

Cheltenham Borough Council
Cabinet – 4th December, 2018
Town centre security strategy

Accountable member	Councillor Andrew McKinlay, Cabinet Member for Development and Safety
Accountable officer	Mike Redman, Director of Environment
Ward(s) affected	All
Key Decision?	Yes
Executive summary	<p>This report provides an overview of security issues affecting Cheltenham town centre, the safety and functioning of which is critical to the well-being of the local economy and the population which it serves.</p> <p>The Council recognises that it has a key leadership role as well as operational responsibilities in relation to the town's security, but that its strategic objectives can only be realised through working together with a wide range of statutory and voluntary agencies and the wider public, to plan and secure the long term sustainability of the local environment and economy.</p> <p>The authority recently secured an offer of £15k per annum for two years from the Cheltenham Business Improvement District (BID) to support more intensive work in the town centre to target security related issues.</p>
Recommendations	<p>Cabinet is recommended to:-</p> <ol style="list-style-type: none">1. Endorse the strategic priorities for town centre security as set out in section 2.1 of this report;2. Accept the offer of £15k per annum grant funding from the Cheltenham Business Improvement District (BID) to support a more intensive programme of security-related activities in the town centre over the next two years;3. Approve the use of an additional £50k per annum in each of the next two years from resources secured from efficiencies generated within the enforcement team, as an indirect result of additional HMO licensing fee income in 2018-19, to underpin additional staffing for town centre support activities as set out in Appendix 2.

Financial implications	<p>As outlined in the report, it is proposed that an additional £65k per annum is committed in each of the next two years, to fund additional staffing and associated support costs to allow a more targeted approach to town centre security issues within Cheltenham.</p> <p>This will utilise funding of £15k per annum from the Cheltenham BID and £50k per annum from efficiencies already secured within the enforcement team via income from HMO licensing activities. In future years, costs will be offset by additional income generated by the town centre team, for example through fixed penalty notices for littering.</p> <p>Contact officer: Andrew Knott, andrew.knott@publicagroup.uk</p>
Legal implications	<p>The Council will need to follow its HR procedures regarding recruitment</p> <p>SOLACE is the team that coordinates concerns around Anti-Social Behaviour and any enforcement action required. One Legal provide the legal assistance to progress any legal action through the courts.</p> <p>Any instalment of new CCTV must be consulted upon and equipment appropriately identified and that information recorded in accordance with the requirements for CCTV. In any handling of personal information must be processed in accordance with the Data Protection Act 2018.</p> <p>Any virement of funds must be lawful in accordance with the Financial Rules of the Council if funds are transferred between different divisions/departments.</p> <p>Contact officer: donna.marks@tewkesbury.gov.uk</p>
HR implications (including learning and organisational development)	<p>Normal policies will need to be applied in relation to the remuneration of and recruitment to identified posts.</p> <p>Contact officer: clare.jones@publicagroup.uk</p>
Key risks	<p>See Appendix 1</p>
Corporate and community plan implications	<p>None arising directly from this report.</p>
Environmental and climate change implications	<p>It is important that Cheltenham town centre continues to offer retail and other services to local residents as its core business, as this is inherently the most sustainable and least environmentally impactful approach.</p> <p>In relation to the town's role as a sub-regional shopping destination and having regard to development planned within the Joint Core Strategy, it will be increasingly important in order to manage environmental impacts, including air quality, that options are promoted which provide a convenient but more sustainable means of accessing the town and its services.</p>
Property/Asset Implications	<p>None arising directly from this report.</p>

1. Background

- 1.1** There are a number of areas where the Council is seeking to secure long term improvements to Cheltenham town centre, in order to maintain and improve upon its position as a sub-regional centre for the sale of goods and services. The Cheltenham Transport Plan and investment by CBC in partnership with Gloucestershire County Council (GCC) in High Street public realm enhancements, are part of that proactive approach, which seeks to improve the visitor experience and promote walking, cycling and public transport as alternatives to access to the town by car.
- 1.2** At the same time, the authority is investing in works to upgrade the quality of its parking provision and is extending payment options to include contactless meters, whilst also looking at the environmental quality of the offer.
- 1.3** Investment in some key facilities has already taken place, with the opening of Brewery Phase II and more recently, an enlarged Next and new John Lewis store. Notwithstanding these developments, the authority recognises that there is an increasing challenge in relation to on-line shopping and High Street stores that fail to adapt to the changing landscape will not be sustainable.
- 1.4** In order to thrive, Cheltenham recognises that it needs to offer more than just a retail experience and it is well paced to achieve that, with the quality of the town's festivals, wide-ranging food offer and events calendar all making a valued contribution.
- 1.5** All of this work could be undermined if residents and visitors feel that the town centre environment is an unsafe space, either during the day, or into the night time and the authority is keen to ensure that any risk of this should be effectively mitigated.
- 1.6** To this end, the Council is already leading on improvements, including the upgrading of the town's public realm CCTV infrastructure, investing in initiatives in support of the night-time economy which have resulted in the award of Purple Flag status (first secured in 2016) and actively participating in a town-wide initiative to help address higher level antisocial behaviour issues, through a partnership led by Gloucestershire Police called Solace.
- 1.7** The Council now wants to go further, by having a zero tolerance approach to environmental crime, whilst also seeking to identify and tackle some of the underlying causes of ASB through a process of intensive engagement with both perpetrators and communities, to try and divert offenders onto a more productive life pathway. Gloucestershire is already making some positive steps forward in this respect, through its approach to safeguarding and restorative justice, informed by our understanding of the long term impact of early adverse experiences and trauma on children.

2. Strategic priorities for town centre security

2.1 Key strategic priority outcome objectives for town centre security are:

- To ensure that there is an effective response to identifying, recording and addressing incidents of antisocial behaviour, including sharing of data with partners where practically and legally feasible;
- To target the resolution of environmental issues, in recognition of the positive impact which a clean environment can have on reducing other forms of crime and antisocial behaviour;
- To seek to identify repeat perpetrators of envirocrime and antisocial behaviour, with a view to providing appropriate family support and/or restorative justice wherever practicable, as preferred alternatives to criminal sanctions;
- To provide outreach support to those who are genuinely street homeless and provide

signposting to appropriate accommodation;

- To continue to promote the safety of the night-time economy and retain our prestigious Purple Flag status.

2.2 The following key actions have been identified for the next two years:-

- Recruit to dedicated posts identified in Appendix 2 and ensure that job descriptions in relation to replacement posts are modified to support a more flexible approach in support of town centre security activities;
- provide staff and partner training to support town centre security and intensive engagement activities;
- Develop a performance framework for assessing progress against our key outcome priorities;
- Complete the upgrade of our town centre public realm CCTV infrastructure;
- Consult on, agree and report against the performance criteria which will allow the Cheltenham BID to assess and feedback to its members on the success of the initiative;
- Develop and adopt night-time economy strategy;
- Agree memorandum of understanding with day and night safe partners;
- Seek to retain Purple Flag status in relation to the night-time economy;
- Work with Ubico to improve standards in relation to street cleansing and graffiti removal.

3. Reasons for recommendations

- 3.1** Additional support to target a range of security-related issues in the town centre is considered appropriate to mitigate the risks outlined in Appendix 1, in partnership with a range of agencies with whom the authority is already engaged.

4. Alternative options considered

- 4.1** The nature of the partnership approach and the required flexibility of response to particular issues, means that there isn't one specific option being trialled and therefore no obvious alternative option.
- 4.2** Whilst the suggestion is that everything possible should be done to provide support and seek to modify the behaviours of those giving rise to security risks, the authority and its partners retain the option of utilising civil or criminal sanctions where this is deemed to be proportionate and in the wider public interest.

5. Consultation and feedback

- 5.1** The authority has consulted at length with both the Police and the Cheltenham BID and will continue to liaise in relation to the key priorities for action, which may change from time to time.
- 5.2** In addition, consultation has taken place internally with Safeguarding, Public Protection, Licensing, Enforcement and Solace representatives.

6. Performance management –monitoring and review

- 6.1** Performance needs to be monitored holistically across a range of service delivery outputs, but there is a strong case for also monitoring public opinion and satisfaction longitudinally, in relation to perceptions of the town and its environment. The recent Peer Review work has highlighted the need for this sort of monitoring to supplement other service outcome data.

6.2 Suggested performance criteria include the following:-

- No. of recorded incidents of antisocial behaviour by category responded to within 24 hours;
- No. of referrals of individuals to support agencies by category and support provided;
- No. of town centre envirocrime cases and number resolved;
- No. of businesses provided with advice about antisocial behaviour.

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Appendices	1. Risk Assessment 2. Town Centre project update
Background information	

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
TC01	If the Council and its partners fail to maintain and improve upon the local environment and safety of the town centre, there is a risk of adverse impacts on town's reputation and its economic performance	Mike Redman	Dec 2018	4	3	12	Reduce	Approve report recommendations		Sarah Clark	
TC02	If the Council and its partners do not ensure the safety of visitors to the town's night-time economy, there is a risk of adverse impacts on Cheltenham's reputation and economic performance	Mike Redman	Dec 2018	4	3	12	Reduce	Approve report recommendations		Louis Krog	
TC03	If the Council and its partners fail to maintain the cleanliness and visual appearance of the town centre, there is a risk that it will not attract visitors and others accessing services, with reputational and economic consequences	Mike Redman	Dec 2018	4	3	12	Reduce	Approve report recommendations		Mark Nelson / Karen Watson	
TC04	If the perpetrators of antisocial and criminal behaviour are not provided with appropriate boundaries and support,	Mike Redman	Dec 2018	4	3	12	Reduce	Ensure that a process of intensive engagement takes place with communities, to optimise support for	Oct 2018	Sarah Clark	

	there is a high risk of reoffending, with adverse social and financial consequences.							young people before adverse behaviours become entrenched.			
TC05	If the Council does not work proactively to address street homelessness, there are risks to the authority's reputation, the health of the individuals concerned and public perceptions of safety	Mike Redman	August 2018	4	3	12	Reduce	<p>Provide outreach support and work with housing organisations to help those in need</p> <p>Seek early intervention to support those who have experienced ACE's</p> <p>Ensure that aggressive street begging is prevented</p>	Oct 2018	Martin Stacy	
TC06	If funding from the Cheltenham BID is discontinued after two years, there may be an impact on the resources available to tackle security issues in the town centre	Mike Redman	Dec 2018	2	3	6	Accept	<p>The Cheltenham BID contribution, whilst welcome in terms of project initiation and partnership commitment, is a relatively small percentage of the total funds being made available to tackle town centre security issues.</p> <p>In the event that funding from this source is discontinued, the Council will need to reassess the priority of the scheme and related service demands at that</p>		Sarah Clark / Mike Redman	

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Explanatory notes

Impact – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical)

Likelihood – how likely is it that the risk will occur on a scale of 1-6
(1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability)

Control - Either: Reduce / Accept / Transfer to 3rd party / Close