? Can we identify opportunities for improvement or training needs?

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# Cheltenham Borough Council Overview & Scrutiny Committee Minutes

**Meeting date:** 15 January 2024

**Meeting time:** 6.00 pm - 7.45 pm

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## **In attendance:**

### **Councillors:**

Tabi Joy (Chair), Steve Harvey (Vice-Chair), Graham Beale, Nigel Britter, Jackie Chelin, Stephan Fifield, Tim Harman, Smith and Suzanne Williams

### **Also in attendance:**

Gareth Edmundson (Chief Executive) and Claire Hughes (Corporate Director and Monitoring Officer)

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## **1 Apologies**

Councillor Tooke sent apologies.

## **2 Declarations of interest**

There were no declarations of interest.

## **3 Minutes of the last meeting**

The minutes of the meeting held on 20 November were approved as a true record and signed accordingly.

## **4 Public and Member questions, calls for actions and petitions**

There were none.

## **5 Cabinet Briefing**

The Leader said she would update Members on the CBH transition later in the meeting, There is going to be an open day at the Municipal offices on the 22nd

January for agents interested in helping the Council on its journey towards the sale, I am pleased to say that there has been an unprecedented number of interest. Publica has said goodbye to Jan Britton and the shareholders have agreed Frank Wilson will be acting up as managing director they have also appointed a new chair of the board and welcomed Christine Gore my thanks to Sally the outgoing chair.

### **6 Matters referred to committee**

There were none on this occasion.

### **7 2024/25 General Fund and HRA Budget proposals - Budget Scrutiny**

#### **Working Group response**

The Chair invited Councillor Harman, who attended the recent Budget Scrutiny Working Group meeting, to share with Members a brief summary of what was discussed.

Councillor Harman said many issues were raised at the meeting, but highlighted the following concerning the HRA budget proposals:

- with CBH's imminent return to CBC, Stafford Cruise, Head of Finance at CBH, gave a useful and helpful presentation, and answered Members' questions. One concerned the energy sustainability retro-fitting of houses to improve energy consumption, and the investment in a five-year kitchen renewal and upgrade programme, which will influence the budget going forward;
- the fact that a lot of rents and social rents below market rents influences what is possible was discussed;
- other impacts of the transfer of CBH to CBC on the overall budget will be discussed later in the meeting.

There were no Member questions. The Chair thanked the Budget Scrutiny Working Group for their input and commitment.

Moving on to the 2024-25 General Fund budget proposals, Councillor Harman made the following points:

- his group recognises the challenges all councils are facing at present, but is slightly concerned that general balances are due to fall below £1.5m, which is the figure the council aims to maintain. This may be pursued further by Members;
- he would not go into detail about the huge challenge of the cyber park debate, welcoming the £20m government funding which will help deliver the scheme, saying that in principle, he believed there is cross-party support for proposals and comments are made in the spirit of a critical friend, but recognising that there are challenges to the council regarding finance;
- he noted some assumptions around revenue and savings, and questioned the confidence that the EV charging scheme will bring £50k income when there are elements out of CBC's control, such as guaranteed electricity supply;
- the same applies to bringing CBH back in house – savings are forecast, but there is no guarantee that these will be delivered – and income from profits

around the MX project, which has been significantly delayed and may come up against further issues;

- assumptions around selling assets into the capital programme are also challenging;
- he suggested that now was the time to raise and scrutinise any concerns anyone may have about budgets and the assumptions on income.

The Chair invited Members to put any questions to the executive directors who were all present at the meeting.

In response to Members' questions, the Executive Director for Finance, Assets and Regeneration confirmed that:

- despite the difficult financial climate due to Covid, cost of living and high inflation, and many councils facing 114 notices or government scrutiny of their finances, he anticipates CBC presenting a robust and balanced budget at February Council. It is clear that with a pay award of 6.5% over two years and a council tax increase of 3% that financial savings and difficult decisions have to be made, particularly as the administration is on record saying that its first priority is not to cut services if a more efficient and streamlined way can be found to deliver those services within the constraints of the financial envelope;
- when he writes his independent Section 25 report, a key recommendation will be that, in view of the council having to draw on reserves in the last couple of years, leaving them less healthy than he as S151 officer would like, the first call on any fortuitous income or underspends must be to strengthen and replenish reserves;
- still on the question of how cash reserves may be rebuilt to a safer level, and the assumptions in the budget about additional income, efficiency savings in many areas will be presented in the report, and there are other factors to be taken into account. Interest rates are probably at their height now and will fall towards the end of the year, delivering incremental savings. The proposed budget is prudent assuming interest rates remain at 5.25%, so any reduction will be good for in-year budget savings;
- looking at long and medium-term financial planning, when he took on the role of S151 officer, the council's share of the Local Government Pension Scheme (LGPS) was about 60% funded; at its last revaluation in March 2022, it was 101% funded, and the CBH portion funded by the council is 120% funded. Since the last valuation an uplift in a number of asset categories, such as government gilts – 2% in 2022, now 5% - has had a huge impact on the assets in the LGPS;
- in terms of the overall funding of the Gloucestershire LGPS, of which CBC and CBH are two participants, he believes this has risen from 110% to 150% funded in the last 18 months, and is confident that we will see significant reductions in contributions post-2025, leading to a fortuitous windfall to increase reserves.

There were no further contributions, and no decision was needed on this item, but the Chair summarised by saying it had been a challenging year, and recommending that Members read the Budget Scrutiny Working Group minutes to be kept up to date. She confirmed that the Green Party had no plans to propose an alternative budget this year, in view of the financial crisis and geo-political instability, saying that the most important thing was to get through the year and prioritise everything that

we need to. She thanked officers for their difficult work, saying that we are lucky to have a council which is prudently managed, and that it pays to be cautious and continue on course.

### **8 Business Continuity**

The Corporate Director and Monitoring Officer presented a summary of Business Continuity arrangements, which sets out how the council will maintain and recover critical business services in the event of a major incident – not only cyber-related but also, for example, any loss of the building, pandemic, or disruption in the supply chain. She said each service already has its own plan, and has been looking at prioritising its services, and these updated service-level plans will be used to create a more comprehensive template.

She said the next stage will be to create a Business Impact Analysis, to look at the whole business, understand the potential impacts and risks, and try to make pre-emptive decisions on the best way to respond. These decisions will be captured in the high-level Corporate Recovery Plan which includes setting up a corporate recovery team, and how to redeploy staff to different areas.

A lot of work has already been done on the cyber side of the Business Continuity Plan, and a timetable in the report sets out how we will review other areas, with a view to completing the plan by the end of February and then starting to develop the Corporate Recovery Plan. After the election and in line with best practice, a test of the plans will be scheduled, to check that they work. She will keep Members updated on progress.

In response to Member questions the following responses were given :

- CBC was part of a county wide business continuity group which provided opportunities for sharing best practice
- A good level of assurance was received from a recent cyber audit
- In terms of emergency planning, CBC fed into the Local Resilience Forum to ensure it was compliant with civil contingencies and through this Forum would be able to access mutual aid in the event of an emergency. There was confidence that CBC could manage in the event of two civil emergencies occurring simultaneously.

Members recognised the internal audit opinion of the robust ICT service delivered by Publica in its effort to keep the council's systems safe. Lessons could be learned from the incident experienced by Gloucester City and reference was made to a report submitted to its O&S committee which would be circulated to Members for information. (ACTION BT).

The Monitoring Officer presented a summary of Business Continuity arrangements, which sets out how the council will maintain and recover critical business services in the event of a major incident – not only cyber-related but also, for example, any loss of the building, pandemic, or disruption in the supply chain. She said each service



already has its own plan, but we are looking to update these having developed a more comprehensive template.

She said that once all the service level plans had been reviewed the next stage will be to create a Business Impact Analysis, to look at the whole business, understand the potential impacts and risks, and try to make pre-emptive decisions on the best way to respond. These decisions will be captured in the high-level Corporate Recovery Plan which includes things like setting up a corporate recovery team, and how to redeploy staff to different areas.

The timetable in the report sets out the proposed timescale for the review. After the election and in line with best practice, a test of the plans will be scheduled, to check that they work. She will keep Members updated on progress.

In response to Member questions the following responses were given :

- CBC was part of a county wide business continuity group which provided opportunities for sharing best practice
- A good level of assurance was received from a recent cyber audit
- In terms of emergency planning, CBC fed into the Local Resilience Forum to ensure it was compliant with civil contingencies and through this Forum would be able to access mutual aid in the event of an emergency. There was confidence that CBC could manage concurrent events.

Members recognised the internal audit opinion of the robust ICT service delivered by Publica in its effort to keep the council's systems safe. Lessons could be learned from the incident experienced by Gloucester City and reference was made to a report submitted to its O&S committee which would be circulated to Members for information.

### **9 LGA Peer Review Action Plan**

The Chief Executive introduced the report on the peer challenge action plan reminding Members that this had not been an inspection, rather an invitation for peers to spend time at the council and make recommendations for improvement. A positive report had been received suggesting that the council was on the right track but a series of recommendations had been made. Good progress had been made in most areas. In terms of those recommendations rated amber, work was still ongoing on the scenarios within the councils targets but he highlighted that the achievement of some savings targets was subject to external factors. Savings targets identified were predicated around the transition of Cheltenham Borough Homes (CBH) housing services back to CBC.

Also rated amber was embedding CBC culture. In his view, this was a constant. Recognising that the HR team were currently focussing on the transition with CBH some resource had been engaged at culture. Bringing CBH back in house was a significant change with 200 staff set to join the existing 250 employees at CBC. He

suggested that O&S may wish to consider this in the medium term in terms of how this had been implemented and reviewed.

This did not concern CBH adopting to CBC's way of working but creating a new organisation with a new organisational culture.

In terms of the general overview CBC had created capacity and now had the strength and commitment to progress the actions given.

Members welcomed the support network in place during the transition phase. It represented an exciting opportunity to enrich the culture and it was hoped this work could be reported to the Scrutiny Task Group CBH-CBC Transition.

In response to Member questions the following points were made :

- The CEX was happy to update O&S on further progress later this year
- The Peer Team would be back at CBC in March this year to consider progress against the delivery of the recommendations.
- Following the COVID pandemic operational front facing staff who did not have the ability to work from home remained dedicated and continued to deliver for residents and businesses.
- The pandemic put modern family pressures and commitments to the fore and a supportive employer now provides the flexibility for employees to work in a hybrid way. That said the value of personal interactions to engage and collaborate remained and more informal settings to encourage such engagement were being created to provide such opportunities as opposed to meeting in a traditional office setting. It was also recognised that new starters could often feel isolated at home so the focus was on enabling more face to face interactions in this respect.
- Whilst Teams and similar platforms were effective and efficient from a carbon perspective, colleagues were trusted to know the meetings where it was important to collaborate in person. So all the benefits from online working were taken but face to face was retained when needed.
- The organisation had an inclusive approach and responded to requests from staff with health conditions which prevented them coming into the office on a case by case basis in order to support them
- The Equality, Diversity and Inclusion strategy was due to be considered by scrutiny in February. The first meeting of the employee group on Equality, Diversity and Inclusion is taking place this week in order for staff to directly contribute to the development of the policy and action plan. O&S would have the opportunity to consider this at its meeting in February. Following this, the intention was to take out to wider consultation with community groups, including those harder to reach.

Members welcomed the update and looked forward to receiving a further update in due course.

## **10 Feedback from other scrutiny meetings attended**

These were noted where supplied.

## **11 Updates from scrutiny task groups**

In the absence of the Chair of the Scrutiny Task Group, the Chair explained that she had recently attended as substitute and would provide a brief update to Members. Firstly, she invited the Leader to provide her update. The Leader explained that the CBH consultation is now live with the first face to face sessions taking place in Hatherley the previous week. She reported that the number of responses received so far via email is currently 308.

The closing date is the 11th February and she requested Members to both encourage residents to respond and to also share social media releases. She then informed the meeting that Campbell Tickell met with the Tenant Scrutiny Improvement Panel on Friday and had a positive session. The new Interim Director for Housing Transformation started last week and he was keen to meet staff and understand the needs of the business.

The Chair reported that the Scrutiny Task Group had held three meetings including one with Campbell Tickell, prior to the launch of the consultation, and one with a CBH Board Member (Tenant Rep) and the Governance and Business Assurance Manager for an overview of CBH Governance. The next meeting is scheduled for the end of the month where the group will have the opportunity to meet the Interim Director for Housing Transformation. She noted the new housing regulations which would be coming into force in April and the increasing connection of the Housing Ombudsman to ensure compliance. The group would also consider those ALMOs who were operating in a similar capacity so this could be used as a point of comparison. She welcomed the fact that a CBH Tenant Rep Board Member had been co-opted on to the task group, this was very valuable.

Finally, she expressed her confidence that CBC would maintain the high standard already set in the operational management of housing delivery.

## **12 Review of scrutiny workplan**

The workplan was noted.

## **13 Any other item that the Chair determines to be urgent**

There were none.

## **14 Date of next meeting**

26 February 2024

**15 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 paragraph 3, Part (1) Schedule (12A) Local Government Act 1972, namely:**

**Paragraph 3; Information relating to the financial or business affairs of any particular person (including the authority holding that information)**

**16 Gloucestershire Airport Limited (GAL)**

Jason Ivey, Director of GAL, and Angela Madigan (GAL Head of Finance) gave Members a presentation, the slides of which had been circulated in advance of the meeting.

Members were able to ask questions of GAL and responses were provided.

The Chair thanked GAL for their input and looked forward to continued partnership working.

# Information / Discussion Paper

## Overview and Scrutiny

Monday 26 February 2024

## Tourism and Town Marketing Provision

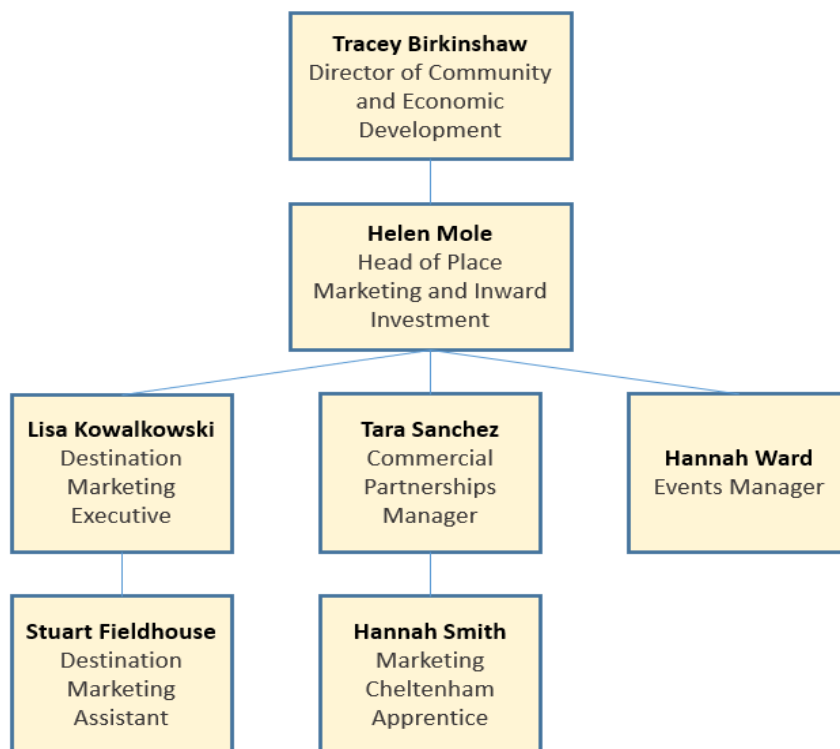
This note contains the information to keep Members informed of matters relating to the work of the Committee, but where no decisions from Members are needed.

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

1.1 This note comes to the Overview and Scrutiny Committee at the request of members of that committee. It provides an update on the council’s tourism and town marketing provision, including information about how the council monitors success, and plans for further development.

### 2. Summary of the Issue

2.1 The Place Marketing and Inward Investment service area sits within the Communities and Place Directorate and has been defined as a service since July 2022 following an organisational review. The team structure is as follows:



2.2 The council took ownership of tourism promotion in 2017 when the Visit Cheltenham brand was launched. The tourism service was brought in-house in 2019 and the Marketing Cheltenham team was formed.

2.3 A full review was undertaken in 2021/22 and this led to the broadening out of the activities of Marketing Cheltenham, with the service area's remit expanded to include responsibility for economic development and inward investment. The head of service is also responsible for overall programme management of the UK Shared Prosperity Funding allocation of £1,178,035 to 31 March 2025.

2.4 The key activities of the service fall into six workstreams:

### **The Visitor Economy – destination management and marketing**

The team support visitor economy businesses and the wider town through both destination management and destination marketing activities. Cheltenham attracts around 2 million visitors each year who, in 2022, contributed £163,791,000 in visitor spend to the economy and almost 3,000 people are employed in tourism related work. Cheltenham aspires to be one of the UK's most liveable towns, with residents and visitors inspired by its culture, food, public spaces, education and the diversity and quality of accessible experiences.

### **Events in Cheltenham**

With over 35 established major festivals and hundreds of smaller grassroots events, both sports and culture, Cheltenham's economy thrives because of the profile and the number of visitors these attract to the town. The team works to increase this impact and enable the delivery of high-quality events that create positive and memorable experiences for residents and visitors alike.

In 2024-25, the team will develop a new Events Strategy for the town which will include a focus on ensuring that events can be more environmentally sustainable, in line with net zero targets, building on the work of the [interim events strategy](#) approved in May 2020 which was heavily informed by the [Scrutiny Task Group review of events](#) in 2019. Key to this will be the implications of climate change and how the council can influence both procurement and onsite delivery.

### **Inward Investment**

Promoting Cheltenham as a place to do business and attracting businesses to invest in the town is vital for the town's future economic wellbeing and prosperity. The Golden Valley Development, as clearly set out within the council's corporate priorities, presents an opportunity to create a destination of global significance and the team works closely with the regeneration and planning team to support this, while retaining a focus on the town as a whole and wider economy.

However, it's not just about strategic sites - ensuring the town centre plays its part as part of the wider county and regional economy remains a key outcome with a focus on retail, culture and supporting sectors and their role in supporting Cheltenham as a destination and driving the visitor economy. 2023/24 has seen developments in the council's approach to tackling [vacant units](#) as a key intervention in supporting economic growth, regeneration and diversification within the high street.

### **Commercial Income Generation**

The service is part-funded by base budget contribution and part-funded by generating commercial income via advertising, sponsorship opportunities, delivery of events and the Marketing Cheltenham membership and partnership schemes. The team has 656 business members in the retail and hospitality sectors.

In supporting and enabling a diverse and resilient local economy, the team works in partnership with organisations including the Growth Hub and the county council to support businesses in Cheltenham and stimulate sustainable and inclusive economic growth. Of course, Cheltenham is not an island and the town's contribution to both the county and wider regional economy is key. The service works closely with regional and national partners including Western Gateway and the Department for Business and Trade to gain intelligence and look for opportunities for development of the economy.

**UK Shared Prosperity Fund Programme Management and Reporting**

The council has received £1,178,035 from the UK Government through the [UK Shared Prosperity Fund](#) (UKSPF). This programme is delivering significant benefits to the town with 12 projects funded on the themes of Community and Place, Supporting Local Businesses and People and Skills. The Head of Service is programme manager for this fund coordinating delivery via external and internal partners.

2.5 The service has four outward facing brands through which it communicates with key audiences as part of the strategy to promote Cheltenham as a place to live, work, visit, and do business:

**Marketing Cheltenham** is the brand which is used for destination management activities and communicating with visitor economy businesses and other tourism stakeholders, including VisitEngland and VisitBritain. [www.marketingcheltenham.co.uk](http://www.marketingcheltenham.co.uk)

**Visit Cheltenham** is the brand used for destination marketing and the official tourism website for the town providing information on attractions, dining, events, shopping, accommodation and touring. [www.visitcheltenham.com](http://www.visitcheltenham.com)

**We're Moving to Cheltenham** is an inward investment and business growth initiative. It seeks to boost economic confidence in the town, encouraging business growth and investment, and improving perceptions of Cheltenham as a great place to do business. [www.movingtocheltenham.com](http://www.movingtocheltenham.com)

**Meet in Cheltenham** is a conference and venue finding service working with hotels, venues and event suppliers in Cheltenham and the surrounding area to provide a free to use venue finding service. [www.visitcheltenham.com/meet](http://www.visitcheltenham.com/meet) NB - this service is currently undergoing a process to convert it to a regional service to be led by Cotswolds Tourism.

2.6 As per the brief set by the committee, this report focuses on the Visitor Economy workstream delivered through the Visit Cheltenham brand and does not go into detail on the other workstreams and priorities within the service area, however the summary above has been included to provide some indication of the broad strands of wider economic development activities and priorities.

The report will set out:

- Destination marketing activity promoting Cheltenham.
- Destination management activity to improve the visitor experience.
- Measurements of success in delivery, including engagement figures and the official visitor numbers for 2022 (the most up to date figures available).
- Future plans for development and growth.

A summary report of the outcomes of the 2023 ice rink event which was organised and promoted by the team is included at Appendix 2. It is noted that a full report on the Ice Rink will be considered by Cabinet in due course.

### 3. Summary of evidence/information

Please note - all figures quoted are the latest available (see footnotes for sources)

#### 3.1 The importance of destination marketing and management

In 2022, the travel and tourism sector contributed an estimated £237.1 billion to the UK's GDP and supported around 3.64 million jobs<sup>1</sup>. Following a challenging period during the Covid-19 pandemic, visitor numbers are recovering well (though still not quite at 2019 levels) and tourism continues to play a vital role in economic sustainability and vitality at both a macroeconomic and local level.

Forecasts for 2024 predict that around 39.5 million people from overseas will visit the UK during the year, spending a total of £34.1 billion<sup>2</sup>.

The domestic market is of even greater importance, with 272 million Day Visits by GB residents within England between July and September 2023, spending a total of £11.9 billion<sup>3</sup>. It is important to highlight that destination marketing is not only aimed at visitors from outside of the area. In Cheltenham's case, there is a population of c.118,900 locally and a much wider catchment area including Gloucestershire and the surrounding counties.

In a crowded marketplace, with tourist destinations competing for their share of visitors, effective, well-coordinated destination marketing activity is essential to encourage more visitors to the town and support the visitor economy. When combined with centrally coordinated place marketing and management activity (factoring in business partnerships, inward investment and reputational management), the economy as a whole benefits.

Cheltenham's strong cultural offer is one of the key selling points used in inward investment activities, showcasing Cheltenham as an attractive place to live, and supporting the case to move a business to the area.

#### 3.2 Visit Cheltenham destination marketing activity

3.2.1 All destinations experience seasonal fluctuations in visitor numbers, usually with key peaks in summer and at Christmas. Cheltenham also sees a peak in March because of the impact of the Cheltenham Festival (Race Week). It is important to adopt seasonal destination marketing campaigns building on strengths within the local area to attract as many people as possible at these key times for visitor facing businesses.

All Visit Cheltenham campaigns are designed with the following objectives in mind:

1. Communicating what's on and where to go - attracting visitors and residents.
2. Working with local business partners - especially businesses in the visitor economy such as events, hospitality, retail, accommodation providers, etc.
3. Presenting a positive image of Cheltenham, highlighting key features, and reinforcing the message that Cheltenham is a great place to live, work, visit and do business.

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<sup>1</sup> <https://www.statista.com/topics/3269/travel-and-tourism-in-the-united-kingdom-uk/#topicOverview>

<sup>2</sup> <https://www.visitbritain.org/visitbritain-publishes-inbound-tourism-forecast-2024>

<sup>3</sup> <https://www.visitbritain.org/research-insights>



4. Encouraging people to stay within the area for longer and engage in multiple activities while they are here.

The team communicate these campaigns through multiple mediums, with emphasis on achieving value for money for the council and generating the maximum amount of engagement and promotion for the town and its businesses. All visitor economy businesses in the town receive some form of marketing support for free, but they have the option to pay for an enhanced level of service via the Marketing Cheltenham partnership scheme. In addition, the team works alongside the council’s communication team to drive content through corporate channels.

A brief summary of Visit Cheltenham seasonal campaigns is included in the table below:

Time period	Marketing campaigns
January to February	<ul style="list-style-type: none"> <li>• Mind, Body, Soul campaign. Focusing on health, wellbeing.</li> <li>• Valentines Day – shop, eat, drink, stay in Cheltenham.</li> <li>• Promoting the Cheltenham BID organised Big Wheel event.</li> </ul>
March	<ul style="list-style-type: none"> <li>• The Cheltenham Festival. Encouraging visitors to shop, eat, and stay locally. Promoting accommodation providers in the town and maximising the economic impact of this event.</li> </ul>
April to October	<ul style="list-style-type: none"> <li>• The Festival Town. Promoting major festivals and grassroots events and maximising the economic impact of events.</li> <li>• Spring and Summer weekend breaks – encouraging visitors to stay longer in the town.</li> </ul>
September	<ul style="list-style-type: none"> <li>• Promoting Cheltenham as a world-class food destination at a time when local hospitality venues often see a drop in business before the Literature Festival in October and after the summer holidays. As part of this food promotion, the team run the campaign for Cheltenham Food + Drink Week, now in its third year.</li> </ul>
October to December	<ul style="list-style-type: none"> <li>• Christmas campaign to celebrate the 100+ Christmas events in the town, encourage gift buying and promote hospitality venues for Christmas parties.</li> <li>• Promotion of Christmas and winter weekend breaks.</li> <li>• Promotion of the Christmas ice rink.</li> </ul>

3.2.2 Year-round marketing activity is also important for successful destination marketing, and this is carried out by the team in the following ways:

Activity	Engagement
Daily posts and engagement on social media accounts	c.61,000 followers on social media accounts. Good levels of engagement and shares. Almost 50% of the audience are from Cheltenham, Gloucester and surrounding towns. This is important as it demonstrates that Visit Cheltenham needs to serve both local needs as well as a wider audience.
Fortnightly newsletter	23,947 subscribers with an average open rate of 40% compared to an average open rate of 21.3% across all industries.
Visit Cheltenham website – events guide, itineraries, blog posts, campaign pages	1,195,050 website sessions in 2023. 2,307,451 overall page views in 2023. 16% of visitors from Gloucestershire.

	<b>Page 18</b> 92% from the UK, 8% international.
Printed town guide – town map and guide to businesses	70,000 printed guides distributed since July 2022 in regional leaflet stands, local businesses, attractions, tourist destinations, service stations, and more.
Printed posters in town	Highlights of key events and a town map distributed in permanent signage around the area and seen by visitors to the town.

See Appendix 1 for details of performance compared to previous years.

### 3.3 Destination Management

3.3.1 Destination management is the coordinated management of all of the elements that make up a tourism destination. It helps to avoid overlapping functions and duplication of effort with regards to promotion, visitor services, training, business support and more, and identifies any management gaps that are not being addressed.<sup>4</sup>

It involves the development and maintenance of strategic partnerships with key visitor economy stakeholders, coordination of local services and a cohesive approach to the development of local plans and strategies.

#### 3.3.2 Strategic Partnerships

Officers from the service area sit on a number of boards and hold key strategic relationships with partners to support effective destination management in the area, including those highlighted below:

##### The Local Visitor Economy Partnership (LVEP)

This is the VisitEngland recognised regional partnership made up of tourism officers from local authorities. It was established in 2023 following many years of successful informal partnership working and its remit is to engage with VisitEngland, apply for national funding opportunities (when available), and to support the visitor economy for the region.

##### Cheltenham Culture Board

A partnership of local cultural organisations working together with the cultural sector to bring arts, digital and heritage innovation together to support creative and inclusive communities where everyone has the chance to thrive.

##### Events Consultative Group

A group of stakeholders interested in the safe and effective delivery and coordination of events in the town.

##### Cheltenham Economic Advisory Board

A partnership of individuals with a diverse range of skills, knowledge and expertise to give their perspective in areas of business, education and skills alongside wider employee-related issues. It should be noted that in the context of the 2023 LGA peer review the council is reviewing partnerships and the Economic Advisory Board held its last meeting December

<sup>4</sup> <https://www.unwto.org/policy-destination-management>

Cheltenham BID

A strong and effective partnership is in place with Cheltenham BID, supported by regular meetings between the two organisations and shared understanding of mutual objectives and separate priorities. The team works closely with Cheltenham BID in a number of areas:

- The BID commissions the team to deliver marketing activity, supporting campaigns and creating dedicated promotions for businesses and events.
- The council's events manager is contracted to deliver several annual events on behalf of the BID, including the Big Wheel event, Christmas launch, and various high street popups throughout the year.
- The BID makes a contribution from its budget to enable the Marketing Cheltenham team to extend membership services to all BID businesses, supporting promotion and interaction to improve visitor numbers and footfall.
- The teams work together to identify opportunities to support businesses in the town.
- The BID has collaborated on work to identify and manage town centre vacancies, working to promote these and support occupation.

Tourist attractions, event organisers and cultural venues

The team works closely with tourist attractions, event organisers and cultural venues to support with planning their activities and to help promote them to visitors and residents. A mutual partnership exists with many of these organisations who will also promote Visit Cheltenham to their audiences and visitors to encourage longer stays and participation in other activities across the town as a whole.

**3.3.3 Tourist Information Provision**

In person tourist information is available from the Municipal Offices Reception on Mondays to Fridays in opening hours. A trial to deliver in-person tourist information on weekends from a temporary Pod located on the High Street was carried out during the 2023 tourist season. The casual staff who were recruited were tasked with collecting information about the people using the services of the Pod, and a summary of results and lessons learned is included here:

1. 533 people were spoken to across 34 shifts, an average of 17 people on a Saturday and 15 people on a Sunday. The quietest day saw staff speaking to two people and the busiest day saw 33 people.  
**Lesson learned:** There were not as many people looking for information as might have been expected. When all costs for the trial are factored in, this meant that it cost £11.63 to speak to each person.
2. Two-thirds of all people spoken to were from Cheltenham and the surrounding counties, and one-third classed themselves as tourists.  
**Lesson learned:** The service was primarily used by local people instead of tourists.
3. The largest source of enquiry was people looking for literature for festivals (33%) and the next most common was from people asking for Visit Cheltenham town guides (18%).

**Lesson learned:** Most people spoken to were simply looking for printed literature, rather than in-person advice or information.

4. Staff were instructed not to ask for people's ages but instead to make an approximate guess. The largest age range spoken to was, or appeared to be, over the age of around 65.

**Lesson learned:** Younger age groups may be less likely to seek printed literature but it does demonstrate the value of continuing to provide printed literature to ensure we reach all demographics of visitors.

Utilising the lessons learned from this trial, a programme of measures is being implemented to increase the access to tourist information for visitors to the town seven days a week, including:

- Increasing the scope of places where tourist information literature can be accessed via new literature stands, new venues, and updated marketing collateral. This will ensure that printed literature is available in more places and is more accessible to people who prefer this medium.
- A programme of training courses is being set up for customer facing staff in local businesses to create a team of 'Cheltenham Ambassadors' and equip them with knowledge about Cheltenham's offer to support visitors. This will include food and drink venues, accommodation providers and attractions.
- Targeted promotional activity in sites around the town to highlight the useful information available on the Visit Cheltenham website.
- Continued review of all online forms of tourist information to ensure these are accessible to all.
- A review of tourist information signage is underway including a refresh of static town centre maps and event guides.
- Proactive invitations to attractions, hospitality businesses and accommodation providers to host information about the town and ensure that printed literature is easily accessible for visitors.

### 3.3.4 Forthcoming Events Strategy

The council currently has an interim events strategy which will be updated and adopted during 2024-25. This will include an increased focus and support for events to be more environmentally sustainable, in line with the borough's net zero targets. The strategy will also seek to increase the economic impact of events and to introduce measures to ensure that event organisers are given access to best practice and training.

### 3.3.5 Training, support and signposting

The team share advice, training and VisitEngland updates with visitor economy businesses to help them to understand the opportunities available to their businesses and raise awareness of legislative updates which may impact them. Details of local business support services (e.g., The Growth Hub) are shared, along with information about free events and training courses available via funded routes.

### 3.3.6 Event Management

As well as a series of events organised under contract to Cheltenham BID, the team were also responsible for delivery of the 2023-24 Christmas ice rink and a summary of the outputs and outcomes from this event are included at Appendix 2, ahead of the full report to a future Cabinet meeting.

### **3.4 Examples of destination management activities in 2023-24**

Visitors and residents are often unaware of the destination management activity that has contributed to their positive experience of a destination, but there are a number of examples of the ways in which visitors and the economy have benefitted from the approach taken by the service area, including:

- Updated signage and a clear town guide available widely to help people to get around the town and provide information on things to do.
- Comprehensive themed itineraries and other content showcasing local businesses.
- Collaboration and partnerships to share best practice amongst stakeholders, encouraging efficiencies in planning and organising of the tourist offer.
- Shared marketing activities to increase the coverage of town-wide marketing campaigns. For example, the Christmas 2023 campaign included financial or in-kind contributions from Cheltenham BID, Everyman Theatre, Cheltenham Trust, and more, to help more people find out about the town's Christmas offer.
- A shared events calendar is being created to minimise clashes of key events. This has already proved valuable in managing multiple key dates for the town over Christmas 2023, helping maximise audiences for all.
- A partnership with The University of Gloucestershire to promote the town to students. This is not only a large potential customer base for local businesses but also an important way to encourage graduates to stay in the area.

### **3.5 Measuring Success**

3.5.1 It is vital that all council activities are monitored, and the impacts measured, to ensure the best use of public resources. The service area monitors impacts and outputs in two distinct areas:

- Organisational performance measures including marketing engagement metrics.
- Destination performance measures. Each year, the council commissions an independent assessment of the volume and value of tourism and the impact of visitor expenditure on the local economy. This has been carried out for Cheltenham using the same model since 2018, so year-on-year comparison figures are a fairly reliable indicator of the current position of the sector.

Full details of these with comparisons to previous years where available are in Appendix 1.

#### **3.5.2 Summary of latest data**

### KPIs and engagement metrics at the end of December 2023 (Q3 2023-24)

KPIs are currently on target to be achieved by the end of the year. Of particular note is that engagement with the Visit Cheltenham website has increased by 22.2% when compared to the same period in 2022-23. This can partly be attributed to the impact of the ice rink, and partly to improved processes in the management and content creation for the site.

### Volume and value data for 2022

The latest volume and value data has now been released for Cheltenham in 2022 and these show that there has been significant growth experienced across every measure between 2021 and 2022. This is positive news, but it must be reviewed in the context that 2021 was still a year in which visitor numbers were affected by the impacts of Covid 19. A comparison to 2019 data shows that, by 2022, tourism numbers had not yet recovered to pre-Covid levels.

Comparable national statistics are not available but reports from other authorities show that Cheltenham's visitor numbers are in line with national trends. The same analysis will be carried out and shared with members once 2023 figures are released at the end of 2024.

However, although the indicators from this data are that visitor numbers are now recovering well from Covid, the industry as a whole is still reporting challenges with recruitment, fuel bills, and economic pressures. It is therefore more important than ever that those businesses are supported with destination management and marketing support.

## **4. Next steps and plans for development**

The service area has a workplan for 2024-25 which is set in line with the Corporate Plan objectives and includes a continued focus on achieving engagement from visitors and residents, supporting local businesses, and ensuring increased visitor numbers. There are several plans for the visitor economy area of the service, including:

- Enhancement of cultural marketing and what's on guide in line with culture strategy objectives.
- Transition away from the Cheltenham Pod trial to alternative forms of in-person tourism information provision. Continued review and development of the in-person visitor information available, as set out in section 3.3.3 above.
- Support for visitor economy businesses to help them to navigate the challenges they face.
- A re-focus of priorities to support commercial income generation.
- An ongoing review (already underway) of services to ensure efficiency and to maximise the return on investment.
- The development of an event organisers network to share best practice, advice and resources.

The team is committed to delivering the above activities (and more) and to continuing to recognise the value of Cheltenham's visitor and cultural offer in highlighting the town as a place to live, work, visit, and do business.

**Background Papers**

See Appendices

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**Accountability**

Councillor Max Wilkinson

## Appendix 1 - Performance Measures

### Team KPIs

Measure	Target by end of 2023-24	Achievement at 31/12/23
Engagement with Visit Cheltenham website	Increase website sessions by 20% compared to same period in previous year	Increased by 15.7%
	Increase page views on Visit Cheltenham compared to previous year (2022 to 2023)	Increased by 16%
Engagement with Visit Cheltenham social media	Increase followers by 20% on baseline at 1 <sup>st</sup> April	Increased by 15.9%
Engagement with Marketing Cheltenham social media (B2B)	Increase followers by 35% on baseline at 1 <sup>st</sup> April	Increased by 39.7%
Engagement with Moving to Cheltenham	Increase followers by 5% on baseline at 1 <sup>st</sup> April	Increased by 5%
Visit Cheltenham e-newsletter	Increase subscribers on baseline at 1 <sup>st</sup> April	Increased by 144% This is largely attributable to significant growth due to ice rink visitors.
	Increase open rate	Increased from 32.7% to 44%
Commercial Income	Target £215,000	£163,700 = 76%

### Destination KPIs

#### Volume and Value Data 2022, 2021, 2019

Category	2022	2021	2022 – 2021 comparison	2019	2022 – 2019 comparison
Staying Visitor Trips	371,800	256,000	45.2%	396,700	-6.3%
Staying Visitor Nights	1,035,000	741,000	39.7%	1,104,000	-6.3%
Staying Visitor Spend	£83,579,000	£53,755,000	55.5%	£84,981,000	-1.6%
Day Visits	1,607,000	1,509,000	6.5%	2,000,000	-19.7%
Day Visitor Spend	£73,451,000	£64,875,000	13.2%	£81,266,000	-9.6%
Direct Visitor Spend	£157,030,000	£118,630,000	32.4%	£166,247,000	-5.5%
Other Related Spend	£6,761,000	£3,310,000	104.3%	£6,534,000	3.5%
Total Visitor Related Spend	£163,791,000	£121,940,000	34.3%	£172,781,000	-5.2%
Total Business Turnover Supported	£205,856,000	£158,827,000	29.6%	£221,325,000	-7%
Estimated Actual Employment	2,875	2,420	18.8%	3,314	-13.2%
FTE Employment	2,146	1,791	19.8%	2,469	-13%
Proportion of all Employment	4%	4%	0	5%	-1%

As referenced above, the 2019 comparison is important because it shows the progress in recovery from the impacts of the Covid-19 pandemic. National comparison figures are not available but reports from other authorities show that Cheltenham is in line with national trends in terms of visitor economy recovery.



## Appendix 2 - Cheltenham Ice Rink Outputs Summary

A full report on lessons learned and the financial position is scheduled to be presented to Cabinet in due course.

### Economic Impact

- A total of £1.6m was spent in Cheltenham by all those visiting the ice rink.
- A total of £860,000 was estimated to be additional and only occurred as a result of the ice rink taking place.
- The additional money into the town supports 13 FTE jobs or 17 actual jobs.
- 83% of all visitors to the ice rink cited the event as the main reason for their visit to Cheltenham.
- 31% of those went on to undertake other activities in Cheltenham that they would not have done if the ice rink was not present in town.
- Car parking revenue over-performed in November and December by over £82,000.
- All visitors spent an average of £39.38 per person during their visit to Cheltenham including spend at the ice rink and elsewhere in the town.

### Environmental Sustainability

- The 2023 ice rink used **12.7%** of the fuel used by the 2021 ice rink (5,656 litres compared to 44,530).
- The 2023 ice rink generated 1.778 tonnes of CO2e compared to approximately 139.07 tonnes generated in 2021 - **a reduction of 98.7%**.
- An innovative power solution was developed, the first of its kind and a future case study and PR opportunity.

### Accessibility and Social Value

- The ice rink was fully accessible to all, including wheelchair users and other disabilities, as well as via relaxed sessions.
- Social value was achieved through local employment, local suppliers, and more.
- HAF / No Child Left Behind ensured accessibility to local families.

### Profile

- Local and regional publicity for the event
- 11% of the audience were first time visitors to Cheltenham.
- Just under 7,000 email addresses added to the Visit Cheltenham mailing list (with GDPR agreement) so these visitors will be kept informed about what's on in Cheltenham and encouraged to visit again.

### Feedback

- No complaints about noise attributable to the ice rink were received.
- Positive feedback from local residents and businesses.
- 90% of visitors would recommend the event to friends and family.

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# ***Information/Discussion Paper***

## **Overview and Scrutiny Committee – 26 February 2024**

### **Equality, Diversity and Inclusion**

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

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

- 1.1 To enable the Committee to feed into the developing Equality, Diversity and Inclusion Policy and associated Action Plan.

#### **2. Introduction**

- 2.1 The Equality Act 2010 legally protects people from discrimination in the workplace and in wider society.
- 2.2 It replaced previous anti-discrimination laws with a single Act, making the law easier to understand and strengthening protection in some situations. It sets out the different ways in which it's unlawful to treat someone.

- 2.3 It is against the law to discriminate against anyone because of:

- age
- gender reassignment
- being married or in a civil partnership
- being pregnant or on maternity leave
- disability
- race including colour, nationality, ethnic or national origin
- religion or belief
- sex
- sexual orientation

These are called 'protected characteristics'

- 2.4 In addition, the Act includes a specific [public sector Equality Duty](#) (PSED). Which provides that public bodies have to consider all individuals when carrying out their day-to-day work, in shaping policy, in delivering services and in relation to their own employees.

- 2.5 It also requires that public bodies have due regard to the need to:

- eliminate discrimination
- advance equality of opportunity
- foster good relations between different people when carrying out their activities

### **3. Equality, Diversity and Inclusion Working Group**

- 3.1** As part of our compliance with the PSED the Council has recently formed an employee Equality, Diversity and Inclusion working group. This group is a cross section of employees who have come together to carry out a full review of the Councils compliance and to develop our approach to ED&I.
- 3.2** To date the group have had one meeting which focused around developing its working principles and starting to build out the draft policy and action plan. Further meetings are scheduled but the group felt it was important to get early input from members.
- 3.3** The purpose of the group is:
- To create and champion a culture that actively promotes equality, diversity and inclusion in our Council, tackling inequality together and resulting in positive change.
  - Play a central role in helping our Council act on and achieve the objectives that are set out in our Equality, Diversity and Inclusion Policy.
  - Deliver our Action Plan and report progress annually to Cabinet.
  - To engage, listen and learn from our communities and work with them, partners and stakeholders to foster a culture of embracing difference and deliver services that work well for everyone.
- 3.4** Once the group is more established it is intended that membership will be expanded to include the member Equality Champions.

### **4. Equality, Diversity and Inclusion Draft Policy**

- 4.1** The Council policy aims to set out how Cheltenham Borough Council will tackle inequality and foster an inclusive workplace and inclusive communities, as the borough continues to grow, develop, and create new opportunities for everyone in Cheltenham.
- 4.2** It confirms that we will work with our partners to create fairer opportunities for everyone in the borough, support residents, service users and council employees to fulfil their potential and treat all members of our diverse community with respect, actively involving people from all groups in shaping the decisions that affect the services they receive, the places they live in or the organisation in which they work.
- 4.3** The policy explains the expectations on our workforce, as we work together to design and deliver services to create a vibrant and inclusive borough. The policy applies to all who represent the Council in any capacity including elected members, employees, volunteers, agency workers and consultants. It will also apply to suppliers, sub-contractors and partners in our supply chain.
- 4.4** The policy as written is very much in its infancy and members' thoughts, comments, observations and proposed additions/amendments are very much welcomed. Following consultation with members, it is intended to undertake wider consultation with our communities before finalising the policy for adoption.
- 4.5** A copy of the draft policy is attached at Appendix A.

## 5. Action Plan

- 5.1 The Council acknowledges that there is more that can be done in demonstrating compliance with the PSED to members, employees and our communities. Therefore, an action plan has been developed which sets out a number of actions the council will take/have taken between December 2023 and March 2025.
- 5.2 The action plan is a live document and members' input into it is welcomed.
- 5.3 A copy of the draft action plan is attached at Appendix B.

## 6. Equality Impact Assessments

- 6.1 As part of our PSED the Council is required to carry out equality impact assessments whenever a policy/service or function is reviewed, changed, developed or removed. This is to ensure that the impacts are taken into consideration as part of the decision-making process.
- 6.2 The current form is difficult to navigate which increases the risk that due consideration is not given to equality impacts. It is therefore proposed to move to a two-stage approach.
- 6.3 Stage 1 will require the completion of a screening template and will help establish whether a full assessment is needed. This should be done at an early stage of the process so that it is part of policy development.
- 6.4 Stage 2 is the full assessment and seeks to identify the equality considerations that have been taken into account including any mitigating actions proposed and ensures decisions are based on evidence. The assessment will need to be agreed with the appropriate Head of Service or Director and should be included on the decision-making report, along with commentary on the assessment in the main body of the report.
- 6.5 A copy of the proposed form is attached at Appendix C and again members input into this developing piece of work is welcomed.

## 7. Next Steps

- 7.1 Members of the Overview and Scrutiny Committee are asked for their feedback on the draft policy, action plan and equality impact assessment template. This can be given verbally at the meeting or via email. Members are requested to provide any feedback by no later than the end of March 2024.
- 7.2 Once members' feedback has been considered by the working group and any amendments made, the policy will then be subject to consultation with our communities before being finalised for approval and adoption.

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<b>Background Papers</b>	None
<b>Contact Officer</b>	Claire Hughes, Corporate Director and Monitoring Officer <a href="mailto:claire.hughes@cheltenham.gov.uk">claire.hughes@cheltenham.gov.uk</a>
<b>Accountability</b>	Councillor Rowena Hay, Leader of the Council



# Cheltenham Borough Council Equality, Diversity and Inclusion Draft Policy

## Version control

**Document name:** Equality, diversity and inclusion policy

**Version:** 1.0

**Responsible service area:** Human Resources

**Approved by:** t

**Next review date:**

**Retention period:** delete XX year(s) after new version

## Revision history

Revision date	Version	Description

## Consultees

### Internal

- Leadership team
- Council leader

### External

- Recognised trade unions – GMB and Unison
- Stakeholders

## Distribution

All employees, council intranet and council website

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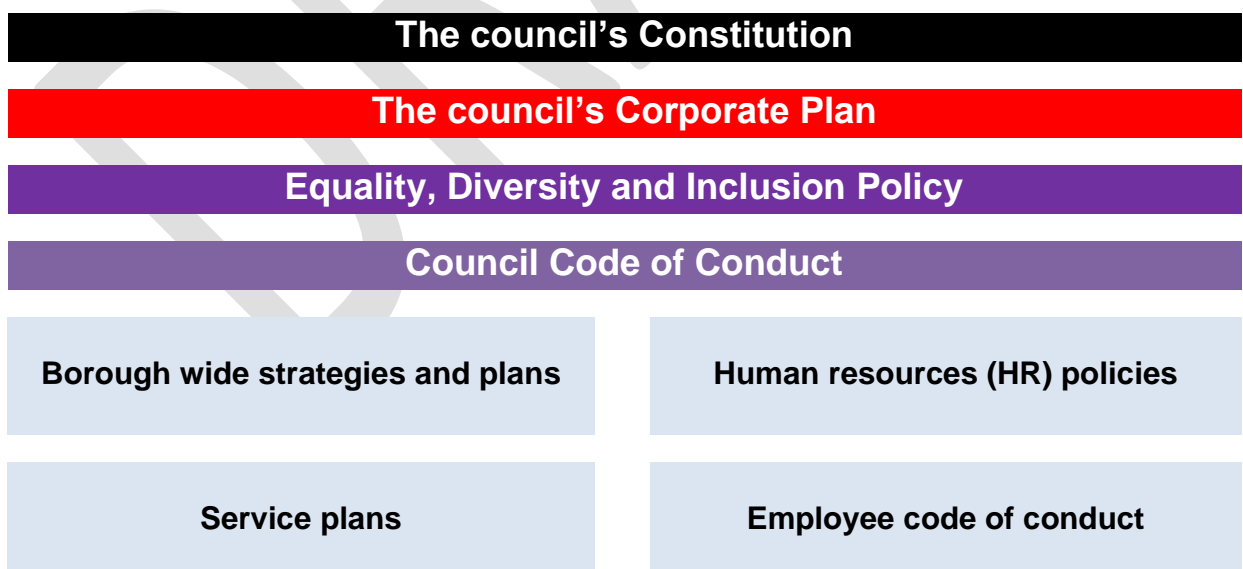


## 1. Introduction and purpose of the policy

- 1.1. This policy sets out how Cheltenham Borough Council will tackle inequality and foster an inclusive workplace and inclusive communities, as the borough continues to grow, develop, and create new opportunities for everyone in Cheltenham.
- 1.2. The policy should be considered alongside other key documents which set out the expectations and requirements of everyone who works for the council.

## 2. Aims and scope of the policy

- 2.1. We will work with our partners to create fairer opportunities for everyone in the borough. We will support residents, service users and council employees to fulfil their potential, treating all members of our diverse community with respect and actively involving people from all groups in shaping the decisions that affect the services they receive, the places they live in or the organisation in which they work.
- 2.2. The policy explains the expectations on our workforce, as we work together to design and deliver services to create a vibrant and inclusive borough. The policy applies to all who represent the Council in any capacity including elected members (councillors), employees, volunteers, agency workers and consultants. The policy also applies to suppliers, sub-contractors and partners in our supply chain and to all those who live and work in or visit Cheltenham.
- 2.3. The diagram below shows how this policy relates to other key policies and strategies.



### 3. Defining equality, diversity and inclusion

- 3.1. We define an equal and inclusive borough as one where all residents, service users, council employees and elected members are supported to fulfil their potential, are treated equally with respect and are actively involved in shaping the decisions that will affect their workplace and wider community.



#### Equal outcomes

We will treat everyone fairly and equally, so that our employees, partners and communities have the same opportunities, regardless of their protected characteristics or socio-economic status. To do this, we will move beyond treating 'everyone the same' and instead make sure that we meet the different needs of individuals and groups. This is essential to address discrimination and disadvantage in an unequal society.



#### Respect

We will treat everyone with dignity and respect. "Respect" can be defined as having due regard for a person's feelings and wishes. Negative behaviours such as discrimination, harassment and intimidation undermine people's dignity, prevent equality and reinforce disadvantage.



#### Diversity

We will appreciate the value of differences between individuals and groups. We will celebrate the rich diversity, culture and heritage of our community and work with our partners to ensure that everyone in Cheltenham can safely express their views, religion, beliefs, feelings and wishes. Promoting the benefits of a diverse community helps to break down barriers and negative attitudes created through lack of understanding and misinformation and helps to promote social cohesion and good community relations.



#### Inclusion

We will support communities from across the protected groups to actively participate in community life and to influence decision-making. We will support disadvantaged groups to have the opportunity to help shape policy and service changes which will affect them.

### 4. Meeting our legal and statutory responsibilities

- 4.1. Cheltenham Borough Council complies with the Human Rights Act 1998 and the Equality Act 2010.

4.2. The Equality Act 2010 covers nine protected characteristics, which cannot be used as a reason to treat people unfairly. Every person has one or more of the protected characteristics, so the Act therefore protects everyone. The protected characteristics are:



Age



Disability



Gender reassignment



Marriage and civil partnership



Pregnancy and maternity



Race



Religion or belief



Sex



Sexual orientation

4.3. The Act contains an integrated Public Sector Equality Duty, which requires all public bodies and private bodies that deliver a public function, to consider the needs of protected groups when designing and delivering services.



4.4. The Public Sector Equality Duty has three aims:

- a) Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act
- b) Advance equality of opportunity between people who share a protected characteristic and people who do not share it by minimising disadvantage suffered by people due to their protected characteristics
- c) Foster good relations between people who share a protected characteristic and people who do not share it

4.5. Having due regard for advancing equality involves:

- a) Removing or minimising disadvantages suffered by people due to protected characteristics
- b) Taking steps to meet the needs of people from protected groups where these are different from the needs of other people
- c) Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low
- d) Tackling prejudice and promoting understanding between different communities

4.6. Cheltenham Borough Council is committed to fulfilling our Public Sector Equality Duty. Direct and/or indirect discrimination, harassment or victimisation will not be tolerated within the workplace, or in the way we deliver services or carry out our functions and duties. The Council is committed to promoting equality of opportunity, eliminating unlawful discrimination and promoting community cohesion throughout the borough. We will seek to protect the right of everyone not to be discriminated against and work to ensure equality of opportunity for all, so that each person is supported to realise their potential.

4.7. The council is going beyond its statutory duties under the 2010 Equality Act by seeking to also implement the Act's socio-economic duty (Part 1 Section<sup>1</sup>).

4.8. We commit to treating everyone equally regardless of socio-economic status and will work to eliminate discrimination and disadvantage caused by a person's socio-economic status.

## **5. Our approach and commitment to equality, diversity and inclusion**

5.1. Equality is the responsibility of every councillor, employee of Cheltenham Borough Council, and any other person or organisation employed by the council to work or to

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<sup>1</sup> Section 1 of the Equality Act, the socio-economic duty, requires public bodies to adopt transparent and effective measures to address the inequalities that result from differences in occupation, education, place of residence or social class (the additional characteristics not explicitly covered by the Public Sector Equality Duty). Although implemented in Scotland, the UK Government has not commenced the duty in England – so local authorities are not bound by it. However, the council is committed to treating everyone equally regardless of socio-economic status and will work to eliminate discrimination and disadvantage caused by a person's socio-economic status



deliver services on its behalf, including those employed through contractual, commissioning or grant-aided arrangements.

- 5.2. Equality, diversity and inclusion are central to the decisions we make on how to deliver the best possible outcomes for our communities at a time of considerable financial challenge for the local authority. We will continue to use our limited resources smartly and our workforce will continue to maintain high standards in policy making, employment practice and service delivery to support all those who live, learn, work in or visit Cheltenham in the most effective and efficient way possible, to tackle inequality and discrimination and promote equality, diversity and inclusion in all that we do.
- 5.3. The council is also committed to being a fair and supportive employer, developing the skills and talent within our workforce so that employees are able to deliver high quality services to everyone.

## **6. How we will support our commitment to quality, diversity and inclusion**

- 6.1. The council as a community leader will:
- a) Comply with and embrace equality law and good practice, which includes carrying out our public sector duties to promote equality
  - b) Regularly monitor and assess the impact of our policies, services and functions to ensure they are fair and reflect people's different needs and opinions
  - c) Use our influence with our partners and businesses to generate opportunities in the borough
  - d) Celebrate diversity and support campaigns for greater equality and awareness
  - e) Make equality and consideration of diversity a part of our everyday business. To do this we will expect all our councillors, employees and contractors to:
    - Treat everyone with courtesy, dignity and respect at all times
    - Provide the best possible standards of service and value for money to residents and communities
    - Consider the needs and opinions of every community
  - f) Promoting diversity, preventing inequality and tackling discrimination is not solely the responsibility of the council. We will also work with wider partnerships to promote an equal and inclusive approach across the whole of the Borough
- 6.2. We cannot reduce inequality alone and so we ask all our residents, communities, service users and partners to support us by also committing to treating council employees, elected members, and all those who live in, work in, learn in or visit Cheltenham with respect and fairness.



**CHELTENHAM**  
BOROUGH COUNCIL

6.3. We ask that:

- a) Service users do not use language or physical actions of any form that could demean, distress or offend council employees or elected members. Threats of violence against a member of staff, an elected member or our partners will not be tolerated. Legal action may be taken against any person using or threatening violence
- b) Cheltenham's residents and visitors treat each other with mutual respect and open mindedness. It is important to respect different religions, cultures, beliefs and lifestyles
- c) Cheltenham's residents and visitors continue to demonstrate respect and tolerance for others when using online forums. Threatening or abusive language is not acceptable online or in person

6.4. The council as a service provider and commissioner will:

- a) Provide guidance to employees about how to include equality, diversity and inclusion in procurement and commissioning processes
- b) Consider equality of access in service delivery
- c) Routinely carry out an equality impact assessment (EQIA) to consider the impact that any prospective changes to policy or service delivery may have on different protected groups and take action to mitigate against any unequal impact. This process will also be used to ensure we are taking every opportunity to advance equality
- d) Ensure contractors, suppliers and partners are aware of what the council expects in relation to equality, diversity and inclusion and understand that they must provide services that are free from harassment, discrimination, or victimisation
- e) Ensure that the tendering processes include equality, diversity and inclusion as part of the selection criteria

6.5. We ask that:

- a) All contractors and suppliers ensure that they are aware of the council's commitment to equality, diversity and inclusion (EDI) and take responsibility for promoting EDI and challenging discrimination

6.6. The council as an employer will:

- a) Be an organisation where local people choose to work and develop good careers, where employees from different backgrounds work together harmoniously and productively and everyone feels valued
- b) Use policies and practices that demonstrably enable employees to fulfil their potential and progress within our organisation
- c) Tackle unacceptable behaviour in the workplace
- d) Reward all employees fairly and provide employment conditions which support them to do a good job



- e) Regularly review and update the council's human resources policies (including those relating to recruitment, learning and development and employee relations) to ensure that they are inclusive and accessible for all employees, regardless of protected characteristics
  - f) Provide reasonable and timely adjustments for employees to allow them to work effectively and access any services or support they may require
  - g) Promote a good work-life balance and opportunities to work flexibly
  - h) Support disabled employees by making reasonable adjustments
  - i) Monitor and publish the make-up of our workforce as required by the specific public sector equality duty
  - j) Provide training and support to enable employees to manage and/or work within a diverse workforce
  - k) Address any unfair treatment in the workplace relating to any of the protected characteristics
- 6.7. The council's Leadership Team will be responsible for overall management and direction of its equality, diversity and inclusion commitments.
- 6.8. We ask that:
- a) All managers ensure that equality, diversity and inclusion are core to service delivery, employee management and employee wellbeing
  - b) All employees ensure that they are aware of the council's commitment to equality, diversity and inclusion (EDI) and take responsibility for promoting EDI and challenging discrimination
- ## 7. Using data to inform our work – making fair decisions
- 7.1. Every day, decisions are made within the council that affect the lives and relationships of local people, service users and employees. Equality analysis will be used as a tool to help us make fair, sound and transparent decisions that are based on a robust understanding of the needs and rights of the groups and individuals who may be affected.
- 7.2. The council's assessment process ensures that equality analysis is exercised in such a way that influences the final decision. It will also be used to identify positive actions that will mitigate any negative effects of our decisions or enhance any benefits for protected groups and others at risk of disadvantage.
- 7.3. We will aim to benchmark our approach using the following resources:
- a) The council participates in Local Government Association (LGA) peer reviews. The feedback from the LGA peer reviews is used to improve our approach to equalities, diversity and inclusion in the workplace and to the services we provide



- b) The council is a Disability Confident employer, and we aim to use our staff equality monitoring data to benchmark ourselves against other district councils

### **Equality information**

- 7.4. Whenever relevant to do so we will collate, analyse, interpret and publish information about equality and diversity in the workforce, service delivery and our communities. This information will be used in equality analysis to:
- a) Inform our service planning, policy development and decision-making process
  - b) Understand the impact of policies, practices and decisions on people with different protected characteristics, and to plan them more effectively
  - c) Help identify key equality issues
  - d) Develop and monitor our equality objectives
  - e) Identify ways of improving performance
  - f) Demonstrate compliance with the Equality Duty
- 7.5. When we ask employees and service-users to provide information about their personal characteristics, this will only be done where the information is relevant to the aims of the equality duty – for example if there are known inequalities in relation to a particular outcome or service. The council will always make it clear that disclosure of sensitive information (e.g., sexual orientation, gender orientation, religion, or belief) is optional and not compulsory.
- 7.6. However, without gathering some form of evidence, it may be difficult to monitor the impact of policies and procedures on certain protected groups. The council will aim to overcome this by creating a culture of trust whereby individuals are comfortable disclosing such information.
- 7.7. The council will uphold its duty to protect an individual's right to privacy and will not publish information that could identify an individual. Nor will the information be used to identify an individual or make a decision about them purely on the grounds of the information that has been provided in relation to their protected characteristics.

### **Cheltenham borough council – equality data**

- 7.8. Inform Gloucestershire provides a valuable source of information about the people of Cheltenham borough. It has an interactive website designed to provide a 'one stop shop' of information and holds information profiles for the whole of Gloucestershire and snapshots of each of the boroughs electoral wards including protected characteristics of the borough. The protected characteristics for Cheltenham can be found at:

<https://www.gloucestershire.gov.uk/inform/equality-and-diversity/interactive-report/>

## **8. Making our services accessible and easy to use**

- 8.1. We constantly strive to deliver services that are easily accessible by all who need them, and to support people to participate in public life. This in turn will help us achieve our duty to foster good relations between different groups and individuals. We are committed to listening to our residents, service users and customers to develop an understanding of how we can break down barriers and better meet their needs. This may involve making adjustments to the way we deliver services where it is reasonable to do so.
- 8.2. We will make sure that everyone has the information they need about our services. We will aim to provide all information in plain English and alternative formats on request.
- 8.3. We are committed to engaging effectively with local people, community groups and other stakeholders. We will actively seek their views about the council and the services they receive, as well as involving them in shaping services and local decision making.

## **9. Protecting people**

- 9.1. Safeguarding children, young people and vulnerable adults is everybody's business, wherever they work and whatever they do for the council. This includes staff, elected members and people who work for organisations that provide services on behalf of the council. We will endeavour to ensure all employees and elected members are aware of our safeguarding responsibilities and receive the appropriate training in safeguarding awareness.
- 9.2. The council is committed to working in partnership to ensure that hate crime is not tolerated within our communities and neighbourhoods. Hate crime is motivated because of prejudice, hostility or hatred towards a person, family or groups because of their sexuality, gender identity, disability, ethnicity, religion or faith. It can include physical attacks to either a person or their property, threats, verbal abuse and insults. Nobody should suffer because of who they are, and nobody should put up with it.
- 9.3. We are also working with our partners to tackle domestic abuse and sexual violence and have developed a county wide strategy to ensure that all residents in the borough have a fundamental right to live their lives in an environment which will not tolerate domestic violence, will support victims/survivors and will hold perpetrators accountable for their actions.

## **10. Implementing this policy**

- 10.1. The Council recognises that leadership, ownership and commitment by elected members and staff, with adequate resources allocated, are essential for this policy to be effective.

- 10.2. We understand that identifying and taking action is a key to mainstreaming equality and we will therefore deliver our commitments through our equality action plan.

## 11. Governance

- 11.1. Once formally agreed this policy will form part of the Council's policy framework.

**Councillors represent the views of their communities and bring their views into the council's decision-making process in their role as community leaders.**

**The Leadership Team will provide visible leadership on equality ensuring it is embedded into policy, strategy, service delivery, our culture and behaviours as well as ensuring that the Council is meeting its duty under the Act.**

**A lead director will oversee the delivery of the equality action plan and will report to the leadership team and councillors on performance and progress.**

**All members of our workforce are responsible for delivering services, working with our communities and working with one another in accordance with the council's policies and procedures in regard to tackling inequality and promoting equality, diversity, and inclusion. Senior officers throughout the council are responsible for ensuring that everyone who works for Cheltenham Borough Council follows this policy in all aspects of their work.**

## 12. Monitoring and review

- 12.1. This equality, diversity and inclusion policy will be periodically reviewed and updated to reflect changing needs, new strategies or organisational restructure.
- 12.2. Progress in delivering on our equalities objectives will be subject to ongoing review and the objectives themselves will be reviewed and updated in line with the Public Sector Equality Duty.
- 12.3. Progress made towards achieving our equalities objectives will be assessed annually by the Leadership Team.
- 12.4. As part of our Public Sector Equality Duty, we will publish equalities information, including progress on equalities targets; and include our workforce review which outlines the makeup of our workforce by ethnicity, age, disability and gender. The information will show how these groups are represented across different pay scales and includes the annual gender pay gap report.
- 12.5. Equality impact assessments (EQIAs) are used to monitor the equality impact of all key decisions, including by assessing whether groups are disproportionately

affected by changes to policy or services and identifying action we will take action as a result to mitigate this.



### **13. Acting when things go wrong**

- 13.1. As a council we aim to apply the highest equality and inclusion standards, however, despite the best intentions sometimes things can go wrong.
- 13.2. People have the right to complain about either a service they have received from us, a contractor that provides services on our behalf, or their experience in the workplace. The council has a formal complaints procedure for service users and a grievance procedure for employees.
- 13.3. The council takes all complaints seriously and actively encourages people to voice their concern when things go wrong, so that the issue can be addressed and lessons can be learnt. Responding to and learning from complaints will form a key part of the council's drive for better local services.
- 13.4. We do not tolerate unlawful discrimination, harassment or victimisation and will take decisive and appropriate action against people found in breach of this policy. Employees found in breach of this policy may be liable to disciplinary action including dismissal.

Thank you for taking the time to read our equality, diversity and inclusion policy; we hope you found it interesting.

If you would like to find out more about our plans and services, how we are doing and how to get involved, please visit our website [www.cheltenham.gov.uk](http://www.cheltenham.gov.uk).

## Appendix 1 – Glossary

### A

**Accessibility:** The design, development or state of physical or digital environments, resources and services that are easy to reach, enter, use, see, etc. for all users.

**Age:** This refers to a person having a particular age (for example, 32-year-olds) or being within an age group (for example, 18–30-year-olds).

### B

**Belief:** see Religion and belief

**Bi:** An attraction towards more than one gender. Bi people may also describe themselves as bisexual, pansexual, bi-curious, queer, and other non-monosexual identities.

**Bi-cultural:** Bicultural identity is the condition of being oneself regarding the combination of two cultures.

**Bias:** Systematic patterns where our brains stray from rationality in judgment which can result in attitudes for or against a person, group or concept especially in a way considered to be unfair.

**Black:** A broad term for all people with ethnic origins in the African continent. Less commonly this term is used to refer to all people around the world who are not of white European descent. Note that we encourage capitalising Black (when you are talking about race).

**Black Lives Matter:** A political and social movement originating among African Americans, emphasizing basic human rights and racial equality for Black people and campaigning against various forms of racism. Abbreviations: BLM, B.L.M.

**BME or BAME:** An acronym that stands for black [and Asian] & minority ethnic. Though generally accepted, as with people of colour (see below), there's been some pushback to these terms in recent years for being too reductionist and too inclusive. By reductionist we mean it reduces the nuanced and complex experiences of an individual to an overly simplistic, broad term.

**C**

**Civil partnership:** Legal recognition of a same-sex couple's relationship. Civil partners must be treated the same as married couples on a range of legal matters.

**D**

**Direct discrimination:** This refers to less favourable treatment because of a person's protected characteristic.

**Disability:** A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities.

**Diversity:** Diversity is recognising and valuing that individuals are unique each having their own values, beliefs, attitude, culture, racial background, sexuality, skills and life experience.

**E**

**Engagement:** A broad term, intended to cover the whole range of ways in which public authorities interact with their service users and their employees, over and above what they do in providing services or within a formal employment relationship.

**Equality:** Equality means treating everyone with fairness and respect and recognising the needs of individuals.

**Equality analysis:** Equality analysis involves looking at your equality information and the outcome of your engagement in order to understand the effect or potential effect of your decisions on different protected groups. The general equality duty does not specify how public authorities should analyse the effect of their policies and practices on equality.

**Equality information:** The information that you have (or that you will collect) about people with protected characteristics that will help you to show compliance with the equality duty. This will include the findings of engagement with protected groups and others and the effect of your policies on protected groups. It includes both qualitative and quantitative information, as well as evidence of analysis you have undertaken.

**Equality objectives:** A requirement to prepare, set and publish objectives is one of the specific duties set out under the equality duty. An authority's objectives should aim to further one or more aims of the equality duty.



**Equality outcome:** The results that individuals or groups actually achieve and are able to benefit from. For example, equal pay between men and women.

## F

**Fostering good relations:** The Equality Act 2010 states that having due regard to the need to fostering good relations involves having due regard, in particular, to the need to tackle prejudice and promote understanding between people who share a protected characteristic and those who do not.

**Function:** The full range of a public authority's activities, duties and powers.

## G

**Gender reassignment:** This is the process of transitioning from one sex to another. See also trans, transgender, transsexual.

**General duty:** The requirement to show due regard to the need to eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.; advance equality of opportunity between people who share a protected characteristic and those who do not; and to foster good relations between people who share a protected characteristic and those who do not.

## H

**Harassment:** Unwanted conduct related to a protected characteristic that has the purpose or effect of violating a person's dignity or creates an intimidating, hostile, degrading, humiliating or offensive environment. It may also involve unwanted conduct of a sexual nature or be related to gender reassignment or sex.

## I

**Inclusion:** Inclusion is the result of welcoming, respecting, supporting, involving, valuing and empowering those around you equally.

**Indirect discrimination:** This is when a provision, criterion or practice is applied in a way that creates disproportionate disadvantage for a person with a protected characteristic as compared to those who do not share that characteristic and is not a proportionate means of achieving a legitimate aim.

**M**

**Marriage:** a formal union and social and legal contract between two individuals that unites their lives legally, economically, and emotionally.

**Maternity:** The period after giving birth. It is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, including as a result of breastfeeding.

**Mitigation:** This is when measures are put in place that lessen the negative effects of a policy or policies on protected groups. For example, delivering a service by telephone alone may cause problems for those with a language barrier. Rather than changing the way the service is delivered, this could be mitigated by using telephone interpreting services.

**P**

**Positive action:** Lawful actions that seeks to overcome or minimise disadvantages that people who share a protected characteristic have experienced, or to meet their different needs (for example, providing mentoring to encourage staff from under-represented groups to apply for promotion).

**Pregnancy:** The condition of being pregnant.

**Protected characteristics:** The equality duty covers the following characteristics: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. These are also referred to as protected groups. The duty also covers marriage and civil partnerships, but not for all aspects of the duty.

**Protected groups:** see Protected characteristics above

**Public authority:** The general equality duty applies to public authorities. For this purpose, a public authority is a body that is named (listed) or described in Schedule 19 of the Equality Act. It also applies to other organisations who exercise public functions. This includes private bodies or voluntary organisations which are carrying out public functions on behalf of a public authority. Public functions: The Equality Act 2010 defines a public function as a function that is of a public nature for the purposes of the Human Rights Act 1998.



## R

**Race:** This is the protected characteristic of race. It refers to a group of people defined by their colour, nationality (including citizenship), ethnic or national origins.

**Reasonable adjustment:** Public authorities making adjustments to the way in which they carry out their functions so that disabled people are not disadvantaged by the way in which those functions are carried out. This is with regard to policies, practices or procedures, premises, and the provision of auxiliary aids or services.

**Relevance:** How far a function or policy affects people, as members of the public, and as employees of the authority. Some functions may be more relevant to some protected groups than to others, and to one or more of the three elements of the general equality duty. The function or policy may still be relevant if the numbers affected by it are very small.

**Religion or belief:** Religion means any religion, including a reference to a lack of religion. Belief includes religious and philosophical beliefs including lack of belief (for example, Atheism). Generally, a belief should affect your life choices or the way you live for it to be included

## S

**Seldom Heard:** The term 'seldom-heard groups' refers to under-represented people who use or might potentially use services and who are less likely to be heard by these service professionals and decision-makers. These groups used to be described as hard to reach – suggesting that there is something that prevents their engagement with services. Seldom heard emphasises the responsibility of agencies to reach out to excluded people, ensuring that they have access to services and that their voices can be heard, and is preferred for those reasons.

Examples of seldom heard groups could include:

- Particular ethnic minority groups
- Carers
- People with disabilities
- Lesbian, Gay, Bisexual, Transgender, and Queer people
- Refugees/asylum seekers
- People who are homeless
- Younger people
- People with language barriers

To summarise, it is anyone who is under-served. These people may have particular needs when it comes to participating.

**Sex:** Someone being a man or a woman.

**Sexual orientation:** This is whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.

**Specific duties:** Certain public authorities named or described (listed) in Schedule 1 of the Equality Act 2010 (Statutory Duties) Regulations 2011 are required to comply with certain specific duties. These duties are intended to assist authorities in complying with the general equality duty.

**Stakeholders:** People with an interest in a subject or an issue who are likely to be affected by any decision relating to it and/or have responsibilities relating to it.

**Statutory Code of Practice:** A document which offers practical guidance on the law, has been approved by parliament and is admissible as evidence in a Court of law.

## T

**Trans:** The terms 'trans people' and 'transgender people' are both often used as umbrella terms for people whose gender identity and/or gender expression differs from their birth sex, including transsexual people (those who propose to undergo, are undergoing or have undergone a process of gender reassignment to live permanently in their acquired gender), transvestite/cross-dressing people (those who wear clothing traditionally associated with the other gender either occasionally or more regularly), androgyne / polygender people (those who have non-binary gender identities and do not identify as male or female), and others who define as gender variant.

**Transgender:** An umbrella term for people whose gender identity and/or gender expression differs from their birth sex. They may or may not seek to undergo gender reassignment hormonal treatment/surgery. Often used interchangeably with trans.

**Transsexual:** A person who intends to undergo, is undergoing or has undergone gender reassignment (which may or may not involve hormone therapy or surgery). Transsexual people feel the deep conviction to present themselves in the appearance of the opposite sex. They may change their name and identity to live in the preferred gender. Some take hormones and have cosmetic treatments to alter their appearance and physical characteristics. Some undergo surgery to change their bodies to approximate more closely to their preferred gender. Transsexual people have the protected characteristic of gender



reassignment under the Equality Act 2010. Under the Act, gender reassignment is a personal process rather than a medical one and it does not require someone to undergo medical treatment in order to be protected.

## V

**Victimisation:** Subjecting a person to a detriment because they have made a complaint of discrimination or are thought to have done so; or because they have supported someone else who has made a complaint of discrimination. Victimisation is unlawful under the Equality Act 2010.

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# Equality, Diversity & Inclusion Action Plan

## December 2023 to March 2025



Our headline equality, diversity and inclusion (EDI) objectives are focused on three themes. These three themes reflect the Local Government Association (LGA) Equality Framework for Local Government 2020 which is designed to help Councils plan and deliver equality outcomes.

1. Knowing our communities: we will listen and learn from our communities and use this to deliver services that work well for everyone.
2. Leadership, partnership and organisational commitment: we will actively champion our commitment to equality, diversity and inclusion and tackle inequality together.
3. Skilled and committed workforce: we will build a diverse and engaged workforce, where everyone is respected.

Delivering this action plan will ensure we meet the principles upon which delivery of our key priorities is based, specifically:

- Use data and research to drive improvement, listening carefully to our residents, communities and businesses to underpin informed decisions.
- Work together with everyone in our networks to improve our borough and support our residents to be healthy, our communities to be strong and our businesses to thrive.
- Help all our communities to benefit and prosper from our strong local economy.

### 1. Knowing our communities

We will listen and learn from our communities and use this to deliver services that work well for everyone

	Activity	Timescale	Service Area	Meets our PSED objective	Update on progress
1.1	Consult with the community on our Equality, Diversity & Inclusion Policy	January - March 2024	Communities, Wellbeing & Partnerships / Corporate Services	Our policy meets the needs of our communities	
1.2	Continue our engagement with community groups to:				
1.2(a)	<ul style="list-style-type: none"> <li>• Support the development of the Cheltenham Alliance for Race Equity (CARE)</li> </ul>	Ongoing	Communities, Wellbeing & Partnerships	Increased confidence amongst communities	

# 1. Knowing our communities

We will listen and learn from our communities and use this to deliver services that work well for everyone

	Activity	Timescale	Service Area	Meets our PSED objective	Update on progress
1.2(b)	<ul style="list-style-type: none"> <li>Provide support for Black History Month</li> </ul>	October 2024		that all agencies are working together for better outcomes	
1.2(c)	<ul style="list-style-type: none"> <li>Facilitate activities to celebrate Interfaith Week</li> </ul>	November 2024			
1.2(d)	<ul style="list-style-type: none"> <li>Host the annual holocaust Memorial Day service</li> </ul>	January 2024			Completed
1.2(e)	<ul style="list-style-type: none"> <li>Participate in the LGBT partnership</li> </ul>	Ongoing			
1.2(f)	<ul style="list-style-type: none"> <li>Respond to issues raised by the Accessibility Forum</li> </ul>	Ongoing			
1.3	Use data from our community profiles, our partner organisations, and from our community engagement to consult with community groups	Ongoing			Communities, Wellbeing & Partnerships with other services
1.4	Develop an events calendar and use our social media platforms, website and other mechanisms (e.g., flags) to publicise notable dates celebrating the different communities living in our borough	April 2024	Communities, Wellbeing & Partnerships / Comms & Marketing	Ensure people are engaged, involved and consulted	
1.5	Embed governance arrangements for conducting Equality Impact Assessments (EIA):		Monitoring Officer / Democratic Services		
1.5(a)	<ul style="list-style-type: none"> <li>Review EIA guidance and training</li> </ul>		Monitoring Officer / Democratic Services	Improve data collection, publish it often and use it to make decision that focus on the needs of all our communities	
1.5(b)	<ul style="list-style-type: none"> <li>Improve monitoring of compliance</li> </ul>				
1.5(c)	<ul style="list-style-type: none"> <li>Publish all EIAs with the relevant reports to committee and on the EDI pages on the council's website</li> </ul>				

# 1. Knowing our communities

We will listen and learn from our communities and use this to deliver services that work well for everyone

	Activity	Timescale	Service Area	Meets our PSED objective	Update on progress
				Ensure our services are designed in an accessible and inclusive way	
1.6	Embed equality into our procurement process to ensure our suppliers and contractors adhere to our Equality, Diversity, and Inclusion policy and to drive out social value from our procurements	June 2024	Corporate Services / Procurement	Improved service provision and knowledge about our commitment to EDI from our suppliers and contractors	
1.7	Design accessibility into our processes:				
1.7(a)	<ul style="list-style-type: none"> <li>Develop a community engagement strategy to understand how our communities would like to communicate with us</li> </ul>	October 2024	Communities, Wellbeing & Partnerships	Ensure our services are designed in an accessible and inclusive way	
1.7(b)	<ul style="list-style-type: none"> <li>Develop our digital platform for residents to self-serve at a time that suits them</li> </ul>	October 2024	Commercial & Development / Customer Services		
1.7(c)	<ul style="list-style-type: none"> <li>Continue improving the accessibility of our website</li> </ul>	Ongoing	Comms & Marketing		
1.7(d)	<ul style="list-style-type: none"> <li>Ensure documents are easy to understand and available in accessible formats</li> </ul>	Ongoing	All services / EDI Working Group		
1.7(e)	<ul style="list-style-type: none"> <li>Ensure that disabled access is always carefully considered in CBC's decision-making including within planning, licencing, parks, events (including Cheltenham Trust), taxi licencing decisions, parking, parks, access to municipal buildings, sports, public lavatories</li> </ul>	Ongoing	All Service Managers/Accessibility Forum		

## 2. Leadership, partnership and organisational commitment

We will actively champion our commitment to equality, diversity and inclusion and tackle inequality together

	Activity	Timescale	Service Area	Meets our PSED objective	Update on Progress
2.1	Review our EDI policy and action plan regularly and report to council annually to ensure we meet our commitments	December 2024	EDI Working Group / Monitoring Officer	Delivery of the Council's commitment is monitored regularly and is reported on annually in line with the Public Sector Equality Duty	Page 56
2.2	Review our EDI data collection practices:				
2.2(a)	<ul style="list-style-type: none"> <li>Identify areas of the organisation where we already, or could, collect data as part of our interaction with customers, e.g., formal complaints process</li> </ul>	To be set by working group	EDI Working Group	Improve data collection and use it to make decisions that focus on the needs of all our communities	
2.2(b)	<ul style="list-style-type: none"> <li>Investigate how we collect and use our EDI data</li> </ul>				
2.2(c)	<ul style="list-style-type: none"> <li>Develop a portfolio of case studies to show where data has been used to improve services</li> </ul>				
2.3	Ensure hate crime is recognised within our complaints process	June 2024	Customer Services		



## 2. Leadership, partnership and organisational commitment

We will actively champion our commitment to equality, diversity and inclusion and tackle inequality together

	Activity	Timescale	Service Area	Meets our PSED objective	Update on Progress
2.4	Participate in groups led by others to tackle inequalities:				
2.4(a)	<ul style="list-style-type: none"> <li>The County Hate Crime Group, including delivering training on hate crime awareness</li> </ul>	Ongoing	Communities, Wellbeing & Partnerships	Actively champion our commitment to equality, diversity and inclusion and tackle inequality together	
2.4(b)	<ul style="list-style-type: none"> <li>The NHS led Integrated Locality Partnership to tackle health inequalities in Cheltenham</li> </ul>	Ongoing			
2.5	Lead groups to tackle inequalities:				
2.5(a)	<ul style="list-style-type: none"> <li>Continue delivery of the No Child Left Behind project with our partners to combat child poverty in Cheltenham</li> </ul>	Ongoing	Communities, Wellbeing & Partnerships	Actively champion our commitment to equality, diversity and inclusion and tackle inequality together	
2.5(b)	<ul style="list-style-type: none"> <li>Facilitate the facing financial hardship multi-agency group focusing on how best to support people living on low incomes</li> </ul>	Ongoing			
2.6	Revise our Statement of Community Involvement to increase community involvement and engagement in development plans for the borough	December 2023	Policy & Placemaking		

### 3. Skilled and committed workforce

We will build a diverse and engaged workforce, where everyone is respected

Activity	Timescale	Service Area	Meets our PSED objective	Update on Progress
Establish an EDI working group with representation from across organisation to promote and embed EDI in our workplace	December 2023	Monitoring Officer / Learning & Development	Ensure that all our employees feel equal and included and are not subject to any unfair disadvantage regardless of their background and/or characteristics	
We will develop an inclusive recruitment programme:				
– Deliver training on bias in the recruitment process including Safer Recruitment for those who take part in interview processes	June 2024	HR & Learning & Development	To ensure we have an unbiased recruitment process where all employees involved in recruitment understand their responsibilities  To ensure opportunities to work for the Council are open and accessible to all  To reinforce the importance of EDI for the Council and gauge candidate understanding of EDI  To ensure opportunities to work for the Council are open and accessible to all and that all new starters feel equal and included	
– Analyse data collected through recruitment to improve our processes	September 2024			
– Review our interview competency pack and ensure we reflect equality, diversity and inclusion within it	October 2024			
– Review recruitment and onboarding documentation and processes to ensure they are inclusive, including adding 'preferred name/pronouns' on application form and linking to ICT new starter form and any Payroll processes so correct name is visible across all systems	December 2024			
We will develop our equality, diversity and inclusion training:				

### 3. Skilled and committed workforce

We will build a diverse and engaged workforce, where everyone is respected

	Activity	Timescale	Service Area	Meets our PSED objective	Update on Progress
	– Undertake a review to ensure it supports our EDI policy and action plan	February 2024	Learning & Development	Equip our employees and members to meet the needs of the communities we serve	
	– Develop comprehensive training for all our employees in a way which is accessible to all	May 2024	Learning & Development	Our employees have a better understanding of their personal responsibilities in the workplace and when working with/supporting service users	
	– Enhance the EDI training element of the Member development programme, including cultural awareness, and signpost Members to the LGA Equality, Diversity & Inclusion Councillor workbook	May 2024	Monitoring Officer, Democratic Services	Members have an improved understanding of the Equality Act and why the act is important to them in their role.	
	Capture, analyse and publish annually all relevant employee data	March 2024 and March 2025	HR	Open and transparent approach with results used to ensure appropriate action is taken where necessary to re-address any imbalance	

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# Equality Impact Assessment

## Introduction

An Equality Impact Assessment (EqIA) is a method for assessing the effects or impacts of a council policy or function on removing barriers to equality.

The Equality Act 2010 includes a public sector equality duty which requires public authorities to try and eliminate discrimination; advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it and promote equality and good relations across a range of protected characteristics.

The protected characteristics are:

Age	Disability	Gender Reassignment
Marriage and civil partnership	Pregnancy and maternity	Race
Religion or belief (including lack of belief)	Sex	Sexual orientation

An EqIA should be completed with the full range of protected characteristics considered during the initial stages of developing new strategies, policies, functions or services, prior to starting a procurement exercise and before decisions are made.

Examples of when an EqIA should be completed are:

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>Any proposals to introduce or add to a service</li> </ul>     | <ul style="list-style-type: none"> <li>Any proposals to adopt policy priorities, strategies and plans</li> </ul>                               |
| <ul style="list-style-type: none"> <li>Any proposals to remove, reduce or alter a service</li> </ul> | <ul style="list-style-type: none"> <li>Changes to staffing structure where groups of employees are likely to be negatively affected</li> </ul> |
| <ul style="list-style-type: none"> <li>Any new policies or changes to policies</li> </ul>            | <ul style="list-style-type: none"> <li>Any proposals in relation to procured or commissioned services</li> </ul>                               |

## Stage 1 - Equality Screening

Whenever a policy/service or function is reviewed, changed, developed or removed an initial equality impact assessment stage 1 will need to be undertaken. This is a screening template and will help establish whether a full assessment is needed. This should be done at an early stage of the process so that it is part of policy development.

## Stage 2 – Equality Impact Assessment

This is the full EqIA and seeks to identify the equality considerations that have been taken into account including any mitigating actions proposed and ensures decisions are based on evidence. The EqIA will need to be agreed with the appropriate Head of Service or Director and should be included on the decision making report, along with commentary on the assessment in the main body of the report.

**STAGE 1 – Equality Screening**

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**1. Identify the policy, project, function or service change**

**a. Person responsible for this EqIA**

Officer responsible:	Service Area:
Title:	Date of assessment:
Signature:	

**b. Head of Service/Director sign off**

Name:	
Title:	Date:
Signature:	

**c. Is this a policy, function, strategy, service change or project?**

Choose an item.

If other, please specify:

**d. Name of the policy, function, strategy, service change or project**

Is this new or existing?	Choose an item.
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**Please specify reason for change or development of policy, function, strategy, service change or project**

**e. What are the aims, objectives and intended outcomes and who is likely to benefit from it?**

Aims:	
Objectives:	
Outcomes:	

Benefits:

**f. What are the expected impacts?**

Are there any aspects, including how it is delivered or accessed, that could have an impact on the lives of people, including employees and customers.

Choose an item.

Do you expect the impacts to be positive or negative?

Choose an item.

Please provide an explanation for your answer:

**If your answer to question f identified potential positive or negative impacts, or you are unsure about the impact, then you should carry out a Stage Two Equality Impact Assessment.**

**g. Identify next steps as appropriate**

Stage Two required

Choose an item.

Owner of Stage Two assessment

Completion date for Stage Two assessment

**Please forward this completed form to [add email address] and move on to Stage 2 if required.**

**STAGE 2 – Full Equality Impact Assessment**

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**2. Engagement and consultation**

The best approach to find out if a policy etc, is likely to impact positively or negatively on equality groups is to look at existing research, previous consultation recommendations, studies or consult with representatives of those equality groups.

**a. Research and evidence**

List below any data, consultations (previous, relevant, or future planned), or any relevant research, studies or analysis that you have considered to assess the policy, function, strategy, service change or project for its relevance to equality.


**b. Consultation**

Has any consultation be conducted?	Choose an item.
------------------------------------	-----------------

Describe the consultation or engagement you have conducted or are intending to conduct. Describe who was consulted, what the outcome of the activity was and how these results have influenced the development of the strategy, policy, project, service change or budget option.  
If no consultation or engagement is planned, please explain why.

--

**3. Assessment**

**a. Assessment of impacts**

For each characteristic, please indicate the type of impact (positive – contributes to promoting equality or improving relations within an equality group, neutral – no impact, negative – could disadvantage them).

Please use the description of impact box to explain how you justify the impact and include any data and evidence that you have collected from surveys, performance data or complaints to support your proposed changes



Protected Characteristic	Specific Characteristic	Impact	Description of impact	Mitigating Action
<b>AGE</b>	Older people (60+)	Choose an item.		
	Younger People (16-25)	Choose an item.		
	Children (0-16)	Choose an item.		
<b>DISABILITY</b> A definition of disability under the Equality Act 2010 is available <a href="#">here</a> .  <i>See also carer responsibilities under other considerations.</i>	Physical disability	Choose an item.		
	Sensory Impairment (sight, hearing)	Choose an item.		
	Mental health	Choose an item.		
	Learning Disability	Choose an item.		
<b>GENDER REASSIGNMENT</b>		Choose an item.		
<b>MARRIAGE &amp; CIVIL PARTNERSHIP</b>	Women	Choose an item.		
	Men	Choose an item.		
	Lesbians	Choose an item.		
	Gay Men	Choose an item.		
<b>PREGNANCY &amp; MATERNITY</b>	Women	Choose an item.		
<b>RACE*</b> Further information on the breakdown below each of these headings, is available <a href="#">here</a> .	White	Choose an item.		
	Mixed or multiple ethnic groups	Choose an item.		
	Asian	Choose an item.		

For example Asian, includes Chinese, Pakistani and Indian etc	African	Choose an item.		
	Caribbean or Black	Choose an item.		
		Choose an item.		
<b>RELIGION &amp; BELIEF**</b> A list of religions used in the census is available <a href="#">here</a>	See note	Choose an item.		
<b>SEX (GENDER)</b>	Men	Choose an item.		
	Women	Choose an item.		
	Trans Men	Choose an item.		
	Trans Women			
<b>SEXUAL ORIENTATION</b>	Heterosexual	Choose an item.		
	Lesbian	Choose an item.		
	Gay	Choose an item.		
	Bisexual/Pansexual	Choose an item.		
<b>Other considerations</b>				
<b>Socio-economic factors</b> (income, education, employment, community safety & social support)		Choose an item.		
<b>Rurality</b> i.e. access to services; transport; education; employment; broadband		Choose an item.		
<b>Other (e.g. caring responsibilities)</b>		Choose an item.		

\* To keep the form concise, race has not been included as an exhaustive list, please augment the list above where appropriate to reflect the complexity of other racial identities.

\*\* There are too many faith groups to provide a list, therefore, please input the faith group e.g. Muslims, Buddhists, Jews, Christians, Hindus, etc. Consider the different faith groups individually when considering positive or negative impacts. A list of religions in the census is available [here](#)

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**4. Outcomes, Action and Public Reporting**

a. Please list the actions identified through the evidence and the mitigating action to be taken.

Action	Target completion date	Lead Officer

b. Public reporting

All completed EqIA’s are required to be publicly available on the Council’s website once they have been signed off. EqIA’s are also published with the papers for committee and full council decisions.

Please send completed EqIA’s to [email address]

**5. Monitoring outcomes, evaluation and review**

The Equalities Impact Assessment is not an end in itself but the start of a continuous monitoring and review process. The relevant Service or Lead Officer responsible for the delivery of the policy, function or service change is also responsible for monitoring and reviewing the EqIA and any actions that may be taken to mitigate impacts.

Individual services are responsible for conducting the impact assessment for their area, staff from Corporate Policy and Governance will be available to provide support and guidance, please email xxxx if you have any questions.

**6. Change log**

Name	Date	Version	Change

**Report to January 15<sup>th</sup> Meeting of CBC Overview and Scrutiny Committee****Summary of January 11<sup>th</sup> 2024 Meeting of GCC Health Overview and Scrutiny Committee**

This was a joint meeting with the Adult Social Care Scrutiny Committee. A full recording is available at the "Online meetings" section of the GCC website. The public information pack which includes all 4 power point presentations is also available on this website as is the agenda which includes the 2 'for information' items in full. The minutes are not yet available, so this paper is based solely on notes I took at the time.

**1. Scrutiny Items****1.1 Gloucestershire Health and Wellbeing Strategy Annual Update 2024**

The report provided a review of the progress made within each of the seven priorities outlined in the Gloucestershire Health and Wellbeing 2020-2030 Strategy. Those areas being:

- Physical Activity
- Adverse Childhood Experiences
- Mental Wellbeing
- Social Isolation and Loneliness
- Healthy Weight
- Best Start in Life
- Housing and health

The committee received five 20-30 minute presentations the slides from which are well worth a look if you have time. I couldn't possibly do them justice here. I would particularly recommend looking at the work being done in the area of children suffering from traumatic experiences (ACEs) and the healthy lifestyles update looking at the obesity issues which are particularly prevalent in our more deprived communities. During this update I have to report that one County Councillor announced that food banks were 'surely no longer needed'!

**1.2 Building Back Better and Gloucestershire's Levelling Up Together Grant Scheme**

This grant scheme aims to address 'challenging and changing geographical inequality in the UK, through investment and new infrastructure to allow everyone the opportunity to flourish'.

52 schemes were awarded a total of £1.47M. It's good to note that CBH were awarded money to run engagement workshops and an award was made to the Springbank food pantry which no doubt has been put to very good use.

I'm sure most would have few criticisms of the intention of all the schemes that received money and applaud the good work that they have done but I would have also welcomed some analysis of those schemes/ projects that didn't get awards and what issues have failed to be addressed because money had not been made available to them.

Perhaps inevitably it's a very positive, good news report but for me the bigger issue is the merit, or otherwise of allocating public money in this way, what funding reductions have local authorities suffered to create such pots of money and the huge shortfall in funding that local authorities now have in general in dealing with issues that the 52 schemes seek to address.

## **2. Information Items – see for full details:**

### **2.1 NHS Gloucestershire Integrated Health System (GICS) Performance Report**

The report on urgent and emergency care presented a broadly improving picture but only covered the period to 10th December. A verbal update from the Chief Exec of the ICB indicated that arrangements made to cover the traditionally difficult Christmas and New Year period including, in this case the 6-day strike by junior doctors had prevented the system becoming overwhelmed despite 138 admissions on Christmas day (far more than usual) with only 35 discharges.

However, performance against elective care targets worsened with 79,669 now waiting for an appointment, 38 of whom have been waiting over 78 weeks.

Waiting times for cancer care remain disappointingly poor. 1 in 10 patients given an urgent 2 week wait referral by their GP were not seen by a specialist within the required time frame. A similar ratio of patients with a confirmed cancer diagnosis were not treated within the required 31-day timeframe. But perhaps most disappointing was the performance against the 62-day target for the commencement of treatment for patients referred urgently and who are subsequently confirmed as having cancer. Only 60.3% of those on that pathway met the 62-day standard compared with the target of 85%. There may be good clinical reasons why 10 to 15% should not be treated this quickly but for the remaining 20 to 25% my understanding is that this delay potentially worsens their outcome. The ICB report puts the blame on doctors striking. My view is that this is, at best, an over-simplification.

Primary Care saw a record 455,526 patients in October 2023, the latest month for which complete figures were available at the time the report was written. Despite seeing this large number of patients Gloucestershire had the worst percentage in the country (14.6%) of patients waiting over 28 days for a GP appointment.

### **2.2 NHS Gloucestershire Integrated Care Board (ICB) Update**

This report contains a commissioner update from the ICB (P. 105 of agenda pack), a report from the ICB about primary care (P. 111) and updates from local NHS providers, the Hospitals Trust (GHT) (P. 114), the Health and Care Services Trust (GHC) (PP. 117), the Ambulance Trust (SWAST) (P.119) and Practice Plus Group (PPG) (P.120).

**Report from Councillor Clucas on the Police and Crime Panel meeting of 6 February 2024**

At the meeting on 6th February, the Panel considered the budget for 2024-25. Unfortunately I had a clash of meetings and could only stay for the first hour.

Several matters were of concern. The first was the lack of tabling of the Reserves paper. The concern is that should an emergency situation arise that has not been factored into the budget, there will be insufficient funds to cover need.

I was advised that the paper will be available before the start of the new financial year. There was an assurance from the Chief Constable that the Reserves would be sufficient. However, this coming year, some £4.4m of reserves will be required to fund day to day business.

As colleagues had asked about police numbers, I raised the issue. Questions were asked about Full Time Equivalent Officer numbers and lack of officers on the street or to respond to crime committed. One example of a burglary case and the lack of officers to do fingerprint collection in the property and issues in Charlton Kings were raised.

What was apparent from answers given was that there are not enough officers on the streets. The number quoted is 1255, down from 1264 in 2021. £700,000 of reserves has been used to fund police officer overtime.

There is, according to the Financial Report, therefore 'considerable pressure on the Constabulary to deliver substantial savings to meet increasing costs and service delivery pressure'.

Questions will continue to be put to the PCc and Chief Constable over the coming months.

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**Report to February 26th Meeting of CBC Overview and Scrutiny Committee****Summary of January 11<sup>th</sup> 2024 Meeting of GCC Health Overview and Scrutiny Committee**

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Overview and Scrutiny Committee work plan – 2024

Title	Objective	Format & expected date	Author
<b>Monday 25<sup>th</sup> March 2024 (deadline 13<sup>th</sup> March)</b>			
Climate Pathway to 2030 (30 mins)	Having received the LGA’s recommendations and compared with the national picture, what plans do we have, what progress is being made and how are we communicating our successes ?	Discussion paper	Debbie Baker, Interim Director Climate (and team)
Flooding (30 mins)	Examining the role of CBC in national and local flood risk management plans and strategies. Progress on mitigations since 2007 and CBC role in flood mitigation (to include biodiversity and nature-based solutions) and involvement in the planning process.	Discussion paper	James Mogridge (Flood Risk and Drainage Engineer) Lucy McNabney (Flood Officer) Partner Representatives
Cheltenham Physical Activity and Sports Strategy (20 mins)	To input into the strategy prior to its adoption	Discussion paper	Richard Gibson, Head of Communities, Wellbeing and Partnerships
<b>Monday 3<sup>rd</sup> June 2024 (deadline 21<sup>st</sup> May)</b>			
Culture Board	Consider its effectiveness, successes and difficulties faced	TBD	Tracey Birkinshaw, Director of Community and Economic Development Richard Gibson, Head of Communities, Wellbeing and Partnerships

Overview and Scrutiny Committee work plan – 2024

Title	Objective	Format & expected date	Author
			Chair of Culture Board
Planning Peer Review Update	To consider the progress made on the recommendations	Discussion paper	Tracey Birkinshaw, (Director of Community and Economic Development) Chris Gomm, Head of Development Management, Enforcement and Compliance
Corporate Strategy Update		Briefing note	Ann Wolstencroft, Head of Corporate Services
<b>Monday 1<sup>st</sup> July 2024 (deadline 19<sup>th</sup> June)</b>			
Tackling Multiple Deprivation	Report back on progress on recommendations of the <a href="#">Scrutiny Task Group report</a> submitted to Cabinet in July 2024	Discussion Paper	Richard Gibson, Head of Communities, Wellbeing and Partnerships

<b>Items for future meetings</b>			
<b>Title</b>	<b>Objective</b>	<b>Format and Expected Date</b>	<b>Author</b>
Publica Review Update	To receive an update	TBD	Gareth Edmundson, Chief Executive
Building Control	Overview and Performance including update on implementation of regulations	TBD	Building Control Manager
Enforcement	Update on challenges faced by CBC	TBD	
Community Infrastructure Levy Neighbourhood Panels	Cabinet Member to respond to questions on allocation decisions Impact of allocations made		Cabinet Member Customer and Regulatory Services Tracey Birkinshaw ( Director of Community and Economic Development)
Cheltenham Business Improvement District	<ul style="list-style-type: none"> <li>• To consider the effectiveness of the BID business plan as a partner</li> <li>• To ensure there is active and positive engagement with those businesses in the BID Zone</li> </ul>		Chief Executive of Cheltenham BID Tracey Birkinshaw ( Director of Community and Economic Development)

Overview and Scrutiny Committee work plan – 2024

	<ul style="list-style-type: none"><li>• To ensure those paying the BID levy, including the Council, are receiving value for money</li></ul>		
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Overview and Scrutiny Committee work plan – 2024

Annual Items		
Budget proposals for coming year	January	Chair of the Budget Scrutiny Working Group
End of year performance review	July/September	Ann Wolstencroft ( Head of Performance, Projects and Risk)
Gloucestershire Airport	June/July	GAL representatives
UBICO annual report	September	Karen Watson (Environmental Partnerships Manager), Cllr. Iain Dobie (Cabinet Member Waste, Recycling and Street Services), UBICO representative
Overview & Scrutiny annual report	September /October	Democracy Officer
Annual report of the Police and Crime Commissioner (PCC)	September	PCC
Publica annual report	October (after Publica AGM)	Managing Director
Climate Pathway	July/September	Climate Change Team, Cabinet Member Climate Emergency

Overview and Scrutiny Committee work plan – 2024

CIL Neighbourhood Panels	2024	Cllr. Martin Horwood (Cabinet Member Customer and Regulatory Services), Tracey Birkinshaw (Director of Community & Economic Development)
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