

Cheltenham Borough Council Overview & Scrutiny Committee

Meeting date: 9 September 2024

Meeting time: 6.00 pm

Meeting venue: Council Chamber - Municipal Offices

Membership:

Councillor Tabi Joy (Chair), Councillor Jackie Chelin (Vice-Chair), Councillor Graham Beale, Councillor Julia Chandler, Councillor Stan Smith, Councillor Chris Day, Councillor Richard Pineger, Councillor Juan Carlos Garcia Clamp, Councillor Sandra Holliday, Councillor Frank Allen and Councillor Dilys Barrell

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Phone: 01242 264 246

Agenda

1 Apologies

2 Declarations of interest

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

Minutes of the meeting held on 25 March 2024

4 Public and Member questions, calls for actions and petitions

5 Cabinet Briefing

Briefing from the 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

6 Matters referred to committee

7 UBICO Annual Performance Report (Pages 13 - 32)

18:05 25 mins

Objective: To consider the annual performance report, examining if there are any emerging trends or issues.

UBICO representatives– Rob Heath (Director of Operations UBICO), Marvyn Langston (Head of Operations UBICO)

Councillor Izaac Tailford, Cabinet Member for Waste, Recycling Cabinet Member for Waste, Recycling and Public Realm

Karen Watson (Environmental Partnerships Manager)

8 Local Enforcement Plan (Pages 33 - 36)

18:30 25 mins

Objective : To pre-scrutinise and contribute to the draft local enforcement plan prior to Cabinet

Chris Gomm, (Head of Development Management, Enforcement and Compliance)

Tracey Birkenshaw, (Director of Planning)

Councillor Mike Collins, (Cabinet Member for Planning and Building Control)

9 Progress Report in Respect of the 2023 Planning Peer Review (Pages 37 - 44)

18:55 20 mins

Objective : To receive a progress update in respect of the steps that have been taken to implement the recommendations of the peer review

Tracey Birkinshaw, (Director of Planning)

Chris Gomm, (Head of Development Management, Enforcement and Compliance)

10 Feedback from other scrutiny meetings attended (Pages 45 - 48) 19:15 10 mins

[Gloucestershire Health Overview & Scrutiny Committee](#) – report of Councillor Bamford attached.

[Gloucestershire Economic Strategy Scrutiny Committee](#)– the committee will hold its inaugural meeting on 20 September 2024.

[Gloucestershire Police and Crime Panel](#) will meet on 6 September 2024.

11 Updates from scrutiny task groups

19:45 10 mins

Draft report from the CBH-CBC transition scrutiny task group – TO FOLLOW

12 Review of scrutiny workplan (Pages 49 - 52)

19:55 10 mins

For consideration by the Committee

13 Any other item that the Chair determines to be urgent

14 Date of next meeting

21 October 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: 25 March 2024

Meeting time: 6.00 pm - 7.50 pm

In attendance:

Councillors:

Tabi Joy (Chair), Steve Harvey (Vice-Chair), Graham Beale, Nigel Britter, Jackie Chelin, Smith, Julian Tooke and Suzanne Williams

Also in attendance:

1 Apologies

Apologies were received from Cllrs Nelson and Fifield.

2 Declarations of interest

There were none.

3 Minutes of the last meeting

The minutes of the February meeting were signed as a true record.

4 Public and Member questions, calls for actions and petitions

There were none.

5 Cabinet Briefing

Councillor Hay as Leader addressed the committee with her update. As Council has been held recently there was nothing new to update the committee on other than the progression of the transition of Cheltenham Borough Homes to Cheltenham Borough

Council. The Chair agreed to hear the update at this item rather than later in the agenda.

The Leader explained that she had signed the papers to confirm the winding up of CBH. John Rawson has come forward to be on the board, which is appreciated and he will be an asset to the board. The Chief Executive has spoken to all but one teams. It is hoped that the TUPE process will be completed by the end of July.

6 Matters referred to committee

Members were aware of the motion that was approved in Council on the 18th March with regard to Special Needs in Schools. It was agreed that the Leader would contact Gloucestershire County Council for specific information and on receipt of that reply the relevant GCC Cabinet Member and relevant officers be invited to attend a meeting of the Overview and Scrutiny Committee.

There had also been a request received from the Cabinet Member for Safety and Communities to invite the CEO of the Hospitals Trust to a meeting of this committee to answer questions with regard to the Panorama programme and maternity unit closure implications.

The Leader agreed that this would be a positive thing to ask the CEO of the Trust to attend.

One Member reiterated this and stated that with regards to women having their babies, she has heard of cases where women are holding on so they have their children in Cheltenham and not Gloucester.

It was agreed that the CEO of the Hospitals Trust would be asked to attend the July meeting.

7 CBC Flood Risk Management Overview

The report was as published and the Member who had submitted questions in advance of the meeting had no further questions.

The response to Member questions were as follows:

- Sewage overflows is primarily a Severn Trent issue rather than a CBC of GCC one, however it was stated by the Flood Risk and Drainage Officer from CBC that the work we do in flood alleviation and planning can reduce the amount of surface water entering the combined sewer system. We are not currently aware of any infrastructure upgrades Severn Trent are implementing other than the scheme mentioned for the River Chelt.
- The GCC Flood Risk Manager explained that water quality enforcement is undertaken by the Environment Agency and not GCC or CBC but we can work closely with them to advise.

- Severn Trent have an ongoing maintenance plan and both CBC and GCC will look to work with Severn Trent more and push everything they can to reduce surface water entering the combined system, although this is a huge engineering task and there isn't the money. One Member disagreed with this due to the amount of profit that the water companies make. Residents try and do things to help the situation but the water companies don't match it. He also stated that raw sewage being pumped out does negate the work that is being done with regard to biodiversity.
- There are currently no collaborative schemes being implemented in Cheltenham, but there are quarterly meetings with Severn Trent. There is a restoring our rivers task and finish group, it is a shared problem and we will continue to work with Severn Trent. The GCC officer suggested that Severn Trent are invited to the Overview and Scrutiny committee to discuss the flooding issues and the wider issues.
- With regard to development across a flood plain, the Strategic Local Plan is coming and part of that process will be an update to the Strategic Flood Risk Assessment. If there is a risk of flooding on a site the statutory flood officer will offer advice on the application. GCC do not make the final call in their role as consultee and they can only say whether surface water runoff is lesser or greater and how that is managed by the drainage system. The final decision to permit development is with the planning authority.
- Building on the functional flood plain is not recommended and GCC will object to such proposals.
- GCC has no jurisdiction over the boroughs but work very closely with them.

The GCC officer closed by thanking CBC for being ahead of the game on flood management compared to some of the other districts due to having 1.5 full-time equivalent in flood risk management.

8 Climate Emergency Action Plan Update

The Programme Director for Climate Change addressed the committee and made the following points:

- Domestic Heat emissions account for 42% of borough wide emissions, complicated by high number of heritage buildings in Cheltenham. They are an important part of the retrofit strategy that needs to be worked on. The Council is exploring best practice from Bath and West alongside approaches used in Kensington and Chelsea to inform its approach, including the potential for a proactive development consent order. Councillors suggested reviewing the approach taken by Cambridge University in successfully retrofitting a listed college building.
- The Retrofit Streets project that CBC have just kicked off, will be used to inform the retrofit strategy more broadly.

The responses to Member questions were as follows:

- Solar panels haven't yet been deployed as extensively as they could be, though energy planning is fundamental to the success of the plan.
- There has been a lot of time spent considering community funding, obviously money is an issue. Cotswold have been successful but there have been pitfalls. Crowdfunding is something that could be revisited after the election.
- The Cabinet Member for Climate explained that tree planting is complicated. A review of the previous projects indicate that some had not been as successful at the Council would have liked. The Council is looking at wide open spaces rather than in built up areas. Places are being particularly looked at that have friends groups to support the projects longer term, within wider open spaces.
- The Cabinet Member for Climate used the example of Golden Valley where mature and established trees on the site have been preserved to demonstrate the Council's approach around tree protection.
- The ecologist that is being recruited will be looking at bio diversity net gain as it has become a bigger issue due to changes in government legislation.

The Officer then finished the item by stating that CBC has made a really good start, but there is a need to focus on devising and delivering a costed plan of emission reduction internally to bring these down, with robust offsets to address the remainder. Alongside a need to focus on concentrate on key areas of Borough wide emissions. It is heartening to see the support for the things that Cheltenham has done already.

9 Cheltenham Physical Activity and Sports Strategy

The Head of Communities, Wellbeing and Partnerships introduced the report as published.

For the council, we have a number of challenges and opportunities in relation to physical activity and sport that the strategy will address including how we get investment into our facilities and how we support more people in our communities to be physically active . The strategy will also help communities achieve their aims. For example, there has been work done with Leckhampton Rovers Football Club to help them develop Burrows Field which has been extremely successful. The council is currently working with Saracens football club to help them with their plans for a new community and sports hub

The draft vision for physical activity and sport was agreed by Cabinet in July. The summary is that we want all communities to be active and healthy. The report that is with the Overview and Scrutiny Committee is the update report that will be going to cabinet on 2nd April.

The covering report goes into much more detail and is split into two parts: the built facility assessment and the playing pitch assessment. The officer noted that many schools are providing pitches, sports halls and swimming pools that are used by the local community. This provision is really important and the Council will seek to work with schools to protect this provision into the future.

The officer also noted that there is currently a deficit on 3G artificial grass pitches, All Saints Academy have the only publicly available one in the Borough, with the population of the borough there should be at least 5 in the area. Hockey players currently lose out as football is dominating the use of sand-based artificial pitches that they need for their sport.

The idea behind bringing the report to the committee is for elected members to review the findings of the two assessments and discuss potential next steps for the Council.

The responses to Member questions were as follows:

- The detailed reports do look at the disabled provision and areas where it could be improved including looking at school provision. It was noted that Belmont School has ambitions to be a sporting hub for disabled young people within their community.
- Artificial grass pitches do have some negative environmental impacts eg on flooding and wildlife etc but it does increase the capacity for people to enjoy sport. Research is taking place nationally about how best to mitigate these impacts.
- With regard to working with independent schools the Council will be working Cheltenham Education Partnership that brings all the state and independent schools together.
- Private sector gyms will continue to provide an important contribution to Cheltenhams health and wellbeing offer.
- From the responses to the physical activity survey, it was noted that some groups said that they don't feel safe when being physically active. The Council will engage with the County Council to emphasise the importance of street lighting to make people feel safer.
- In terms of barriers to being physically active, responses to the physical activity survey showed that cost, lack of time and feeling nervous to start something new were the top 3 barriers to people wanting to exercise. The results of the survey tell us that people want to be active in their local areas, and the council will look at what it can do to support communities provide more activity within their local areas.
- The Overview and Scrutiny potentially should get another chance to look at this issue post election and what we are going to prioritise as a Council.

10 Feedback from other scrutiny meetings attended

The updates from the Gloucestershire Health O&S Committee and the Gloucestershire Police and Crime Panel were as published in the supplement.

It was explained that the Gloucestershire Economic Growth Overview and Scrutiny Committee are considering terms of reference for new scrutiny committee in advent of City and Region Board.

11 Updates from scrutiny task groups

The following update was received from Cllr Nelson who is the representative on the CBH Scrutiny task group:

Paul Leo (Interim Director Housing Transformation) gave a very swift update on the Transformation Project ahead of the Project Board Meeting that afternoon. The main purpose of PBM being to kick start the project, given that the decision to wind up CBH has already been made by the Leader who, I am sure, will tell us more. The Overall Project Plan has key milestones, key dates and covers issues including transfer of assets, IT, Finance, Governance, People Plan and TUPE and more. Target date for transfer is likely to be confirmed as 1st July. By the next meeting of Task Group (on April 19) we should have sight of the Overall Project Plan.

A question was raised around Comms. CBC and CBH Comms teams are already merged and within that is a dedicated group responsible for transition comms for the duration of the project.

We then spent the rest of the meeting going through proposed future governance arrangements. Claire Hughes (Corporate Director and Monitoring Officer) gave us a comprehensive and clear presentation of Transition Governance Arrangements including impact of regulations coming into force from 1st April.

She identified key areas where regulations have changed, explained the various "Consumer Gradings" (a bit like Ofsted inspection!). We covered the changing landscape, impact on tenants and need for transparency; the current CBH organisation and the emerging transition structure, including Cabinet and Member proposed involvement / responsibilities. It is proposed to set up a Cabinet Housing Committee that will interface with Tenant Panel, Cabinet, O&S and Audit Committees – all makes absolute sense.

I'd like to take this opportunity to put on record the Task Group's thanks to Claire for putting this together and for her clear explanations leading us through it.

12 Review of scrutiny workplan

There were no decisions to be made, however one Member made the point that post election there might be new Members on the committee who would like to bring forward things for the scrutiny work plan. The committee needs to ensure that it is collaborative and non-political.

13 Any other item that the Chair determines to be urgent

There were none.

14 Date of next meeting

The next meeting will be on Monday June 3rd which will be a dedicated training session delivered by an external trainer for the new Members of the committee and any other Members who wish to attend including the Cabinet.

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Briefing Note

Ubico Performance Report 2023-24

Committee name: Overview and Scrutiny

Date: 9 September 2024

Responsible officer: Karen Watson, Environmental Partnerships Manager

This note provides information to keep Members informed of matters relating to the work of the Cabinet or a committee but where no decisions from Members are needed. If Members have questions relating to matters shown, they are asked to contact the officer indicated.

Background

Cheltenham Borough Council is responsible for the funding and provision of environmental services (waste, recycling, street cleansing, grounds maintenance) across the borough. Operational delivery of this is the responsibility of Ubico Ltd, a teckal company owned by a number of local authorities including Cheltenham, monitored by Council officers.

Annually Ubico is required to present a performance report to Overview and Scrutiny Committee covering the previous year's performance for Cheltenham. The report attached covers the financial year 1 April 2023 to 31 March 2024. Separately Ubico present their annual business plan to Cabinet.

Performance - CO₂e/Green House Gas emissions – a good news story

Most of the Council's fleet of 90+ vehicles are operated by Ubico and were historically internal combustion engine vehicles of varying sizes fuelled by diesel. Following the cabinet decision in December 2021 to transition away from diesel and use certified palm oil free hydrogen treated vegetable oil to fuel heavy goods vehicles, replacing 3.5T smaller vehicles with electric where possible and introducing measures to reduce fuel consumption, Ubico delivered a 494 tonne (approx.) reduction in CO₂e/GHG emissions last year and initial figures for 2023/24, measured at the end of May 2024, indicate a 797.35 tonne reduction in CO₂e/GHG emissions for 2023/24 (figures should be confirmed by the date of the meeting).

Hydrogen Treated Vegetable Oil (certified palm oil free) for this period was estimated at 94% cleaner well to wheel than diesel. The Council has funded 8 electric charging points at Swindon Road depot and, in addition to the Mayor's car which is charged at the site, Ubico now operate 3 electric vehicles with 3 about to go into service any day.

The introduction of telematics on most vehicles combined with ECO drive initiatives delivered an average reduction in fuel consumption across the fleet of around 9,958.51 litres of fuel in 2022/23 (last year). Updated figures should be available for 2023/24 by the date of the meeting.

Summary of financial performance – Ubico contract sum 2023/24

Cheltenham Borough Council and Ubico originally agreed a contract sum of £9.16m for the 2022/23 financial year which increased to £10,644,197 for 2023/24. Despite a challenging year and some areas of overspend, I am pleased to report that the financial outturn was £188,887 underspent overall and the reasons are set out below:

Employment costs/training, vehicle hire, PPE, repairs/maintenance for vehicles and premises, transport costs were all higher than budgeted - £224k overspend.

Fuel, tyre prices and supplies & services were lower than budgeted, as were premises/insurance costs, waste tipping charges, income and support services - £413k underspend.

Summary of performance

Ubico have provided the attached report for members to consider with an executive summary on pages 2-5 of the attachment.

I am pleased to report that Ubico have improved their collection accuracy and exceeded their performance target of 99% with an end of year performance rate of 99.95% meaning less bins and boxes were missed at the kerbside. The introduction of in-cab technology over the last 2 years, now teething problems have been ironed out, is further improving performance. In line with other councils across the County and as reported last year, tonnages have dropped in Cheltenham for both refuse and recycling and this may well be due to the cost of living crisis and some manufacturers changing their packaging. Food waste tonnages have also dropped and, along with other initiatives, a door knocking exercise is planned by the Council for October, in conjunction with Gloucestershire County Council, to seek to increase food waste recycling participation. Officers continue to work with Ubico to ensure services are optimised and respond to changes at the kerbside.

Ubico report a 24.4% increase in fly tipping requests from the previous year and officers will be working with members and the neighbourhood team to seek to address this with a publicity campaign to raise awareness.

Reports associated with weeds and grass cutting did increase during 2023/24 as a result of machinery breakdowns, difficult weather conditions and staffing/resourcing issues. These issues have continued into 2024/25 and officers are working with Ubico to address the resourcing issues and how best to deal with weeds across the borough.

Risk

Over and above the financial/budget risks facing the service due to external pressures and pay awards, the key risks are set out below:

Health and safety - risks are very tightly managed by Ubico and they have robust processes in place. Broken glass in recycling boxes or glass mixed with paper still presents a significant risk to staff and officers are supporting Ubico to reduce this at kerbside. Batteries, vapes and Nitrus Oxide cannisters present fire risks for collection and disposal.

Delays in government guidance regarding consistency of collections and free garden waste collections caused delays in timing and specification of the waste and recycling fleet replacement. We have clarity now regarding chargeable garden waste collections and the materials required to be collected by when for recycling and work is in hand with Ubico to optimise rounds and review fleet size to meet these requirements and the forecast property growth alongside savings targets and ageing infrastructure at the Swindon Road Depot.

Street cleansing and grounds maintenance expertise is still in short supply with a buoyant private sector offering higher salaries for grounds maintenance staff. Ubico are reviewing their long term plan to 'grow their own' with apprenticeships, training and mentoring including senior management expertise however in the short term there is considerable risk that older staff retiring at all levels cannot be replaced with the same level of skills which may impact on operational delivery of services.

Officers are working with Ubico to review the provision of streets and grounds activities going forward given the financial pressures the Council is facing.

Contact Officer: Karen Watson, Environmental Partnerships Manager
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CHELTENHAM ANNUAL REPORT



EXECUTIVE SUMMARY

Slide 6 & 7: Health and Safety

The management team has been dedicated to enhancing the health and safety culture within the contract. Active promotion of safety concern reporting has been a key focus, with operatives fully engaged in the process and receiving feedback for each concern reported. Ubico has launched the G.O.A.L. (Get Out and Look) campaign to minimise reversing accidents, resulting in a noticeable reduction in such incidents. All reported accidents undergo thorough investigation, and involved drivers must complete a driving assessment. Quarterly crew inspections ensure adherence to safety protocols, with monthly inspections for agency employees.

Slide 8: Missed Properties

The implementation of in-cab technology (Alloy) has significantly aided the supervisory team in reducing missed property collections. Customer services now have more robust evidence to address resident reports of missed collections, reflected in the high first-time collection rate of 99.95%, surpassing the target of 99%. Alloy has enabled the management team to identify and address issues and trends effectively.

EXECUTIVE SUMMARY

Slide 9: Container Requests and Deliveries

The in-house delivery teams have excelled in container delivery speed. The data shows that more garden waste receptacles were delivered than requested due to operating two delivery systems part of the year. The figures presented include data from both systems.

Slide 10 & 11: Kerbside Waste Collected (Tonnes)

Ubico has seen a decrease in kerbside refuse tonnage, which is positive. However, there is also a decline in kerbside food waste and recycling collection. Efforts are underway with the client team to understand trends affecting these figures. The garden waste collection service remains popular, with 1,388 new subscribers from April 2023 to March 2024, contributing to a significant increase in collected tonnage.

EXECUTIVE SUMMARY

Slide 12 & 13: Other Requests

Increasing garden waste subscriptions boost council revenue and recycling rates. The street cleansing division has experienced a rise in litter and cleansing requests, managed case-by-case with the client team. Fly-tipping remains a challenge, with an average of 68 requests monthly, addressed within the service level agreement timeline. The environmental services team consistently acts on service requests promptly, enhancing Cheltenham's aesthetic appeal.

Slide 14: Complaints and Compliments

Ubico values compliments, sharing them with the involved crews to foster a positive work environment. All complaints are thoroughly investigated to achieve amicable resolutions and identify lessons learned for improving resident and visitor experiences in Cheltenham.

EXECUTIVE SUMMARY

Slide 15: Absence

Ubico's initiative-taking approach to staff absences includes onsite mental health first aiders and an employee assistance helpline, helping to reduce short-term absences. Adherence to absence and sickness policies ensures fair treatment for all colleagues.

Slide 16: Fleet Management

The Cheltenham contract management team prioritises fleet compliance, achieving a 98.3% internal audit score, covering driver hours, defect reporting, and more. Overweight vehicle reports include minor excesses, with a structured process to address these issues. Ubico's green operator status from the DVSA underscores its compliance and excellence in vehicle operations.

HEALTH & SAFETY INFORMATION

DEFINITIONS

SAFETY CONCERN (Near Miss) = any unplanned event that could have caused physical injury or property damage but didn't.

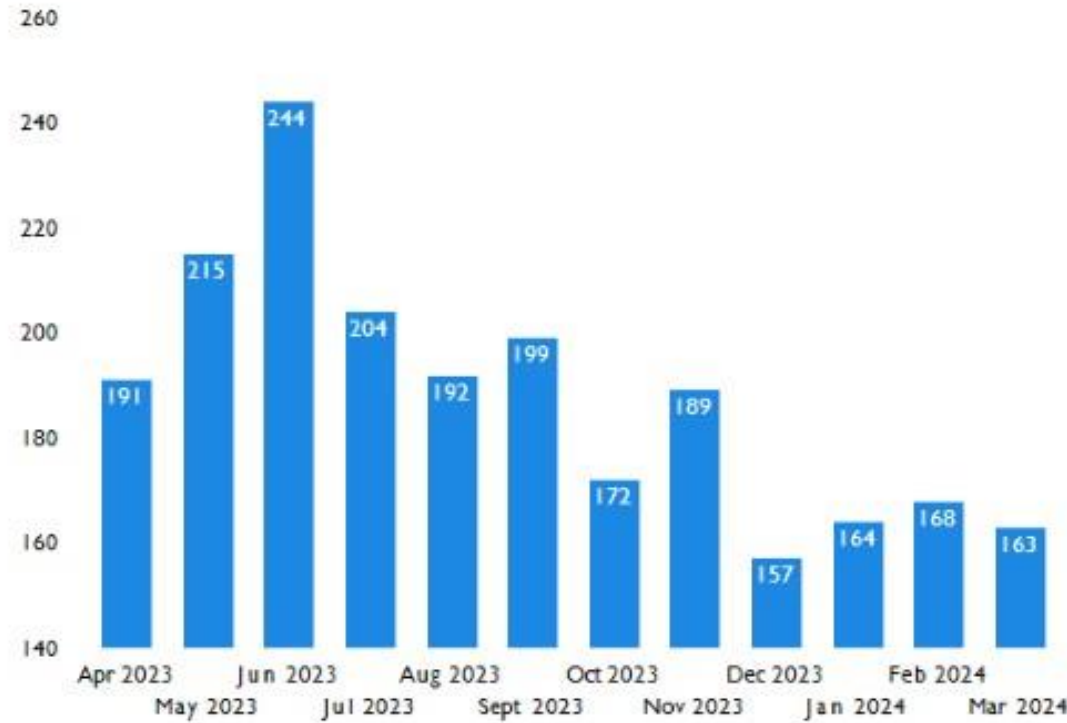
PERSONAL ACCIDENT = an incident that resulted in physical injury.

RIDDOR = incident that resulted in physical injury, and must be reported to Health & Safety Executive under the RIDDOR - Reporting of Injuries, Diseases and Dangerous Occurrences Regulations.

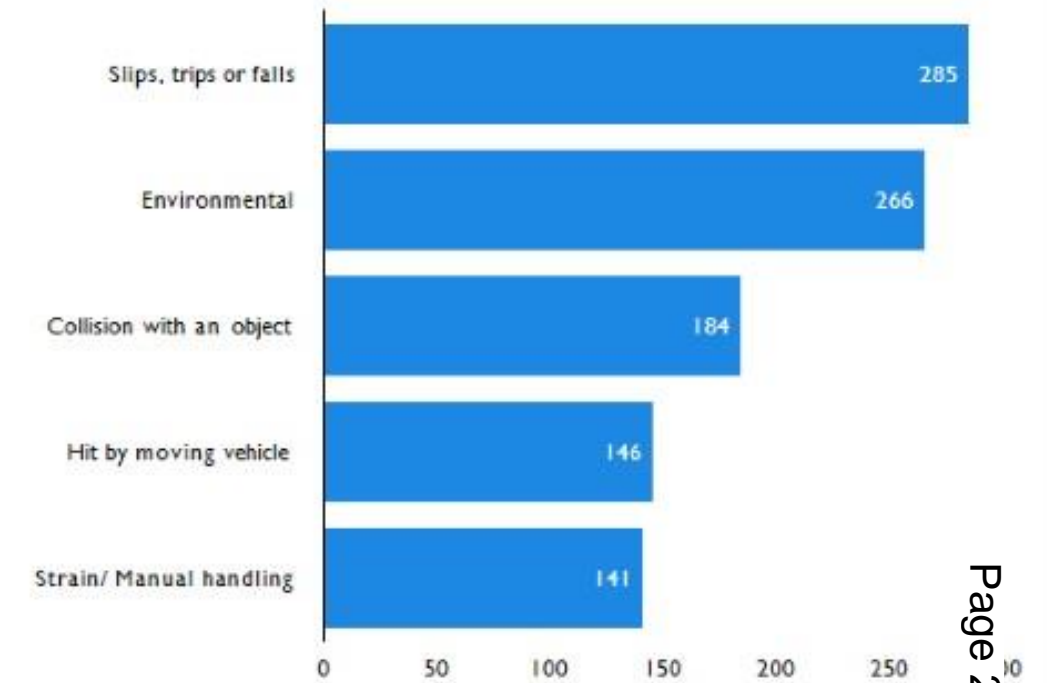
VEHICLE ACCIDENT = any incident that is alleged to have involved a vehicle, or the vehicle crew during the activity, be it damage to another vehicle or property.

PROPERTY ACCIDENT = an incident which did not have a vehicle as primary use for the activity, for example using push-behind unregistered mowers, resulting in damage to any other property.

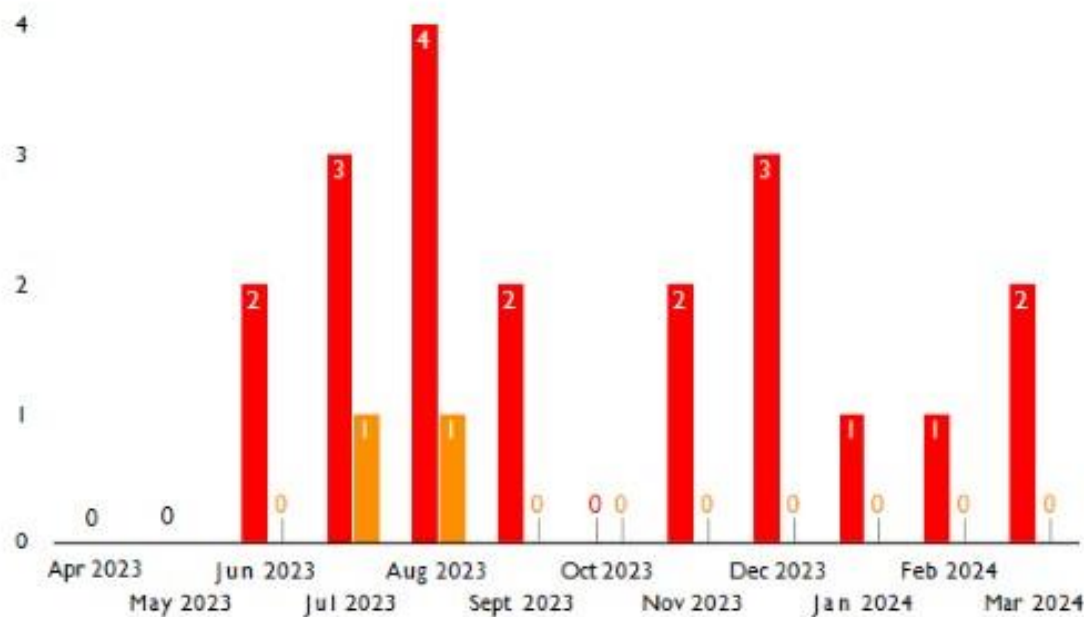
Safety Concerns Reported



Safety Concerns - Top 5 by Incident Category



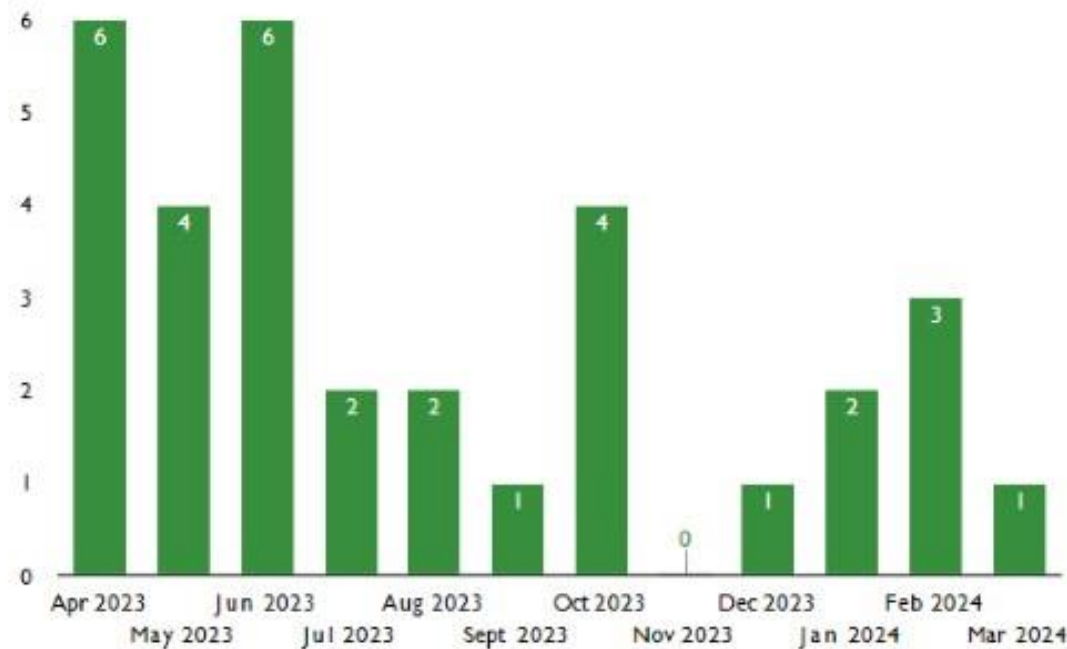
Personal Accidents & RIDDORs



Personal Accidents

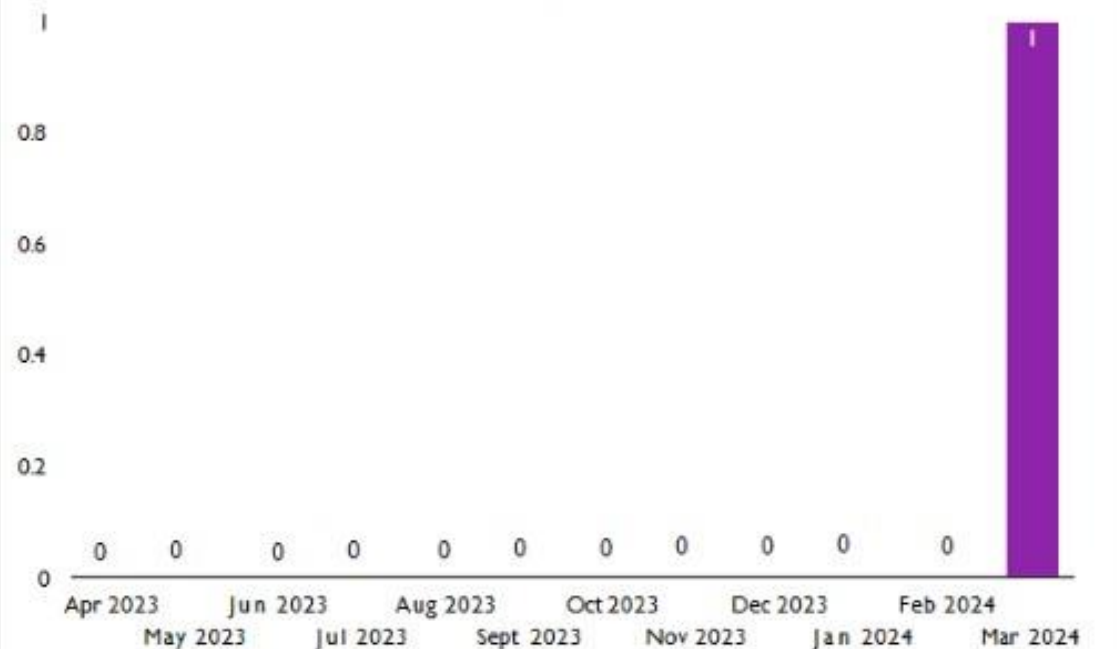
RIDDORs

Vehicle Accidents



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Property Accidents



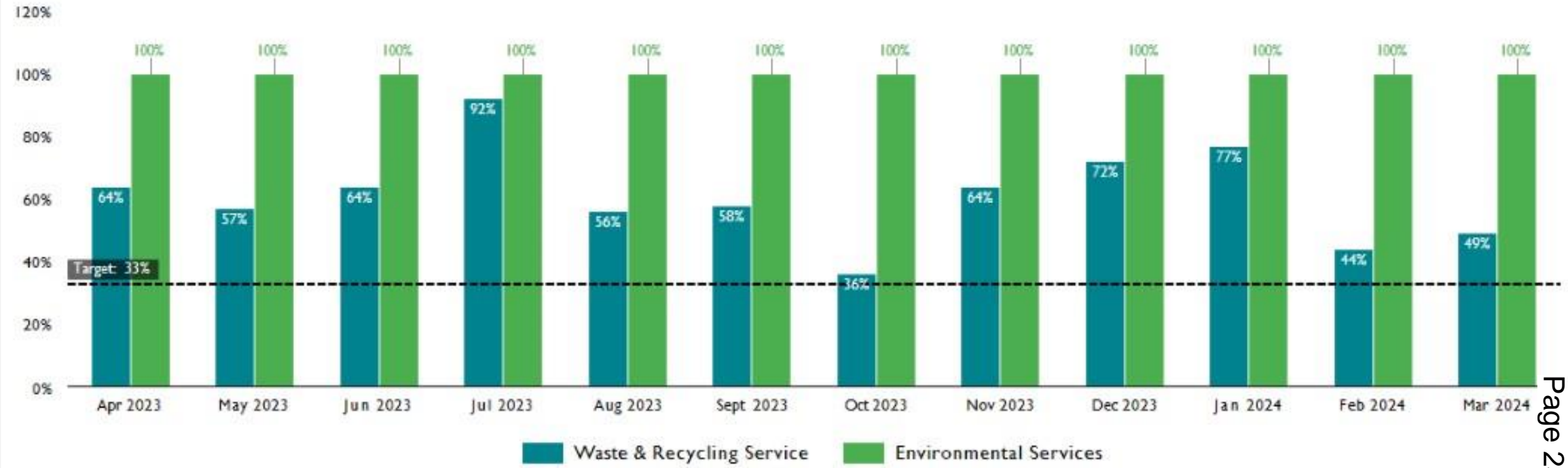
A blank column represents no property accidents for that particular period.

HEALTH & SAFETY INFORMATION

DEFINITION

CREW INSPECTION = an unannounced Health & Safety inspection carried out to ensure that all Ubico employees are following the safe working procedures associated with the tasks they are performing.

Crew Inspections



MISSED PROPERTIES

Property Visits
4,720,392

Total Missed Properties
2,559
↓ -1,392 from previous year

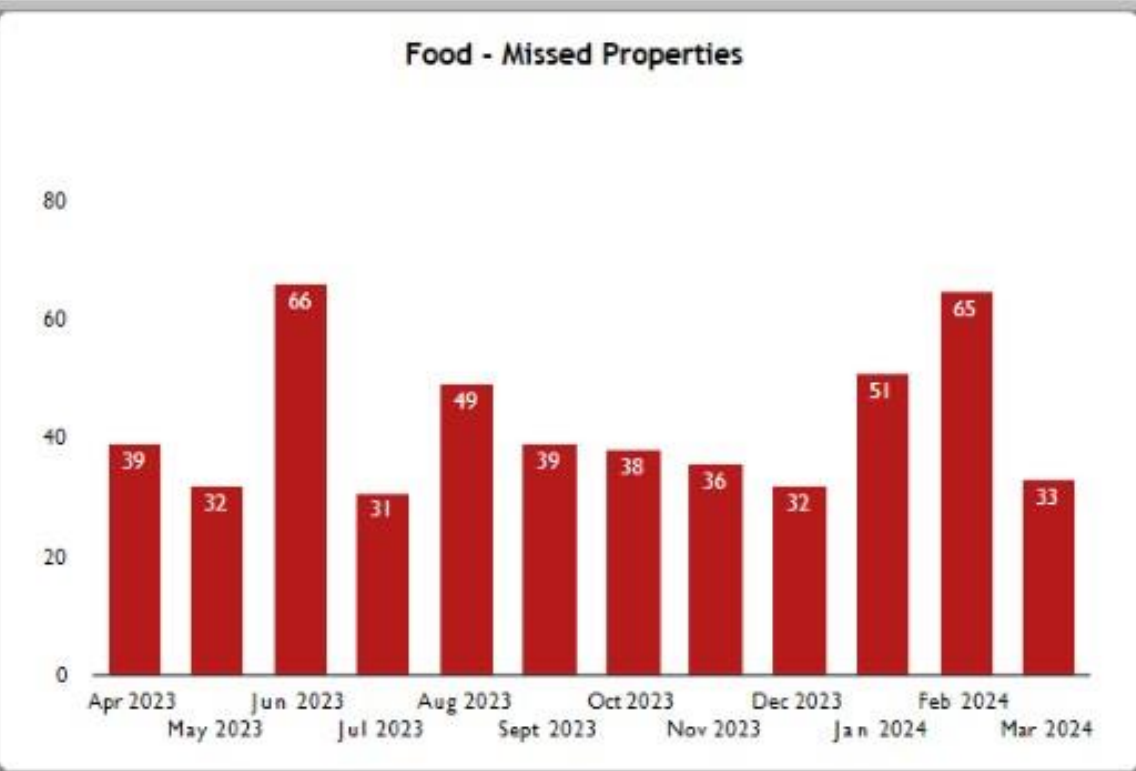
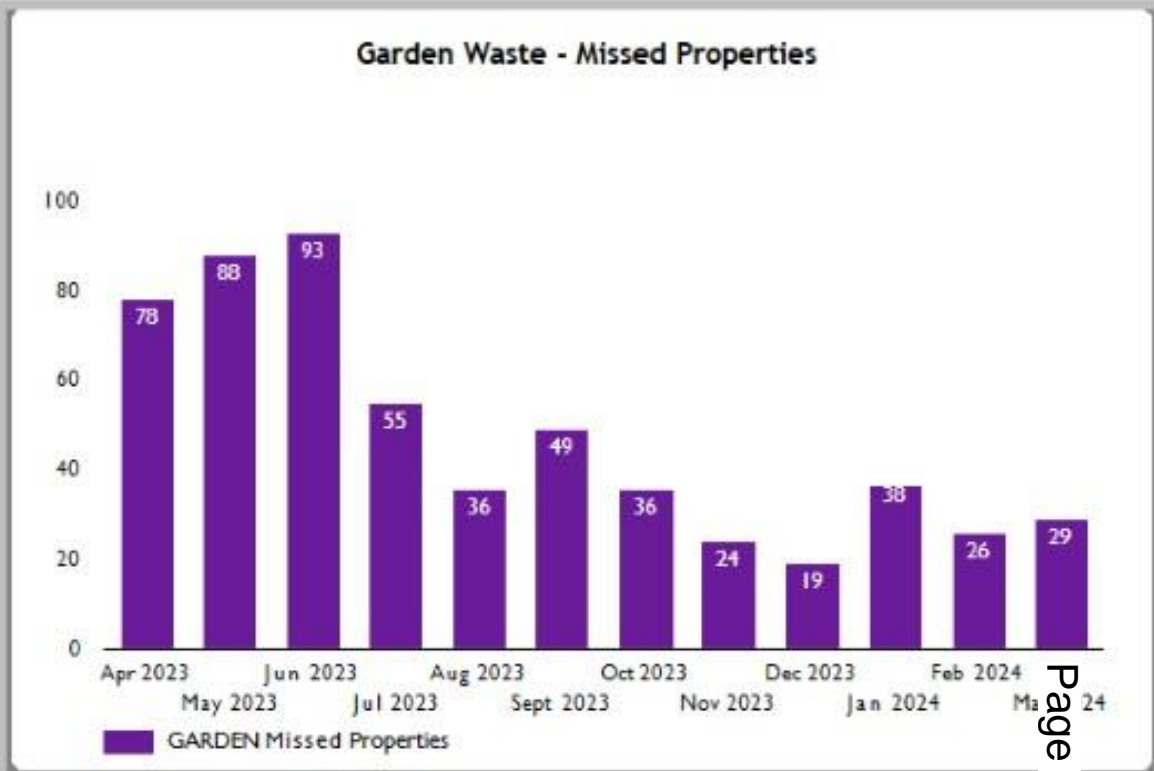
Collection Accuracy
99.95%
Target: 99%

Garden - Missed Properties
571
↓ -669 from previous year

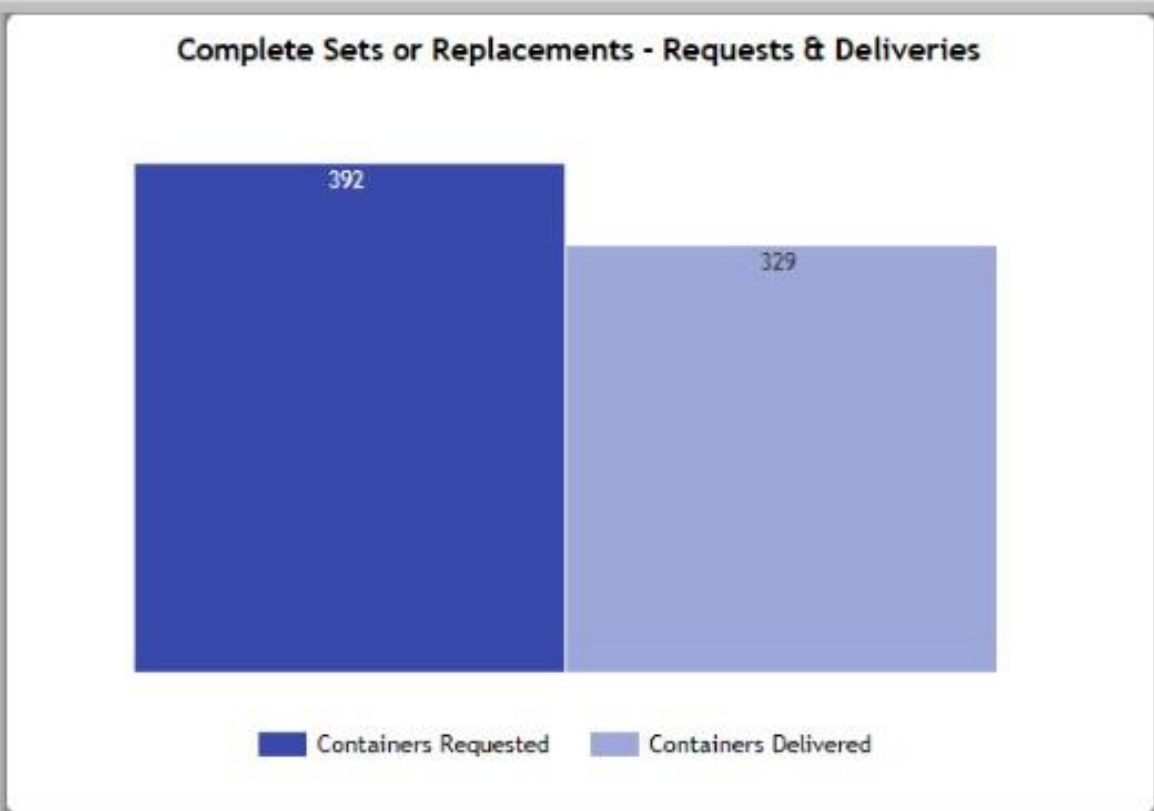
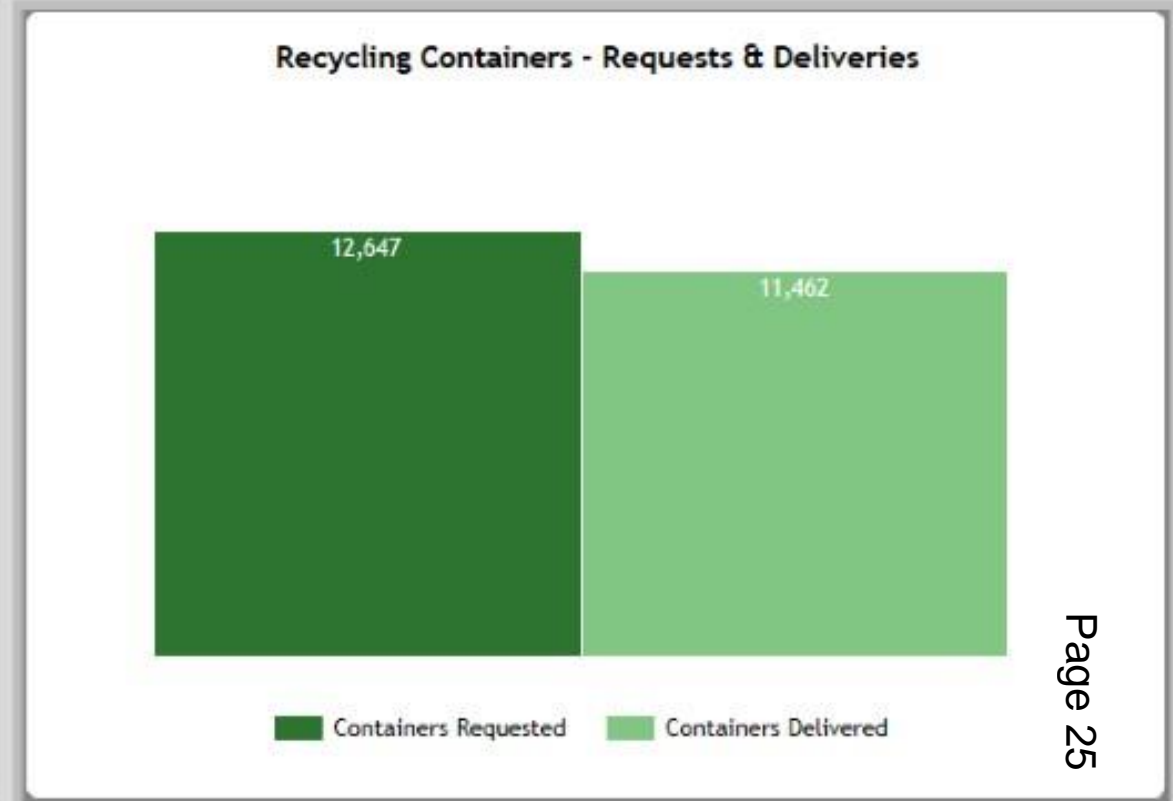
Food - Missed Properties
511
↓ -417 from previous year

Refuse - Missed Properties
643
↓ -147 from previous year

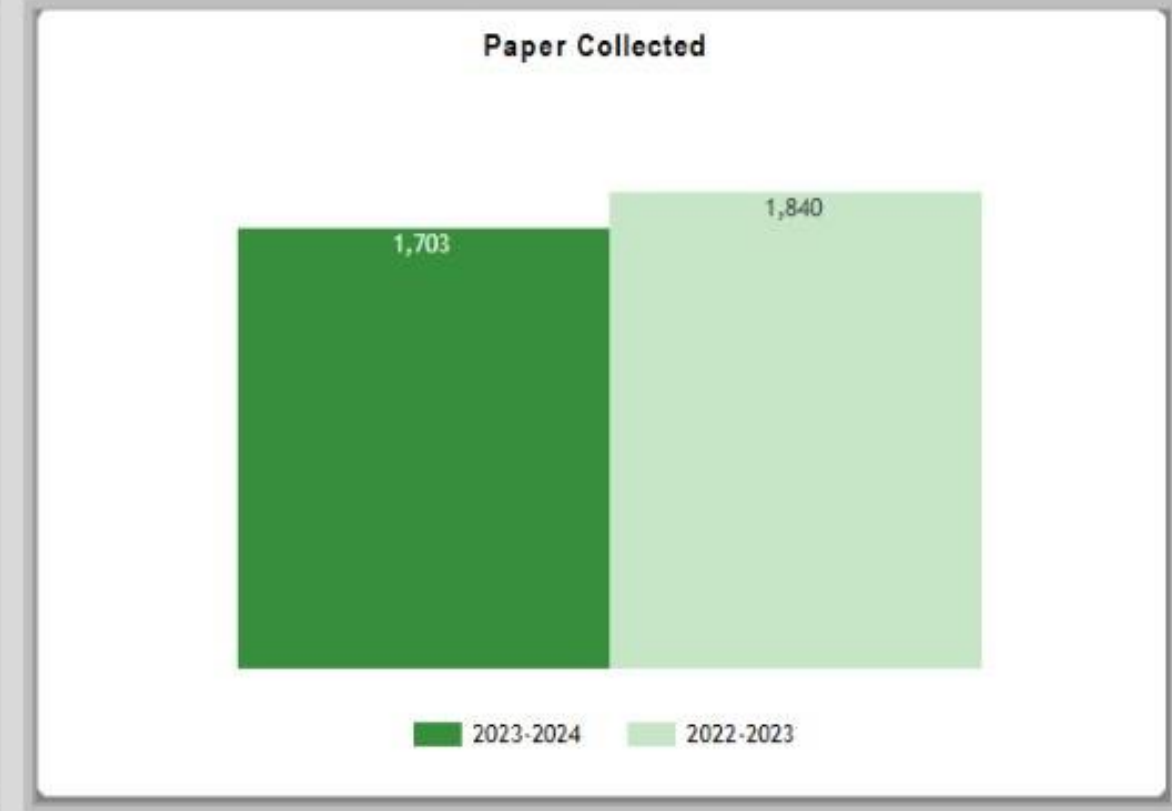
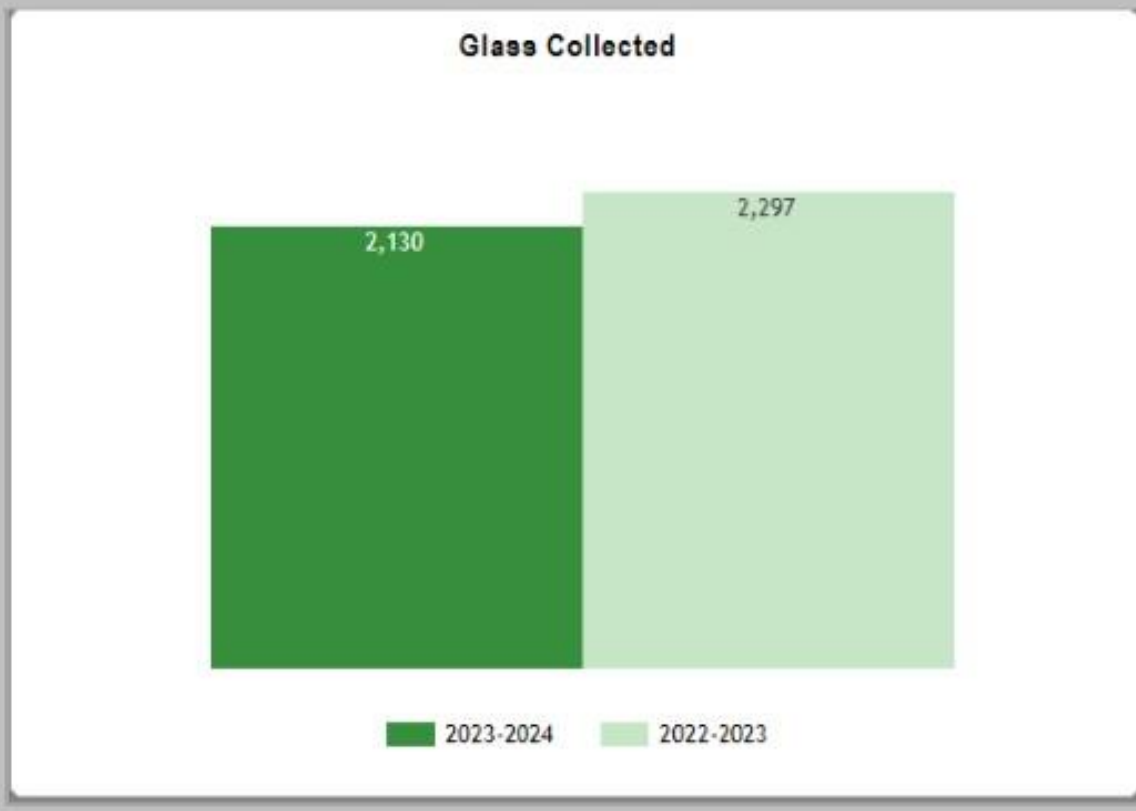
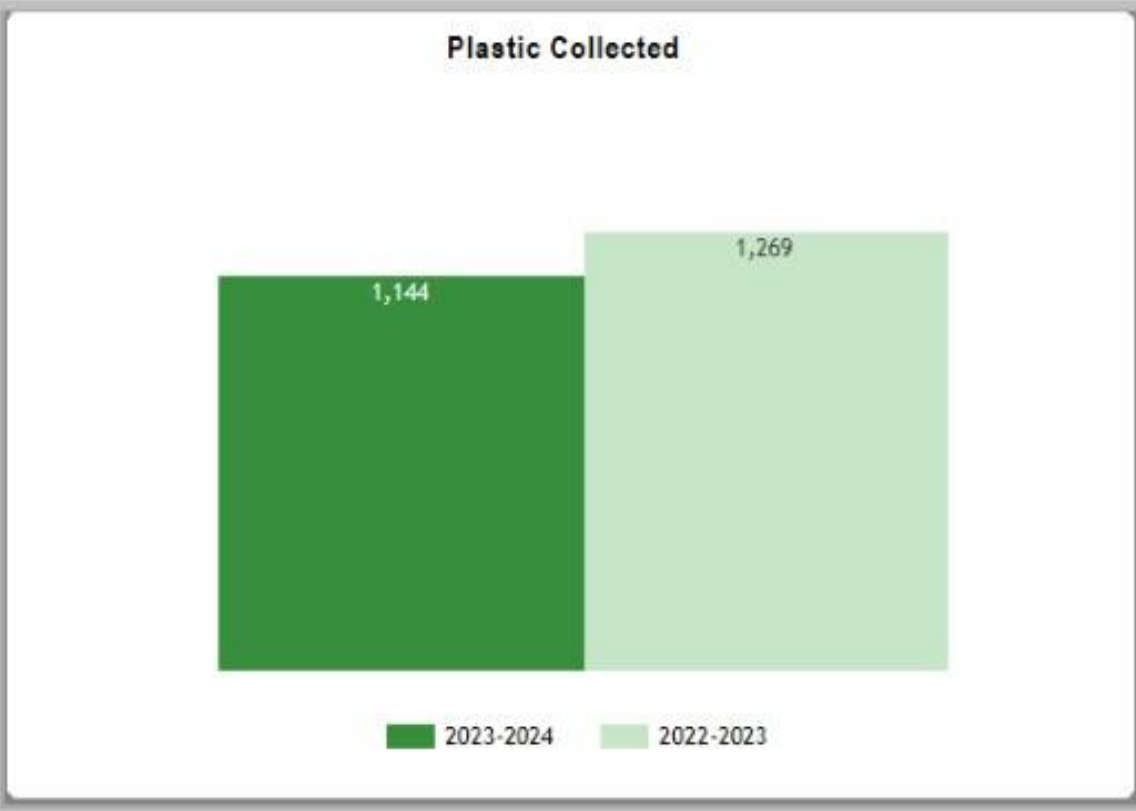
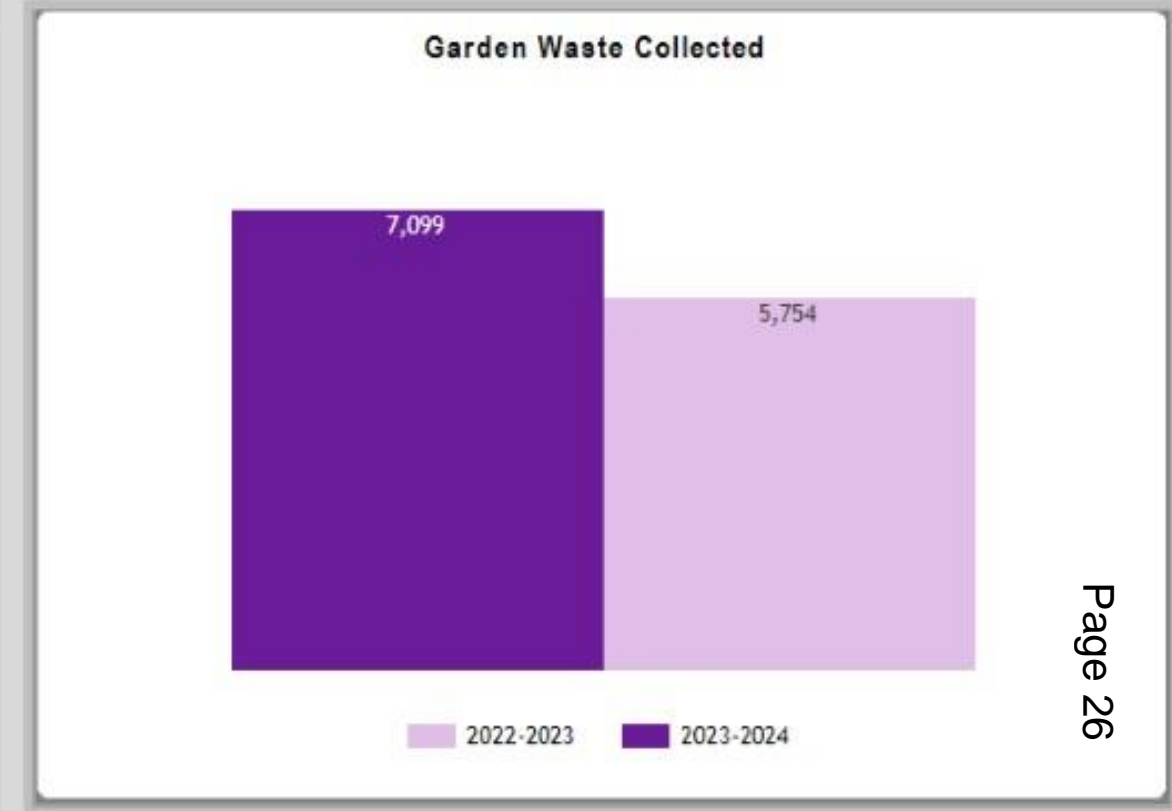
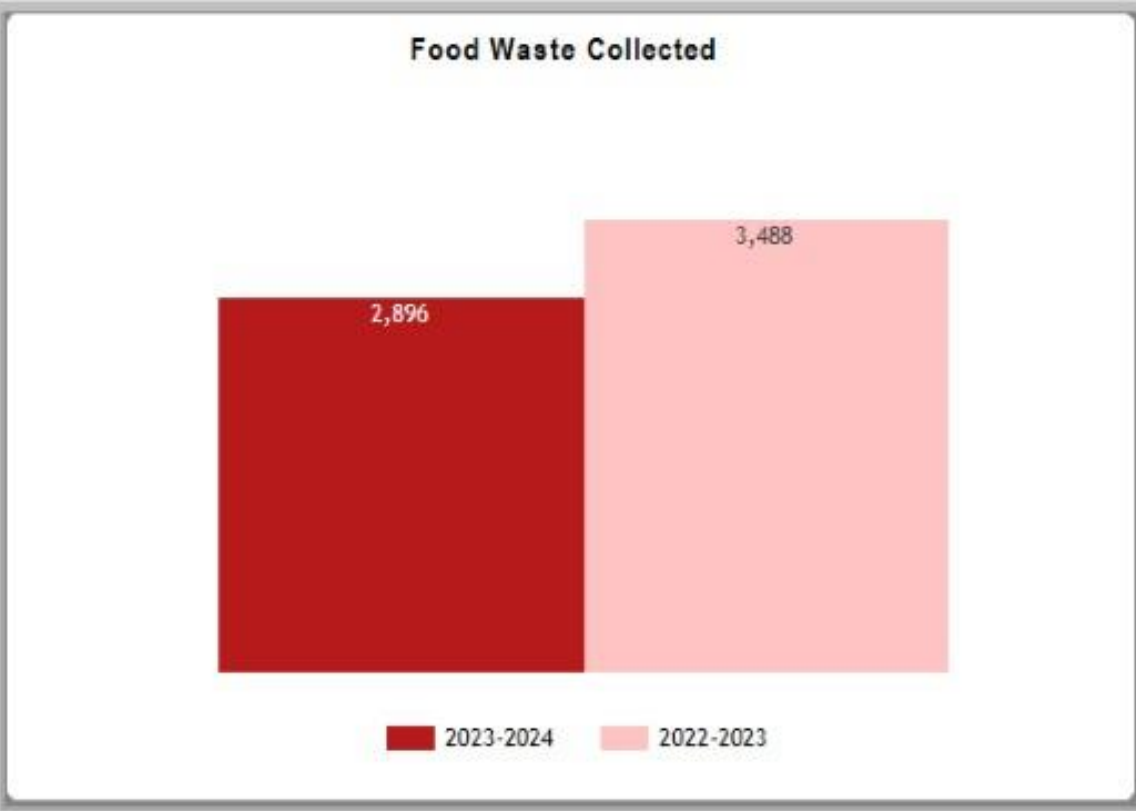
Recycling - Missed Properties
834
↓ -159 from previous year



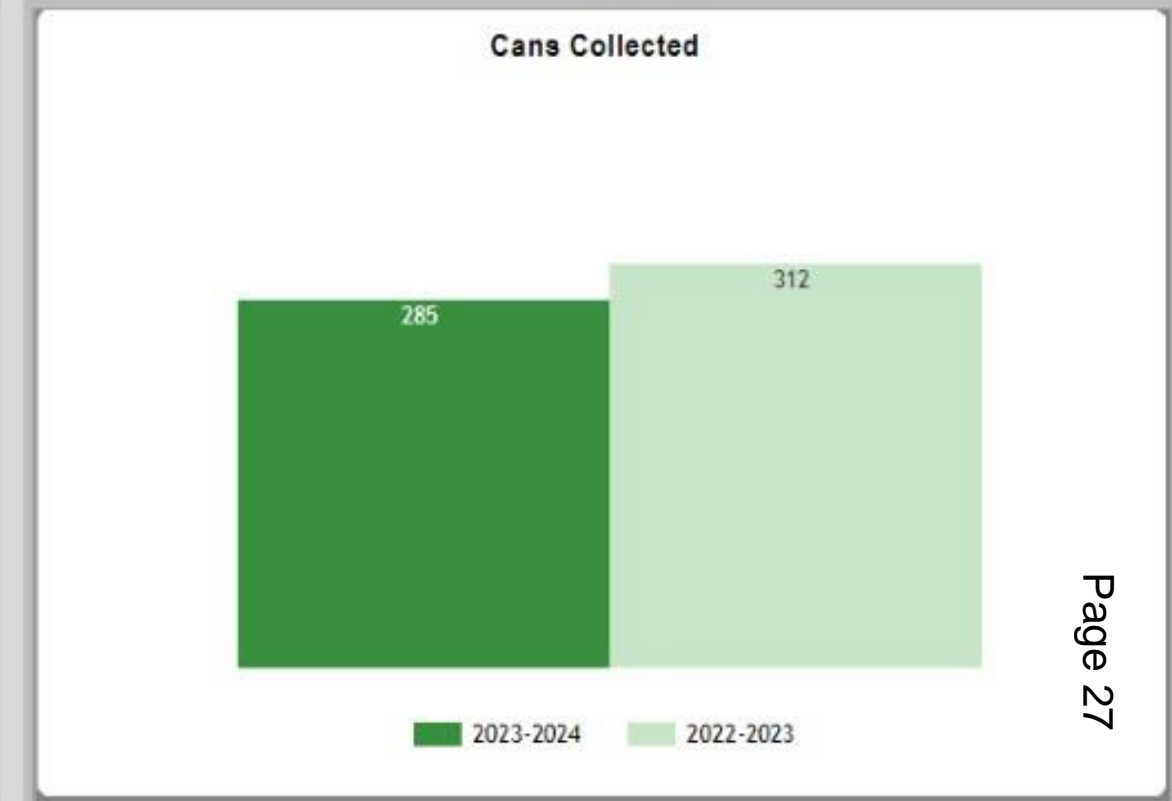
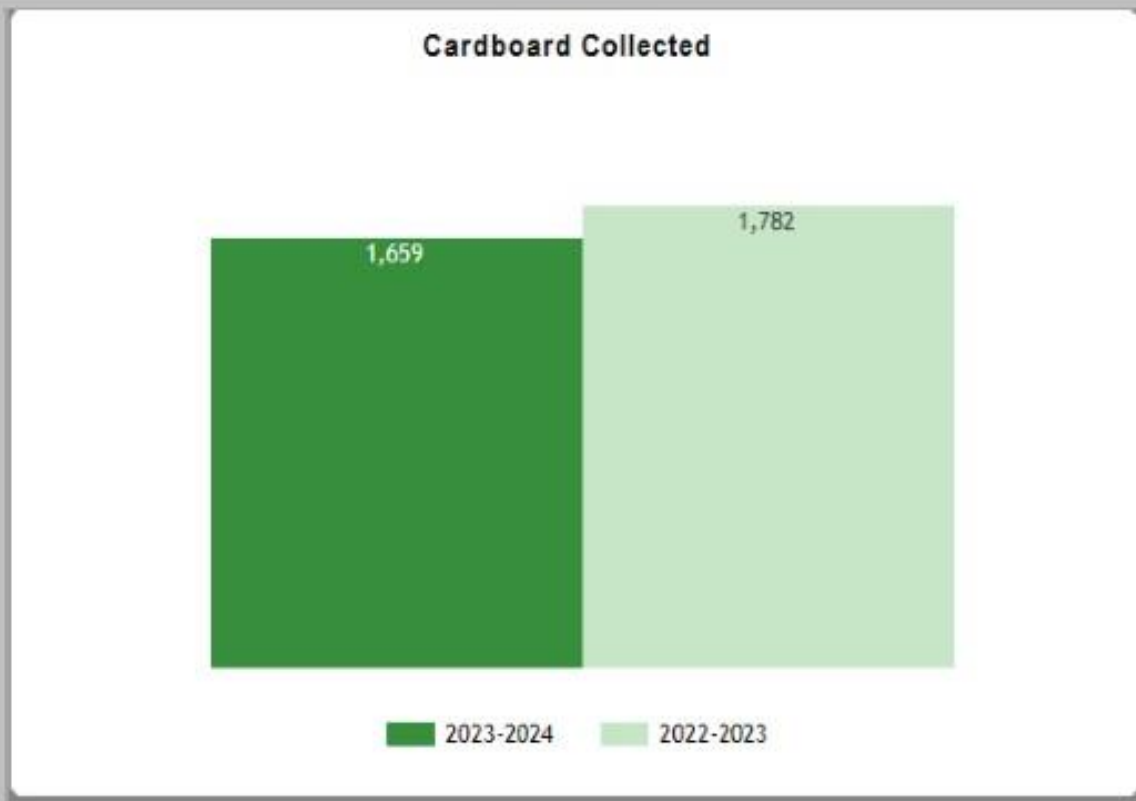
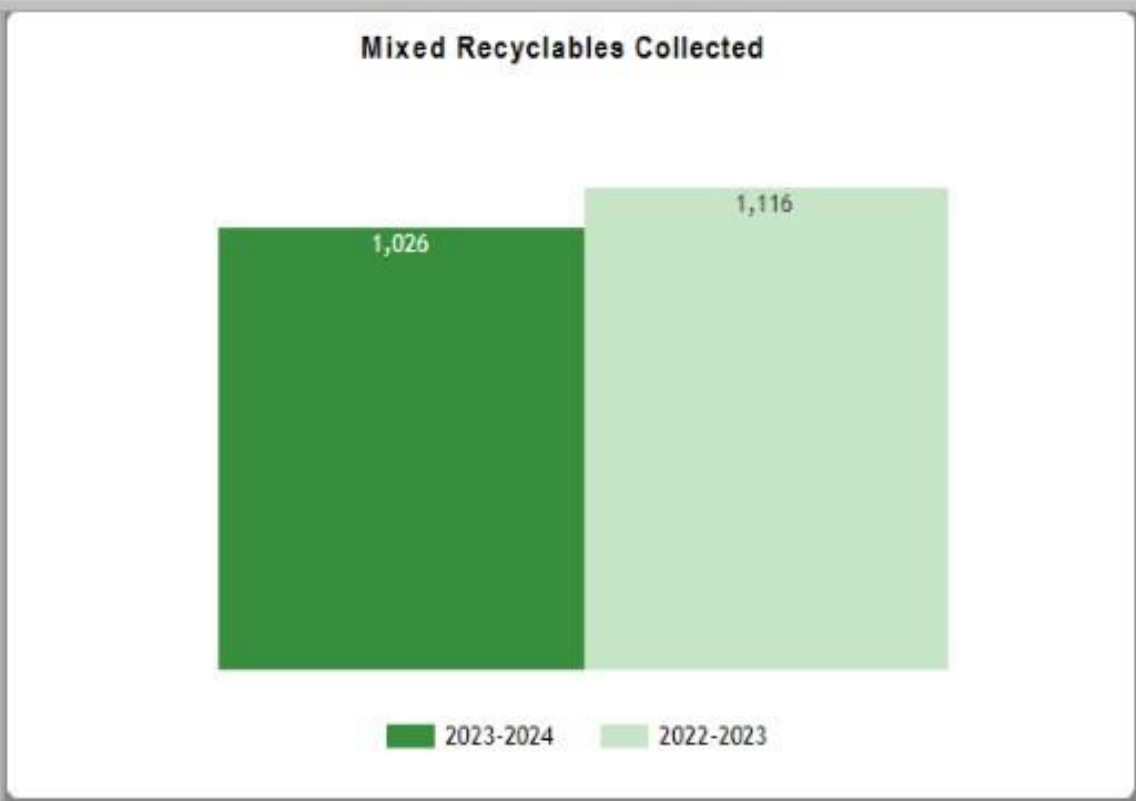
CONTAINER REQUESTS & DELIVERIES



KERBSIDE WASTE COLLECTED (tonnes)



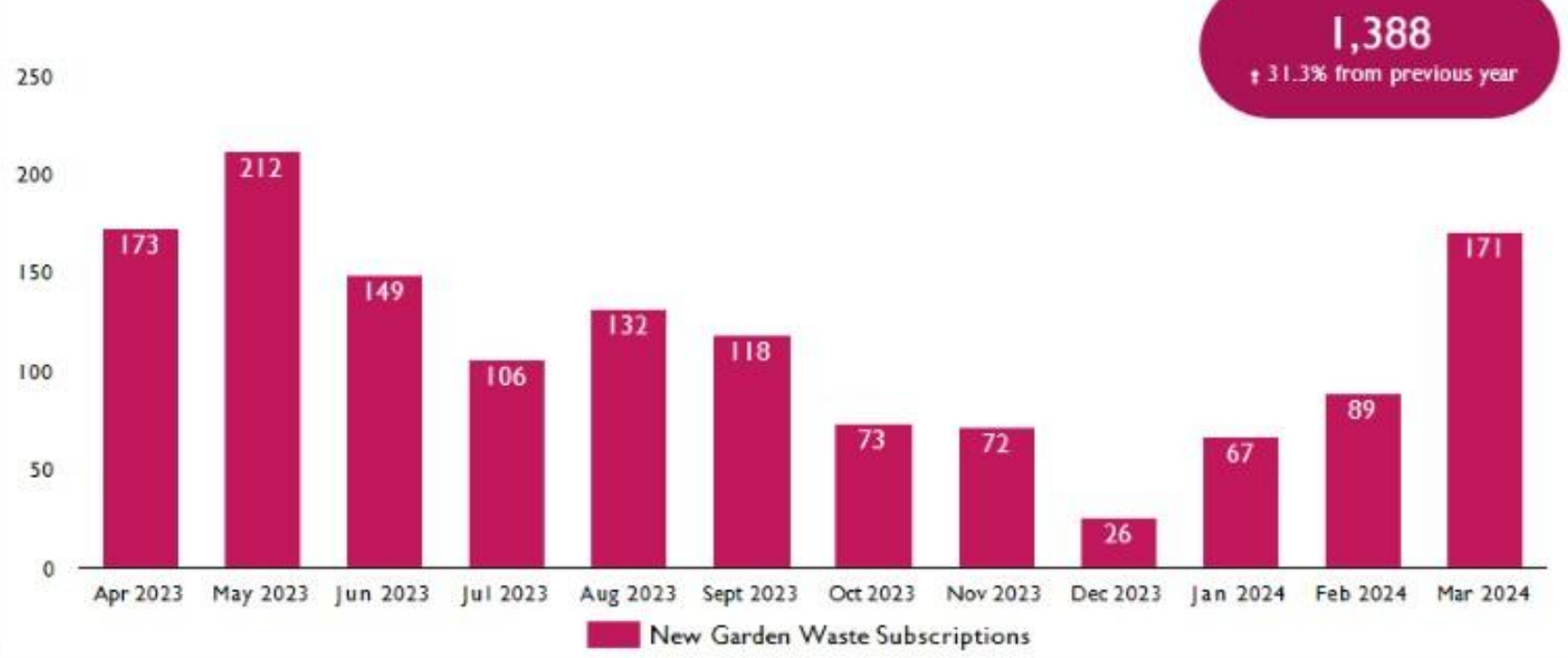
KERBSIDE WASTE COLLECTED (tonnes)



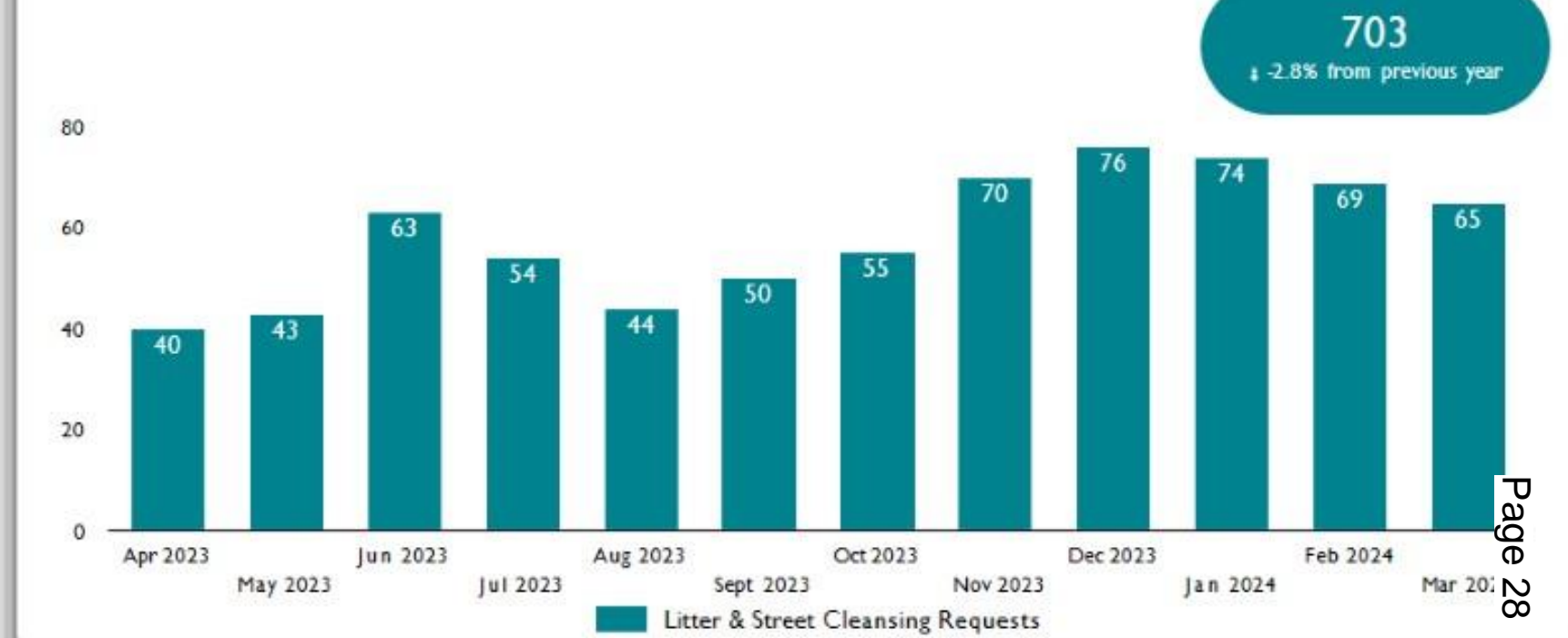
OTHER REQUESTS



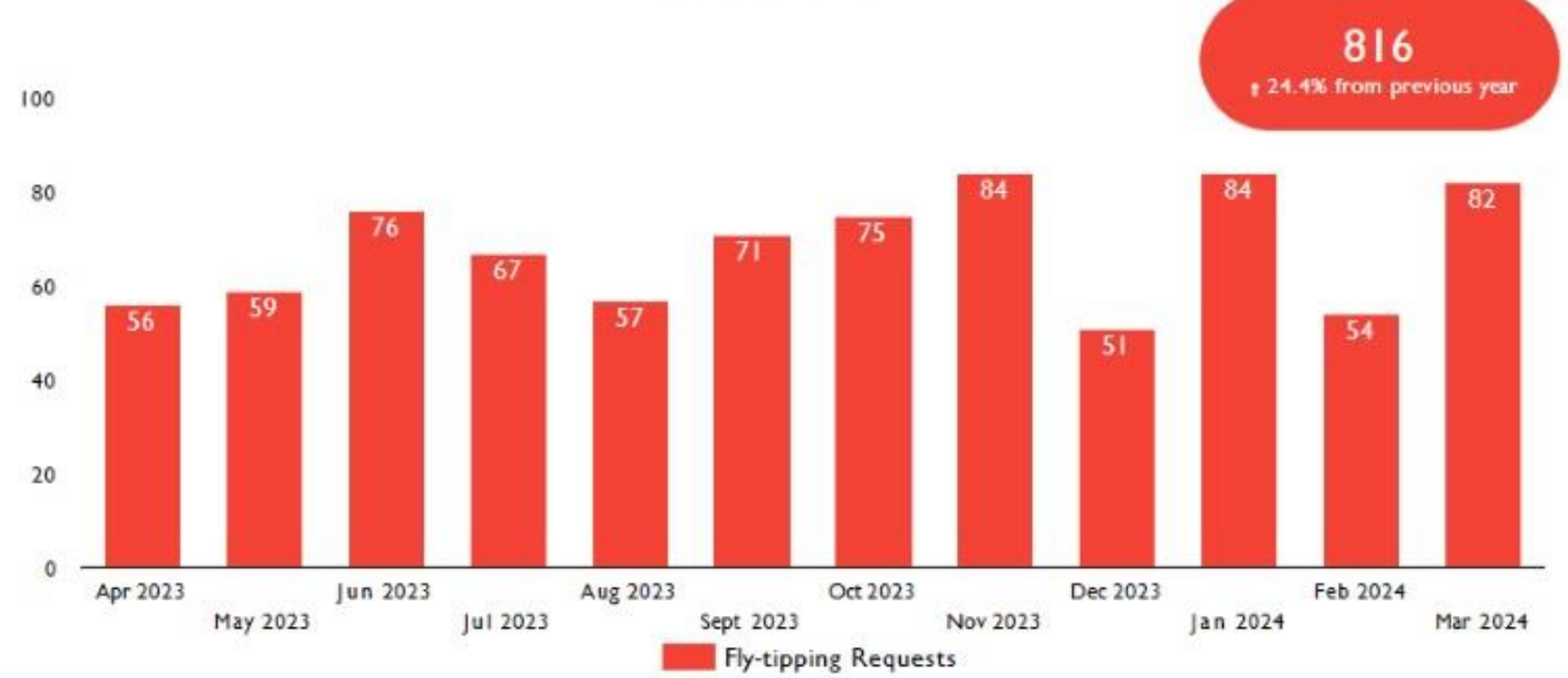
New Garden Waste Subscriptions



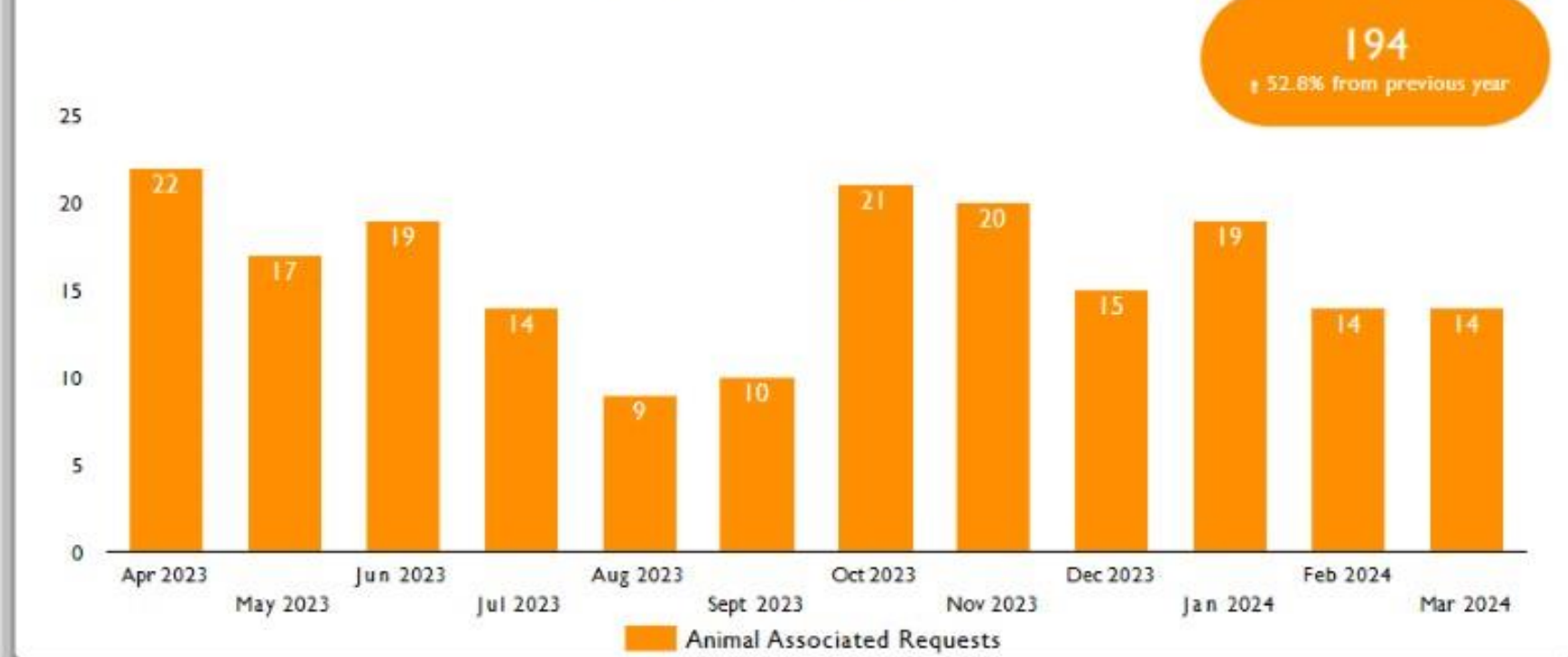
Litter & Street Cleansing Requests



Fly-tipping Requests



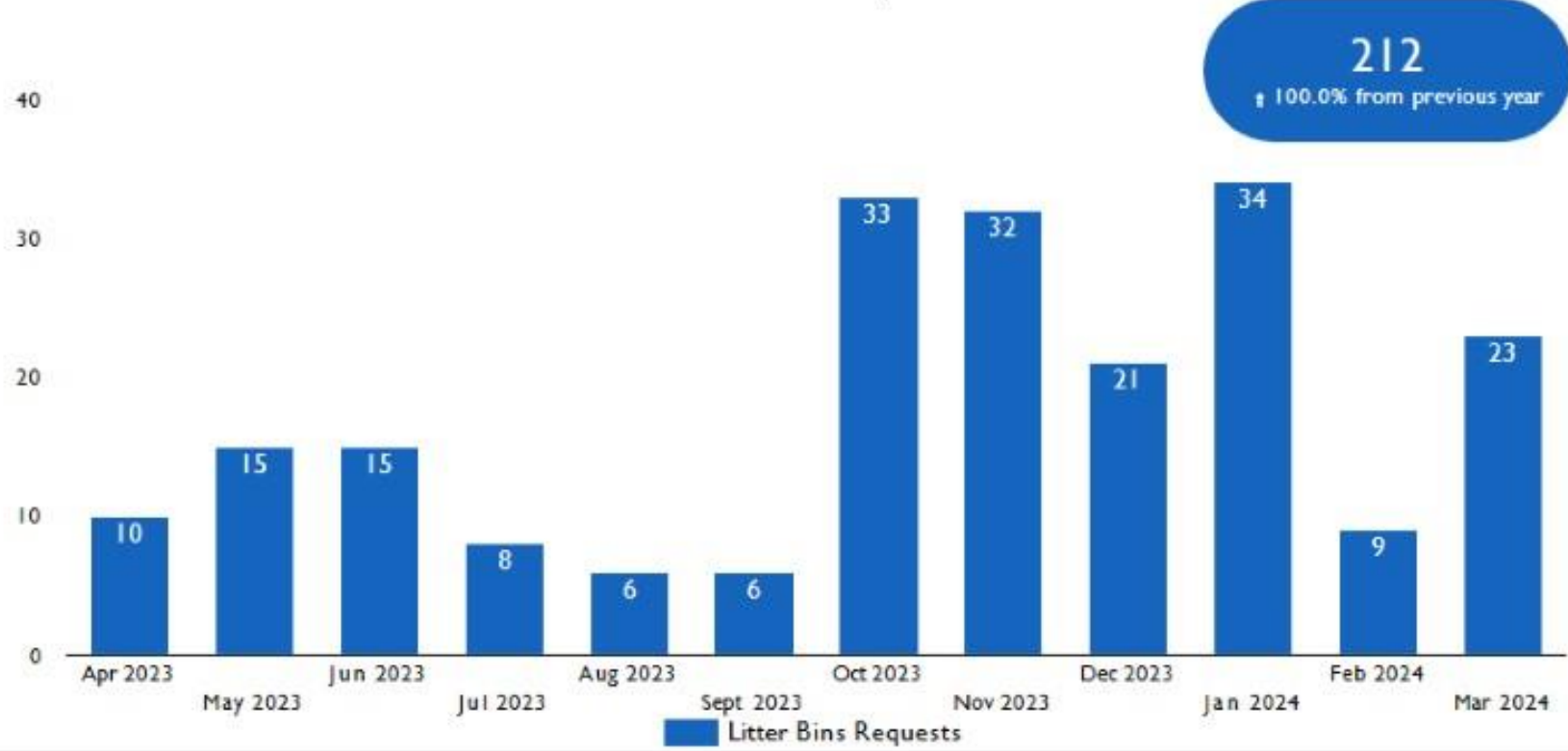
Animal Associated Requests



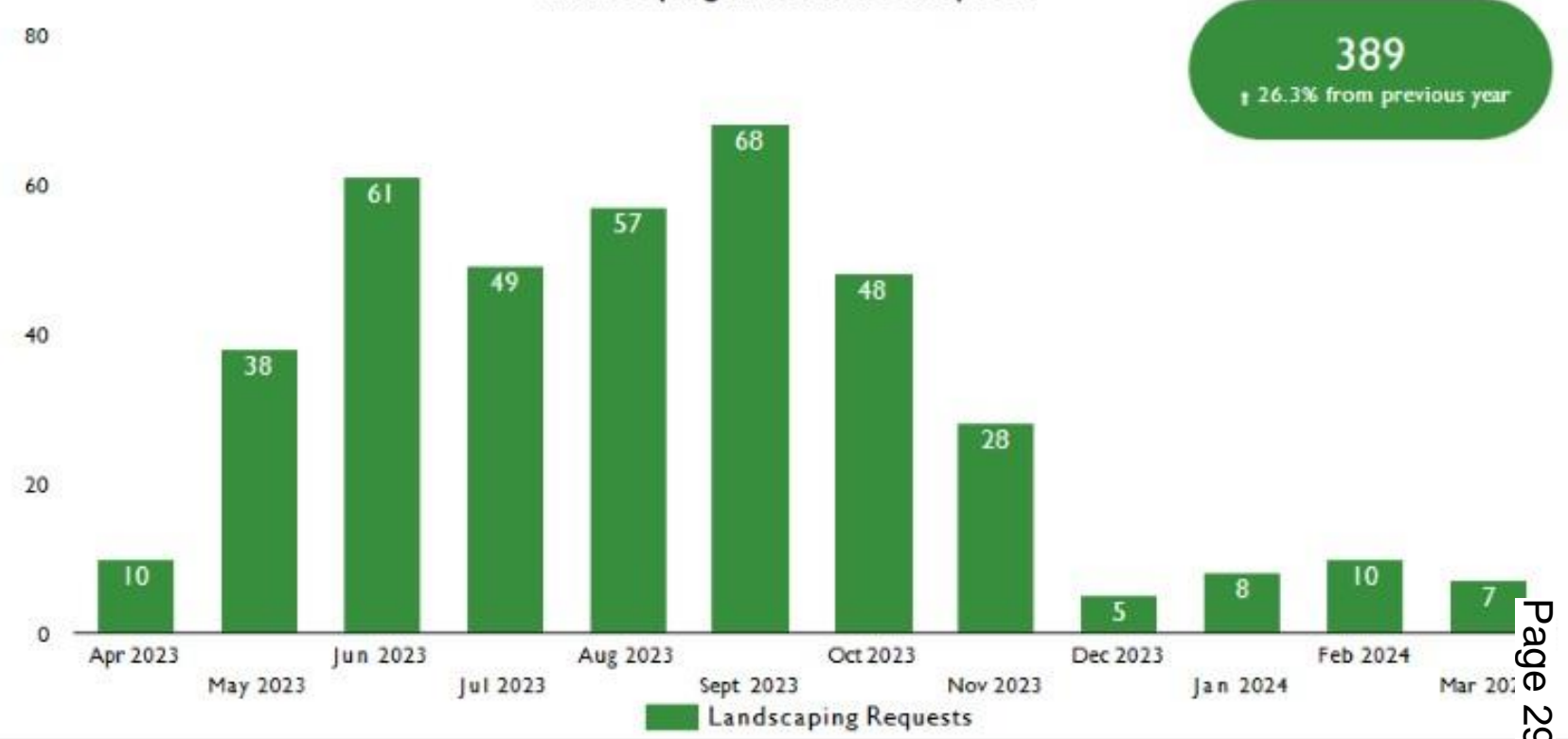
OTHER REQUESTS



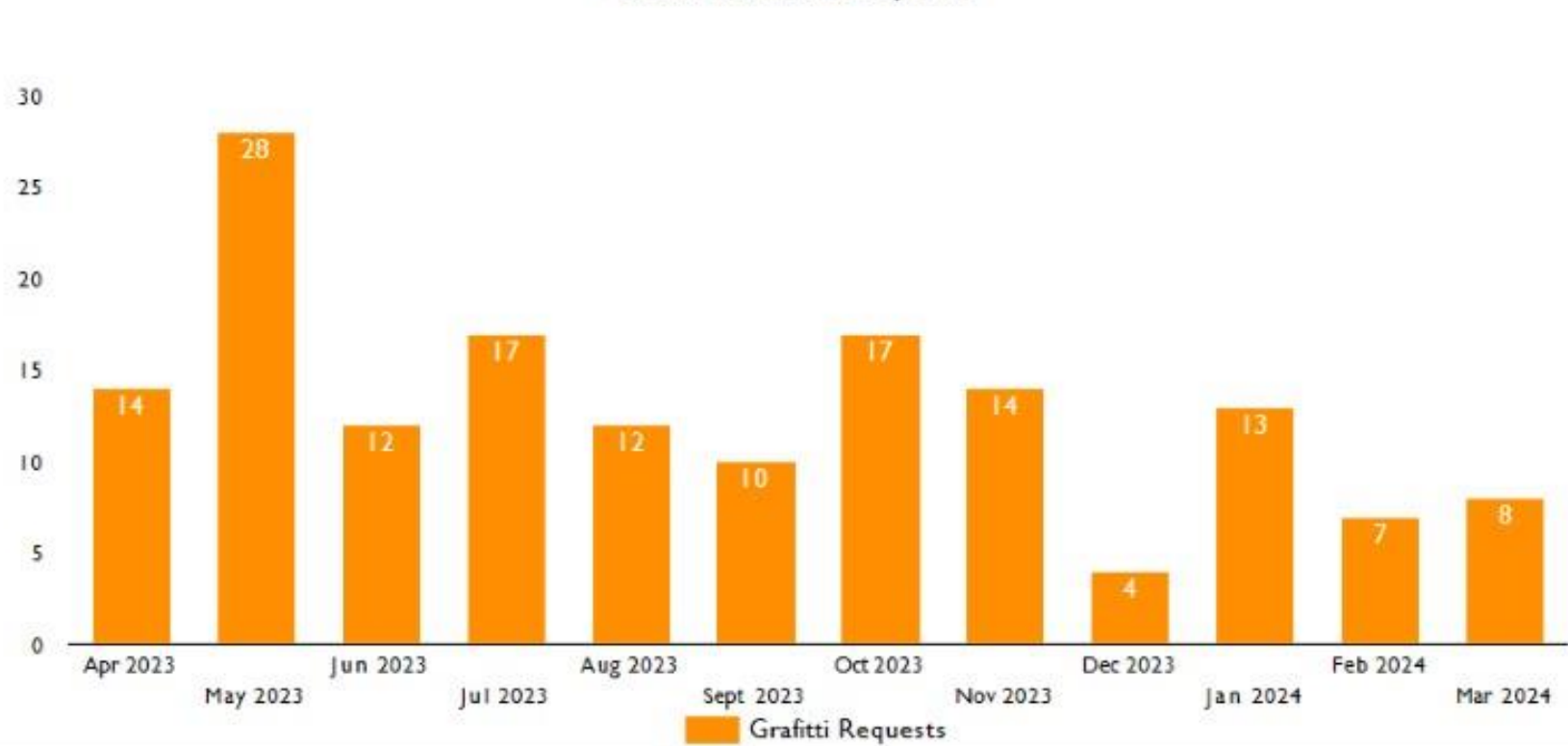
New Litter Bins Requests



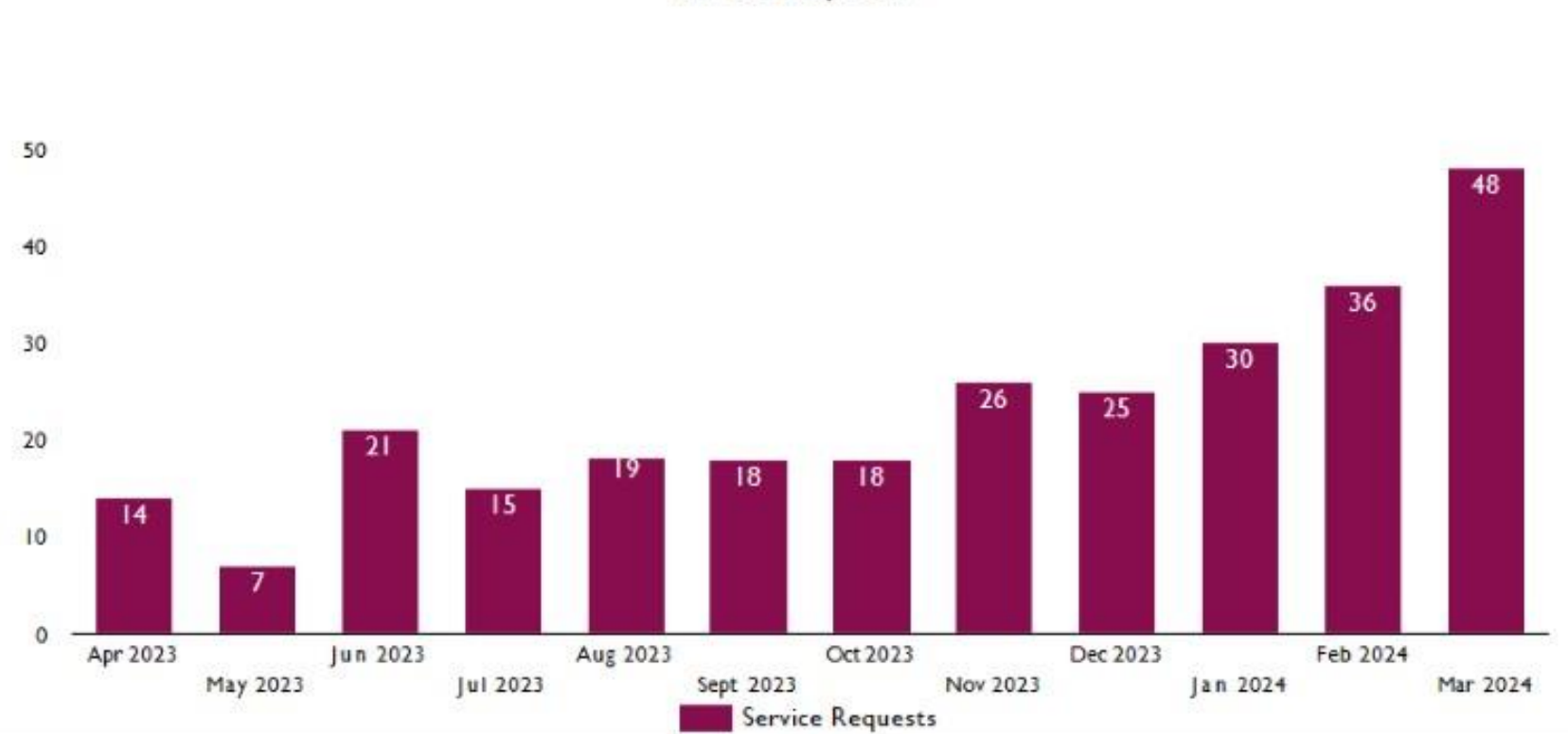
Landscaping Maintenance Requests



Graffiti Removal Requests

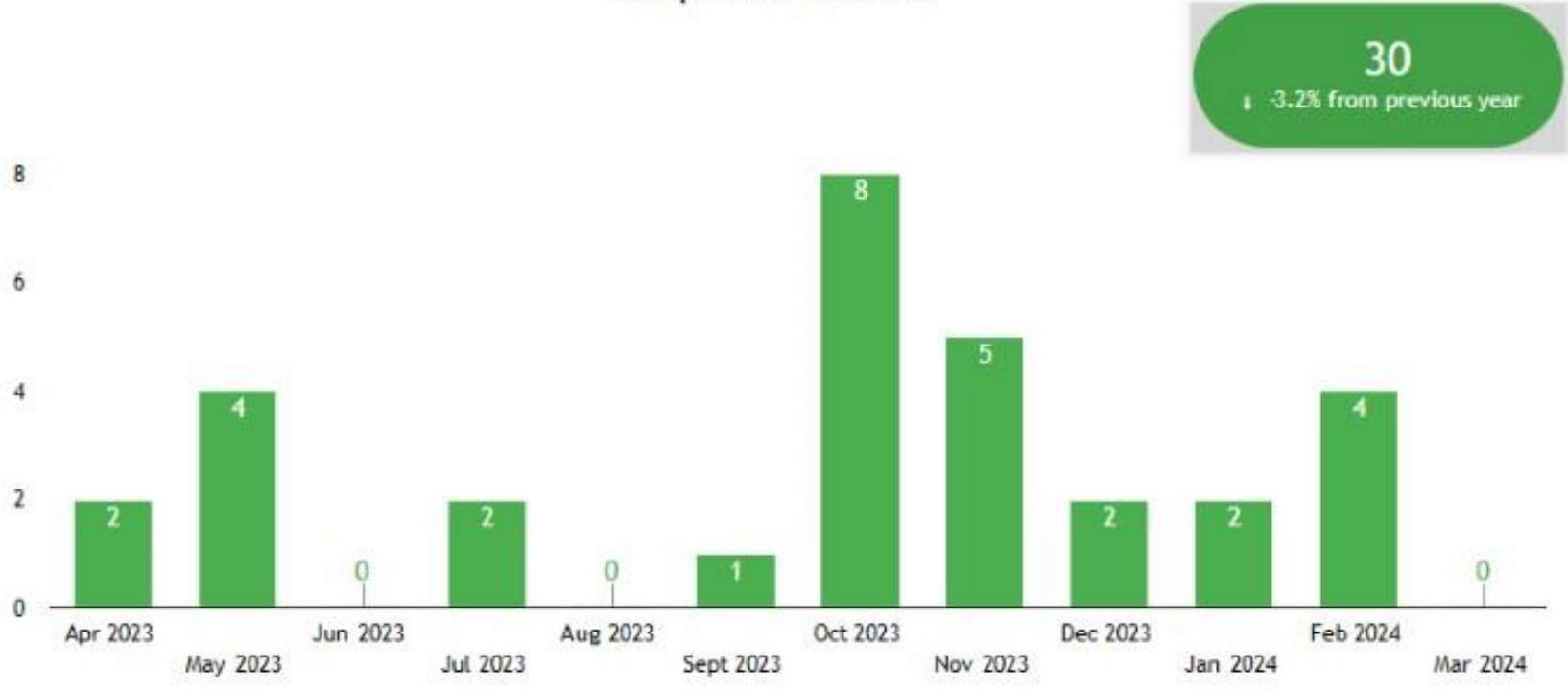


Service Requests

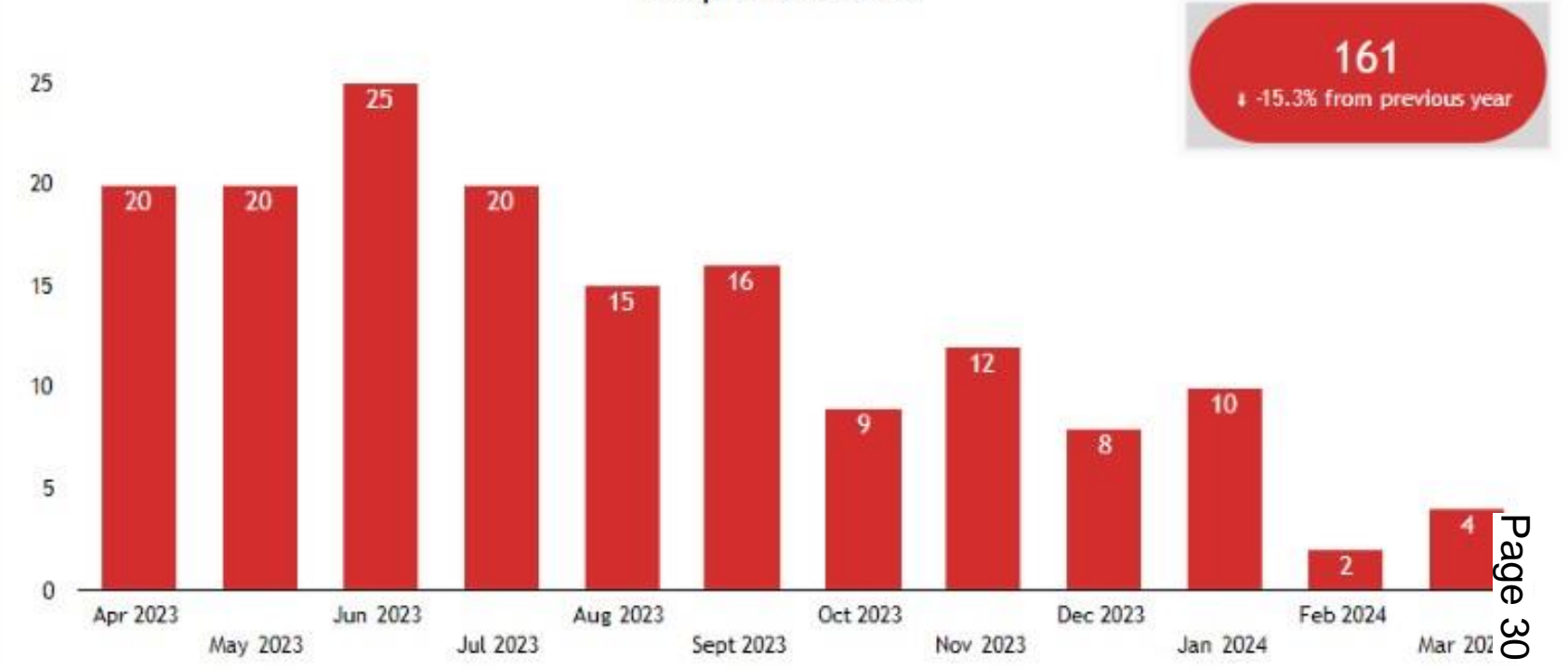


COMPLAINTS & COMPLIMENTS

Compliments Received



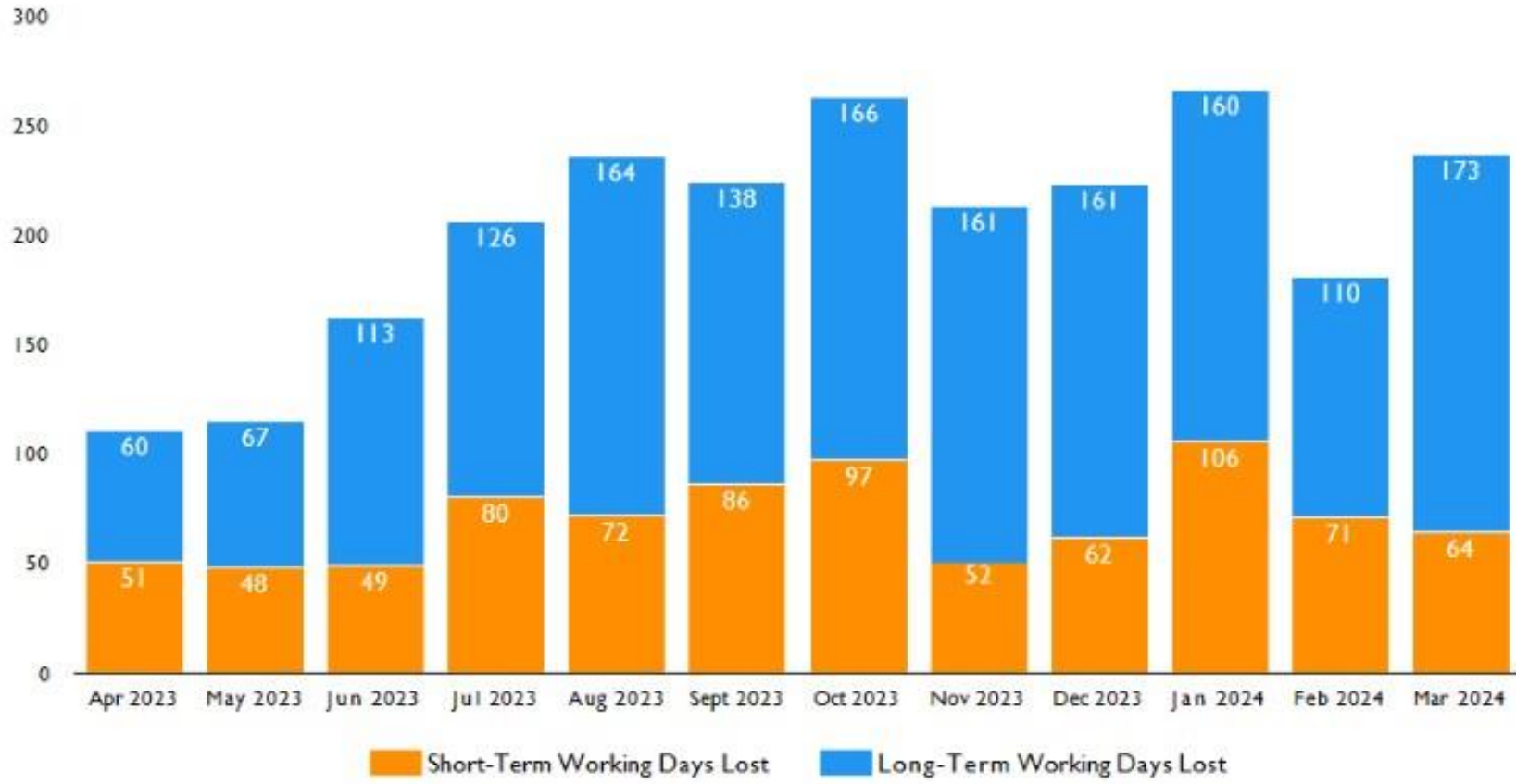
Complaints Received



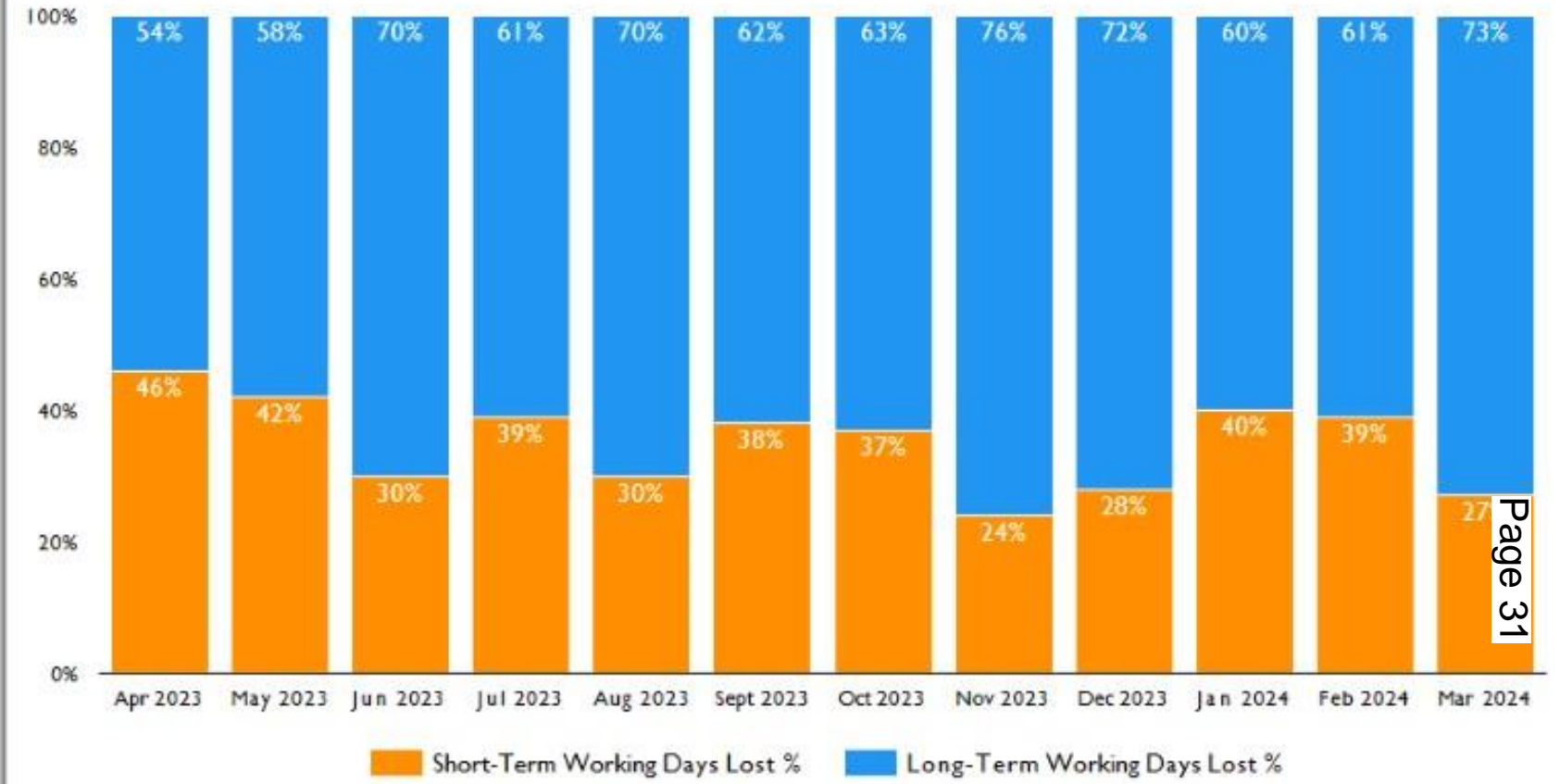
ABSENCE



Working Days Lost



Working Days Lost %



FLEET MANAGEMENT

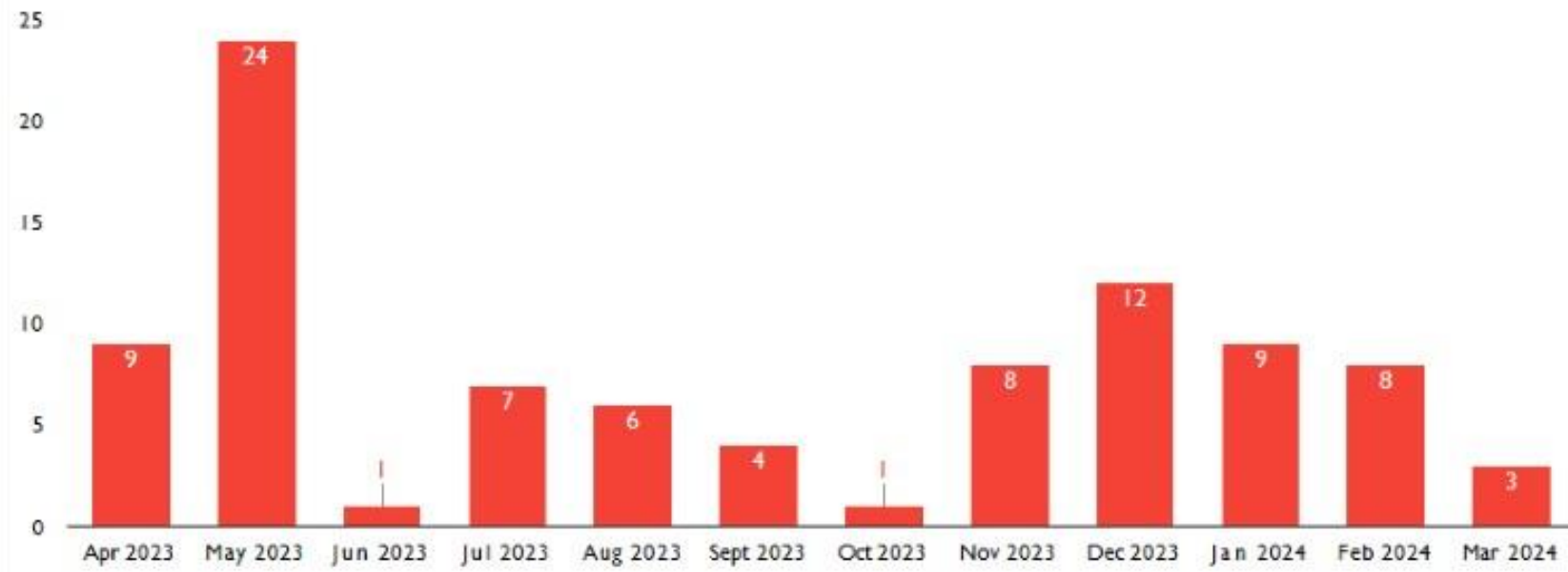


VOSA RATING
GREEN

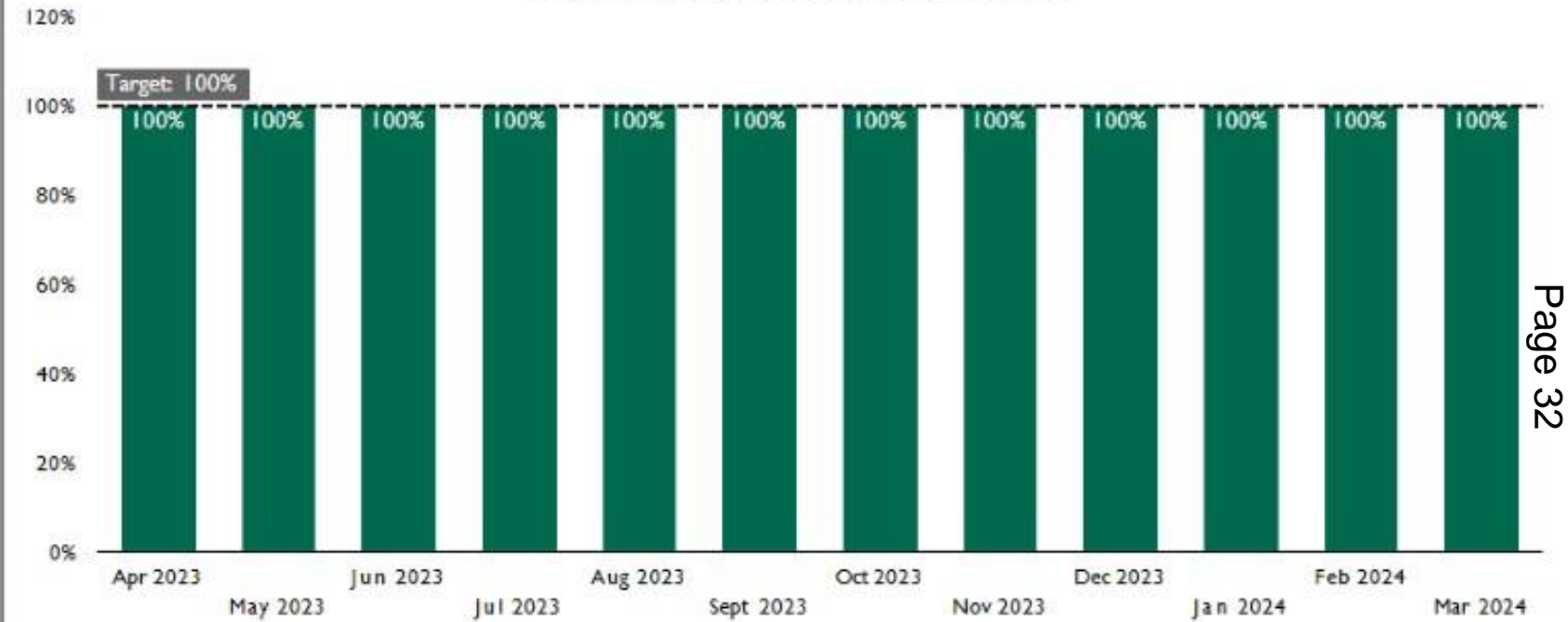
FLEET AUDITS

Audit Date	Depot	Score	Target Score
Dec 2023	Cheltenham Waste & Recycling	98.3	90
Aug 2023	Cheltenham Environmental	88.1	90

Over-weights Instances



Scheduled Services Completed on Time



Information/Discussion Paper

Overview & Scrutiny Committee - 9th September 2024

Local Enforcement Plan

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 inform the committee of the draft local enforcement plan and to provide members with the opportunity to scrutinise and comment on its content in advance of it coming to Cabinet on 24 September 2024.

2. Summary of the Issue

- 2.1 The council's Planning Enforcement function is tasked with ensuring that alleged breaches of planning control are investigated and, where appropriate, action is taken to remedy that breach. Enforcement action is discretionary, as is the local enforcement plan, and action is only taken when it is deemed expedient to do so (i.e. in the public interest) having regard to the development plan and any other material considerations; a local enforcement plan is one such material consideration.

- 2.2 Paragraph 59 National Planning Policy Framework states that,

“Effective enforcement is important to maintain public confidence in the planning system. Enforcement action is discretionary, and local planning authorities should act proportionately in responding to suspected breaches of planning control. They should consider publishing a local enforcement plan to manage enforcement proactively, in a way that is appropriate to their area. This should set out how they will monitor the implementation of planning permissions, investigate alleged cases of unauthorised development and take action where appropriate”.

- 2.3 The National Planning Practice Guidance sets out at Para 006 (Reference ID: 17b-006-20140306) why the government considers local enforcement plans to be important:

“The preparation and adoption of a local enforcement plan is important because it:

- allows engagement in the process of defining objectives and priorities which are tailored to local circumstances;
- sets out the priorities for enforcement action, which will inform decisions about when to take enforcement action;
- provides greater transparency and accountability about how the local planning authority will decide if it is expedient to exercise its discretionary powers;
- provides greater certainty for all parties engaged in the development process.

2.4 The council's most recent local enforcement plan (the 'Built Environment Local Enforcement Plan') was published in January 2014. This version provides a useful overview and summary of the planning enforcement process, which includes the setting out of priorities, but it is out of date in a number of legislative areas and does not reflect current approaches; there is a clear need for it to be fundamentally reviewed.

2.5 There has been a longstanding ambition to replace this plan, however as many councils across England, the planning and enforcement service has been significantly challenged by resourcing issues. This has been the case for Cheltenham's planning team and as such we have had to prioritise the statutory duties that we are required to perform.

2.6 The new (draft) local enforcement plan it is not an update to the 2014 version, it is an entirely new document setting out the approach and priorities for Cheltenham Borough Council's planning enforcement team in 2024. It's structure and content are summarised below.

3. Summary of evidence/information

3.1 The draft local enforcement plan begins by explaining the scope and remit of the planning enforcement function. It is important to set expectations at the outset as to what matters may or not be investigated and/or acted upon. The enforcement team currently receive a high number of reports relating to matters which fall entirely outside of planning control. The draft plan sets out what is meant by a 'breach of planning control' and lists the categories that a legitimate breach may fall into. The draft plan goes on to list the most common complaints received by the enforcement team which fall outside of planning control and thus will not be investigated. Useful signposting to third party advice (or bodies) is provided in respect of those non-planning matters.

3.2 The draft plan goes on to explain how investigations into breaches of planning control are to be prioritised; this is largely unchanged from the 2014 iteration with works considered to be the most harmful and/or irreversible given a high priority and minor works causing a lower level of harm (or no harm at all) given a lower priority; with matters of medium harm sitting in between.

3.3 The priority (and therefore urgency) of a case is reflected in the time scale within which an investigation will be opened; it is proposed that investigations are opened

within:

- 3 days for high priority cases,
- 10 days for medium priority cases and
- 20 days for low priority cases.

It should be noted however that these timescales are **only** achievable when the enforcement team is fully staffed which at present, it is not.

3.4 The draft plan explains how we will approach an enforcement investigation once its priority has been set and initial investigation undertaken. We will follow one (or more) of four options;

1. do nothing (typically when there is no breach of planning control, or the infringement is of a very minor or trivial nature);
2. negotiate a solution, this is our preferred 'go-to' course of action employed when the cessation of an unacceptable activity or amended building works can be informally agreed;
3. invite a retrospective application to regularise the breach (if considered acceptable) or to render it acceptable through the imposition of planning conditions or;
4. formal action, our policy is that this is the last resort when the aforementioned options have been exhausted and have ultimately failed to satisfactorily rectify the breach. The draft report details the main forms of formal action available to the council.

3.5 Additional sections have been added to the draft plan setting out the council's position in respect of listed building enforcement, tree enforcement, high hedges, the Proceeds of Crime Act and proactive compliance.

4. Next Steps

4.1 A task and finish member meeting has been scheduled made up of member representatives from across all political parties of the council, including membership from Planning Committee. In addition, members of the Audit Committee have been made aware of this Overview and Scrutiny item and may attend to discuss the detail if they so wish.

4.2 A copy of the draft Local Enforcement Plan is appended to this report, through the Overview and Scrutiny meeting, feedback and reflections are welcomed and these will be reported to Cabinet.

Background Papers

Draft Local Enforcement Plan (September 2024)

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Accountability

Cllr Mike Collins Cabinet Member for Planning
and Building Control

Information/Discussion Paper

Overview & Scrutiny Committee – 9 September 2024

Progress Report in respect of the 2023 Planning Peer Review

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 The Planning Service at Cheltenham Borough Council was peer reviewed by the Planning Advisory Service (PAS) during February-March 2023; the final report setting out the reviews' findings and conclusions was published in April 2023 and is appended to this report.
- 1.2 The purpose of this report is to provide the committee with a progress update in respect of the steps that have been taken, or are in the process of being taken, by the Service to implement the recommendations of the peer review, as well as other improvements identified by the Service itself.
- 1.3 As context, it has been a very challenging time in respect of recruitment, this is a national problem and not one specific to Cheltenham, however one which has had implications. Between 2019 to date there have been 7 contracts for the role of Head of Planning a mix of permanent appointments and contractors. Chris Gomm took up the role November 2023 which provided the resource to actively address the peer review recommendations, and other service improvements. In summary actions have largely taken place January 2024 - to date.

2. Summary of the Issues

- 2.1 The peer review was a positive experience and resulted in a report which made 12 key recommendations; these are listed below for ease of reference:

R1: There is a need to ensure that the vision and priorities set out in the new Corporate Plan are fully embedded in the core work of the Planning Service. The Service needs to become more visible, and its delivery role better understood.

R2: The new Joint Strategic Plan needs to be progressed to adoption at the earliest possible opportunity and the necessary level of leadership and resources applied in order to make this happen.

R3: There is a need to review the structure of the Service, including its leadership and management arrangements. This review should also consider how related placemaking functions can best support decision making and the obtaining of developer contributions.

R4: Capacity and resources within the Service need to be evaluated. An Improvement Plan and associated governance arrangements should be put into

place to drive the swift delivery of a more joined up and business-like approach to service delivery.

R5: As part of the Improvement Plan, consideration should be given to how the current Business Support function might provide a wider remit of support to the front-line Planning Service. Opportunities for joint working arrangements with other Local Authorities should also be explored.

R6: Planning's input into key strategic projects such as Golden Valley needs to be fully supported and properly resourced.

R7: Existing relationships between Officers and Members should be further enhanced so as to ensure greater collaboration and an enhanced ability for Planning to positively assist in the delivery of the Council's priorities. This should include the delivery of a more robust Member training and engagement programme, to develop knowledge and skills and support decision making and strengthen community engagement.

R8: Consideration should be given to setting up a Place Board involving external stakeholders, with the aim of capturing and coordinating their contribution to high quality place-making.

R9: A Planning – Parish Council Liaison Group should be introduced, in order to foster closer working relationships and a better understanding of both the needs of communities and the planning process.

R10: The Planning Agents Panel should be re-started so that regular users of the Service can have a constructive dialogue on matters of mutual interest.

R11: The planned review of the constitution should be undertaken in conjunction with related recommendations contained in this report and should focus on giving the Planning Committee a greater strategic focus.

R12: Planning Committee should be given ongoing training and development, as well as briefings on large or more complicated cases prior to committee meetings.

3. Progress to-date and Planned Actions Going Forward

- 3.1 Progress and actions against each of the 12 key recommendations are discussed in turn as follows.

R1: that the Corporate Plan be fully embedded in the core work that the service does and that the service becomes more visible, and its delivery role better understood.

- 3.2 It is evident that the role of the Planning Service in delivering council priorities needs to be better understood by decision-takers and better expressed within committee reports. The committee report template is currently under review and will include a proportionate assessment of how each officer recommendation supports the delivery of the corporate plan.

- 3.3 A broader review of the committee report template is currently underway to ensure that the Public Sector Equality Duty can be better incorporated into reports where necessary. This point has also been raised by members and was picked up in the

latest member training on planning (May 2024). The inclusion of meaningful reference to the council's priorities and the Corporate Plan within reports will form part of that wider review, which will be concluded by the end of September.

- 3.4 The peer review identified a perception that the Planning Service currently operates in an isolated manner although no conclusion was drawn by the authors as to whether that perception was a reflection of reality. Nonetheless, there is a clear need to improve communication more broadly so that the service and its activities are more visible and better understood across the organisation. To this end, it is intended that a briefing note or bulletin be produced quarterly (or more frequently) informing members (and staff) as to the work that the service does or is doing, this has been actioned and circulated via Member Briefing email and other relevant communication channels. The production of this bulletin was on hold due to two successive pre-election periods the first edition was published in August 2024.
- 3.5 Given the clear line of planning throughout the Corporate Plan to support its delivery, the portfolio of the Director Communities and Economic Development has been realigned to facilitate greater capacity and oversight of planning at a leadership level. This was activated July 2024.

R2: that the new development plan (i.e. the Strategic & Local Plan) be expedited with the necessary leadership and resources put into place to facilitate this.

- 3.6 An updated Local Development Scheme (LDS) was approved by Cabinet July 2023, the LDS sets out the key milestones in the preparation of the Cheltenham, Gloucester and Tewkesbury Strategic and Local Plan (SLP). The key thrust behind the PAS Peer Review was 'do not delay'. This emphasis on delivery remains highly relevant, particularly in light of the new Labour Government which has placed planning front and centre for both wholesale reform and acceleration of delivery of homes and jobs. The first milestone of this LDS was met through the Regulation 18 consultation, the representations received through this consultation are now being fully considered alongside the technical work on the SLP evidence base. This will inform the next key milestone which is a further Regulation 18 consultation in Spring 2025.
- 3.7 During 2023, resourcing conversation across the SLP councils concluded in respect of collaborative plan making with additional funding plan for next 3 years in place. This was secured through the budget setting process.
- 3.8 Permanent resourcing in the planning policy team remains a challenging issue, however current agency support has been extended through to the beginning of November 2024 to support a continued critical vacancy gap. It should be noted that recruitment in planning is a challenge nationally and work is ongoing with the HR team, together with a review of resourcing to find an appropriate solution.
- 3.9 Specialist conservation officer resources are a further challenge, and this has had an impact on work we are progressing through the Strategic and Local Plan. Again, we have been reliant on contractor support, but this has had to focus on planning and listed building applications. As with the planning resourcing challenges, this is not specific to Cheltenham and is a national issue affecting local planning authorities across England.
- R3: that the structure of the service be reviewed including leadership and collection/management of developer contributions (planning obligations secured through s106 Agreements)**

- 3.10 The review identified that whilst the service has strong foundations, there is a “need to take urgent action to address the capacity and resource issues that have been identified”. The review identified that those urgent actions ought to be focussed on systems and processes, management roles and team structure.
- 3.11 Further to the Peer Review an audit was actioned in respect of S106 and CIL. A task and finish group has been put in place specifically looking at S106, this is looking across a range of factors including:
- Processes mapping
 - Joined up monitoring
 - Reconciliations
 - Management and resourcing

The audit report findings were considered by Audit Committee in September.

- 3.12 In addition, at the end of 2023 Council approved the establishment of a Community Infrastructure Joint Committee with neighbouring Councils Gloucester and Tewkesbury. The first meeting of this Committee is anticipated September 2024.
- 3.13 More strategically, the Director Communities and Economic Development is leading on a county wider task and finish group across Gloucestershire. This work started with a workshop undertaken with representatives from the districts and County Council on 9th January 2024. This workshop took a systematic view across securing, funding and planning for infrastructure. Reports on activities of the task and finish group were reported to meetings of the Gloucestershire Chief Executives on 15th January and 17th April 2024.

R4: that capacity and resources be evaluated, and an Improvement Plan be formulated and actioned delivering a more joined-up and business-like approach and;

R5: as part of that Improvement Plan consideration should be given to how the Business Support Team might better support the front-line planning service.

- 3.14 A draft Planning Improvement Plan has been produced alongside the new Head of Development Management’s own schedule of key improvement priorities.

The Head of Development Management’s own schedule of key improvements and actions against them, is set out as follows:

Issue Identified	Action
Lack of one-to-ones and regular/diarised check-ins between management and case officers	Fortnightly one-to-ones between case officers and Head of DM instigated (from December 2023)
Oversight over the allocation of workload / etc.	Head of DM now allocates all work daily

Management sign-off of key decisions (or oversight given the lack one-to-ones)	This was previously managed via the pool of senior planning officers, but now the Head of DM now signs off all major decisions (from April 2024).
Oversight of case officer and wider team performance including caseload/workload, timeliness and efficiency	A series of metrics are now obtained and monitored on a monthly basis, by the Head of DM.
Limited continuing training within the DM team; the training that does occur is ad hoc and is not co-ordinated .	Attendance at RTP1 conferences and training events now coordinated and booked by Head of DM
Lack of regular and frequent team meetings; team meetings tend to be arranged on an ad hoc basis.	Monthly in-person team meetings established
There is a clear need for increased team working and contact between planning officers within DM.	Weekly DM team working day (Tuesdays). Established from July 2024.
Lack of formalised mechanism for reporting complex and controversial application at operational level updates to those outside of the immediate DM team.	Live RAG schedule of controversial and major applications established and shared. This is also used to support briefings and engagements with the lead Cabinet portfolio member.
Lack of formalised member training programme.	See R7 below.
No consistent means of communicating with the boroughs most frequent Planning agents.	See R10 below.

R6: that the service’s input into key strategic projects must be fully supported and properly resourced.

- 3.15 A review of roles and structure was undertaken in the context of this recommendation. This resulted in the successful appointment of Head of Development Management, Enforcement and Compliance, but despite numerous recruitment drives we remain unsuccessful in appointing to the role of Head of Policy

and Placemaking. This has involved engagements via HR and two separate recruitment agencies, including direct engagement and head-hunting approaches. In recognition of the challenges, a refreshed review of resourcing and team structure is underway. A first step of this is the change to the Director Communities and Economic Development role as noted above which will release some additional leadership capacity by Summer 2024.

- 3.16 Since the Peer Review, we have experienced more recent resourcing challenges in enforcement and conservation and as noted above, in line with the national challenges of recruitment in these specialist planning skills, we have to date not been able to secure permanent resources. A further review is underway in respect of managing the gap through temporary agency contracts, but this is neither resilient financially or in terms of retaining skills and knowledge within the council. More widely the Development Management team are managing a complex caseload of major applications alongside the strategic allocations of North-west Cheltenham and West Cheltenham. Applications are being monitored regularly and again; this data is being utilised in the ongoing assessment of resourcing. To address this gap the Director of Communities and Economic Development is supporting across the strategic allocations.
- 3.17 An example of how planning is being more centrally linked into corporate outcomes is through the work on vacant units. Planning is part of a multi-disciplinary team working through an agreed action plan.
- 3.18 Engagement has taken place with a potential consultant to review our approach to Planning Performance Agreements income and how this can be stretched in a commercial context. This work will be investigated further over 2024.

R7: that there should be a more robust member training and engagement programme and existing officer/member relationships should be enhanced.

- 3.19 The on-going training of members of the planning committee is something that was well-established in the past but had lost momentum partly on the back of return to activities and full working post covid and partly given the challenges on recruitment and the reliance on a number of temporary contract roles. Training was occurring, but had become somewhat ad hoc. Now that the membership of the new committee is in place post elections, a draft annual training programme has been produced.
- 3.20 It is proposed that a training session relating to pertinent planning issues will be provided, in person, in advance of every other planning committee meeting (i.e. six sessions per year). Topics will include decision-making processes, application types, trees and ecology for example. The sessions will be recorded and retained for future viewing as part of the service's wider knowledge hub.
- 3.21 It is recognised that six sessions per year may be prove to be insufficient, especially given the ever-changing Planning environment, and so this will reviewed three months into the programme. It may be that supplemental sessions will be necessary and that these would be best delivered virtually. Given the general election July 2024, this has triggered potential significant changes to the planning system and its process. A watching brief is being held and training will respond appropriately to this once we have a settled direction of travel.
- 3.22 Understanding our 5-year housing supply is a key area of training and one which was picked up via new member induction training and where planning committee

members were briefed via a shared meeting with Planning and Liaison Member Working Group on 12th August 2024.

- 3.23 In the longer term the service is investigating the production of e-learning modules for both members of the planning committee and members generally. E-learning has a number of advantages including flexibility, convenience (the ability for members to dip in and out), the ability to frequently update content, user interaction and analytics/ability to register participation. This idea is at a very early feasibility stage at present.
- 3.24 There is positive and ongoing engagement with the Chair, Vice Chair and Cabinet lead portfolio member and further to this peer review Planning and Liaison Member Working Group is utilised to build in lessons learnt in respect of development management. This enables a positive check and challenge between officers and members on a regular basis.

R8: that the possibility of establishing a 'Place Board' be established.

- 3.25 Post both this peer review and the subsequent LGA corporate peer review, a terms of reference for a potential Place Board was drafted. This has yet to progress more fully given the recent local elections and the general election in July. This will be picked up through the work with the Leader and relevant Cabinet portfolio lead later this year.

R9: that a Planning / Parish Council liaison group be established.

- 3.26 The Council already has an active group of parish councils who meeting regularly, this is the C5 group managed via the communities' team. Going forward we will look at the opportunities to more closely and better engage with this group to address this recommendation.

R10: that a Planning Agent's Panel be re-established.

- 3.27 The planning agent's 'forum' (preferred title) has been re-established and its inaugural meeting was held on Thursday 1 February 2024. The agenda for the first forum included an introduction to the new Head of Development Management and discussions around policy/operational matters including the then recently introduced SANG (Suitable Alternative Natural Greenspace) payment.
- 3.28 It is not necessary for the forum to meet too frequently; two or three times per year is considered sufficient and proportionate to the size of the agenda. The next meeting is provisionally scheduled for September although a date has not been fixed.

R11: that the constitution be reviewed with the aim of giving the Planning Committee a more strategic focus.

- 3.29 The new government is proposing a 'national scheme of delegation' prescribing which applications should or should not be referred to Planning Committee. Our own review of such matters is to be deferred until the government's position has become clearer.

R12: that the Planning Committee be given ongoing training and application briefings ahead of the relevant committee.

This overlaps with R7 above.

Background Papers – See PAS peer review report (attached)

Contact Officer Chris Gomm – Head of Development Management, Enforcement & Compliance chris.gomm@cheltenham.gov.uk

Accountability Cabinet Member Mike Collins - Cabinet Member for Planning and Building Control

Report to September 2024 Meeting of CBC Overview and Scrutiny Committee

Summary of 21 July 2024 Meeting of GCC Health Overview and Scrutiny Committee

A full recording of this meeting is available in the “Online meetings” section of the GCC website. The public information pack which includes all presentations is also available on this website. The minutes are not yet available, so this paper is based solely on notes I took at the time.

1. Scrutiny Items –

1.1 Cancer Briefing

15 years ago GHNHSFT was able to hit most of the Cancer Waiting Times (CWTs) on a regular basis. The 62 day wait from referral to first definitive treatment was occasionally missed though performance would always be close to the 85% target unlike the current disappointing figure of 62%.

The essential problem is that resources have failed to get close to meeting the increase in demand (i.e. the number of people with cancer that is treatable) and the wider range of treatment options now available (i.e. the number of potential treatments available to any one patient). As can be seen from the summary reproduced below this is a national rather than a Gloucestershire specific problem. Nevertheless, not only does it represent a great deal of anxiety for each patient as they wait for treatment but it is clear that longer waits can and, in some cases, do lead to worse outcomes.

From the trend information currently available there is little if any indication that significant improvement is likely in the near future.

Latest CWTs performance (April 2024, Gloucestershire and England) is shown as follows:

- 28-day Faster Diagnosis – in Gloucestershire 75.3% of people had cancer ruled out or were diagnosed within 28 days of an urgent referral (meeting the target of 75%). This is higher than the national average of 73.5%.
- 31-day Treatment (from decision to treat) – in Gloucestershire 93.7% of people started treatment within 31 days of doctors putting in place a treatment plan (against a target of 96%). This is higher than the national average of 89.2%.
- 62-day Treatment (from referral) – in Gloucestershire, 62.4% of people received their diagnosis and started their first treatment within 62 days of an urgent referral (against a target of 85%). This is lower than the national average 66.6%

1.2 Update from South West Ambulance Service NHSFT

The biggest challenge for the Ambulance Trust across the South West over the past two years has been the increased length of time spent at acute hospitals waiting to handover patients. In the month of June, SWAST lost 3,298 hours to handover delays at Gloucester Royal Hospital and Cheltenham General Hospital, severely reducing the remaining resource hours on the road in the Gloucestershire area to respond to patients (9,739 hours lost across

the last three months in total). Average handover time at Gloucester Royal Hospital in June was 1 hour 24 minutes per patient and 25 minutes per patient at Cheltenham General Hospital compared to the 15-minute handover standard.

According to SWAST it is primarily as a result of these pressures that response times in Gloucestershire remain well above the national standards.

For the month of June 2024: ▪ Category 1 mean of 10 minutes 24 seconds (7 mins target) ▪ Category 2 mean of 40 minutes 46 seconds (18 mins target) ▪ Category 3 mean of 2 hours 10 minutes

For the 3-month period April to June 2024: ▪ Category 1 mean of 10 minutes 08 seconds ▪ Category 2 mean of 41 minutes 12 seconds ▪ Category 3 mean of 2 hours 12 minutes

Some of the rural response times are particularly worrying e.g. Bourton Vale 21.40 for a Cat 1, Kemble 22:04 for Cat 1, Northleach 21:59 for Cat 1

In terms of call answering. Over the past 18 months performance has consistently been better than the national standard. In May with a mean answer time of three seconds in May 2024.

2. Information Items – see presentations for full details:

2.1 Gloucestershire Integrated Care System (ICS) Performance Report

Two of the main performance issues, namely Cancer Waiting Times and Ambulance waits are discussed above in the two scrutiny items that came to committee. Despite clear ongoing problems the ICB seem confident that plans are in place to deliver improvements in cancer waiting times. Hopefully they are right, but from a scrutiny point-of-view this needs to be kept near the top of the agenda.

From a diagnostic perspective waits for all modes of endoscopy continue to be worryingly high but significant extra activity is now in place to try to meet the considerable increase in demand of recent times and overall waiting lists have reduced since their peak last winter.

As normal at this time of year 4 hour waits in A&E have improved. The ICB is confident that it is on course to reach the March 2025 target of 78%.

Elective waits of more than 65 weeks have come down to 402 but there are 2869 patients waiting over 52 weeks. A frighteningly high figure which shows little sign of improvement. Only 67.2% of elective patients hit the 18 week wait target.

Access to mental health services particularly children and adolescents remains a local and national problem but on a positive note out of area referrals reduced to only 375 in 2023/24 and analysis of referrals in April and May 2024 revealed that only 1 patient in each month received an inappropriate out of area referral.

2.2 NHS Gloucestershire Integrated Care Board (ICB) Update – this report is now divided into 3 sections

- Section 1 an update on national and local commissioning issues
- Section 2 an update on primary care issues from the commissioner perspective (see 1.2 above)
- Section 3 an update from the 3 provider Trusts; Gloucestershire Health and Care NHS Foundation Trust (GHC), Gloucestershire Hospitals NHS Foundation Trust (GHT) and South Western Ambulance Service NHS Foundation Trust (SWAST)

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Overview and Scrutiny Committee Work Plan 2024-2025

Title	Objective	Format	Officer/Interested Party/Partner
21 October 2024- (Deadline 11th October)			
Tackling Multiple Deprivation	Report back on progress on recommendations of the Scrutiny Task Group report submitted to Cabinet in July 2023. Reflecting on success of or barriers to implemented recommendations and identifying further actions	Information/Discussion Paper	Head of Communities, Wellbeing and Partnerships
Community Grant Policy	To consider the policy prior to Cabinet consideration.	Report	Head of Communities, Wellbeing and Partnerships
Waste and Recycling	Report on CO2 emissions and particulate matter, evaluating these compared to GCC targets and the impact on residents. Assessment of works which may offset or mitigate these emissions/pollutants, in relation to biodiversity and climate resilience, with specific reference to the termination of the landfill communities fund in 2019, when Javelin Park came into use.	Report	Environmental Partnerships Manager/Climate Change Officer
Climate and the environment (biodiversity net gain)	Examining current management arrangements for our green spaces alongside best practice in terms of biodiversity and wildlife management.	Information/Discussion Paper	Director of Communities and Economic Development/ Green Space Manager
25 November 2024 – (Deadline 15th November)			
Affordable homes	Understanding the barriers to delivering affordable homes in the borough and looking at best practice elsewhere	Information/Discussion Paper	
13 January 2025 – (Deadline 3rd January)			
Cheltenham Trust	Assessing priorities and income targets including the impact of the collection development policy on user attraction.	Information/Discussion Paper	Head of Communities, Wellbeing and Partnerships

Overview and Scrutiny Committee Work Plan 2024-2025

Title	Objective	Format	Officer/Interested Party/Partner
Social Value	Understanding the delivery of social value in the Golden Valley development	Information/Discussion Paper	Head of Development
3 February 2025 - (Deadline 24th January)			
Walking and Cycling and Highways	Assessing impact of cycle spine and process for consultation on such developments Understanding plans for low traffic neighbourhoods Identifying solutions for safer e-scooter usage	Information/Discussion Paper	Director of Communities and Economic Development Gloucestershire County Council Highways
24 February 2025 – (Deadline 14th February)			
Reconciling the challenges of heritage protection with sustainability measures	Identifying factors to develop a workable balance between protecting heritage and implementing environmental solutions	Information/Discussion Paper	Head of Development Management, Enforcement and Compliance
31 March 2025 – (Deadline 21st March)			
Culture Board	Assessing outcomes of the activities and measuring success against original objectives	Information/Discussion Paper	Head of Communities, Wellbeing and Partnerships
28th April 2025 – (Deadline 18th April)			
7 July 2025 – (Deadline 27th June)			
Minster Exchange	Update on first year of operation Assessing the impact against original objectives	Report	Chief Executive
Devolution	Assessing the opportunities and threats of devolution and how officers are prioritising/responding to these.	Information/Discussion Paper	Chief Executive

Overview and Scrutiny Committee Work Plan 2024-2025

Title	Objective	Format	Officer/Interested Party/Partner
Equality, Diversity, and Inclusion (EDI)	Present impact of new EDI policy Identifying good practice and reset / renew targets	Report	Director of Governance and Customer Services (Monitoring Officer)

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