

Cheltenham Borough Council Overview & Scrutiny Committee

Meeting date: 29 September 2025

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 Chris Day, Councillor Juan Carlos Garcia Clamp, Councillor Sandra Holliday, Councillor Hannah Healy, Councillor Martin Horwood and Councillor Stan Smith

Co-optees :

Harry Booty and Margaret Cheung

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Phone: 01242 264 246

1 Apologies

2 Declarations of interest

3 Minutes of the last meeting (Pages 5 - 8)

Minutes of the meeting held on 7th July 2025.

4 Public and Member questions, calls for actions and petitions

5 Cabinet Briefing

18:10 15 mins

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
To include a regular update on the Household Recycling Centre from the Leader/Cabinet Member Waste, Recycling and the public realm.

6 Preventative Maintenance on Council assets and Community Leased Buildings (Pages 9 - 48)

18:25 30 mins

Objective: To understand the general approach to the planned maintenance of public facilities and the asset management strategy.

Report by Louise Eite, Head of Property Management and Decarbonisation.

7 Flood Risk Management and Prevention (Pages 49 - 60)

18:55 30 mins

Objective: To understand partnership working to improve flood mitigation in the borough.

James Mogridge – Flood Risk and Planning Engineer

8 Overview and Scrutiny (O & S) Annual Report (Pages 61 - 78)

19:25 15 mins

Objective: The achievements of scrutiny for the municipal year 2024-2025 for submission to Council.

Presented by the Vice Chair Councillor Chelin.

9 Feedback from other scrutiny meetings attended (reports below this item)

[Gloucestershire Health O&S Committee](#) – next meeting 14th October

[Gloucestershire Economic Strategy Scrutiny Committee](#) (next meeting 19th September)

[Gloucestershire Police and Crime Panel](#) (5th September – update at the next meeting)

10 Review of scrutiny workplan (Pages 79 - 80)

To consider and approve the draft scrutiny work plan 2025/26

11 Any other item that the Chair determines to be urgent**12 Date of next meeting**

The next meeting will be 24th November 2025.

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: 7 July 2025

Meeting time: 6.00 pm - 6.35 pm

In attendance:

Councillors:

Jackie Chelin (Vice-Chair), Julia Chandler, Chris Day, Juan Carlos Garcia Clamp, Jan Foster, Sandra Holliday and Stan Smith

Also in attendance:

Co-optees Harry Booty and Margaret Cheung

1 Apologies

Apologies were received from Cllrs Joy and Beale.

2 Declarations of interest

There were none.

3 Minutes of the last meeting

The minutes of the meeting held on the 19th May were unanimously approved.

4 Public and Member questions, calls for actions and petitions

There were none.

5 Appointment of Co-optees to the Overview and Scrutiny Committee

The Chair welcomed the 2 co-optees Harry Booty and Margaret Cheung to the committee. The Chair was sure that they would make an important contribution to the meetings. They were thanked for taking an interest.

6 Cabinet Briefing

Councillor Jefferies addressed the committee in his capacity as Deputy Leader. He gave Councillor Hay's apologies and explained that she had been at the LGA conference.

He gave an update on the Gloucester City Council meeting with regard to the sale of the airport. There was a majority vote by Gloucester City Council to sell the airport. He highlighted the fact that the new owner is keen on social value and maximising it. He stated that there had been a lot of negative press with regards to the sale and confirmed that it will still be operating as an airport. The sale is now entering into a 12 week due diligence period.

Councillor Baker was then asked to address the committee in his capacity as Cabinet Member for Waste, Recycling, Parks, Gardens and Greenspace. He made the following points:

- The HRC is closed at the moment as it needs a £1 million investment.
- The facility is for Gloucestershire County Council to provide.
- The previous administration at the County Council wouldn't make an investment. There is a new administration at the County Council, and there have been some conversations with them already with them and there will be a meeting at the site in August with officers and Cabinet Members from both councils.
- There are 2 sites that are available to the residents – Fosse Way and Wingmoor Farm.
- Wingmoor Farm has seen an increase in visitors of 26%. In June they had 14.5 thousand visitors, which meant it operated at 95% capacity.
- There is 95% of recycling done at the kerbside with the aim to expand the scheme to flexible plastics and tetra packs.
- Fly tipping has increased across the country and the county. Since the closure of the HRC there has been a 45% increase in fly tipping.
- There is no excuse for people to break the law and they are working on robust punishment for people who break the law and fly tip.

The matter then went to Member questions and the responses were as follows:

- There are still spots available on a day-to-day basis at Wingmoor Farm, the Fosse Way site is nearer than people think. With the new homes that are due to be built the County Council need to make a decision.
- Geographic data of the whereabouts of the worst cases of fly tipping will be made available.
- Councillor Baker agreed to take residents comments regarding the state of the road at Wingmoor Farm and the fact that customers were not having a good overall experience there back to Gloucestershire County Council.

The Chair thanked both Members for their updates.

7 Minster Exchange

The Chair introduced the speakers on the item Bruce Gregory (CEO of Hub 8) and Andrew Roughan (CEO of Plexal).

Bruce Gregory addressed the committee and made the following points:

- That he was proud to publish the impact report.
- During the first year of the Minster Exchange (MX) it has made a significant impact as a social aspect of the town.
- The minster gardens is a jewel in the crown of the town centre.
- The minster is the oldest church in the town and they are working closely with the church, it now opens on a Tuesday for half an hour over lunchtime. The MX held a joint carol service with the minster. It is a collaboration that they hope will continue.
- From a commercial stand point they are satisfied with how that it is performing. It is a vibrant community with large tech companies, start-ups and SME's (small and medium sized enterprises) using the space.
- It is a broad community of clients, mainly from the digital sector.
- The café which opened in January 2025 has bought new life and vibrancy to the area.

Andrew Roughan addressed the committee and made the following points:

- He recognised that the journey that the Council had been on to get the MX up and running was a difficult one and appreciated the support that has been given.
- The business model suggests success and both he and Bruce are committed to making it a social and economic success.

A Member thanked the MX team for the tour that was offered to the committee, he stated that he was amazed how clean and well maintained the MX is and is a premium product.

The response to a Member question was as follows:

- There is a trade model how charging is calculated for the businesses that rent these type of spaces. Typically the rent in Cheltenham is between £20 per square foot to £35 per square foot, within that model the tenants will pay for things like business rates, the service charge, reception staff and cleaners. This is a more inclusive cost at £70 per square foot. They believe that this keeps the right balance between flexibility and profit.

The Chair then read the following statement:

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 1 and 2, 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).

The meeting then entered exempt session.

8 Feedback from other scrutiny meetings attended

There have been no County Council Scrutiny Meetings – they are scheduled for later in July.

9 Updates from scrutiny task groups

There are currently no scrutiny task groups.

10 Review of scrutiny workplan

There was no issues raised with regard to the current work plan.

11 Any other item that the Chair determines to be urgent

12 Date of next meeting

Information Paper

Overview & Scrutiny Committee

29 September 2025

Preventative Maintenance on Council assets and Community Leased Buildings

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 purpose of this information paper is to outline the approach our building management team take to reactive and planned maintenance is the assets we own. This includes how responsibilities are discharged in relation to health and safety compliance. Within the paper we have also differentiated where the approach is different between buildings the Council own and occupy compared to those we own and are occupied by a third party.
- 1.2. As part of this overview, we have also identified areas where improvements have been identified and how these will be delivered.

2. Background

- 2.1. The council's land and property portfolio has a net book value of £563.317m in the 2024/25 draft statement of accounts. The balance includes investment property but excludes vehicles, plant and equipment which are managed at a service level and not considered as part of the property planned maintenance and management programme.
- 2.2. The assets held in our portfolio can be segmented into the following categories:
 - Operational assets - £157.543 million
 - Community assets - £0.319 million
 - Investment assets and other - £62.297 million
 - Residential housing - £280.775 million
 - Surplus or development assets - £51.83 million
 - Infrastructure assets – £10.553 million

Residential housing is out of scope for this report.

3. An overview of our approach to management and maintenance

Asset Category	Examples	H&S Compliance Framework – Key Controls	Reactive Repairs	Planned Maintenance
<p>Operational</p> <p>We have defined operational assets as those owned by the council to ensure we are able to deliver our services.</p>	<p>The Municipal Offices, the Swindon Road Depot, public conveniences .</p>	<p>The Council are responsible for:</p> <ul style="list-style-type: none"> - Fire safety including risk assessments - Water Safety Plan, risk assessments , ongoing testing and monitoring - Electrical safety, including EICR & PAT testing - Gas Safety - Air Handling systems HVAC and climate/ temperature-controlled environment - Lift, hoists, winch and fall arrest system safety - Asbestos Management and monitoring - Fire safety, including servicing of equipment and fire evacuation drills - Security systems management , including door entry 	<p>CBC Property building surveying team currently undertake asset inspections, these were monthly but following a review and training with our Insurance provider regularity is now based on risk. During these inspections surveyors identify reactive repairs, H&S risks and engage with stakeholders.</p> <p>Stakeholders , including Ubico, TCT, Contractors and other Council Teams report reactive repairs to us.</p> <p>Operators such as Ubico and TCT have been issued with defect</p>	<p>Assets included within the planned maintenance programme include, but are not limited to, the Council's principal assets across the Town (all TCT & Ubico operated assets, Pavilions, Public toilets, parks and open spaces, bridges and the Honeybourne Line and some works to investment properties that aren't covered under tenant responsibilities and/ or service charge remit.</p>
<p>Community</p> <p>We have defined community assets as those owned by the council, which are mainly in use for the well-being and social interests of our local communities.</p>	<p>Pavilions; Scout huts and community centres; Allotments.</p>			

		<p>systems, alarms and CCTV</p> <ul style="list-style-type: none"> - Lightning protection - Roller shutter & automatic door safety - Flag pole - Safety - Storm water pump servicing - Specialist pool plant systems 	<p>forms in order to report repairs.</p> <p>Members of the public also actively report reactive repairs, in particular issues with car parks and public convenience are reported to Customer Services or directly via email to the Property email inbox where they are delegated to surveyors to action.</p>	
<p>Infrastructure assets</p> <p>We have defined infrastructure assets with a long economic life, where the cost is recoverable through continued use rather than sale.</p>	<p>Bridges, walls, some footpaths and highways.</p>	<p>The safety of our managed infrastructure assets is monitored by monthly inspections which are undertaken by our building surveyors.</p> <p>The planned maintenance programme also incorporates regular structural surveys and actions resulting from them.</p>		
<p>Surplus and development assets</p>	<p>This is an extremely diverse category of assets; including land holdings for the West Cheltenham development, sites allocated for housing in the Local Plan and sites currently being</p>	<p>As these assets predominantly surplus land, the main responsibility the Council holds is ensuring the sites are safe and secure.</p> <p>This includes dealing with incidents of anti-social behaviour or vandalism. In most cases this is dealt with through the same reactive repairs process as our operational assets. In some more prevalent cases, such as vacant farm buildings on the West Cheltenham land, more major response work such as demolition of empty buildings may be required.</p>		

	developed for commercial use.	
<p>Investment Property and Other</p> <p>We have defined investment property and other assets as those owned by the council to generate income used to support our net budget requirement. These are both investment properties but also those where the Council acts as the corporate landlord.</p>	<p>Our investment property portfolio includes retail premises, office space and small local shops located within the borough of Cheltenham.</p>	<p>The responsibilities of the Council vary dependent on the terms of the lease. The tenant repairing covenants are generally split into two groups: Full Repairing (FR) and Internal Repairing (IR).</p> <p>As an example, Delta Place is leased on a full repairing covenant whereby the tenant is responsible for all external and internal repairs including statutory compliance.</p> <p>Sainsbury's Oakley is another example of a property leased on a full repairing covenant.</p> <p>Smaller retail units, for example those located at Rowanfield Exchange and Lynworth Exchange are leased on internal repairing covenants. On this basis the tenants are responsible for repairs inside their units and statutory compliance only. As landlord, the Council retains responsibility for the external walls and roof because of the residential properties above.</p>

4. Our Annual Planned Maintenance Programme

4.1. As part of the annual budget process, the property management team produce a prioritised programme of planned maintenance works for the asset portfolio. The annual budget envelope for planned maintenance is £600,000. If larger works are required, a business case will be submitted as part of the capital budgeted process. The following evidence and activities are undertaken to inform the initial proposal which accompanies the budget consultation:

- The Property Team commence preparation on the planned maintenance programme at the end of August each year for the financial year ahead. Work has already started for the financial year 26-27
- Condition survey data takes priority and dictates the benchmark for what is included.
- Each building surveyor within the team is allocated a proportion of the property portfolio, their knowledge is key and they provide a sense check on the condition data which has been compiled by an external provider.
- Reactive repair data is referred to, ie. reoccurring reactive repairs during the current financial year often warrant longer term repair priority for the coming financial year.
- Stakeholder engagement takes place with partners including Ubico & TCT as well as conversations with other CBC departments including Green Spaces & Parking Services.

Appendix 2 attached to this report includes the planned maintenance programme included in the final budget papers for each budget from 2020/21 to 2025/26.

4.2. Once the planned maintenance programme is approved by Full Council, the delivery of the programme is monitored for our building surveyor team. This includes working closely with The Cheltenham Trust and other stakeholders to ensure the timing of any work minimises business disruption and delivers value for money for all involved.

4.3. There are also occasions where additional work is identified throughout the year. If additional budget is required to undertake urgent work, then the team will either review the priorities of the existing planned maintenance programme or a business case for new funding will be prepared. These changes are reported to the Lead Cabinet Member for Finance & Assets. Budget variances are also reported as part of the quarterly monitoring reports made to Cabinet.

5. Management actions to improve our existing process

5.1. Following a recent review of our existing processes for planned maintenance, reactive repairs and compliance in buildings the Council own but do not directly occupy, the following actions have been identified for implementation:

Action	Owner	Priority	Timescale
<u>Action 1: Monitoring regime of buildings leased to third parties</u> <ul style="list-style-type: none"> • Review and categorise our investment property leases to 	Jointly owned between the Head of Property Management and Decarbonisation and Head of Strategic	High	Rolling programme to begin by April 2026

<p>clarify our roles and responsibilities.</p> <ul style="list-style-type: none"> • Risk rate the properties where compliance activity falls within the Council's remit. • Undertake and document physical inspections at agreed intervals with the tenant to ensure requirements of the lease are being met. 	<p>Asset Management and Estates.</p>		
<p><u>Action 2: Production of a five-year planned maintenance programme</u></p> <ul style="list-style-type: none"> • Review the existing condition survey data for completeness. • Commission/procure new condition surveys where required for buildings which fall within the Council's responsibility (see Action 1). • Bring together all building data, including decarbonisation reports, to produce a five year costed forward plan of required maintenance. 	<p>Jointly owned between the Head of Property Management and Decarbonisation and Head of Strategic Asset Management and Estates.</p>	<p>Medium</p>	<p>Subject to a growth bid within the 2026/27 budget and completion of Action 1, to be in place for the 2027/28 budget setting cycle.</p>

Background Papers

Appendix 1: Planned Maintenance Plan 2020-25

Appendix 2: Asset Management Strategy 2022-27

Contact Officer

Gemma Bell – Director of Finance, Assets and
Climate

Accountability

Cllr Peter Jeffries – Deputy Leader and Lead
Member for Finance & Assets, Chair of the Asset
Management Working Group

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Planned Maintenance Programme 2020 - 2021

Summary by Priority

Priority Grading

Priority 1: Critical work that will prevent immediate closure of premises, and/or address an immediate high risk to health & safety of occupants, and/or remedy a serious breach of legislation

Priority 2: Essential work required within two years that will prevent deterioration of fabric or services, and/or to the health & safety of occupants, and/or remedy a lesser breach of legislation

Priority 3: Desirable work required within two years that will prevent deterioration of fabric or services, and/or to the health & safety of occupants, and/or remedy a lesser breach of legislation

Order of Estimated Cost		Financial Year 2020 - 2021			
		Priority			Total
Property Name	Description	1	2	3	
All Properties (H&S)	Consequential works arising from Fire Risk Assessment reports.	20,000			
All Properties (H&S)	Consequential works arising from Legionella Risk Assessments/ inspections.	15,000			
All Properties (H&S)	Consequential works arising from Asbestos Risk Assessments/ inspections.	5,000			
All Properties (H&S)	Contingency fund for compliance/ H&S remedial work.	34,000			
All Properties (H&S)	Repairs to car parks pot hole and other misc. repairs.		25,000		
Town Hall	Repair mosaic floor/matt wells to main entrance		8,000		
Town Hall	Repair Scagliola.		5,000		
Pump Room	Replace defective slates and service roof coverings generally.		3,000		
Municipal Offices	Repairs to render and window repairs.		25,000		
Municipal Offices	Replace remaining fire doors.		20,000		
Royal well	Resurface and line marking.		15,000		
Regent Arcade car park	Waterproof construction joints to upper decks.		20,000		
Pittville Recreation Centre	Main hall - Seat replacements (ongoing.)		10,000		
Pittville Recreation Centre	Replace fire door sets (corrosion damage to fixings).		20,000		
Pittville Recreation Centre	Replacement panels to boom.		30,000		
Prince of Wales Stadium	High level lighting inspection.		8,000		
Cemetery & Crematorium	rExternal repainting to old chapel and repair gutters etc.		8,000		
QE11 Playing Field	Annual leachate removal from catch-pit		4,000		

Honeybourne Line	Structural masonry repairs to retaining/boundary walls		10,000		
Central Depot	Road resurfacing programme		10,000		
AGM store at depot	Repairs to roof Works 3 (AGM Stores)		25,000		
All Properties	Estates works to be undertaken for lease purposes		20,000		
Town centre East car park	repairs and renewals		20,000		
Regent arcade car park	redecorations and repairs		20,000		
High Street Car Park	Resurface and line marking		1,000		
Chelt Walk	Rebuild retaining wall and tree surgery		7,000		
Montpellier café and art gallery	External repaint.		7,000		
Montpellier Gardens Railing	Rub down and repaint.		5,000		
Lechampton hill path	Rebuild areas.		10,000		
Benhall bridge	Rebuild.		25,000		
Leisure centre	Gym floor free weights area divots.		15000		
Leisure centre	Sauna room cladding & steam room retile, lights and bench		10000		
Leisure centre	CCTV – More cameras another hardrive.		3000		
Town Hall	Pillar room floor sand and seal.		4000		
Town Hall	Dressing rooms redecoration.		2000		
Pump Rooms	Dressing rooms redecoration.		1000		
Sub Totals:		£ 74,000	£ 396,000	£ -	£ 470,000

Total of Priority 1's 2's & 3's:	£ 470,000
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Planned Maintenance Programme 2021- 2022

Priority Grading

Priority 1: Critical work that will prevent immediate closure of premises, and/or address an immediate high risk to health & safety of occupants, and/or remedy a serious breach of legislation

Priority 2: Essential work required within two years that will prevent deterioration of fabric or services, and/or to the health & safety of occupants, and/or remedy a lesser breach of legislation

Priority 3: Desirable work required within two years that will prevent deterioration of fabric or services, and/or to the health & safety of occupants, and/or remedy a lesser breach of legislation

Order of Estimated Cost		Financial Year 2021 - 2022			
		Priority			Total
Property Name	Description	1	2	3	
All Properties (H&S)	Consequential works arising from Fire risk assessment reports	10,000			
All Properties (H&S)	Consequential works arising from legionella risk assessments/ inspections	10,000			
All Properties (H&S)	Contingency fund for compliance/ H&S remedial work	25,000			
All Properties (H&S)	Top up for reactive	125,000			
Rec Centre	Replacement of electrical switch gear under ramp (P&R to confirm replacement required)		10,000		
PoW	Track relining/ cleaning		4,000		
PoW	Annual high level lighting inspection plus works arising		10,000		
Central Depot	Ongoing repairs to service road		20,000		
Central Depot	Ongoing roof repairs to various buildings		25,000		
Central Depot	Roller shutter door replacement		30,000		
Muni	render windows	20,000			
Art Gallery and Museum	Renew humidifier cabinets		7,000		
Art Gallery and Museum	Renew lead parapet gutters and tin flat roof		30,000		
Art Gallery and Museum	Inspection of stonework		5,000		
Town Hall	Painting to roof top ventilation turret including lead flashings		35,000		
Town Hall	sand and seal flooring		7,000		
Montpellier Gardens Toilets	Repair wall structure		20,600		
Montpellier Gardens Toilets	Replace windows		26,350		
Pittville Bandstand	Replace shingled roof covering and structural repairs		20,000		
Pittville Park	path surface, becoming urgent, trip hazards appearing regularly.	30,000			
Montpellier Gardens Railing	rub down and repaint		5,000		
PPR	Balcony repairs	70,000			
Condition for commercial stock	condition surveys	20,000			
Chelt Walk Car Park	Boundary wall repairs		5,000		
Town Centre East Car Park	Deep clean		6,000		
Regent Arcade Multi Storey CP	Deep clean		7,000		

Central Cross Café	Painting		5,000		
Boathouse Café	Painting		5,000		
Pittville Pump Room Car Park	Resurface East and West entrance areas		6,000		
Sub Totals:		£ 310,000	£ 288,950		£ 598,950

Planned Maintenance Programme 2022-2023

Property Name	Description	£
All Properties (H&S)	Contingency fund for Compliance/ H&S remedial work (including Fire, Legionella & Asbestos remedials)	30,000
All Properties (H&S)	Top up for reactive	110,000
All Properties (H&S)	EPC Remedials	20,000
Bridges	Bridge inspection reports	10,000
Rec Centre	Sports hall flooring sand/ seal	15,000
Rec Centre	Replacement of 3 No. fire exit doors to sports hall	10,000
Rec Centre	Roof repairs over ground floor office area	20,000
PoW	Track repairs	10,000
PoW	Repairs/ alterations to roof covering to overcome ongoing water ingress	20,000
PoW	Annual high level lighting inspection plus works arising	10,000
PoW	Replacement of fire alarm panel	10,000
Central Depot	Remedial repairs arising from CCTV drainage survey	10,000
Central Depot	Remedial repairs to retaining wall following structural engineers report	10,000
Central Depot	Remedial works arising from fire alarm survey	10,000
Central Depot	Works arising from concrete floor survey to bulking shed	20,000
Central Depot	Ongoing repairs to service road	10,000
Central Depot	Ongoing roof repairs to various buildings	15,000
Brizen Pavillion	Roof covering replacement	20,000
Cemetery offices	Replacement windows	10,000
Cemetery offices	Flat roof replacement and coping stones	20,000
Cem Old Chapels	Repairs to stonework walls	10,000
Cem Old Chapels	Slipped roof tiles	10,000
Cem Old Chapels	Flat roof repairs	20,000
Cemetery grounds	New water main	20,000
Art Gallery and Museum	Renew cracked/ slipped slates and install fall arrest system	15,000
Art Gallery and Museum	Replacement boilers x 1	10,000
Art Gallery and Museum	Repairs arising from stonework surveys	10,000
Art Gallery and Museum	Repairs/ redecoration to basement windows	10,000
Art Gallery and Museum	Replacement chiller (HVAC)	10,000
Town Hall	Repairs arising from stonework surveys	10,000
Town Hall	Renew cracked/ slipped slates and install fall arrest system	20,000
Town Hall	Scagliola/ plasterwork survey & remedials	10,000
Pump Rooms	Sand/ seal floor	8,000
Pump Rooms	Repairs arising from stonework surveys	10,000
Pump Rooms	Repairs to dome	10,000
Royal Well toilets	Refurbishment/ replacement of wallgate unit	24,000
		£ 597,000

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Planned Maintenance Programme 2023/24

Priority Grading

Priority 1: Critical work that will prevent immediate closure of premises, and/or address an immediate high risk to health & safety of occupants, and/or remedy a serious breach of legislation

Priority 2: Essential work required within two years that will prevent deterioration of fabric or services, and/or to the health & safety of occupants, and/or remedy a lesser breach of legislation

Priority 3: Desirable work required within two years that will prevent deterioration of fabric or services, and/or to the health & safety of occupants, and/or remedy a lesser breach of legislation

Order of Estimated Cost		Financial Year 2023 - 2024			
		Priority			Total
Property Name	Description	1	2	3	
All Properties (H&S)	Contingency fund for Compliance/ H&S remedial work (including Fire, Legionella & Asbestos remedials)	35,000			
All Properties (H&S)	Top up for reactive	134,450			
Bridges	Bridge inspection reports and remedials	10,000			
Rec Centre	Replacement of change village cubicles	25,000			
PoW	Ongoing repairs to the athletics track	15,000			
Central Depot	Ongoing repairs to service road	15,000			
Central Depot	Ongoing roof repairs to various buildings	15,000			
Whaddon Road Pavilion	Compliance works	13,000			
Municipal offices	Replacement of 2 No. obsolete gas boilers	25,000			
Municipal offices	External fabric survey	5,000			
Municipal offices	Works arising from fabric survey	20,000			
Art Gallery and Museum	Stonework remedials	10,000			
Art Gallery and Museum	Replacement humidifier	7,000			
Art Gallery and Museum	Decommision lift	10,000			
Town Hall	Stonework remedial works	10,000			
Pump Rooms	Plasterwork remedial works arising from inspection	15,000			
Pump Rooms	Upgrade CCTV system.	10,000			
Pump Rooms	Upgrade current fire alarm system with wireless	30,000			
Cemetery Gardens	Phase3 water main renewal	20,000			
Cemetery Gardens	Security fencing	15,000			
Old Chapels	Remedial works arising from stonework surveys	10,000			
Old Chapels	Bat surveys/ license	10,000			
Cemetery Yard	Renew kitchen units	5,000			
Cemetery Yard	Renew yard entrance gate	3,500			
Cemetery Yard	Repointing/painting to yard building	5,000			
Cemetery roads	Ongoing resurfacing/ pothole repairs to roads and footpaths	20,000			

Crematorium	Renew specialist entrance doors (Oak Chapel)	8,000			
Pittville Toilets	Internal & external refurbishment	10,000			
Royal Well Toilets	Internal & external refurbishment	10,000			
Regent Arcade Car Park	Deep clean to decks	7,000			
Regent Arcade Car Park	Remedial works to ramp entrance	5,000			
High Street Car Park	Resurface concrete hardstanding	10,000			
St James Street Car Park	Line marking	3,500			
Commercial Street Car Park	Line marking	3,500			
Commercial Street Car Park	Boundary wall repairs	5,000			
St Georges Road Car Park	Boundary wall repairs	5,000			
Chelt Walk car park	Boundary wall repairs	5,000			
Bath Terrace Car Park	Line marking	3,500			
Pump Rooms Car Park	Line marking	3,500			
Phoenix Passage	Renew drainage channels	12,000			
Oakley Resource Centre	Access control upgrade to all doors	15,000			
Sub Totals:		£ 598,950	£ -	£ -	£ 598,950

Planned Maintenance Programme 2024- 2025

Priority Grading

Priority 1: Critical work that will prevent immediate closure of premises, and/or address an immediate high risk to health & safety of occupants, and/or remedy a serious breach of legislation

Priority 2: Essential work required within two years that will prevent deterioration of fabric or services, and/or to the health & safety of occupants, and/or remedy a lesser breach of legislation

Priority 3: Desirable work required within two years that will prevent deterioration of fabric or services, and/or to the health & safety of occupants, and/or remedy a lesser breach of legislation

Order of Estimated Cost		2024 - 2025
		Priority
Property Name	Description	1
All Properties (H&S)	Compliance/ H&S remedial work (including Fire, Legionella & Asbestos remedials)	40,450
All Properties (H&S)	Top up for reactive	130,000
Bridges	Bridge inspection reports and remedials	5,000
Benhall bridge	Essential repair works following survey report	5,000
Swindon Road Bridge	Birdproofing works and repairs	15,000
Rec Centre	Investigate water ingress issues to swimming pool drainage channels	20,000
Rec Centre	Replacement heat pumps (rolling programme)	20,000
Rec Centre	Cathodic protection design works	20,000
Rec Centre	Installation of wet side plant room channel drain to overcome flooding	5,000
Central Depot	Ongoing repairs to service road	10,000
Central Depot	Ongoing roof repairs to various buildings	10,000
Central Depot	Works to trees/ drainage system	10,000
Beeches Pavillion	Waterproofing works	5,000
Ron Smiths Pavillion	Application of anti-climb paint to roof	5,000
Municipal offices	External fabric survey to ensure safety of stonework	10,000
Municipal offices	Heating controls and associated pipework upgrade	35,000
Art Gallery and Museum	Stonework remedial works	10,000
Art Gallery and Museum	Replacement extractor fan to Kitchen	5,000
St Mary's Mission	Lower flat Roof Replacement	10,000
Town Hall	Stonework remedial works	10,000
Town Hall	Replacement paving slabs to East elevation	15,000
Town Hall	Abrasive scrub to hall floor	5,000

Town Hall	Replacement wheels to stage extensions	5,000
Pump Rooms	Repairs arising from stonework surveys	10,000
Pump Rooms	Internal plasterwork repairs arising from survey	10,000
Pump Rooms	Dome repairs including redecoration	10,000
Pump Rooms	Replacement of rear skylights	5,000
St Mary's Minster	Churchyard wall repairs	15,000
Whish Fountain Aedicule	Stonework repairs and cleaning	7,000
Old Chapels	Remedial works arising from stonework surveys (cloisters, lead bays)	20,000
Cemetery Gardens	Ongoing resurfacing/ pothole repairs to roads and footpaths inc line marking	25,000
Cemetery Gardens	Phase 4 water main renewal	10,000
Cemetery Gardens	Stonework repairs to ornamental bridges	5,000
Cemetery Office	Renew windows and blinds	15,000
Charlton Kings Cemetery	Lych Gate refurbishment	5,000
Town Centre East Car Park	Deep clean to decks	6,000
Town Centre East Car Park	Remedial works following vandalism	10,000
Town Centre East Car Park	Renew direction line markings	2,500
Chelt Walk Car Park	Resurface uneven gravel areas	5,000
Chelt Walk Car Park	Line marking	3,000
Springbank Car Park	Line Marking	2,500
Bath Terrace Car Park	Line Marking	2,500
Royal Well Car Park	Renew perimeter fencing	10,000
Imperial Gardens Toilets	Redecoration and renewal of sanitary fittings	5,000
Honeybourne Line	Structural surveys and ongoing repairs to walls	10,000
Sub Totals:		598,950

Planned Maintenance Programme 2025/26

Priority Grading

Priority 1: Critical work that will prevent immediate closure of premises, and/or address an immediate high risk to health & safety of occupants, and/or remedy a serious breach of legislation

Priority 2: Essential work required within two years that will prevent deterioration of fabric or services, and/or to the health & safety of occupants, and/or remedy a lesser breach of legislation

Priority 3: Desirable work required within two years that will prevent deterioration of fabric or services, and/or to the health & safety of occupants, and/or remedy a lesser breach of legislation

Order of Estimated Cost		Financial Year 2025/26 £
Property Name	Description	
All Properties (H&S)	Compliance/ H&S remedial work (including Fire, Legionella & Asbestos remedials)	44,450
All Properties (H&S)	Top up for reactive	130,000
Bridges	Bridge inspection reports and remedials	30,000
Bridges (Parks)	Stonework repairs/ timber bridge repairs	7,000
Honeybourne Line	Structural surveys and ongoing repairs to walls	10,000
Honeybourne Line	High level Vegetation removal	5,000
Rec Centre	Gym corridor fire exit alterations to prevent flooding	10,000
Rec Centre	Cathodic protection design works	20,000
Rec Centre	Sports hall flooring sand & seal	25,000
Rec Centre	Sports hall barrier replacement	15,000
Rec Centre	Main pool floor grouting work	15,000
PoW	Work to 'jumps' areas	5,000
Central Depot	Ongoing repairs to service road	15,000
Central Depot	Ongoing roof repairs to various buildings/ valley gutter linings	20,000
Central Depot	Spotting compound remedial works	30,000
Municipal offices	External fabric survey to ensure safety of stonework	10,000
Municipal offices	Essential H&S works arising from fabric survey	5,000
Art Gallery and Museum	Rectify detailing to leadwork on 2nd floor flat roof and skylight	8,000
Town Hall	Abrasive scrub to hall floor including stage and Pillar room.	6,000
Town Hall	Plasterwork survey (internal)	5,000
Town Hall	Rework the existing stage lift with the additional safety features, controls, and signage	16,500
Pittville Park	Resurfacing/ pothole repairs to pathways	10,000

Pittville Bandstand	Repair and redecoration to timber	5,000
Parks & Gardens	Repairs to avairies/ timber preservation	5,000
Parks & Gardens	Sandford Park Italian garden pillar and bridge repairs	5,000
Parks & Gardens	Montpellier gardens railings redecoration	2,500
Montpellier Bandstand	Repair and redecoration to lower section and timber eaves	5,000
QEII Playing fields	Lechate removal	5,500
Gardens Gallery (Montpellier)	Decking repairs	10,000
St Mary's Minster	Churchyard wall repairs (Phase 2) Stone wall	8,000
St Mary's Minster	Churchyard iron railings repairs (phase 2 - second section)	12,000
St Mary's Minster	Repairs in relation to vandalism	5,000
Old chapels	Replacement of fire alarm system including panel with new wireless system	7,000
Cemetery Gardens	Ongoing resurfacing/ pothole repairs to roads and footpaths inc line marking	10,000
Cemetery Gardens	Phase 5 water main renewal	10,000
Town Centre East Car Park	Remedial works following vandalism	10,000
Rodney Road car park	Removal of 'island' causing issues at entrance	5,000
Chelt Walk car park	Resolution to drainage issues	12,000
Toilets	Deep clean	5,000
Toilets	Redec/ refurb works	10,000
Toilets	Ongoing repairs in relation to vandalism	10,000
Long Gardens/ War Memorial	Installation of lamps and stonework repairs	5,000
Long Gardens/ War Memorial	Full restoration of brass plaques.	10,000
Sub Totals:		598,950

Asset Management Strategy 2022/23 to 2026/27



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1. Introduction Page 35

The Council's Asset Management Strategy outlines the principles and framework that will underpin our decisions to make the best use of the assets.

This is the first Council Asset Management Plan since 2016. Since that time, and in line with that Plan the Council and its partners have made significant progress in managing assets for the benefit of the borough, not least through the acquisition and continued progress towards delivery of the Golden Valley Development.

For many years we have demonstrated our ambition to be one of the leading Local Authorities for development, investment and asset management taking a proactive approach to driving the best from the resources available and in doing so contributing to our place based outcomes.

That said, much has changed since 2016, not least the Councils setting of key priorities in the 2019-2023 Corporate Plan and the declaration of a climate emergency in 2019 and the increased focus on the social value our assets provide to communities in the town. Using assets to improve the lives of residents of the town is arguably more important today than it was in 2016.

The Asset Management Plan forms part of a suite of documents that comprise the Councils investment and expenditure strategies, and governance and decision making arrangements. The overall context is best illustrated in Figure 1. In particular, the decision making process for acquiring or investing in land or property are underpinned by both this strategy and the Investment Strategy which is presented annually to Full Council for review.

Figure 1: Cheltenham Borough Council investment and expenditure strategies, governance and decision making

Category	Overall	Revenue	Capital	Treasury Mgmt	Risk Mgmt
Strategies	Medium Term Financial Strategy				
	Investment Vision and Principles				
	Commercial Strategy	Investment Strategy	Capital Strategy	Treasury Management (TM) Strategy	Risk Management
	Asset Management Strategy			Housing Investment Plan	
Guidance	CIPFA and Technical Guidance	Budget Guidance	Capital Guidelines	CIPFA Code for Practice for TM	Risk Management Guidance
Plans	MTFP Projection	Annual Budget	Capital Programme & Asset Management Plan	Treasury Policy Statements	Risk Register
Governance	Constitution and Annual Governance Statement	Quarterly Performance Reports		Prudential Indicators and Annual Report	Risk Register reporting and regular review
	Contract and Finance Procedure Rules				Audit Committee and Cabinet Reports
	Internal and External Audit Plans and our response to audit review				
Decision Making	Cabinet/Council				

2. Our Vision and ambitions for recovery

Covid-19 has tested Cheltenham's communities and economy over the last twelve months. As a Council, we have recognised in our Covid-19 Recovery Strategy and Medium Term Financial Plan that rebuilding the strength of our town will require innovation, ambition and a bold vision.

Our vision is grounded in the belief that Cheltenham should be a place in which everyone can thrive. In order that we can lead the economic recovery of our town, we will continue to use our assets for the benefit of our residents, businesses, staff and communities, stimulating a positive environment for inward investment in our place and people.

We recognise that in order to do this we need to work closely with our partners across the town as well as engaging with the One Public Estate programme which supports locally led partnerships of public sector bodies to collaborate around estate needs. The programme helps support the re-purpose of surplus public estate for housing, regeneration and other local uses.

Our Corporate Plan sets out five clear Corporate Priorities:

- 1. Making Cheltenham the Cyber Capital of the UK**
- 2. Revitalisation and improvement of the Town Centre and Public Spaces**
- 3. For the Council and the borough to be carbon net zero by 2030**
- 4. Increasing the supply of housing and investing to build resilient communities**
- 5. Delivering services to meet the needs of our residents and communities**

The Council's Covid-19 Recovery Plan re-emphasised and highlighted the importance of these key objectives. This Strategy takes a refreshed approach to future asset management decisions and the management of our portfolio which balances social value, sustainability, regeneration, commercial and housing needs at a strategic level to ensure a positive direction of travel to economic recovery continues.

The Council's assets and the way in which they are managed have the potential to both contribute to and detract from elements of these ambitions.

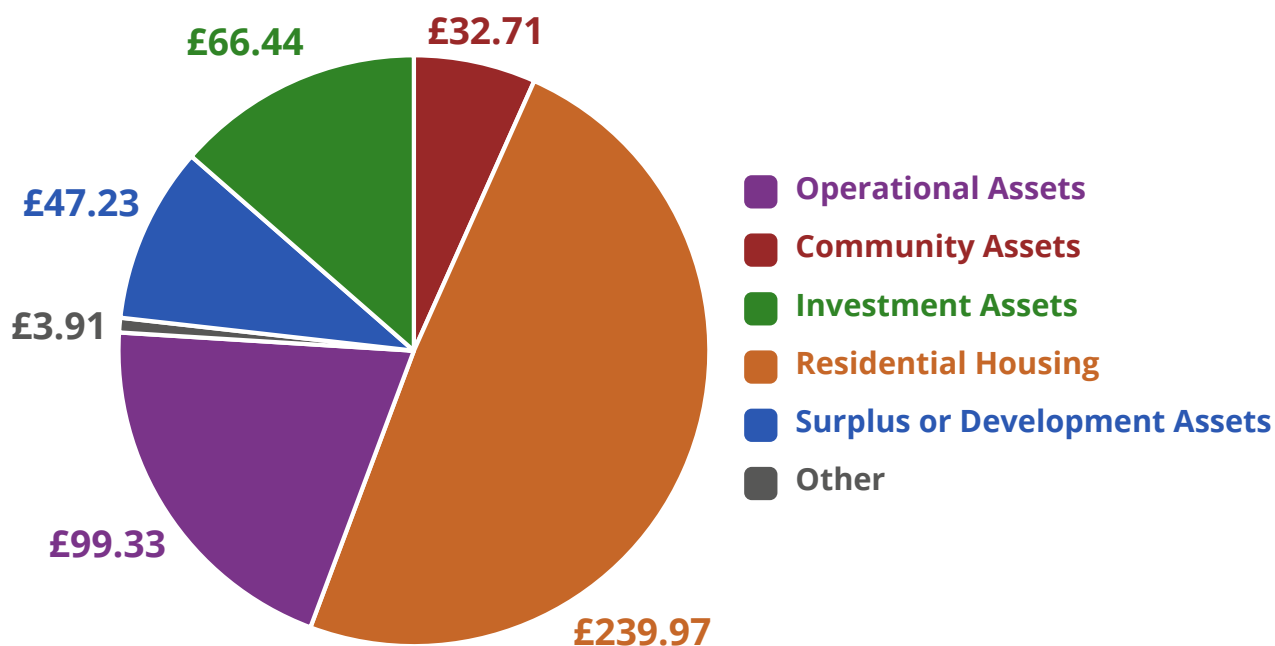
The purpose of this strategy is to:

- set out the approach we will take to review the strategic purpose of our asset portfolio and ensure we are allocating available resources to land and property which best help support our Corporate Plan and the wider vision and ambition for Cheltenham;
- establish a framework to monitor the continuous performance of our asset portfolio against our priorities test whether it remains fit for purpose and better plan for a future that looks through a broader sustainable lens; and
- outline the governance arrangements on which asset rationalisation, development, investment and construction decisions can be consistently based.

3. Our Land and Property Page 37

The Council's land and property portfolio was valued at £489.6m in the 2020/21 Statement of Accounts. The majority of the valuations were calculated on an existing use basis rather than the market value of the asset. The balance includes investment property but excludes infrastructure assets and vehicles, plant and equipment which is not considered as part of this Strategy. The assets held in our portfolio can be segmented into the following categories:

Figure 2: Cheltenham Borough Council asset portfolio 2020/21 (£m)



For the purposes of this Strategy, the categories have been defined as follows:

Operational Assets

We have defined operational assets as those owned by the Council to ensure we are able to deliver our services. Assets included are:

- The Municipal Offices;
- The Depot;
- The culture and leisure buildings operated by the Cheltenham Trust;
- Public conveniences and car parks.

£99.3m



Community Assets

We have defined community assets as those owned by the Council, which are mainly in use for the well-being and social interests of our local communities. This is different to the categorisation of community assets in our Statement of Accounts. For the purposes of our strategic review and assessment, the category of community assets include:

- Pavilions;
- Scout Huts and Community Centres;
- Allotments;

As a Council we are proud of how we engage with our communities and this will be crucial in ensuring Cheltenham becomes the cyber capital of the UK which provides benefit for everyone and that the Council plays its role in supporting a network of community based facilities and services. This is front of mind in the management of our community assets and we will continue to use the resources at our disposal to support Cheltenham become a place where everyone can thrive.

£32.71m

Investment Assets

We have defined investment assets as those owned by the Council to generate income used to support our net budget requirement. The majority of these assets were acquired as part of the Commercial Strategy adopted by the Council in 2015. Since the change to the Public Works Loan Board ("PWLB") guidance in August 2020, we are no longer permitted to use these funds to invest purely for yield. This is a key consideration in how we manage this category of properties as part of this strategy.

Our investment property portfolio includes retail premises, office space and small local shops located within the borough of Cheltenham.

£66.44m



Residential Housing



This category includes only residential property held within the Housing Revenue Account ("HRA") and housing projects which are currently under construction.

The council owns approximately 4,500 residential properties through the Housing Revenue Account, representing approximately 10% of the housing stock in the borough. These homes are both social and affordable rental properties, and are managed on the Council's behalf by Cheltenham Borough Homes ("CBH"). CBH has its own Asset Management Strategy, approved in 2018 and running until 2023. A core role of CBH is to manage those assets appropriately, as set out in their Asset Management Plan. The plans and strategies will be refreshed as part of the Council's Housing Investment Plan which will outline how the £100m Housing Investment Fund will be invested 500 new homes in Cheltenham.

£239.97m

Surplus or Development Assets

The Council has set an ambitious vision that involves a considerable development agenda which is why the accumulated value of this asset category is £47.23m. Housing delivery also forms a core component of the Council's development agenda. The Housing, Homelessness & Rough Sleeping Strategy 2018-23 was approved by CBC Cabinet in July 2018. This strategy sets out a range of objectives aimed at tackling housing inequality in Cheltenham. In late 2018, the Cabinet and Council unanimously agreed to commit £100m to provide a step change in housing delivery in the borough.

This is an extremely diverse category of assets; including land holdings for the West Cheltenham development, sites allocated for housing in the Local Plan and sites currently being developed for commercial use.

It is likely that a number of assets that currently fall under other categories of assets could in future fall into this category of asset. Similarly, an assessment of an opportunity under the framework outlined in this document may result in a decision to acquire additional land or property to support the development agenda the wider housing strategy and our key employment sectors.

£47.23m

Other

£3.91m

The assets categorised as other are those Assets owned by the Council that do not meet any of the definitions above. These include properties from which other public services operate, former nursing homes and small industrial sites.

4. ^{Page 40}*The Management of our Land and Property*

Roles and Responsibilities

The Cabinet Member for Finance & Assets is the portfolio holder for Property and the Executive Director for Finance & Assets is accountable for asset management at the Council. This direct involvement at Councillor and Executive Management level reflects the importance and recognition of making the best use of our physical resources.

The Head of Property, Finance and Assets is responsible for Asset Management with a professional, ambitious and dynamic property team, working in partnership with our communities, businesses, building occupiers, landowners, suppliers and partners to optimise asset performance and income in the delivery of our property services and solutions.

Our Corporate Landlord Approach

We operate a Corporate Landlord Approach where the ownership of an asset and the responsibility for its management and maintenance is transferred from service areas into the corporate centre. The service area then becomes a corporate tenant and their priority is to plan and deliver their service to the best of their ability. Our property team are responsible for the Corporate Landlord function to ensure all services are adequately accommodated and the associated land and property assets are managed and maintained.

The Corporate Landlord's responsibility extends further to the acquisition, development and disposal of land and buildings. The Corporate Landlord is responsible for asset planning, review, feasibility and options appraisal accounting for the needs of all service areas, but most importantly, making decisions based on overall corporate priorities.

Management and Maintenance

Our land and property are managed and maintained to ensure they are Statutory and Industry (RICS) Complaint, adopting RICS best practice guidelines. Our experienced in-house specialist teams with support from external suppliers where necessary, always strive to ensure our property portfolio is effective, sustainable and energy efficient.

The property team are responsible for a comprehensive compliance regime to ensure our assets remain safe and secure, a prioritised planned maintenance programme for asset enhancement and in-house resource to manage our facilities and reactive repairs to our properties. Decisions relating to the improvement or maintenance of our assets also consider their contribution to our Corporate Priorities, in particular the reduction of the carbon emissions from our buildings.

Our management and maintenance of our properties, as well as the customer service provided through the Corporate Landlord approach means we are able to drive efficiency through proactive asset management of our land and property and ensure they provide the right space, in the right place and on the best terms.

5. The Asset Challenge Process

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It is appropriate that the Council regularly reviews the assets within its portfolio to ensure they remain fit for purpose and aligned to our corporate priorities and objectives. In order to do this we have developed an asset challenge process which is set out in Appendix 1.

The asset challenge process is divided into two phases; an annual review of the purpose and performance of an asset and then the process for evaluating any decisions relating to an asset.

The implementation of this process will enable an asset owner to make informed choices about the future of assets in a structured and objective fashion. The process can be applied to all relevant assets in the Councils portfolio using the guidance set out over the next few pages.

Stage 1: Strategic Fit and Purpose

In order to assist asset holders in this analysis, the table in Figure 3 outlines the expectations of how each category of asset should contribute and support our Corporate Priorities outlined in the Corporate Plan. This is by no means a comprehensive analysis but should be used as a guide to assist judgements in the challenge process.

Figure 3: Mapping of Asset Categories against Corporate Priorities 2020 - 2023

Asset Category	Corporate Priority				
	1 – Cyber Capital of the UK	2 – Town and public space improvements	3 – Carbon net zero by 2030	4 – Building housing and communities	5 – Delivery of services
Operational		X	X	X	X
Community				X	X
Investment	X	X		X	
Residential Housing			X	X	X
Surplus/Development	X	X		X	
Other	X	X	X	X	

In making the assessment, the following should be considered when assessing the alignment of the asset purpose against our Corporate Priorities. Whether the asset:

- facilitates economic growth and recovery;
- helps to meet our housing needs, including contributing to our housing strategy;
- creates commercial space that supports our key employment sectors;
- stimulates a positive climate for inward investment into Cheltenham;
- delivers sustainable and future proofed infrastructure;
- responds to market failure;
- improves and drives quality and innovation of our public realm; and
- delivers on our climate and environmental commitments and approach to social value outcome

Stage 2: Performance of the Asset

The financial and non-financial performance of an asset will vary depending on the category and strategic purpose of the asset. When considering an asset assessment, the key performance areas outlined below in Figure 4 should be considered as a minimum.

Figure 4: Examples of key measures of asset performance

Asset Category	Financial Performance Considerations	Non- Financial Performance Considerations
All	<ul style="list-style-type: none">• The annual net revenue cost of operating or holding the asset.• The cost of the planned maintenance programme for the asset.	<ul style="list-style-type: none">• The compliance of the asset with health and safety requirements.• The utilisation of the asset by visitors, residents, community groups and staff.• The operational or strategic value of the asset to our partner organisations.• The carbon footprint of the asset.
Additional indicators to consider by asset category:		
Operational		<ul style="list-style-type: none">• The use of the asset to support statutory functions.
Community	<ul style="list-style-type: none">• The value of any rent subsidy provided for the asset.	<ul style="list-style-type: none">• The utilisation of the asset by local groups.• The terms and conditions of any leases or licences for the asset.
Investment	<ul style="list-style-type: none">• The net yield of the asset.• The financial return on the asset compared to comparable in the existing market.• Any rent arrears on the asset.	<ul style="list-style-type: none">• The implementation of terms and conditions of the leases with tenants.• The volume of vacant space in the asset.
Surplus/ Development	<ul style="list-style-type: none">• The current existing use and market value of the asset.	<ul style="list-style-type: none">• Any categorisation of the asset in the Local Plan and Joint Core Strategy.
Other		

No threshold criteria has been set for whether an asset is performing strongly or otherwise. The parameters for a strongly performing asset will differ depending on its category, use and condition. Stage one and two should be used to determine whether there is scope in an asset category to identify whether there are opportunities for improvement and/or to do something different.

Stage 3 – 6: Preparing a Case for Change

Stage one and two of the asset challenge process should be undertaken annually. The purpose of assessing the strategic fit and performance of an asset is to determine whether there is an opportunity to change how the asset is used by the Council. This may lead to a decision being put to Members.

Stage three to six of the process should be undertaken when, following assessment of strategic purpose and performance, assets in a category are no longer providing a benefit for the Council.

In order to produce a full and comprehensive business case for change, officers should consider the risks and opportunities of the options to ensure all possible options are presented in a fair and transparent manner.

Further information relating to the roles of key stakeholders and the governance and monitoring of the asset management strategy is included in Section 7.

Note: All proposals for new investments, developments and acquisitions should follow the full process from Stage one to six.

6. ^{Page 44}Implementation of the Asset Challenge process

In order to prioritise the asset challenge process for our portfolio, asset categories will be initially reviewed in tranches during 2022/23 and assets will be assessed in order of Net Book Value.

Asset Category	Review Period
Investment	By 31 March 2022
Other	By 31 March 2022
Operational	By 30 September 2022
Community	By 30 September 2022

This exercise will provide a baseline for the purpose and performance of our portfolio to take forward into 2023/24 and beyond. It is also likely to result in a number of assets being brought forward through stage three to six of the challenge process.

For the category of Surplus/Development assets, the challenge process will run concurrently with the above. We will continue to progress those assets already identified for development, assess the opportunities to redevelop assets/parts of assets that come to the fore through the asset challenge process and pursue opportunities for new asset acquisition that are strategically aligned to our Corporate Priorities.

Residential Housing will be considered in more detail in the Housing Investment Plan which will be presented separately for approval.

On the completion of each category review, a performance dashboard and asset action plan will be produced and reported to Members. The roles, responsibilities and monitoring of the asset challenge process and subsequent decisions are outlined in Section 7.

7. Governance ^{Page 45} and Monitoring

The Asset Management Working Group will provide oversight of the asset challenge process with relevant decisions referred on to Cabinet/Council.

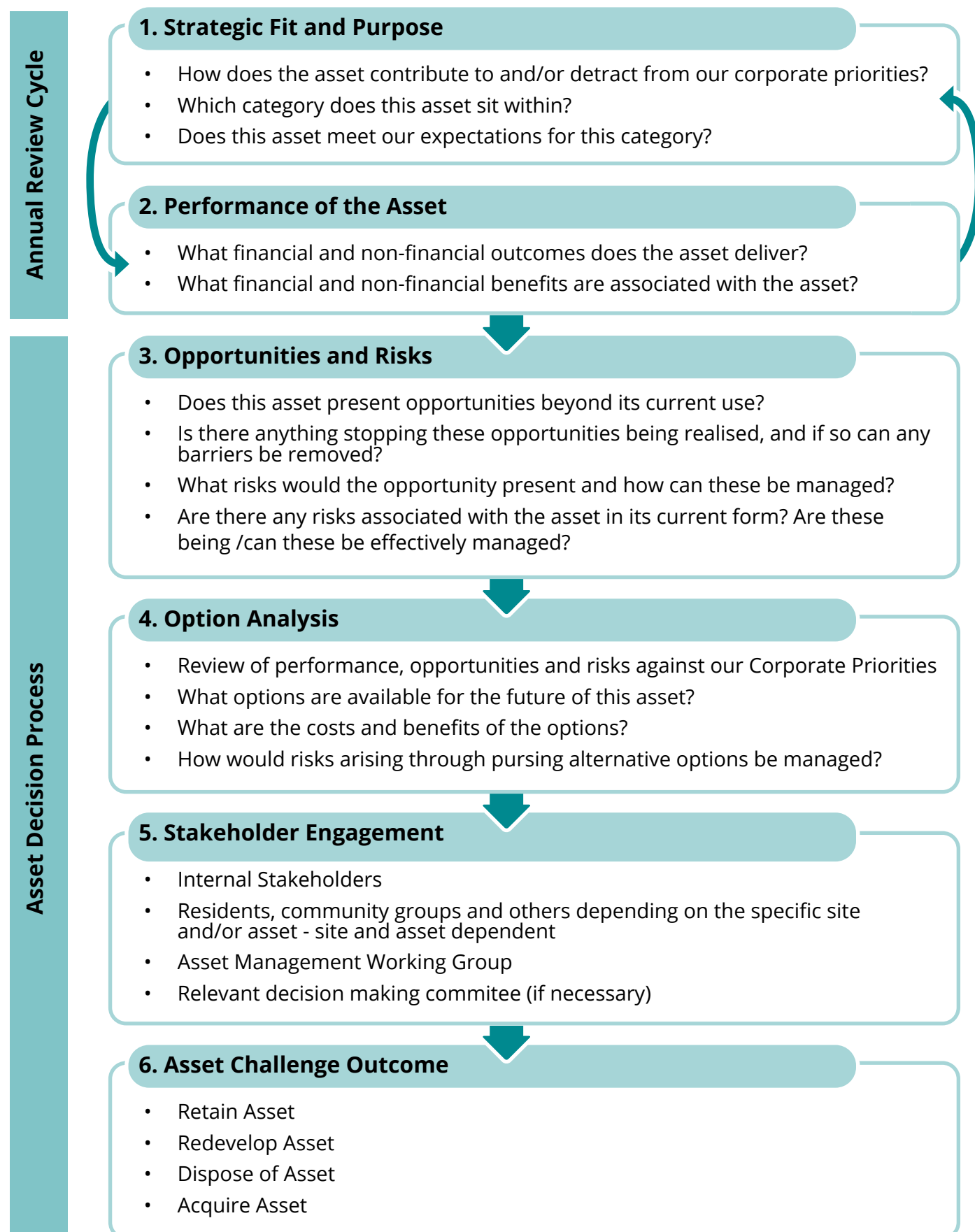
A detailed asset management plan will be produced for each asset category which reports purpose and performance against the considerations set out in Section four of this document. This will also contain specific actions to monitor the assessment of new opportunities and improvements identified through each annual review.

It is proposed that an additional officer scrutiny panel is established to monitor the annual review of our assets and provide advice and oversight when additional opportunities are identified for an asset. This will include representatives from across the Council and be Chaired by the Head of Property, Finance and Assets.



Appendix 1: Asset Challenge Process Map

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Information/Discussion Paper

Overview and Scrutiny - 29th September 2025

Partnership working for flood risk mitigation

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 Overview and Scrutiny committee have called the Cheltenham Borough Council (CBC) flood risk management team to better understand partnership working to improve flood mitigation in the Borough.

2. Summary of the Issue

- 2.1 Flooding can cause damage to property and infrastructure. The risk and impacts of flooding can result in significant stress to people and communities. Flooding is the most common and widespread natural hazard to occur in the UK. In catchments such as Cheltenham, urbanisation and historic modification to watercourses has increased flood risk in many areas.
- 2.2 Climate change is expected to increase the frequency and severity of extreme weather events such as flooding and drought. Cheltenham will likely experience wetter winters and hotter summers. Summers are expected to be drier with regards to total rainfall, but high intensity convective storms are likely to become more frequent. These are the storms that pose greatest flood risk to the small, urbanised Cheltenham catchments (flash flooding). Cheltenham is identified nationally as a flood risk area *“because the risk of flooding from surface water is significant nationally for people, the economy or the environment (including cultural heritage).”* The River Chelt through Charlton Kings has been designated as a rapid response catchment by the Environment Agency as it has the potential to cause flash flooding which poses a threat to life¹.
- 2.3 There is no single body responsible for managing flood risk in the UK. DEFRA is the national policy lead, and these policies are delivered by Risk Management Authorities (RMA's). The RMA's who operate in Cheltenham are:
 1. Gloucestershire County Council (GCC) - the Lead Local Flood Authority (LLFA).
 2. The Environment Agency.
 3. Cheltenham Borough Council.
 4. Severn Trent Water.

¹ [Severn River Basin District Flood Risk Management Plan 2021 to 2027](#)

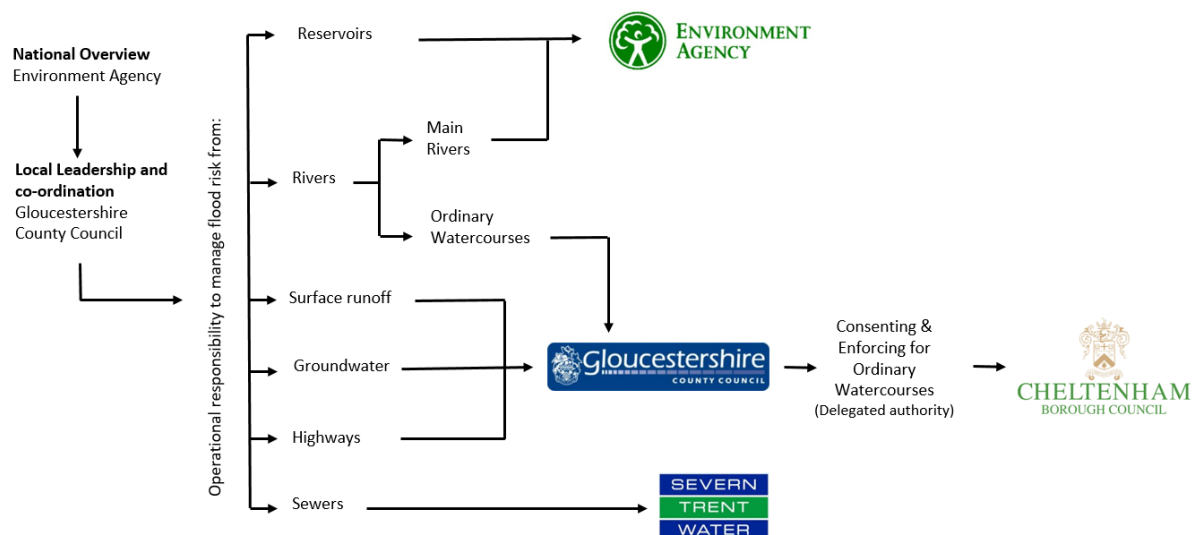
5. Gloucestershire County Council – Highways.

- 2.4** The CBC flood risk management team is currently 1.4 full time equivalent (flood risk engineer and climate and flooding support officer) and are part of the CBC Climate, flooding and decarbonisation team. Flood risk management works include collaboration with other council departments including planning, emergency planning, greenspaces, and property. The role of CBC in flood risk mitigation has previously been detailed in the 2024 overview and scrutiny report².
- 2.5** This report summarises how CBC work collaboratively with RMA partners and other organisations involved with flood risk management and includes case studies of successful partnership outcomes that could be applied elsewhere.

3. Summary of evidence/information

- 3.1** Figure 1 shows the operational responsibilities of RMAs in Cheltenham. For rivers, the relevant RMA has permissive powers, but not a duty, to carry out maintenance and improvement works. Maintenance is usually the responsibility of riparian landowners unless recognised formally as an asset managed by an RMA. Larger rivers are designated as 'Main River,' and these are shown on the Main River Map³. All other rivers, streams, drainage channels and ditches are known as Ordinary Watercourses.

- 3.2** *Figure 1: Overview of RMA operational responsibilities to manage flood risk in Cheltenham.*



- 3.3** CBC are the riparian owner for numerous reaches and assets on main rivers in Cheltenham and in such instances work in collaboration with the Environment Agency to ensure assets and flood alleviation schemes remain fit for purpose.
- 3.4** The Gloucestershire RMA network (All RMAs in Gloucestershire) continue to meet on a quarterly basis. This group remains the foremost flood risk management network in

²https://democracy.cheltenham.gov.uk/documents/s47253/2024_03_25_OS_Flood_Risk_Management_Overview.pdf

³ [Main River Map](#)

the county and acts strategically to combine resources, share learning and deliver on common objectives.

- 3.4.1** Mitigations since the 2007 floods implemented by the Gloucestershire RMA network are summarised in Appendix A. Some of the flood alleviation schemes and drainage improvements are an outcome of the 2011 Cheltenham Surface Water Management Plan⁴ which provided a long-term action plan framework for RMAs to understand risk and agree cost-effective mitigations. Mitigations are not limited to new flood schemes and include ensuring existing assets are fit for purpose and ensuring flood resilience and sustainable drainage design is incorporated into new development through planning consultation. An increase in these duties means resource availability is currently the main constraint on the number of new CBC-led flood alleviation schemes that can be progressed.

The summary of mitigations in Appendix A shows we are more resilient compared to 2007 but there are still areas where flood alleviation has not been implemented, and properties are identified at risk. There also needs to be an understanding that there may not be cost-effective alleviation solutions at a communal scale for all areas. Effective community engagement is therefore also vital to ensure our communities understand their risk, prepare, and consider property-level resilience measures where required.

- 3.5** The flood risk management delivery sub-group of the RMA network also meets quarterly. This group consists of district flood officers and relevant members of the GCC flood risk management team to discuss and share knowledge on technical matters relating to planning consultations and consenting and enforcement.
- 3.5.1** GCC have sub-contracted consenting and enforcement duties for ordinary watercourses to CBC and have similar agreements with other districts in the county. CBC therefore work directly with the GCC flood risk management team on land drainage consents and any issues occurring on ordinary watercourses. The two teams also work collaboratively to support each other's flood mitigation functions, investigations, and community engagement. CBC are part of the Gloucestershire Natural Flood Management Partnership⁵ and an NFM scheme is currently being planned on the Lilley Brook.
- 3.6** The CBC flood risk management team regularly work closely with the GCC highways local area managers in Cheltenham and escalate more significant drainage and flooding issues relating to the highway to the infrastructure and drainage team.
- 3.7** The CBC flood risk management team work closely with the CBC emergency planning team who are category 1 responders for emergencies and are on the Local resilience forum⁶. The flood risk management team have roles in the CBC flood response plan before, during, and after flood events, which are summarised below:

⁴ <https://www.gloucestershire.gov.uk/plans-policies-procedures-and-manuals/surface-water-management-plans/>

⁵ <https://www.gloucestershire.gov.uk/planning-and-environment/flood-risk-management/flooding-information/natural-flood-management/the-gloucestershire-natural-flood-management-partnership/the-gloucestershire-natural-flood-management-partnership/>

⁶ Local resilience forums (LRFs) are multi-agency partnerships made up of representatives from local public services, including the emergency services, local authorities, the NHS, the Environment Agency and others. These agencies are known as Category 1 Responders, as defined by the Civil Contingencies Act.

Before: Inspect and maintain CBC flood assets and watercourses. Monitor warnings and river levels.

During: Liaison with RMA partners, incident logging, inspection, and reactive maintenance (where safe to do so).

After: Post-event inspection and maintenance, investigation and reporting, liaison with RMA partners.

- 3.8** CBC coordinate a volunteer network of Flood wardens, with support from Gloucestershire Rural Community Council. The network is currently 14 volunteers, but we have a target for 2025-2026 to recruit and grow the network. Flood wardens are a vital link between the community and RMA's and act as eyes and ears on the ground to report issues to relevant authorities before, during, and after flood events. They also help with communicating flood information within their community to build resilience and help support vulnerable residents. Some of the flood wardens represent parish councils and neighbourhood groups in Cheltenham.
- 3.9** CBC flood risk management have also recently been working closely with the Gloucestershire Wildlife Trust on sustainable drainage and Natural Flood Management interventions (NFM) and supporting the volunteer group Guardians of the River Chelt with their water quality initiatives.

4. Case studies and next steps

- 4.1** A case study that could be adopted in other wards where there is a justified need is the Warden Hill flood risk management working group. The group was conceived by Borough Councillors and meets 2-4 times a year. Meetings are attended by Councillors (County, Borough and Parish), the local highways manager, CBC and GCC flood risk management, and Severn Trent Water. The meetings have been successful in ensuring actions relating to asset maintenance, surveys and improvements are completed. Other success stories from the group include:
- 4.1.1** Concept design for nature-based sustainable drainage systems (SUDS) on Salisbury Avenue, which was taken forward by the Gloucestershire Wildlife Trust as part of their Waterscapes project⁷. The Trust have now completed construction of 3 raingardens outside the Salisbury Avenue shops and a green roof bus shelter.
- 4.1.2** A '*Green your property to reduce flooding in your community*' infographic created by CBC and distributed at both an engagement event in Warden Hill and 1000 copies were delivered to households by the parish council.
- 4.1.3** Working with Severn Trent Water on surveys to better understand the connectivity and condition of surface water sewers in Warden Hill.
- 4.2** Reporting flooding to the correct RMA can be confusing and Councillors are therefore encouraged to utilise and share our 'Who does what' leaflet which is available online⁸. As we are a small team, we look to our flood warden network to support us when distributing engagement material and are currently looking for more volunteers to join

⁷ <https://www.gloucestershirewildlifetrust.co.uk/what-we-do/current-projects/gloucester-and-cheltenham-waterscapes-project>

⁸ https://www.cheltenham.gov.uk/downloads/file/10225/who_does_what_leaflet.

our flood warden network⁹.

- 4.3** Incidents of flooding should be reported to inform local flood risk management decisions and any funding allocation to proposed alleviation schemes. This should be done using GCC's Flood online reporting tool¹⁰. RMA's have access to the records on the tool.
- 4.4** Drainage and flooding issues on the highway should be reported to GCC highways using fixmystreet Gloucestershire¹¹. Councillors have access to a bespoke councillor's email service for GCC Highways. For updates on schemes relating to other authorities the best way to contact relevant local teams are:
GCC flood risk management team: floodriskmanagement@gloucestershire.gov.uk
CBC flood risk management team: flooding@cheltenham.gov.uk
Environment Agency: ps0.midswest@environment-agency.gov.uk
Severn Trent: <https://www.stwater.co.uk/help-and-contact/contact-us/>
- 4.5** GCC have a comprehensive [Flood guide](#) with information for communities, and [Information for developers](#) on their website.
-

Contact Officer

James Mogridge, Flood Risk and Drainage Engineer,

flooding@cheltenham.gov.uk

Accountability

Councillor Richard Pineger, Cabinet Member for Climate Emergency

⁹ https://www.cheltenham.gov.uk/info/87/flooding/1679/flood_wardens

¹⁰ <https://fort-gloucestershire.dorsetcouncil.gov.uk/>

¹¹ <https://fixmystreet.gloucestershire.gov.uk/>

5. Appendix A: Mitigations since 2007

5.1 Mitigations described in this section include Flood Alleviation Schemes (FAS), maintenance, improved understanding of risk, community resilience, appropriate development, and infrastructure.

5.2 Flood Alleviation Schemes (FAS):

Figure 2 highlights FAS that have been implemented since 2007. The River Chelt FAS was in place in 2007 but has had improvements made since. The figure highlights the lead authority for each scheme but in almost all cases these schemes have been delivered and funded through partnerships. Sewer capacity improvements made by Severn Trent Water are not shown on the map but there has been over £7 million invested across Cheltenham¹² and there continues to be significant investment made. GCC Highways drainage improvements are also not shown, of which there are numerous. CBC also coordinated the implementation of individual property flood resilience measures at a total of 45 properties across Whaddon and Charlton Kings using government funding.

Figure 2 also shows drainage improvement schemes implemented by CBC to reduce flood risk since 2007. This includes upgrading culvert capacity, debris screens (to mitigate culvert blockages) and retrofit of Sustainable Drainage Systems (SUDS) into the urban environment. An example being the Priors Farm Estate in Oakley (shown below) where retrofit SUDS provide water quality, biodiversity, and amenity benefits as well as flood risk management¹³.

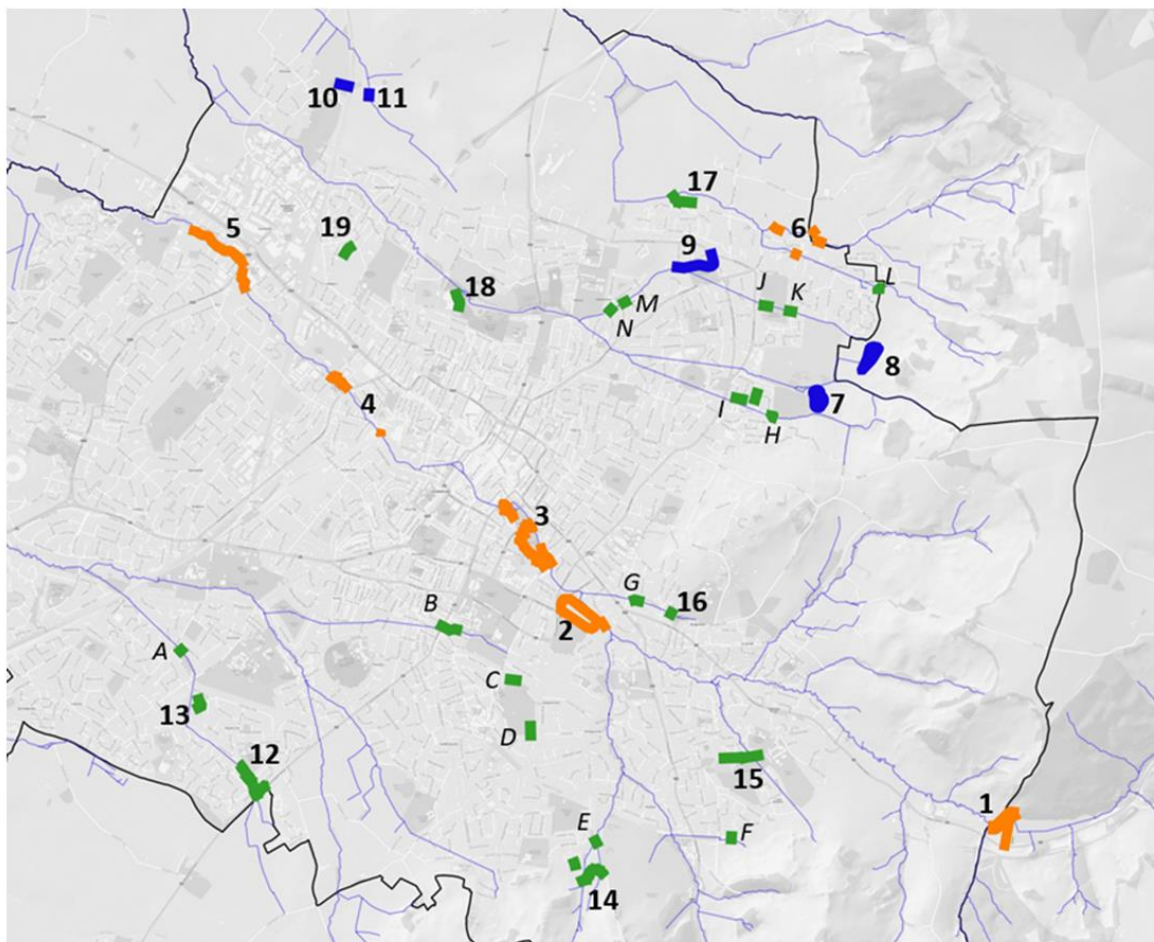
¹² Severn River Basin District Flood Risk Management Plan 2021 to 2027.

¹³ Images from project case study: https://www.susdrain.org/case-studies/pdfs/suds_awards/007_18_03_29_susdrain_suds_awards_priors_farm_estate_suds_retrofitting_project_cheltenham.pdf



In addition to completed schemes, the current schemes are at either a feasibility or design stage: Cromwell road SUDS retrofit (GCC), Warden Hill SUDS retrofit (GWT/CBC), Natural Flood Management feasibility at Upper Hearne Brook (CBC/GCC).

5.3 Figure 2: Flood alleviation schemes (FAS) and drainage improvements implemented.



- EA scheme
- GCC scheme
- CBC scheme
- River network
- Borough boundary

Flood alleviation schemes

1. Dowdeswell reservoir
2. Cox's Meadow
3. Sandford Park
4. Flood Walls
5. Keirle Walk Flood Wall
6. Prestbury
7. Whaddon Priors
8. Whaddon Noverton
9. New Barn Close
10. Swindon Village School
11. Hyde Lane Culvert
12. Warden Hill Farmfield
13. Warden Hill Weavers
14. Southfield Brook
15. Beeches
16. St Edwards School
17. Apple Orchard Linden Close
18. Leisure Centre
19. Stanwick Gardens

Drainage improvements and SUDS retrofit

- A. Alma road debris screen
- B. Naunton parade culvert
- C. Naunton park SUDS
- D. Asquith Allotments
- E. Sandy Lane debris screen
- F. Timbercombe gate debris screen
- G. Oak Avenue culver upgrade
- H. Imjin Road debris screen
- I. Priors Farm estate SUDS
- J. St Marys School debris screen
- K. Fawley Drive debris screen
- L. Noverton Brook debris screen
- M. Oakland Avenue debris screen
- N. Overbrook Drive debris screen

5.4 Maintenance of watercourses and assets

It is vital that flood risk management assets remain 'fit for purpose.' The EA maintains an asset condition database¹⁴ on 'Main Rivers.' CBC have maintained watercourses and assets we are responsible for and have also used permissive powers to carry out maintenance to reduce flood risk in watercourses where riparian landowners cannot be identified.

In 2023 the CBC flood officer obtained EA asset inspection accreditation and the flooding team have developed a maintenance plan to catalogue all CBC watercourses and flood assets and make informed risk-based decisions on maintenance. Natural Flood Management (NFM) has been successful in the UK and is becoming increasingly popular. Through mimicking nature's own methods, downstream impacts of flooding can be reduced through a wide range of land and watercourse management techniques to slow the flow and hold back water, where appropriate to do so. Obstructions, whether natural or human-caused, may have a positive effect by slowing flows and reducing flood risk downstream whilst creating habitat. Consideration therefore needs to be given to the implications of both removing obstructions and leaving them in situ. This will depend on location within the catchment (with upstream areas usually being more strategic areas to hold back water) and the adjacent receptors at risk. Within the maintenance plan, some reaches of watercourse are therefore identified with a natural based approach to maintenance. This aligns with CBC aspirations for improving biodiversity and reducing carbon emissions. Next steps for the maintenance plan are to include long term asset costs and incorporate the plan into the CBC risk framework.

The LLFA maintain the Whaddon FAS and provide a waterside living leaflet for

¹⁴ <https://environment.data.gov.uk/asset-management/>

riparian watercourse landowners. GCC highways have developed a risk-based approach to their gully cleaning programme¹⁵.

5.5 Improved understanding of risk

Technological advances have significantly improved flood modelling and mapping of flood risk. The LLFA maintain a Flood Online Reporting Tool (FORT)¹⁶. CBC use risk maps published by the EA and FORT to make informed decisions across planning, maintenance, investigations, and feasibility for alleviation schemes.

The EA and Met office created the national flood forecasting centre in 2009 and the UK is now considered amongst the world leaders in flood forecasting. There are now nine live river level gauges in Cheltenham and CBC uses this data, daily Flood Guidance Statements, and the EA's flood warning service to inform decisions regarding emergency planning and post-event investigations.

Understanding risk is an area of continuous improvement and there is still much progress to be made, particularly in surface water flood risk mapping and forecasting under different climate scenarios.

5.6 Community resilience

The EA maintain a flood alert and warning service within Cheltenham and the LLFA and local resilience forum provide an online *Flood Guide*¹⁷ and an *Are you ready?*¹⁸ guide for *residents*, respectively. The flood guide includes property level flood protection guidance for home/business owners.

CBC flooding attend community events, update website guidance, produce infographics and coordinate a network of twelve flood wardens who provide additional

¹⁵ <https://www.gloucestershire.gov.uk/highways/roads/flooding-drainage-and-gullies/>

¹⁶ <https://swim.geowessex.com/glos/>

¹⁷ <https://www.gloucestershire.gov.uk/planning-and-environment/flood-risk-management/flooding-information/>

¹⁸ <https://glosprepared.co.uk/wp-content/uploads/2018/11/Are-you-ready-booklet-Web-version.pdf>

resilience to their communities before, during and after events.

The Local Resilience Forum includes CBC, who are category 1 responders for emergencies. CBC flood plans are coordinated by the emergency planning team, but the CBC flooding team have responsibilities delegated within the plans. before, during and after flood events, which are summarised below:

Before: Inspect and maintain CBC flood assets and watercourses. Monitor warnings and river levels.

During: Liaison with partners, incident logging, inspection, and reactive maintenance (where safe to do so).

After: Post-event inspection and maintenance, investigation and reporting, liaison with partners.

5.7 Infrastructure mitigations

Following the 2007 floods, Severn Trent Water have mitigated water supply security by investing in flood defences at the Mythe water treatment works and a 17km long bypass water main to improve overall network resilience.

National grid instigated a flood resilience programme to ensure that its electricity substations are protected and remain operational during extreme flood events. This included construction of a new flood wall at the Walham substation.

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CHELTENHAM
BOROUGH COUNCIL

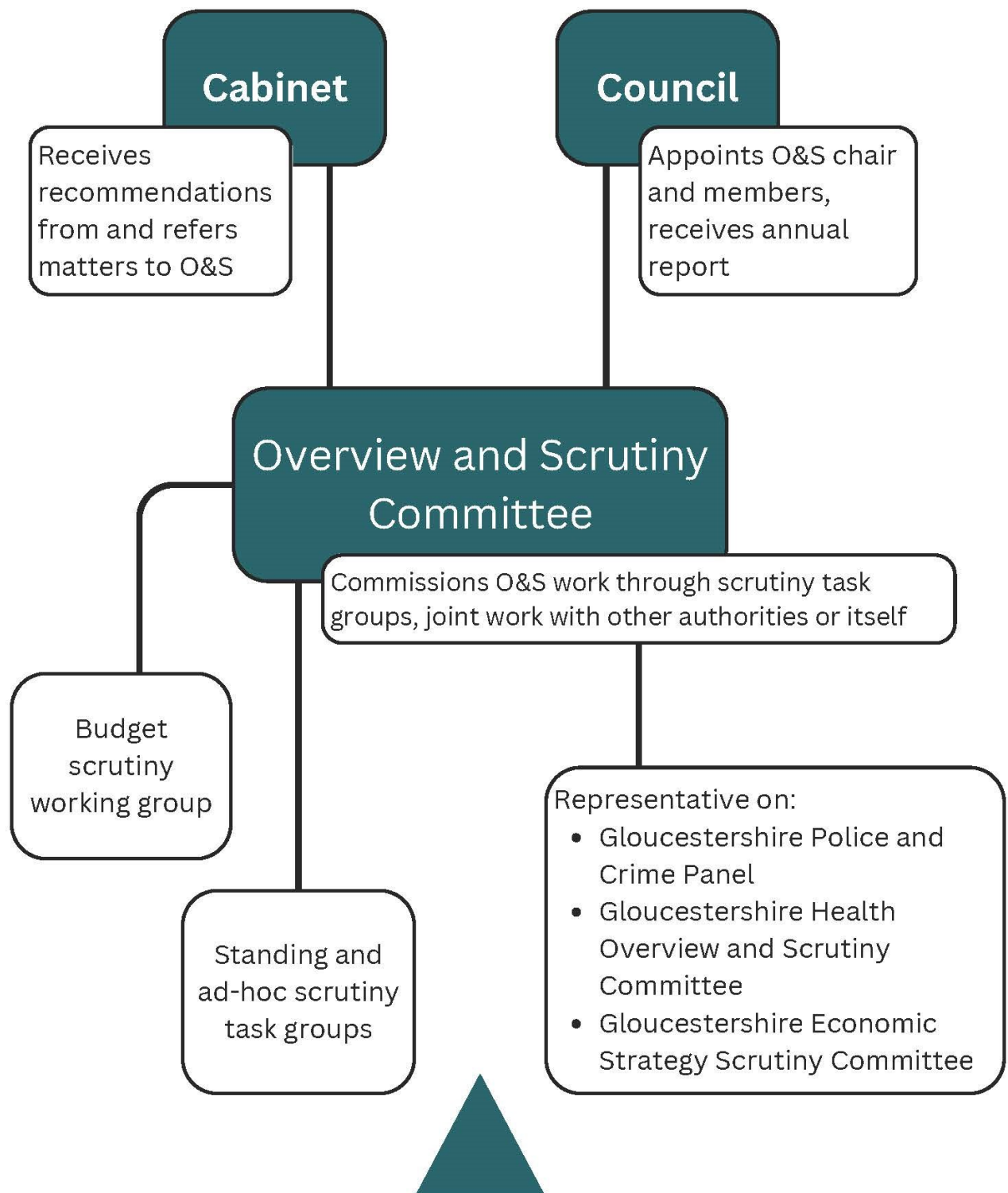
DRAFT Overview and Scrutiny

Annual Report

April 2024—March 2025

Overview and Scrutiny Structure Chart

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All members are supported by member training, seminars, briefings where appropriate and by Democratic Services Officers

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Foreword

Councillor Tabi Joy, Chair of Overview and Scrutiny

Councillor Jackie Chelin, Vice-Chair

The Overview and Scrutiny Committee has had another busy year with an ambitious agenda set by its members at a planning meeting facilitated by the new Governance, Risk and Assurance Manager.

Thanks go to all the officers who have brought their expertise and given their time in preparing and presenting papers for the committee and in answering fully committee members' challenging questions. The committee is also immensely grateful for the work of the Democratic Services team who organise and liaise with all parties to ensure that the items discussed meet the objectives set.

At the committee's request, the cabinet member with responsibility for refuse and recycling has been attending the meetings on a regular basis to answer questions on the closure of the HRC and the measures being put in place to assess the impact.

The committee has also been pleased to receive regular reports from borough councillors who sit on Gloucester County Council's three scrutiny groups for Health, Economic Development, and the Police and Crime Panel. The Borough Council's Budget Scrutiny Group, and the more recently established Scrutiny Task Group for Housing Transition, have also provided timely updates.

During the year, key business of the committee has involved scrutiny of the Ubico environmental services company, the local enforcement plan, the draft grants policy, the biodiversity duty report, the Golden Valley social value strategy and the collections development policy. There have been updates on the Tackling Multiple Deprivation work and the air quality strategy as well as progress on implementation of recommendations from the Local Government Association (LGA) peer review on planning. The committee was briefed on the barriers to affordable housing delivery, the challenges of reconciling heritage protection with sustainability measures, and the evolving situation with local government reorganisation.

This annual report provides an insight into the focus of each meeting. In so doing, it demonstrates clearly the depth and breadth of the council's commitment to its local community combined with a strong desire to ensure accountability and to deliver positive outcomes for all its residents.

The Committee

2024-25

Members

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

CBC Officer leads:

- Claire Hughes, Director of Governance, Housing and Communities
- Victoria Bishop, Governance, Risk and Assurance Manager

Meetings

The Committee met six times across the municipal year 2024-25:

- 09 September
- 21 October
- 25 November
- 13 January
- 24 February
- 31 March

Budget Scrutiny Working Group

Councillor Adrian Bamford

Chair of Budget Scrutiny Working Group

The aim of the Budget Scrutiny Working Group (BSWG) is to monitor council spending throughout the year as well as to examine incoming budget proposals. It is a good opportunity for non-Cabinet members of CBC to provide an independent review and feed in ideas on budgetary measures and responses to external pressures on CBC operations as a whole.

As part of the BSWG's oversight, in the last year the group examined and commented on the 2025-26 Housing Revenue Account budget proposals, on General Fund Revenue and Capital Budget Proposals 2025-26, and the CBC Financial Out-Turn Report 2023-24. They also received a presentation on the Ubico budget and an update on the savings programme.

Despite the unprecedented financial challenges of the last few years, including the rising costs of service delivery and supporting people hit by the cost-of-living crisis, the 2024-25 budget has seen favourable movement with £385k recurring savings achieved through the senior leadership restructure following the transition of Cheltenham Borough Homes to the 'in-house' provision of CBC Housing Services.

The additional budgeted savings are currently being identified. The 2025-26 budget is forecasted to make a £2m contribution to general balances and reserves, marking the first time in five years that required savings will be outstripped by contributions. Whilst the wider financial landscape remains challenging, the council is in a strong position with a clear roadmap for recovery and revitalisation.

Scrutiny Task Group

Cheltenham Borough Homes to Cheltenham Borough Council Transition

The Scrutiny Task Group Housing Transition was established in 2023 and presented its formal final report to O&S in September 2024. The members of the task group were Councillors Paul Baker, Adrian Bamford, Suzanne Williams, former Councillors Wendy Flynn and Emma Nelson, and the co-optee, Ian Mason.


The group had received and commented on the housing integration action plan, actively contributed to the creation of a consultation framework to develop a Tenant Offer and considered the development of the future governance framework. During its time in operation the Task Group regularly updated O&S on its work.

The Leader thanked the task group for its report and proposed a follow-up review in a year and stressed shared responsibility for tackling Anti Social Behaviour which had been highlighted in the report. Emphasis was placed on community-based staff to identify issues early and support local interventions.

The Cabinet Housing Committee held its inaugural meeting in September 2024 as part of the new housing governance arrangements. It is responsible for overseeing the council's housing stock which includes the reviewing of the performance of all housing functions and the engagement of residents in the effective delivery of services. Tenants and a Leaseholder serve as co-optees on the Committee and represent the Committee on Tenant and Leaseholder Panels, to ensure the voices of tenants and leaseholders are strongly heard. The Committee has met seven times in the last year. As an advisory committee it has no decision-making powers of its own but it has made recommendations to the Cabinet on matters relating to the discharge of the housing functions, insofar as those functions relate to the council's housing stock.

The Head of Communities, Wellbeing and Partnerships presented a report to O&S in October, reflecting on progress on actions since its last review in June 2023. He provided an update on ongoing challenges facing Cheltenham's communities, including persistent cost-of-living pressures, child poverty, and health inequalities. The report highlighted concerns around youth safety, school attendance, and the rise in home schooling. It also showcased strong partnership work, particularly through the No Child Left Behind initiative, and reaffirmed the council's role in coordinating support across sectors. Members stressed the importance of continued collaboration, data-driven evaluation, and addressing misconceptions about the town's affluence. Further school attendance data will be shared to inform future discussions.

Pictures or additional
content



Other scrutiny

The committee scrutinised a number of key topics throughout the year, in addition to standard items, briefings from the Leader of the Council on key issues, and regular updates from task groups and representatives on county-wide scrutiny groups [Health Overview and Scrutiny, Police and Crime Panel, and Economic Growth Scrutiny]

Ubico

UBICO, the council's jointly owned environmental services local authority company, presented its annual report to O&S in **September**. It highlighted improvements in safety, reporting, carbon reduction, and operational efficiency. Waste volumes showed a slight drop in general waste and a rise in garden waste and fly-tipping, likely to be due (respectively) to the reduced household recycling hours and better public awareness. Members were able to ask why sickness absence has increased; this is a national trend and Ubico informed that it had appointed a Head of People to support staff and workforce planning. UBICO is refining its workforce strategy to support career development through competency frameworks.

Local Enforcement Plan

O&S reviewed the draft Local Enforcement Plan in **September**, prior to Cabinet consideration, together with Members of Audit, Compliance and Governance Committee. The plan, outlined the council's approach to planning enforcement, including priorities, timescales, and procedures. Members raised concerns about the need for stronger deterrents, proactive monitoring, and clearer responsibilities for listed buildings and derelict land. Officers explained that enforcement is largely reactive due to resource constraints and focused on remedial action. A section on the public interest test was added and further feedback from the O&S committee informed the final version prior to Cabinet consideration.

Progress report: 2023 Planning Peer Review

The Head of Development Management presented a progress update in **September** on the 12 key recommendations from the recent LGA peer review and improvements introduced since his appointment. The service continues to enhance public engagement, to empower communities and reduce pressure on council resources, particularly in responding to planning breaches. Two emerging neighbourhood plans may serve as models for best practice, and greater promotion of the weekly planning list is encouraged to support local involvement. The planning team has worked closely with HR to adopt a flexible and proactive approach to recruitment, and the service is also investing in long-term workforce development through apprenticeships, graduate-focused career pathways, and potential partnerships with educational institutions to strengthen its "grow your own" strategy.

Gloucestershire Airport

In **Septer**Page 69 it was reported to O&S that the Leader and the Chair of O&S had been approached to attend a scrutiny meeting with Gloucester City Council about the sale of Gloucestershire Airport. A joint scrutiny committee was proposed since Gloucester City and Cheltenham Borough are joint shareholders. This work was delayed in 2024/2025 due to various factors, including the local elections.

Grants Policy

Members were given the opportunity to consider the draft grants policy in **October**, prior to Cabinet consideration in November. The Director of Governance and Customer Service explained that the new Grants Policy aimed at strengthening oversight and transparency in the distribution of community funding. Key highlights included a commitment to robust governance and accountability for public funds, introduction of a grant toolkit with operational guidance, templates, and examples, future plans for a panel-based decision-making process to improve fairness and consistency.

Biodiversity Duty First Consideration Report

The report presented to O&S in **October** set the foundation for a full report due by January 2026, highlighting existing biodiversity actions, including partnerships with community groups, annual planting schemes and best practice reviews, with the Gloucestershire Local Nature Recovery Strategy expected in late autumn, and educational materials for staff, volunteers and the public, being developed. Members welcomed the report, and suggested several improvements, including a clearer vision statement, more detail on the 18 volunteer groups, and consideration of food and diet impacts on biodiversity. They also raised questions about Ash dieback and about Local Green Space designation and land leases, which officers committed to follow up.

Air Quality Update

in **November**, senior officers updated Members on CBC's air quality strategy, covering national context, local measurements, current actions, and future plans, with particular emphasis on the impact of the Air Quality Education post and feedback from DEFRA. Members welcomed the report, especially the schools project, and expressed interest in contributing to the new Air Quality Strategy and smoke control zone review. Officers addressed questions on particulate matter (PM2.5), monitoring limitations, pollution sources, and idling vehicles, and said that overall, the strategy prioritises education and awareness over enforcement, with Members and officers aligned on its importance and effectiveness.

Understanding Barriers to Affordable Housing Delivery

In **Novem**Page 70s outlined the current challenges and opportunities in Cheltenham's housing strategy. CBC and housing associations remain committed to exceeding market delivery rates, with a target of 35–40% affordable housing in new developments, with progress being made on the Strategic Housing Plan, Affordable Housing Guidance, and First Homes advice. Major sites in North and West Cheltenham could significantly boost delivery. CBC aims to acquire 20–25 homes annually, focusing on larger family properties and in terms of town centre regeneration, is working collaboratively to ensure affordable housing is integrated into vibrant urban areas.

Members expressed concern about the frequent failure to meet the 40% affordable housing target due to viability claims, and were reassured that developers' cost claims are independently scrutinised and robustly challenged, and that viability assessments are being updated. Additional concerns about the council purchasing homes at market value while developers profit, and a suggestion about stratifying affordable housing targets based on development size was noted by officers who said that this would require viability testing and regional agreement.

Devolution/ Local Government Reorganisation

The Leader briefed O&S in **January** on the publication of the government's white paper on devolution and local government reorganisation. She informed that a community governance review would take place to reflect the fact that much of Cheltenham is unparished. Members recognised the key projects CBC was undertaking which required significant resource; reorganisation would also require financial and staffing resource.

2025-26 General Fund and Housing Revenue Account Budget Proposals

The Chair of Budget Scrutiny Working Group reported in **January** on its scrutiny of the budget proposals, saying that in these difficult times the council's sound budget and relatively healthy position was a great reflection on the Deputy Chief Executive, finance team and council as a whole. Members were reassured by the officer's response to questions regarding employee pensions.

Temporary Closure of Household Recycling Centre (HRC)

At O&S's request, the Cabinet Member for Waste, Recycling and Public Realm continued to update Members during the Leader/ Cabinet Member briefing sessions at committee on the temporary closure on 10 **January** 2025 of the HRC. This followed the Cabinet decision in November 2024 which had generated considerable public interest. Detailed data was awaited and the council was working with partners on kerbside collections and disposal options.

Golden Valley Social Value Strategy

In **January** **Page 71** the Golden Valley Development team outlined key elements of the emerging Social Value Strategy which was currently in draft form. Further to O&S Members' comments, the team acknowledged concerns about public perception and are working with the communications team to ensure residents across Cheltenham understand the town-wide benefits of the development. Lease arrangements for future tenants will balance long-term stability with flexibility for growing businesses, particularly in the cyber sector.

Reconciling the challenges of heritage protection with sustainability measures

The Climate, Flooding and Decarbonisation Manager attended O&S in **February** and highlighted the challenges and barriers faced by owners of listed buildings. Members learned how the council was working to balance heritage preservation with the need for energy-efficient retrofitting, especially in listed buildings. Support is being offered through partnerships, community events, and initiatives like Future Fit Homes. A retrofit engagement officer has been appointed, and planning team capacity has been increased. The Council is considering new approaches such as Local Listed Building Consent Orders and continues to seek funding to improve energy efficiency in its own historic properties. National guidance now provides greater flexibility, helping to address retrofit challenges more consistently.

Interim Collections Development Policy 2025-27

In **March**, the draft interim Collections Policy for The Wilson was brought to committee, ahead of Cabinet consideration and a full review in two years following the completion of the Big Museum Project. Members were briefed on the project which includes extensive community consultation and outreach, aiming to shape the museum's future direction and ensure the collections reflect public input. The interim collections development policy ensures compliance with Arts Council standards and strengthens governance, while laying the groundwork for more ambitious and inclusive collection development.

Gloucestershire Joint Committees

Three members of Overview and Scrutiny Committee regularly attend Gloucestershire-wide joint meetings and report back to the committee. Here are summaries of their work and observations across the year

Summary of meetings of

GCC Health Overview and Scrutiny Committee in 2024-25

Items subject to scrutiny by the Health Overview and Scrutiny Committee were as follows:

1. Maternity Services Update

The update included information on the temporary changes to the provision of post-natal beds at Stroud Maternity Hospital and the closure of the Aveta Birthing Unit at Cheltenham General. It confirmed that the current problematic midwifery staffing position was likely to remain in place until the end of the current calendar year.

2. General Practice in Gloucestershire – An Update on Access

In February 2024 Gloucestershire provided a total of 388,618 appointments to a population of 689,422. It ranked third of all South-West region Integrated Care Boards by providing 2,734 appointments per 100,000 patients, (higher than the national figure of 2,357 appointments). It provided 2,008 appointments per 100,000 patients within 14 days, ranking fourth within the region and above the national average. It provided 68.6% of its appointments face-to-face, ranking it second within the region but it ranked second lowest in the provision of telephone calls.

3. Cancer Briefing

15 years ago GHNHSFT was able to hit most 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).

4. Update from South West Ambulance Service NHSFT

The biggest challenge for the Ambulance Trust across the South West 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 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.

Some of the rural response times were well below the mean in terms of call answering. Over the past 18 months performance has consistently been better than the national standard.

5. Gloucestershire Urgent and Emergency Care Winter Assurance Plan

Prevention and early intervention were stated as the main aim of this plan. The report highlights many community based initiatives to prevent this but it is thin on reassurance that capacity at the acute hospitals will have the flexibility to cope adequately with the inevitable substantial increase in demand that it will experience.

6. Update on Gloucestershire CC Motion 935 – Cancer Waiting Times

HOSC members recently visited the Regional Oncology Centre at Cheltenham General Hospital. It was an excellent opportunity not just to see the fantastic treatment facilities but also to discuss with Consultant medical staff, nurses and hospital managers the issues and problems they faced. We learnt that the failure to meet the 62-day wait target was primarily a diagnostic and surgical problem not an Oncology one. In Oncology there are fortunately still no delays for urgent treatment. There are currently no problems with many cancer pathways but significant difficulties are occurring in the Urology pathway and also the Lower GI (colorectal) cancer treatment pathway.

7. Living Well and Ageing Well in Gloucestershire

The Committee was presented with a model for dealing with frailty in Gloucestershire. The focus of the model was on keeping these vulnerable patients out of hospital as much as possible. Whilst the assessment/ diagnostic phase may require a brief hospital stay the aim would be to provide personalised care as close to home as possible with 'complex' care at home teams and virtual wards enabling clinical teams to monitor patients remotely.

8. Review of NHS Winter Assurance Plan 2024-25

This plan was presented to HOSC in October 2024 and the report gave an update on how effective the ICB considered it had been in the early part of the winter. Prevention and early intervention were stated as the main aim of this plan.

9. Major Ongoing Performance issues:

- i. Cancer Waiting Times
- ii. Ambulance Waiting Times
- iii. A&E Waiting Times
- iv. Access to NHS Dental Services
- v. Access to Mental Health Services
- vi. Waiting Times for Elective Surgery
- vii. Waiting times for some diagnostic services
- viii. Availability of medical beds in the acute and community hospital settings

Councillor Adrian Bamford
Up Hatherley ward

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Summary of meetings of Gloucestershire Economic Strategy Scrutiny Committee in 2024-25

Here is a summary of the points discussed:

- It was confirmed that this scrutiny committee would only scrutinise the activity of the City Region Board and was not intended to scrutinise the decisions of the individual district councils.
- Currently preparing to produce a Local Growth Plan. This will be based on the County Council's Economic Strategy.
- GCC will align its strategy with government strategy in certain areas eg housing targets.
- GCC is working with businesses to achieve net zero; this will allow GCC to achieve its target of 2045 with an 80% reduction by 2030.
- An overview of the county population, employment sectors and wellbeing scores for residents was shared.
- Population growth for the county is above national average – led by people moving to the county.
- Almost one in ten 16-64 year olds have no qualifications.
- The devolution application is being considered by GCC ; it is looking at options and what this would look like.
- The group will provide monthly updates to the Economic Officers Group Forum
- As requested, updates will also be provided to Climate Change Gloucestershire, District member briefings and a joint Environment and Economy Scrutiny Committee
- An Annual Implementation Strategy will be produced each Spring
- There was discussion of the proposed Unitary Authority and will form a new Strategic Authority when this is created
- Aim to finalise a Local Growth Plan in Spring
- Stakeholder engagement events held in Cirencester, Cheltenham and Gloucester to support the creation of the plan

Councillor Ben Orme
Lansdown ward

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**Summary of meetings of
Gloucestershire Police and Crime Panel
in 2024-25**

It's been a very tough year for our Gloucestershire police force with significant financial challenges, redundancies, loss of senior staff, suspensions at the highest level and low staff morale. As such, I've been grateful to sit on this panel at a critical time as a critical friend, to provide support and challenge where appropriate, especially when it affects our town. To help support the financial challenges our constabulary are still facing, the panel agreed to raise precepts across the county, to ensure our neighbourhoods can be as safe and supported as we need them to be.

I have been very vocal about numerous policing issues, including speaking up against the dangerous and antisocial behaviour of users on illegal e-bikes and e-scooters, creating fear and havoc across Cheltenham. That said, I am extremely grateful that action has been taking place to educate those who are committing such offences and where necessary taking these vehicles off the road when it has been safe to do so. On my last briefing, the police had successfully removed 20 illegal e-bikes from our streets. I would like to encourage everyone to report incidents of any illegal e-bikes or e-scooters activity to the police; they will take you seriously—just remember the date, time and location.

Unfortunately, drug dealing in our neighbourhoods continues - I have spotted dealings with my own eyes in St Peters on too many occasions. Thankfully, the commissioner has included the fight against drugs in his latest crime prevention plan. If you spot drug dealing on your street or anywhere else, don't think the police don't care, as they have promised they do—report it.

It is devastating to know Gloucestershire has the highest rates of school exclusions and 100% of children exploited by organised crime gangs would have been excluded from school. This is not right, and more support is required at a national level for schools, families and those in supporting roles. I have vocalised my concerns in panel meetings, and I hope more can be done with collaborative working by the police, schools and the county council. Our constabulary do have great programmes like the police cadets, and the Office of the Police and Crime Commissioner is helping to promote many crime prevention initiatives for children with local schools.

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Violence against women and girls (VAWG) is sadly growing and should not be tolerated by anyone—the constabulary know many cases go unreported. This male crime against women and girls also includes harassment, intimidation and abuse both physical and mental, such as coercive control. If you are a victim, please contact the police; support will be available to you, and it is a priority within the commissioner's latest [Police and Crime Prevention Plan](#). In addition, our new Temporary Chief Constable Maggie Blythe is a national lead on VAWG matters, and is also the national VAWG Coordinator for the National Police Chief's Council (NPCC).

I know our police force is ready to fight against the hatred and increase of far-right racism impacting the country and although we've not witnessed a full-on riot in Cheltenham or Gloucestershire, sadly these crimes do take place in our lives, both on our streets and online, and our police officers are ready to act. Hate crime is a crime and should not be tolerated—report it to the police.

As critical friend, representing Cheltenham on Gloucestershire's Police and Crime Panel, I stand up whenever I can to vocalise the concerns of residents. I take this role very seriously to ensure my contributions make a positive impact for our town.

There is much more I could share, as so much has happened during my first year on this panel, but I would like to close saying a big thank you to our police officers and staff who work so hard every day to make our streets and lives safer.

If you'd like to be informed real-time when issues are raised, you can watch our meetings online; they're available on [Gloucestershire County Council's](#) website.

Cllr Victoria Atherstone

St Peters ward

Cabinet member for Safety and Communities

What next?

Two external members have been invited to join the committee in order to offer further objective scrutiny of the items discussed and will become active members in the coming year. All Members of the Overview and Scrutiny are invited twice a year to come together to consider items for the workplan. The wide range of suggestions prioritised and itemised for 2025-26 include :



Preventative Maintenance on council assets and Community Leased Buildings

To understand the general approach to the planned maintenance of public facilities and the asset management strategy



Flood Risk Management and Prevention

To understand partnership working to improve flood mitigation in the borough



Draft Procurement Strategy

To consider the emerging CBC procurement strategy



Culture Board

To assess the outcomes of the activities and measuring success against original objectives



Equality, Diversity and Inclusion (EDI) policy

To consider the annual update and review implementation of the policy



Youth Engagement

To update O&S on progress being made by No Child Left behind to deliver a year of youth action



Empty Homes

To evaluate data and measures to encourage putting back in use and respective barriers

Contacts

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Overview and Scrutiny Committee Draft Work Plan 2025/2026

Title	Objective	Format	Officer/Interested Party/Partner		
24th November 2025					
Draft Procurement Strategy	To consider the emerging CBC procurement strategy	Information/Discussion Paper	Strategic Procurement Manager		
Culture Board	Assessing outcomes of the activities and measuring success against original objectives	Information/Discussion Paper	Head of Communities, Wellbeing and Partnerships		
2026					
Safeguarding – Safety for Women and Girls in the Borough	To update O&S on the work being carried out by the Cheltenham community safety partnership in response to the “Your experiences, your voice – Life in Cheltenham for young women” report and event	Information/Discussion Paper	Safeguarding and Partnerships Manager		
Youth Engagement	To update O&S on progress being made by No Child Left Behind to deliver a year of youth action	Information/Discussion Paper	Head of Communities, Wellbeing and Partnerships		
Empty Homes	Evaluating data and measures to encourage putting back in use and respective barriers	Information/Discussion Paper	Private Sector Housing		
Equalities, Diversities & Inclusion Policy	An annual update (May 2026)	Information/Discussion paper	Director of Governance, Housing and Communities		

Overview and Scrutiny Committee Draft Work Plan 2025/2026

Title	Objective	Format	Officer/Interested Party/Partner		
Equalities, Diversity & Inclusion policy update	A review of implementation	Information/Discussion Paper	Director of Governance, Housing and Communities		
Devolution	Assessing the opportunities and threats of devolution and how officers are prioritising/responding to these.	Information/Discussion Paper	Chief Executive		
Update on the Golden Valley Social Value Strategy	<i>To be discussed at the O&S planning meeting</i>		Director Major Development and Regeneration		