



Overview and Scrutiny Committee

Meeting: Monday, 15th June 2015 at 6.30 pm in Civic Suite, North Warehouse, The Docks, Gloucester, GL1 2EP

Membership:	Cllrs. Lugg (Chair), Hampson (Vice-Chair), Norman (Spokesperson), Haigh, Gravells, Lewis, S. Witts, Dee, Field, Beeley, Hansdot, Pearsall, Randle, Toleman and Etheridge
Contact:	Sonia Tucker Democratic Services Officer (Scrutiny Support) 01452 396126 sonia.tucker@gloucester.gov.uk

AGENDA

1.	<p>APPOINTMENT OF CHAIR AND VICE CHAIR</p> <p>To note the appointments made by Council at the Annual Meeting:-</p> <ul style="list-style-type: none"> • Chair – Councillor Jan Lugg • Vice Chair – Councillor Neil Hampson • Spokesperson – Councillor Hannah Norman
2.	<p>APOLOGIES AND WELCOME TO NEW MEMBERS OF THE COMMITTEE</p> <p>To receive apologies for absence.</p> <p>Chair to welcome the following new Members to the Committee:-</p> <ul style="list-style-type: none"> • Councillor Neil Hampson • Councillor Hannah Norman • Councillor Chris Etheridge • Councillor Laura Pearsall
3.	<p>DECLARATIONS OF INTEREST</p> <p>To receive from Members, declarations of the existence of any disclosable pecuniary, or non-pecuniary, interests and the nature of those interests in relation to any agenda item. Please see Agenda Notes.</p>
4.	<p>MINUTES (Pages 7 - 14)</p> <p>To approve as a correct record the minutes of the meeting held on 23 March 2015.</p>

5.	<p>PUBLIC QUESTION TIME (15 MINUTES)</p> <p>To receive any questions from members of the public provided that a question does not relate to:</p> <ul style="list-style-type: none"> • Matters which are the subject of current or pending legal proceedings, or • Matters relating to employees or former employees of the Council or comments in respect of individual Council Officers
6.	<p>PETITIONS AND DEPUTATIONS (15 MINUTES)</p> <p>To receive any petitions and deputations provided that no such petition or deputation is in relation to:</p> <ul style="list-style-type: none"> • Matters relating to individual Council Officers, or • Matters relating to current or pending legal proceedings
7.	<p>AMEY ANNUAL PERFORMANCE MONITORING (Pages 15 - 56)</p> <p>To receive the report of the Strategic Streetcare Partnership which includes key performance indicators for the Partnership and a Service Delivery Plan.</p>
8.	<p>2014-15 FINANCIAL OUTTURN (Pages 57 - 70)</p> <p>To receive the report of the Cabinet Member for Performance and Resources which informs Members of the final Council position against agreed budgets for the 2014/15 financial year. The report also highlights some key performance indicators.</p>
9.	<p>RUGBY WORLD CUP UPDATE</p> <p>To receive the report of the Cabinet Member for Regeneration and Economy which updates Members on progress against the key issues for the delivery of the Rugby World Cup 2015.</p> <p>PLEASE NOTE: The report is embargoed until 10 June 2015 when further information will be announced as part of the '100 Days to Go' Press Release. Therefore, at the time of publishing the agenda, the information cannot be made publicly available, but will be published as a supplement after 10 June 2015.</p>
10.	<p>PARTNERSHIP WORKING WITH GLOUCESTERSHIRE COUNTY COUNCIL (Pages 71 - 84)</p> <p>To receive the report of the Cabinet Member for Performance and Resources which informs Members of progress made towards partnership working between Gloucester City Council and Gloucestershire County Council and which seeks authority to continue to develop the partnership.</p> <p>PLEASE NOTE: Appendix 1 contains exempt information as defined in Paragraph 4 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended). If Members wish to discuss information contained in Appendix 1 it will be necessary for the Chair to pass a resolution to exclude the press and public.</p>

11.	<p>ANNUAL REPORT OF THE THE OVERVIEW AND SCRUTINY COMMITTEE FOR 2014-15 (Pages 85 - 108)</p> <p>To receive the Chair of Overview and Scrutiny's report on the activities of the Committee in 2014-15.</p> <p>Members are asked to endorse the report prior to its submission to Council on 23 July 2015.</p>
12.	<p>CABINET FORWARD PLAN (Pages 109 - 120)</p> <p>To consider the latest version of the Cabinet Forward Plan.</p>
13.	<p>OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME (Pages 121 - 122)</p> <p>To consider the latest version of the Committee's work programme.</p>
14.	<p>DATE OF NEXT MEETING</p> <p>Monday 13 July 2015 at 18.30 hours.</p>

M. Shields

.....
Martin Shields
Corporate Director of Services and Neighbourhoods

Date of Publication: Friday, 5 June 2015

NOTES

Disclosable Pecuniary Interests

The duties to register, disclose and not to participate in respect of any matter in which a member has a Disclosable Pecuniary Interest are set out in Chapter 7 of the Localism Act 2011.

Disclosable pecuniary interests are defined in the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 as follows –

<u>Interest</u>	<u>Prescribed description</u>
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	Any payment or provision of any other financial benefit (other than from the Council) made or provided within the previous 12 months (up to and including the date of notification of the interest) in respect of any expenses incurred by you carrying out duties as a member, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
Contracts	Any contract which is made between you, your spouse or civil partner or person with whom you are living as a spouse or civil partner (or a body in which you or they have a beneficial interest) and the Council (a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged
Land	Any beneficial interest in land which is within the Council's area. For this purpose "land" includes an easement, servitude, interest or right in or over land which does not carry with it a right for you, your spouse, civil partner or person with whom you are living as a spouse or civil partner (alone or jointly with another) to occupy the land or to receive income.
Licences	Any licence (alone or jointly with others) to occupy land in the Council's area for a month or longer.
Corporate tenancies	Any tenancy where (to your knowledge) – (a) the landlord is the Council; and (b) the tenant is a body in which you, your spouse or civil partner or a person you are living with as a spouse or civil partner has a beneficial interest
Securities	Any beneficial interest in securities of a body where – (a) that body (to your knowledge) has a place of business or land in the Council's area and (b) either – i. The total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or ii. If the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, your spouse or civil partner or person with

whom you are living as a spouse or civil partner has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

For this purpose, “securities” means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

NOTE: the requirements in respect of the registration and disclosure of Disclosable Pecuniary Interests and withdrawing from participating in respect of any matter where you have a Disclosable Pecuniary Interest apply to your interests and those of your spouse or civil partner or person with whom you are living as a spouse or civil partner where you are aware of their interest.

Access to Information

Agendas and reports can be viewed on the Gloucester City Council website: www.gloucester.gov.uk and are available to view five working days prior to the meeting date.

For further details and enquiries about this meeting please contact Sonia Tucker, 01452 396126, sonia.tucker@gloucester.gov.uk.

For general enquiries about Gloucester City Council’s meetings please contact Democratic Services, 01452 396126, democratic.services@gloucester.gov.uk.

If you, or someone you know cannot understand English and need help with this information, or if you would like a large print, Braille, or audio version of this information please call 01452 396396.

Recording of meetings

Please be aware that meetings may be recorded with the Mayor or Chair’s consent and this may include recording of persons seated in the Public Gallery or speaking at the meeting. Please notify a City Council Officer if you have any objections to this practice and the Mayor/Chair will take reasonable steps to ensure that any request not to be recorded is complied with.

Any recording must take place in such a way as to ensure that the view of Councillors, Officers, the Public and Press is not obstructed. The use of flash photography and/or additional lighting will not be allowed unless this has been discussed and agreed in advance of the meeting.

FIRE / EMERGENCY EVACUATION PROCEDURE

If the fire alarm sounds continuously, or if you are instructed to do so, you must leave the building by the nearest available exit. You will be directed to the nearest exit by council staff. It is vital that you follow their instructions:

- You should proceed calmly; do not run and do not use the lifts;
- Do not stop to collect personal belongings;
- Once you are outside, please do not wait immediately next to the building; gather at the assembly point in the car park and await further instructions;
- Do not re-enter the building until told by a member of staff or the fire brigade that it is safe to do so.

This page is intentionally left blank



OVERVIEW AND SCRUTINY COMMITTEE

MEETING : Monday, 23rd March 2015

PRESENT : Cllrs. Lugg (Chair), S. Witts (Vice-Chair), Gravells (Spokesperson), Haigh, Hanman, Lewis, Wilson, Field, Dee, Taylor, Beeley, Hansdot, Toleman and Pullen

Others in Attendance

Mr R Cook, Corporate Director
Ms G Ragon, Head of Public Protection

APOLOGIES : Cllrs. Ravenhill

93. DECLARATIONS OF INTEREST

There were no declarations of interest.

94. MINUTES

The minutes of the meeting held on 23 February 2015 were confirmed as a correct record and signed by the Chair.

95. PUBLIC QUESTION TIME (15 MINUTES)

There were no questions from members of the public.

96. PETITIONS AND DEPUTATIONS (15 MINUTES)

There were no petitions or deputations.

97. GLOUCESTER CITY MARKETS STRATEGY

The Chair welcomed Mr R Cook, Corporate Director, and Ms G Ragon, Head of Public Protection, to the meeting.

OVERVIEW AND SCRUTINY COMMITTEE

23.03.15

Members were presented with a report which set out the results of a 12 week consultation exercise on the 5 year Draft Markets Strategy. The document sought approval for the adoption of the Gloucester City Markets Strategy and Action Plan and asked Cabinet to endorse the investigation of options for a new ground floor indoor market.

Overview and Scrutiny Committee was asked to note the report, subject to any recommendations Members wished to make to Cabinet.

Members discussed the following matters:-

1. A Member queried whether the indoor market might be relocated close to the new bus station. Ms Ragon replied that this was one of the options which would be explored. The Member advised the Committee of her discussions with the manager of Preston Market, where the market was regarded as an anchor store and promoted as a key retail attraction, and queried whether the same approach was intended for Gloucester's new indoor market. Ms Ragon responded that when the indoor market was relocated it would be able to have more stalls and would be more attractive. The Member replied that the indoor market's current location was poorly signposted and requested that this be addressed in the Strategy.
2. A Member referred to the future closure of the BHS store in Eastgate Street and suggested that this could be added to the list of possible locations for the new indoor market.
3. A Member commented that the overpowering PA system used by the butcher in the King's Square Cherry and White market was a deterrent to shoppers. Another Member disagreed and said that the trader was popular and that customers enjoyed his performance.
4. A Member asked if it would be possible to have a dual site in the Eastgate Shopping Centre for the indoor market so that shoppers could walk between the two areas. Ms Ragon replied that there were no vacant units available.
5. A Member questioned if the City Council was still subsidising the City Centre Partnership specialist market. Ms Ragon indicated that a small sum of money was being paid to support the market, but that this was being tapered with the intention that the market would become self-supporting at the end of a set period.
6. Three Members commented that they were unaware of the existence of some of the specialist markets and suggested that they could be better advertised and could include the use of banners. Ms Ragon said that a full marketing plan would be drawn up as part of the Strategy.
7. A Member considered that the Night Market should be held more frequently.
8. A Member noted that the Strategy would be out of date by the time King's Quarter and Blackfriars had been developed. Ms Ragon replied that the Strategy would be refreshed at the end of the 5 year period.

OVERVIEW AND SCRUTINY COMMITTEE
23.03.15

9. A Member asked how this Strategy differed to previous strategies. Ms Ragon said that she was not familiar with any previous strategies, but that this Strategy was unique because it would be driven by the Action Plan.
10. A Member referred to the 50% take up rate on Farmers' Market stalls and asked what initiatives were being carried out to attract more stallholders. Ms Ragon replied that the contract for the market had been re-tendered and that this had led to an improved offer.
11. A Member remarked that Ward based markets could stimulate interest in markets by allowing local people to sell their produce in their own neighbourhood.
12. A Member suggested that Gloucester Quays could be approached with a view to holding their Wine and Food Festival in the City Centre. Another Member stated that there was no evidence that such themed events in the Quays drew customers away from the City Centre and considered that the City Council should work with Gloucester Quays.
13. A Member suggested that charity stalls could be encouraged such as the W.I. Another Member agreed that social enterprise should be welcomed.
14. A Member asked if the indoor market could be extended into the Greyfriars area. Ms Ragon replied that this had been explored with traders who had indicated that this was not a viable option because of the current lack of footfall in the area. Members noted that the position might change in the future with the development of the Greyfriars scheme and accompanying linkages.
15. A Member commented that outdoor food stalls in the City Centre could be held on different days to celebrate Gloucester's diverse food offer. Ms Ragon said that discussions were being held with the Asset Management Team on the feasibility of having an indoor market with a combination of outdoor stalls.
16. A Member queried plans for the vacant bowling green to the side of the current indoor market. Ms Ragon agreed to investigate this point.
17. A Member suggested that Gloucester Services could be contacted with a view to them holding a one-off market to promote their business.
18. A Member commented on the current lack of stalls in the Cherry and White market on a Saturday. Ms Ragon said that the market, in common with others, suffered a reduction in trade after Christmas. Members were advised that discussions with stallholders had resulted in stalls being concentrated together rather than being scattered over King's Square and that this was deemed to be an improvement.

RESOLVED TO RECOMMEND TO CABINET

OVERVIEW AND SCRUTINY COMMITTEE
23.03.15

1. That the Gloucester City Markets Strategy and Action Plan should include proposals for better signposting for the current Eastgate Indoor Market.
2. That the report be noted.

98. RUGBY WORLD CUP UPDATE

Members were presented with a report which informed them of progress against the key issues for the delivery of the Rugby World Cup 2015.

Mr Cook advised Members that information regarding the location of the 'Fanzone' was embargoed until Thursday when England Rugby 2015 would be issuing a press release.

Mr Cook briefed Members on the outcome of a meeting held with the Kingsholm and Wotton Neighbourhood Partnership on 14 March 2015. The main issues discussed at the meeting had centred on road closures, parking and disturbance to residents. Mr Cook said the discussions had been helpful and that the meeting had received positive press coverage. A further meeting was planned for June or July.

Overview and Scrutiny Committee was asked to note the progress made so far regarding the preparations as part of Gloucester's Host City arrangements.

Members discussed the following matters:-

1. A Member requested regular emailed Member briefings on the project. Mr Cook agreed to provide these.
2. A Member commented that some of the car parking spaces identified in the transport plan were unlikely to be available during the week as they would be in use. Mr Cook replied that people who came to the ground every week would try to park in their usual places and that discussions were taking place on whether match goers could be diverted to particular car parks. Gloucester Rugby would use its database to communicate messages about parking. Mr Cook said that the transport plan was also about alternative methods of transport such as walking and cycling.
3. A Member commented that visitors familiar with Gloucester were unlikely to go to the Fanzone and said that it was important to have clean streets and good signposting. Mr Cook said that 2 walking routes would be established and that the intention was to encourage visitors to walk to the Fanzone and other parts of the City and not just to the Ground. Meetings had taken place with Amey regarding cleansing. A Member enquired if buses would be provided between the Fanzone and the Ground. Mr Cook said there were no plans for buses and explained that road closures would mean that buses could only get to either end of Kingsholm Road. He added that there would be special measures for those match goers with disabilities.
4. A Member noted plans to install semi-permanent toilets in King's Square and pointed out that the lack of public toilets outside the Ground posed a serious

OVERVIEW AND SCRUTINY COMMITTEE
23.03.15

issue. The Member asked if portable toilets could be positioned in the car park in Kingsholm Road. Mr Cook said that there were no plans for additional toilets outside the Ground as the number of people expected to attend was no greater than on significant match days during the season. Mr Cook agreed to pass the Member's concerns to England Rugby. Another Member remarked that foreign tourists would not know where pubs and restaurants were located where toilets could be used. Further concern was expressed by another Member who regularly received complaints about people urinating in alleyways in his Ward. The Member stated that the situation would be worse during the tournament as those people without tickets were likely to hang around outside the Ground hoping to be able to purchase one and that this would put further pressure on the infrastructure.

5. A Member commented that rugby fans might have wider interests beyond rugby and stated that the website should reflect this. Mr Cook responded that he had met with Marketing Gloucester to explore ways of promoting the City's attractions. Another Member suggested that events such as the History Festival and Heritage Open Days should be publicised.
6. A Member queried the level of Police cover for the matches. Mr Cook indicated that England Rugby perceived the tournament as being a non-policed event. Mr Cook pointed out that Police were represented on the steering group. Mr Cook advised the Committee that Ms Ragon would be carrying out a table top emergency planning exercise which would rehearse various scenarios.
7. A Member asked if vacant land at St Oswald's Park had been identified for potential parking and highlighted that charities could organise the parking and benefit from the proceeds. Mr Cook advised the Member that all available parking at St Oswald's Park had been included in the plans. Another Member suggested that traders in St Oswald's Park could sponsor car parking. Mr Cook replied that as there were time limits on parking in the retail park this had been discounted.
8. A Member sought clarification on sponsorship in the Fanzone. Mr Cook explained that this was strictly regulated by England Rugby within the zone, but that there would be other sponsorship opportunities across the City.
9. More detail was requested on road closures by a Member who emphasised the need to inform Ward Councillors so that they could brief their residents. Mr Cook replied that road closures were proposed for 3 hours before, and up to 2 hours after the match and that local residents would be provided with the information.
10. A Member looked forward to receiving details on the 'Spectacular' and said it was important that the legacy brought the community together. He suggested that after the event there should be a 'thank you' to Kingsholm residents. Mr Cook indicated that it was hoped that communities would stage their own events to celebrate the tournament and commented that the aim of the legacy was to encourage the take up of all sports.

OVERVIEW AND SCRUTINY COMMITTEE
23.03.15

11. A Member requested that the Welcome Ceremonies should involve as many local people as possible and that they should reflect the culture of the City. Mr Cook commented that information was being sent out to local schools and that there would be pre-match entertainment. He anticipated that the tournament would engender the same community spirit and celebration as had been experienced during the 2012 Olympics.
12. A Member had received an email advising that schools wanting to take part in music and singing should submit a video by 22 March and queried if the deadline could be extended. Mr Cook advised the Member to respond to the email and request an extension to the deadline.
13. A Member questioned the reference to the 'heavy' control imposed by England Rugby and asked if the levels of bureaucracy were impacting on the City Council's ability to get key messages out and was hampering its influence on the Project Board. Mr Cook replied that the City Council had to abide by the Host City agreement and reassured the Member that despite the protocols that were in place that the City Council was in regular contact with the Communications Team and were able to put messages out through the portal once they had gone through the proper channels.
14. A Member pointed out that the legacy had stressed the importance of working with partners and sought confirmation that there had been involvement with partners in the health service. Mr Cook agreed that the aim of the legacy was to inspire individuals to take up physical activity and said he would find out which health service partners had been contacted.
15. A Member commended the Leader and Cabinet for their efforts in obtaining Host City status. Another Member reminded the Member that the success of the bid had been as a direct result of all political parties working together and the excellent work of Officers.

The Committee requested a further update at their meeting on 15 June 2015.

RESOLVED TO RECOMMEND TO CABINET – That the report be noted.

99. WASTE AND RECYCLING UPDATE

Members were presented with a report which updated them on the progress that had been made on the recommendations set out in the Final Report of the Overview and Scrutiny Committee, Recycling Task and Finish Group published in October 2013.

Overview and Scrutiny was asked to note the contents of the report and the positive proactive work that had been carried out in respect of waste and recycling by the Environmental Projects Team and to make any further recommendations to Cabinet that it considered appropriate.

OVERVIEW AND SCRUTINY COMMITTEE
23.03.15

A Member queried whether the charge for garden waste fully covered the cost of providing the service. Mr Cook confirmed that it did.

The Committee thanked Mr Cook for providing the update report.

RESOLVED – That the report be noted.

100. RECOMMENDATIONS FROM THE OVERVIEW AND SCRUTINY TASK AND FINISH GROUP ON THE MANAGEMENT OF PARCELS OF UNADOPTED GREEN LAND

The Chair of the Task and Finish Group introduced the report to Members. She commented that the Group had uncovered some complicated issues and explained the rationale for the Group's recommendations. She thanked her fellow Task and Finish Group Members, the Democratic Services Officer, and the other Officers who had assisted with the study.

Another Task and Finish Group Member highlighted the agreement reached with Amey to tackle dangerous sites on a case by case basis by adjusting their work schedules in order to avoid the City Council incurring any extra costs.

The Committee was asked to endorse the report prior to its presentation to Cabinet on 25 March 2015.

A Member, who was also Chair of the City Council's Planning Committee, welcomed the report and complimented the Group on its content.

A Member queried whether the Group was aware of the passing of land to Crown Estates. The Chair of the Task and Finish Group replied that the Group had not come across this as an issue during the study.

A Member noted that the Group had concluded that enforcement action was resource intensive and sought assurance that Officers would robustly pursue owners of the parcels of land. The Chair of the Task and Finish Group confirmed that this was the case.

The Committee welcomed the report.

RESOLVED – That the report be noted.

101. DATE OF NEXT MEETING

Monday 15 June 2015 at 18.30 hours.

Time of commencement: 19:00 hours

Time of conclusion: 21:03 hours

Chair

OVERVIEW AND SCRUTINY COMMITTEE
23.03.15



**Annual Performance Report
2014 - 2015**



Contents

Executive Summary

Waste & Recycling performance

Streets & Grounds performance

Service development

Executive Summary

The Streetcare Strategic Partnership delivers a holistic and integrated bundled Streetcare service including;

- Refuse collection and recycling;
- Trade waste collections;
- Street Cleansing;
- Grounds Maintenance;
- Park and open space management;
- Public convenience cleansing;
- Dog warden services;
- Vehicle and equipment maintenance.

The Terms of Reference for the Streetcare Partnership are:

- To act as Champions for the Streetcare Partnership;
- To give strategic direction;
- To ensure effective service planning;
- To ensure good performance;
- To act as a forum for consultation.

Services are provided across the City to approximately 55,000 properties. Each year the service will undertake approximately 2.9 million recycling and food waste collections, 1.43 million refuse collections and 470,000 green waste collections. In addition, more than 1,000 streets are cleansed and grass is cut at more than 1,470 sites.

Overall performance has been very good for 2014/2015.

The strategic outputs for the service are based on the aims of the Authority that seek to improve the Authority's services so as to deliver sustainability and increase use, through improved management and maintenance of public space in the City, these are referred to as the City's "Liveability aims".

The contract commenced in 2007 for a fifteen year period with a possible extension by a further five years.

Key Performance Indicators have been identified for the service; these are reported and reviewed on a monthly basis at Officer Level. Key Performance Indicators are reported and reviewed on a quarterly basis at Member. Details of the Key Performance are attached as an Appendix to this report.

The following commentary is noted in respect of Key Performance Indicators;

- **Missed green bins;** this KPI was the result of a high number of customer cancellations during changes in the administrative arrangements in respect of charging for service
- **Deliveries of black bins, recycling boxes and food caddies;** this KPI is the result of a significant increase in demand for replacement containers.
- **Waste complaints;** the majority of complaints relate to the significant increase in demand for replacement containers.
- **Streetscene instructions;** this KPI relates to an administrative issue when works instructions are being completed however, work instruction tickets were not being closed in a timely manner.
- **Mixed recycling boxes;** this was a new KPI introduced in 2015, prior to this data was not collected for reporting.

A thorough review of the Partnership's structure took place in the reporting period with the senior team strengthened with the creation of new posts to replace posts that were deleted.

- Operations Manager;
- Customer and Performance Manager;
- Operational Support Manager.

In addition, Supervisory vacancies in the waste and recycling service were filled following external advertisement bringing additional strength and experience to the management team.

Changes to the structure were achieved within the existing budget envelope.

Members will be aware that since 2011 the value of the contract has been reduced by £450,000. Savings were made in the following areas;

- Management savings (reduction in management capacity) - £45,000.
- Street Cleansing savings (reduction in the number of operatives) - £125,000.
- Grounds maintenance savings (reduction in the number of operatives) - £100,000.

- Park Wardens (reduction in the number of wardens) - £25,000.
- Play area maintenance (taking maintenance budget back in house) - £30,000.
- Flats, refuse and recycling (reduction in service) - £125,000.
- Indexation adjustment - £200,000.

At an operational level, the majority of issues are dealt with by Amey and are completed within the agreed timescale. There is regular daily dialogue between Amey Managers, Supervisors and Council Officers to ensure that a high standard of service is delivered across the City.

To ensure that operational issues are more formally monitored, there are fortnightly Operational meetings for each of the two main service areas, Waste and Recycling and Street Cleansing and Grounds Maintenance. These meetings are used to discuss issues that have arisen and to agree specific works and activities. Meetings also review planned schedules of work to ensure that work remains on schedule. The Operational meeting agrees any amendment to schedules that may be required, for example amendment to grass cutting schedules as a result of weather conditions.

A monthly Partnership meeting takes place that reviews the performance of the contract and considers any policy matters that may have been raised at the Operational meetings.

The Streetcare Strategic Partnership Board is chaired by the Cabinet Member for the Environment and also attended by Opposition Members.

Waste & Recycling performance

The garden waste service continues to operate three vehicles during the summer months as seasonal demand for the service increases. The collection service for garden waste changed from the start of 2015 following the introduction of a sticker system for customers to demonstrate that payment for service had been made. The sticker is displayed on the bin to ensure that only customers who have paid are receiving the service.

Alterations to Trade Waste services in the City Centre have been introduced to improve pedestrian safety and reduce the volume of trade waste deposited on City Centre Streets. Collection times for waste in the City Centre were reduced with the introduction of automatic bollards on the gated streets. This action caused some issues for customers leaving waste out overnight, as they are unable to put the waste out during the revised collection hours of 6am and 9.30am.

Following a trial in 2014, the kerbside recycling service has been expanded with provision made to collect aerosols and cartons as part of the regular weekly service. It has been necessary to modify the kerbside vehicles to ensure the extra commodities could be collected.

A waste reduction project has been created to help identify the cause for the increase in residual waste. One area of the city has been completed and further areas are being identified for additional work.

Following changes in the status of Gloucester City Homes earlier in 2015, from the end of June 2015, the Partnership will no longer be accepted Gloucester City Homes waste at the Eastern Avenue Depot.

Streets & Grounds performance

In 2014 Amey invested in a new grass cutting fleet to improve the efficiency and effectiveness of grass maintenance operations. New equipment included two Ransome Batwing grass cutters and four Toro triple mowers.

The grass cutting season in 2014 presented a number of challenges, particularly around mild winter weather and very wet conditions in early spring that restricted access to many sites.

In order to address issues in 2015 and improve service, all grass cutting equipment was serviced at the end of the 2014 cutting season before being securely stored at the Amey depot. Equipment was therefore prepared for immediate deployment when ground conditions allowed. Furthermore, arrangements were made to undertake topping off cuts throughout February and March 2015 when conditions allowed. This activity, before the service was fully mobilised, aimed to maintain grass at a suitable length to manage the risk of early growth when grass growth is accelerated by warm conditions.

As a result of activity, the 2015 grass cutting season was fully mobilised across the City and achieved a notable improvement compared to the mobilisation in 2014.

The Partnership has undertaken a trial project with Nomix Frontier to improve the efficiency and effectiveness of the annual weed spraying activity. The Nomix trial utilises technology and improved herbicide to target the application of herbicide rather than traditional blanket spraying which is less efficient and effective. Throughout the 2014 spraying season trials of the new system were undertaken and compared against control areas treated by traditional herbicide. The trial was considered a success with more efficient and effective application of herbicide. Final activity now focuses on the use of technology fitted to the quad bikes to facilitate spot treatment and the recording of spray sites.

Deep cleansing, including the removal of chewing gum is programmed in the City Centre throughout the year following an agreed programme. Service is suspended in the winter when there is a risk of sub zero conditions.

The planting of the World War 1 Centenary memorial orchard and wild flower meadow was created in the Bittern Avenue / Hawthorn Avenue junction. The project included the planting of 29 native / period apple trees in a wild flower bedding design.

The Partnership continues to trial wildflower seed mixes at sites across the City, the activity seeks to make the best use of available seed whilst delivering the most effective floral displays possible.

The number of planters has increased within the City Centre with more flowers maintained.

A programme is being followed to replace all the litter bins in the City Centre to improve the impression of the street scene. In addition, Town Centre operatives have also been issued with new barrow bins.

Additional grass cutting areas have been added to the maintenance schedules following the adoption of land by the Council from developers. The most notable area added to maintenance schedules includes a large area of grass in Kingsway, an area so large that a separate maintenance team has been recruited.

In addition to the one green flag currently awarded to Barnwood Arboretum, applications are being prepared for two additional green flag sites at Saintbury pond / allotment site and Robinswood Hill.

Preparations are underway for the Rugby world cup when the City will host a number of games together with the provision of a fan zone.

Service development

Schedule 6 of the contract relates to the **Service Delivery Plan**. This document is reviewed and updated on an annual basis and summarises the resources and services provided by the Streetcare contract. The schedule includes descriptions of the Strategic Management and Organisation for the Partnership, Continuous Improvement, Integrated Waste Services, Street Cleansing and Grounds Maintenance services.

The latest draft of the Service Delivery Plan is attached as an Appendix to this report.

Recycling service review

A project team has been working to review proposals for the new waste and recycling service and presented cost models for three new service options in May 2015. The models included continued provision for the separate weekly collection of food waste, mixing dry recyclables in refuse freighters and separate collections of glass containers.

The service modelling was reviewed by the Council's appointed consultant who indicated broad agreement with the modelling assumptions made by the project team. The Council had envisaged a new service model that would provide the bulk of, if not all the Council's savings target for 2015/16 (£300,000). Unfortunately two of the three options were more expensive than the current service and a reduced frequency of recycling collections indicated an annual saving in the region of £30,000. The Members Project Group agreed that none of the modelled options were financially viable and directed that they should not be explored further.

As a consequence, an exercise is being undertaken to identify efficiencies within the current service model and two themes in particular;

- Review of existing resource levels.
- Removal of service elements.

Work continues to develop proposals that can deliver the Council's savings programme.

This page is intentionally left blank



Gloucester City Council

Streetcare Service

Schedule 6

Service Delivery Plan

March 2015

Table of Contents

1.	Introduction	5
2.	Strategic Management and Organisation	7
2.1.	Amey Gloucester	7
2.2.	City Council Team	7
3.	Continuous Improvement	9
3.1.	From 1 Feb 2007 to 1 April 2011	9
3.2.	From 1 April 2011 to 31 March 2012	9
3.3.	From 1 April 2012 to 31 March 2013	10
3.4.	From 1 April 2014 to 31 March 2017	10
4.	Integrated Waste Services	12
4.1.	Management and Organisation	12
4.2.	Waste Collections	12
4.3.	Green Waste Collections	12
4.4.	Recycling Collections	12
4.5.	Bulky Waste Collections	13
4.6.	Clinical Waste Collection	14
4.7.	Commercial Waste Collection	14
4.8.	Depot and Transfer Station	14
5.	Street Cleansing	16
5.1.	Management and Organisation	16
5.2.	Manual Street Cleansing	16
5.3.	Mechanical Street Cleansing	18
5.4.	Special Maintenance Team	19
5.5.	Notable Features	20
6.	Grounds Maintenance	23
6.1.	Management and Organisation	23
6.2.	Planned Cyclical Works	23
6.3.	Arboriculture	24
7.	Community Engagement	26
8.	Business Support	28

Annex 1 – Amey Gloucester Management and Administration

Annex 2 – Amey Gloucester Resource Profile

Annex 3 – Pinch Points on Water Courses

Annex 4 – Playground Sites

Amey in Partnership with Gloucester City Council

Service Delivery Plan – Schedule 6

Annexe 5 – Annual diary of events Streets and Grounds Maintenance activities

Annexe 6 – Indicative annual work programme for Street Maintenance, landscape and Grounds Maintenance

1. Introduction

This **Schedule 6 – Service Delivery Plan** has been updated to summarise the resources and services provided for by the Streetcare Contract with effect from 1st January 2015 and takes precedence over the resources listed in:-

- Schedule 22 – Provider Bid Proposals
- Schedule 7a – Base Financial Model
- Schedule 7b – Cost Profile
- Schedule 11 – TUPE List

Service standards are agreed between the Partners. These service standards are base line and all parties should strive to exceed these “minimums”

Some service standards will reflect National Law and Regulations whilst others will be locally agreed Standards and KPI's. All of the agreed standards should be open to public scrutiny and should be available, on line, for members of the public and elected members alike.

Amey's role goes far beyond achieving service delivery outputs and is framed to support the Council in achieving the outcomes it has prioritised as a community leader. The core underlying partnership objectives are to:-

- Deliver increasing public satisfaction with public space and the services that contribute to a quality environment
- Deliver Streetcare Services in a cohesive manner so that they are responsive and flexible to local needs
- Ensure that public space is well used
- Provide the opportunity for residents to recycle up to 70% of their waste

The fixed volumes of planned cyclical work detailed in Annex 1 of Schedule 4 – Payment and Performance Mechanism of the Streetcare Contract are paid for by the Annual Contract Sum.

One off work and/or ad-hoc work is paid for via the Schedule of Rates detailed in Annex 2 of Schedule 4 – Payment and Performance Mechanism of the Streetcare Contract.

From time to time certain works are provided on a pay as you go basis (Cost Plus 8% Services) to allow monitoring of and accurate assessment of on-going resource requirements.

Once the resource needed for Cost Plus 8% Services is established then payment will be through the Annual Contract Sum. Annex 1 of Schedule 4 – Payment and Performance Mechanism of the Streetcare Contract will be amended to reflect the new volume of core work.

In certain cases a change in the volume of planned cyclical work paid for by the Annual Contract Sum could be achieved by redeployment of existing resources from other planned cyclical work rather than incurring additional cost. This could be achieved by accepting a lower service standard for certain planned cyclical work or

Amey in Partnership with Gloucester City Council

Service Delivery Plan – Schedule 6

choosing to discontinue certain planned cyclical work. Where this is not desired then the volume change mechanisms detailed in Clauses 22 and 23 of the Streetcare Contract are to be used.

In practical terms, the approach is to collect requests, ideas and thoughts and then consider, in the spirit of resource based contracting, whether, how and when they can be dealt with. Outcomes will include:-

- This can be done today at no extra cost without impacting on scheduled work
- This can be done at a later date, by efficient planning, at no extra cost without impacting on scheduled work
- This will impact on scheduled work, we can:-
 - Do this out of hours at additional cost
 - Stop doing elements of scheduled work and do this instead

Where a request is made to a Supervisor he / she will discuss the request with the Operations Manager and in turn, where necessary, the Account Director and propose an outcome for consideration by the City Council.

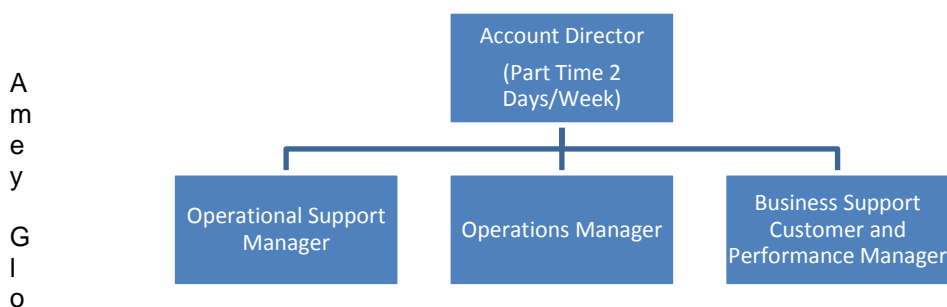
2. Strategic Management and Organisation

2.1. Amey Gloucester

Amey Gloucester is managed in the Northern Region of Amey's Local Government Division.

Amey Gloucester has been provided with the capacity and capability to operate largely autonomously - **local focus**. It is supported by specialist divisional staff in disciplines such as legal, human resource management, health/safety & environment, ICT, commercial and finance – **divisional expertise**. The contract is underpinned by the financial and corporate strength of the Amey Group – **national strength**.

The roles and responsibilities within the management team have evolved in response to the changing needs of the contract and the reshaping of the Neighbourhood Management Team at the City Council. The Senior Management Team for Amey Gloucester with effect from 1st November 2014 is set out below.



Gloucester will be led, trained, coached and mentored by the Account Director. He will be supported by Divisional Managers and other specialist Amey staff.

The roles of supervisory staff are detailed in Section 4 – Integrated Waste Management and in Section 5 – Public Realm (Street Cleansing, Special Maintenance and Grounds Maintenance

The roles of administrative staff are detailed in Section 7 Business Support

The men and vehicles used to provide Integrated Waste Services by shift by day are detailed in **Annex 2 – Amey Gloucester Resource Profile**

2.2. City Council Team

The City Councils partnership team is directed by The Corporate Director of Services and Neighbourhoods and managed by the Head of Neighbourhoods, Housing and Neighbourhood Services who is supported by the following staff:-

- Environmental Services Manager
- Environmental Projects Team
 - 6 Neighbourhood Coordinators and support staff
- Neighbourhood Management Service Manager
 - 7 Neighbourhood Coordinators and support staff

Amey in Partnership with Gloucester City Council

Service Delivery Plan – Schedule 6

The Environmental Service team work to provide easily accessible, reliable and efficient waste and recycling services. This includes the strategic development of the service, reviewing street cleansing regimes and investigating complaints and antisocial behaviour such as fly tipping

The Neighbourhood Services team work with partners, residents and communities to create stronger communities and a greener city. This includes working with residents to develop improved parks and open spaces. The team listens to residents and works with them to improve services for example through identifying problem areas for intensive clearing and cleaning. In addition, they work with the community to take a more active role in developing their local area and having a voice.

Quarterly strategic partnership meetings will be held to include Cabinet Member, 2 further elected Members drawn from opposition parties, Corporate Director and Head of Neighbourhoods (City Council), Account Director Amey Gloucester and Business Director (Environmental Services / North) Amey.

Regular operational partnership meetings primarily attended by the joint management team will be held on a monthly basis or more frequently as appropriate.

In addition, there are many day to day contacts between Amey Gloucester Staff (primarily at management and supervisor level) and Council Officers, particularly the Environmental Projects Team and Neighbourhood Managers, Contact Centre and Environmental Health Staff and their managers.

3. Continuous Improvement

Service developments since contract start are headlined below followed by short medium and long term objectives:-

3.1. From 1 Feb 2007 to 1 April 2011

- Increased the range of materials collected from street properties by the kerbside scheme adding in food waste, all plastic bottles (rather than just plastic milk bottles), light card and domestic dry cell batteries
- Introduced fortnightly collection of residual waste from street level properties
- Introduced fortnightly garden waste collection
- Built a new depot, transfer station and bulking up facility at Eastern Avenue
- Introduced Water Course inspections and clearances following the floods of 2007
- Introduced Wood Recycling
- Increased the number of recycling centres
- Increased Dry Recyclate collections and introduced food waste collections from Multi occupancy premises

3.2. From 1 April 2011 to 31 March 2012

- Converted all roll-on-off containers so that they can be picked up with a hook lift vehicle so standardising the service and improving contingency planning. Previously many containers were picked up with a specialist cable lift vehicle and other containers were picked up with a roll-on-off vehicle. Now all containers are picked up using one of two roll-on-off vehicles.
- Introduced a standard charge for bulky waste collections to control demand. This has seen a within 10 days of request performance standard achieved. Previously collections were scheduled into the next available slot which could be up to 8 weeks away.
- Migrated from a free to all fortnightly garden waste collection to a chargeable garden waste collection. This saw an income to the Council to support the service of approximately £300k. Collection rounds were reorganised during the course of the year as customers migrated from one service to the other and have now been reduced from 4 rounds to 2 rounds.
- Introduced Legionella Hygiene and monitoring programme for sports pavilions.
- Introduced a cleaning and water quality regime to maintain the Fountain in Gloucester Park.
- Carried out trials to establish the effectiveness and efficiency of walk behind mechanical sweeping equipment to help with maintaining standards of cleanliness in high footfall areas within the City.

Amey in Partnership with Gloucester City Council

Service Delivery Plan – Schedule 6

- Carried out trials to establish the effectiveness and efficiency of Mechanical Street washing equipment to help with maintaining standards of cleanliness in high footfall areas within the City.
- Replaced seasonal bedding with herbaceous and sustainable planting including a bee friendly wild flower mix which has been promoted by the Bee City Project as an example of best practice.

3.3. From 1 April 2012 to 31 March 2013

- Revised and reviewed reporting protocols and management information to produce a new Monthly Management Report (MMR) to illustrate the deployment of resources and service performance.
- Reviewed the number and location of Bring bank Sites to maximise recycling tonnage while ensuring value by balancing cost of service delivery with income received for recyclables.
- Integrated the emptying of dog waste bins with the emptying of litter bins so avoiding duplication of collection resource.
- Retained the Green Flag for Barnwood Park.
- Improved accountability for and management of playground repairs.
- Developed the Parks and Open Spaces Strategy incorporating a playing pitch strategy.
- Share equipment with the Countryside Unit.
- Moved properties which have no front gardens (and hence no off-street space to store wheeled bins) onto the purple sack scheme and consider an alternative sack collection of garden waste.

3.4. From 1 January 2015 to 31 March 2018

- Implement cost reduction strategy demanded by budget cuts while maintaining agreed levels of service.
- Develop Method Statements to better define how and when we do things.
- Consider the use of route mapping software to drive cost efficiencies within collection services
- Consider the development of GIS for asset tagging to include litter bins, street furniture, open spaces etc.
- Encourage the collection of additional non core recyclables at Bring Bank Sites by third parties to further complement the kerbside collection service. Potential new materials include batteries, Christmas Cards, CD's, Videos and aluminium foil.

Amey in Partnership with Gloucester City Council

Service Delivery Plan – Schedule 6

- Reinvigorate the commercial waste business to increase profit. This is an Amey business but contributes to the Streetcare Profit Share Mechanism throughout the life of the contract – success through shared objectives.
- Develop the Green Flag Strategy.
- Redefine and categorise hedges throughout the city to determine the optimum frequency of cut.
- Integrate schedules of work for the new development of Kingsway village (approximately 4,000 properties) which will come on line over the next 2 years.
- Develop procedures for mitigating the costs incurred by the kennelling of dogs and for recovering those remaining costs from owners when returning their dog.
- Jointly map out and measure all areas of land, open space, play areas etc. and agree a comprehensive maintenance agreement with land owners, namely, Gloucester City Council, Gloucester City Homes and Gloucestershire County Council
- Develop a role as advisor to Planners and Developers in the location and construction of recycling and waste receptacle areas and the location of litter and dog bins on all new developments to ensure ease of use and ease of access for emptying of containers.
- Review the opportunity for collaborative working with the Cemetery and Crematorium team.
- Review the opportunity for collaborative working with the County Councils Highways Maintenance provider (Amey after April 2014). This includes gully emptying and other street-works (pothole repairs, drop kerbs etc.). Continue to develop the Green Flag Strategy.
- Re-launch the **on-street recycling bin service** in the Gate streets to better enable users to understand that they are for recyclables only.
- Review the opportunity to increase recycling to > 70%.
- Developers to provide central recycling facilities in all new developments. The potential for subsurface storage outside of the old city could be explored.
- Introduce a system by which developers are responsible for the provision of funding for containers at all new developments.
- Consider Community waste collection, using surface or sub surface community size bins, as in some locations on the Continent, this will do away with the need for large vehicle to try and access narrow, heavily parked residential areas.

4. Integrated Waste Services

4.1. Management and Organisation

The Operations Manager is responsible for the safe, effective and efficient provision of all operational services, the operation of the Eastern Avenue Transfer Station, compliance with all vehicle operating legislation and the management of vehicle maintenance.

A full organisational structure detailing management, supervision and administrative staff is provided as **Annex 1 – Amey Gloucester Management and Administration**.

The men and vehicles used to provide Integrated Waste Services by shift by day are detailed in **Annex 2 – Amey Gloucester Resource Profile**.

4.2. Waste Collections

A fortnightly collection of residual waste is provided to street properties using a grey 240L wheeled bin system. There are 53,687 (was 53,502 at 1 April 2011) properties in the City of which approximately 50,187 (was 50,002 at 1 April 2011) are street properties and 3,500 are flats.

Approximately 2,000 street properties are unable to have wheeled bins due to access and space constraints. These properties remain on a weekly collection of disposable purple refuse sacks supplied by the City Council. Flats are provided with communal bulk bins and remain on a weekly collection cycle.

Garden waste is not permitted in the residual waste bin. There is a lid closed flat, no side waste policy across the city.

4.3. Green Waste Collections

A fortnightly garden compostable waste collection using green 240L green wheeled bin is provided to those properties who choose to subscribe to the service.

As at March 2015 a total of 17,341 householders had opted to join the chargeable scheme. Previously a total of 37,000 households received the free service.

4.4. Recycling Collections

A **weekly kerbside sort collection of dry recyclables and kitchen food waste** is provided to street properties. Kitchen food waste is presented for collection in 21L brown caddies. Dry recyclables are presented for collection/sorting in 55L green kerbside recycling boxes with lids. Most properties have two boxes; some have more where volumes dictate. The following dry recyclables are currently collected:-

- All Plastic bottles (previously just Plastic milk bottles).
- Mixed food and drinks cans.
- Mixed glass bottles and jars.
- Paper and light card mix (previously news & pamphlets only).

- Domestic dry cell batteries.
- Aerosols and tetra pack (April 2015)

The weekly kerbside sort collection is provided using bespoke vehicles. The vehicle has two bodies on one chassis. There is a side emptying fully enclosed pod immediately behind the cab which is used for the collection of kitchen food waste. This is followed by a dry recyclables body made up of 4 compartments:-

- A top loading compartment which sees plastic bottles and cans pass through a MVR (Material Volume Reducer) into dedicated storage areas.
- Two further compartments one for mixed glass bottles & jars and one for paper & card mix.
- An external compartment for the storage of domestic dry cell batteries.

The dry recyclables are emptied by releasing internal doors and tipping each material stream out in sequence. The external compartment is emptied manually.

The move from news & pamphlets to mixed paper and light card has increased the tonnage of material collected by approximately 40% but mixed paper and card has a much smaller £/tonne value than news & pamphlets.

Kerbside boxes are collected from the kerbside, taken to the vehicle and the materials are hand sorted into material specific troughs on the side of the vehicle. When the troughs are full the lifting mechanism then empties the troughs through the top of the vehicle into dedicated internal compartments.

The 21 litre kitchen food waste caddies are emptied into the food pod's own trough. Once the trough is full the lifting mechanism then empties the trough through the top of the vehicle into the pod.

Mini Recycling Centres are located near to properties serviced by bulk bins for refuse collection. Each centre has one or more bulk containers for mixed paper and light card, mixed glass and mixed cans. Bulk kitchen food waste containers are also provided in some of these locations.

Bring Bank Sites are located at strategic points across the City and are provided with large capacity roll-on-off containers. These are exchanged at a frequency such that they do not overflow providing flexibility and responsiveness at high volume locations.

Non core recyclables such as furniture, books and shoes continue to be collected by independent 3rd parties.

4.5. Bulky Waste Collections

Bulky waste collections are collected using a 7.5t box van with tail lift crewed by driver + 1 loader. Fridges and freezers are collected separately on Fridays each week by the same crew as part of their duties.

Waste electrical and electronic equipment (WEEE) is segregated and stored separately at the depot before delivery to end points.

4.6. Clinical Waste Collection

Low grade clinical waste is collected from nominated households in yellow clinical waste sacks as a dedicated clinical waste collection service

Sharps boxes previously collected by street cleansing crews from households are now delivered directly to local Pharmacies by householders.

Sanitary waste from Public Conveniences is collected by a specialist subcontractor.

4.7. Commercial Waste Collection

Amey took over the Councils commercial waste business and is responsible for its growth and management including the setting of collection and disposal charges, invoicing and budget control.

Commercial waste is collected separately from domestic waste.

Orange commercial waste sacks presented for collection in the City Centre are collected by the City Centre Street Cleansing Team in order to reduce the time that unsightly sacks are left on the street. Orange trade waste sacks are used together with a white litter bin liners/operatives sacks with red writing to ensure proper identification. Sacks are now presented by customers inside a secondary returnable hessian sack to prevent damage caused by seagulls.

Commercial waste recycling is currently limited to the collection of cardboard and glass from large producers.

4.8. Depot and Transfer Station

The service is managed by a Yard Supervisor who coordinates the activities of operatives, drivers and weighbridge staff.

The Yard Supervisor is responsible for the sorting and bulk storage facilities, weighbridge, waste transfer station and the yard in general. Safe working procedures are in place to ensure compliance with the Waste Management Licence and best industry practice.

The majority of the depot / transfer station has a one way system in place which provides for workplace safety and compliance with HSE guidelines.

Depot lighting is provided to enable safe working whatever the time of day or weather conditions.

Incoming and outgoing materials are weighed to ensure that the source of the waste is identified and recorded and to allow accurate generation of statistics. Trends of waste arising are used to inform service planning

The weighbridge is fully Trading Standards compliant and is available for use by 3rd parties including the Police and VOSA.

Recyclable waste is processed in a manner that ensures a satisfactory level of quality to re-processors. Recyclables are either collected by end users using their own

Amey in Partnership with Gloucester City Council

Service Delivery Plan – Schedule 6

haulage arrangements or are direct delivered to end points using Amey roll-on-off vehicles.

Source separated dry recyclables are received on site and decanted into sorting facilities and/or bulk storage areas before being hauled to re-processors. Any contaminated material is isolated and arrangements made for its safe disposal.

Mixed food and drinks cans are separated using an electromagnetic can sorter into steel and aluminium. Aluminium is baled into briquettes which are then stacked onto pallets pending onward haulage. Steel cans are flattened using a can crusher and stored in a dedicated bay pending onward haulage.

Cardboard is baled into industry standard size bales for onward shipment in articulated trailer units.

Mixed plastic bottles are baled into industry standard size bales for onward shipment in articulated trailer units.

Paper and light card mix is off loaded into a dedicated building on a raised floor. Articulated tractor/trailer units are reversed into the building at ground level and loaded from above using a loading shovel.

Small quantities of domestic waste are received on site and deposited into the transfer station area before onward transport for waste disposal. The facility is not designed to receive domestic waste collected by Refuse Collection Vehicles (RCV's). Sources of waste are as follows:-

- Amey Gloucester City street cleansing arising;
- Amey Gloucester City fly tips;
- Amey Gloucester City grounds maintenance arising;
- Gloucester City Homes cleansing arising (currently under review);
- Gloucester City Homes grounds maintenance arising (currently under review and expected to cease in June 2015).

5. Street Cleansing

5.1. Management and Organisation

The **Operations Manager** is responsible for street cleansing which is made up of the integrated and synchronised activities of manual street cleansing, mechanical street cleansing and special maintenance/rapid response teams.

A full organisational structure detailing management, supervision and administrative staff is provided as **Annex 1 – Amey Gloucester Management and Administration**.

The resources deployed for street cleansing activities and the times at which they are deployed on key activities are provided as **Annex 2 – Amey Gloucester Resource Profile**.

A staggered start day shift operates from 06:00 to 20:30. Team members start work at different times to suit the blend of activities carried out and to respond to the specific needs of neighbourhood stakeholders.

The Streetcare Supervisor completes a daily “checks and balances” proforma confirming that scheduled work has been completed and detailing additional responsive works and the origin of the request. This ensures that scheduled work has been completed to programme and also indicates the level of community driven responsive works desired in a particular area.

Daily “checks and balances” proforma are collated into a weekly report for review with the Operations Manager and a monthly report for review with the Account Director.

Street Cleansing Team Leaders monitor the standard of service provided by the Mechanical Street Cleansing Team and report to the Streetcare Supervisor and, where relevant, the Operational Manager where work is not completed or has fallen below standard.

The Streetcare Supervisor provides a contact and liaison with the Councils nominated Neighbourhood Management Coordinators. Each will work closely with one another to understand and find solutions to idiosyncrasies and issues raised.

5.2. Manual Street Cleansing

Manual street cleansing is made up of the following activities and duties:-

- Litter picking.
- Spot manual sweeping of detritus.
- Basic horticultural support on borders, hedges and shrub beds.
- Emptying of litter and dog bins.
- Removing fly tips, fly posters, graffiti, stray shopping trolleys etc. when encountered and/or when notified by the call centre.
- Removal of dead animals as a result of road kill.

Amey in Partnership with Gloucester City Council

Service Delivery Plan – Schedule 6

- Collect and retrieve stray dogs, taking them to kennels for onward processing. The retrieval of stray dogs “out of hours” is undertaken by the City Council.
- Public convenience cleansing.
- Spot weed spraying with KSA (Knap Sack Applicator) units and integrated CDA (Controlled Drop Application) applicators; this activity is influenced by weather conditions and access difficulties.

All early start manual street cleansing staff begin the day in the City Centre bringing the high profile areas up to Grade A standard by 08:30/09:00. This provides a highly visible service, clearing and cleaning up the previous nights accumulations of debris.

A core of manual street cleansing staff remains in the City Centre throughout the day maintaining Grade A Standard in the high profile areas. These operatives work from a sub-depot in Berkley Street.

The remainder of the street cleansing staff form the Area Team. Between 08:30 and 10:00, the Area Team break up into small teams each tasked with bringing nominated hot spots located at different points within the City boundary up to Grade A Standard.

Once Area Team Operatives have cleansed their nominated hot spots they move onto cyclical programmed weekly cleansing.

With the exception of Barton and Tredworth, cyclical programmed weekly cleansing is clustered into 5 Areas within the City Boundary, one for each day of the week, as set out in Table 5.2 below. A team of 2 work in Barton and Tredworth Monday to Friday.

Table 5.2 – Area Team Programmed Weekly Cleansing by Day of the Week

Day	Area Covered
Monday	Linden, Hempstead, Kingsholm, Longford, Longlevens
Tuesday	Coney Hill, Elmbridge, Barnwood, Hucclecote
Wednesday	Abbeydale and Abbeymead
Thursday	Chequers, Saintbridge, Matson, Robinswood, White City, Part of Tuffley
Friday	Tuffley, Podsmead, Quedgeley

Area Team activity embraces cyclical scheduled area cleansing activities and reactive response to such as fly tips which are notified during the working day.

Removal of fly tips involves the undertaking of site specific risk assessments which include the identification of the type of waste involved and adherence to safe handling techniques compliant with legislation and best practice. Where there is evidence suggesting the origin of the fly tip then this is collected and passed to the Council to allow action to be taken against the perpetrators.

Scheduled cyclical cleansing is designed to take up approximately 90% of time and is vital to the achievement and betterment of underlying service standards. This forms the underlying discipline essential to maintaining the service standard to EPA Zone criteria. Zone 1, Zone 2 and grot spots are scheduled to be visited at a higher frequency than Zone 3 and Zone 4 areas.

Amey in Partnership with Gloucester City Council

Service Delivery Plan – Schedule 6

Random NI 195 type monitoring by the Streetcare Supervisor and review of Team Leader daily “checks and balances” proforma provide challenge and monitoring of the prevailing framework of cleansing frequencies.

Responsive activities are carried out in the remaining 10% of time providing that underlying service standards are not compromised. Responsive activities will normally be identified by:-

- Amey Street Cleansing Team Leaders, either through their own knowledge of the area and/or from community engagement activities.
- City Council Officers via their own observations or as a result of Member engagement.
- Streetcare Supervisor.
- Operations Manager

5.3. Mechanical Street Cleansing

Mechanical street cleansing is made up of:-

- Mechanical sweeping of channels, pavements and precincts.
- Mechanical washing of pavements and precincts.
- Quad bike weed spraying.

The mechanical channel sweeping of arterial routes and major roads is carried out using a **large mechanical road sweeper**. The cyclical programme is reviewed on an on-going basis to ensure the minimum disruption to other road users while maintaining EPA Standards.

Medium sized mechanical sweepers are used to sweep the channels of minor urban and estate type roads. These machines work in tandem with the manual street cleansing resource, starting each morning in the City Centre before moving to the designated area for the day of the week.

A Compact pavement sweeper is deployed in high footfall pedestrian areas in the City Centre. This machine can be deployed elsewhere in the City boundary where there is a particular need such as for a deep cleanse of a specific location.

Walk behind mechanical pavement sweeping is being experimented with as a Cost + 8% service in 2012/13 to ensure maximum removal of smoking related litter in high footfall areas.

The team are scheduled to carry out a programme of cyclic works, while maintaining sufficient unplanned time to accommodate servicing and break downs and to react to emergencies or immediate actions required to maintain a safe environment such as tins of paint spilt on foot paths. Streets are swept according to need with "ad hoc" sweeping, identified by supervisors, management or Council Officers, integrated into the daily programme at the first practicable opportunity.

Normally mechanical sweeping teams are crewed driver only but the cleansing of traffic islands/pedestrian refugees is supported by a manual sweeper drawn from the Area Team working in tandem.

The **mechanical street washing** of high footfall areas in the City Centre was experimented with in 2012/13 as a Cost Plus 8% service to devise the most efficient and effective means of dealing with unsightly grease stains, bird mess and other hard to deal with elements such as chewing gum.

Many of the town centre issues can be attributed to the incorrect disposal of chewing gum and cigarette butts, Amey will work in partnership with the Council and town centre groups in trials of specialist solutions including disposable containers for the offending items and cleaning procedures for hard surfaces.

Quad bikes fitted with weed spraying equipment are deployed on scheduled routes on a cyclical basis during the growing season. This activity is influenced by weather conditions and access difficulties.

5.4. Special Maintenance Team

A **Response Team** of two driver/operatives in a 3.5 tonne transit tipper and with a steam cleaner, carry out a range of activities including:-

- Works in and adjacent to water courses to remove fly tips. A list of the pinch points dealt with as part of the Annual Contract Sum are provided in **Annex 3 – Pinch Points on Water Courses**;
- Large fly tip removal;
- Area team support where an unplanned task is beyond the resources and/or capabilities of the Area Team but can be absorbed into the duties of the response team without incurring additional cost;
- Removal of graffiti through a steam cleaning process and/or painting over graffiti as and when identified;
- Fly poster removal;
- Minor repairs of children's play areas;
- Erect, repair and/or re-paint Street Name plates;
- Installation of flood boards at the quays and other like work;
- Street furniture maintenance;
- Steam cleaning litter bins and dog bins twice per year, and additionally if required;
- Spot cleaning with a high pressure steam cleaner such as for the removal of soiled pavement spills and or food waste stains around late night food outlets
- Steam cleaning public conveniences;
- Collecting 'stray' shopping trolley equipment and other "abandoned items";
- Some chewing gum removal.

Amey in Partnership with Gloucester City Council

Service Delivery Plan – Schedule 6

In the event that additional equipment, materials or items are required, then these are paid for by Gloucester City Council at Cost + 8%. Such items include purchase of:-

- Graffiti removal chemicals and “paint-over” paint;
- Recycling banks;
- Street Name Plates;
- Street furniture, including seats, benches and dog bins;
- Litter bins;
- Signs;
- Lifebuoys and other docks equipment;
- Parks fencing and boundary walls;
- Play equipment including teen shelters and other such multi use areas;
- Sports pavilions and other structures;
- Repairs to street mosaics et al.

5.5. Notable Features

Match day littering caused by fans on their way to home fixtures at Gloucester Rugby Club, both on Saturdays and for mid week fixtures, will be cleared as part of the duties of the City Centre Team. The principle activities will take place during the period between kick off and end of play with a further mop up 1 hour after end of play where the need exists. **Fixtures on Sundays** will be attended to through the provision of additional resources by agreement/ad-hoc order.

Manning of **special events** is normally by ad-hoc additional works orders.

Gloucester Central Park is no longer staffed by a park keeper; a mobile attendant undertakes the following daily duties:

- Clearing the park of litter and emptying of litter bins;
- Safety inspections to children’s play equipment;
- Cleansing of the public convenience;
- Assisting members of the public in associated civic duties;
- Maintaining a safe and inviting ambiance in the park;
- Some grounds maintenance activities including strimming.

Stray dogs are collected in a specialist vehicle used by a member of the Area Team. The dogs are checked for Micro Chips, collars and name tags. If a dog can be identified, it will be reunited with its owner. If there is no Micro Chip and no means of identifying its owner, the dog is taken to the animal shelter where three kennels are

Amey in Partnership with Gloucester City Council

Service Delivery Plan – Schedule 6

maintained at all times for this purpose. Should an owner contact the Council or Amey with regards to the animal, they are required to reclaim it from the shelter, following payment of the appropriate fees or by signing a promissory note, giving 7 days in which to pay the costs. If after 7 days a dog remains unclaimed and unidentified then it is put up for re-homing.

The majority of **Dog waste bins** are emptied and serviced by a driver/operative with a van working to a scheduled emptying frequency City wide. At the 1 April 2012 there were 497 (up from 474 at 1 April 2011) dog bins located within the City Boundary many at hard to reach locations. Most are emptied weekly but some are emptied 2 or 3 times per week. At the 1 April 2012 there were 550 (up from 537 at 1 April 2011) empties per week. The additional work is being carried out by the CPA Inspector who now services dog bins in and around CPAs as part of his duties. The consequence of this is that CPAs are now inspected every 10 days instead of every 7. The opportunity to co-collect with litter bin arising where practical should also be explored.

Litter bins are emptied by a dedicated round and also on an ad-hoc basis such that they do not overflow. At the 1 April 2012 there were 385 litter bins located within the City Boundary. The Annual Contract Sum provides for up to 420 litter bins to be located within the City Boundary and emptied at a frequency such that they do not overflow.

Dog fouling, littering, vandalism and anti-social behaviour are a recurring issue from time to time in a number of parks and open spaces in the city and particular focus is required at the following locations:-

- Elmbridge Play Area
- Old Richian's Sports Field
- Longlevens Play Area
- Kingsholm & Wotton Play Areas
- Outer Westgate
- Glevum Way Open Space.
- Clock Tower Park.
- Barnwood Park & Arboretum.
- King George V Playing Fields & Pavilion.
- Coney Hill Park.
- The Oaks Open Space
- Heron Park
- Saintbridge Balancing Pond
- Daniels Brook, Whaddon Brook, Dinmore Brook
- Beaufort Community School
- Tuffley Park
- Milton Avenue Play area

Amey in Partnership with Gloucester City Council

Service Delivery Plan – Schedule 6

- Holmleigh Park
- Napier Street Play Area
- Matson Park
- St James' Park

High density housing areas are characterised by narrow pavements, a high volume of on street parked vehicles, flats located with little or no external storage areas, transient populations and properties with no front garden and so no storage space for wheeled bins. Street cleansing in these areas is challenged by older highway infrastructure where detritus quickly gathers in broken hard surfaces and requires 'increased inputs' to maintain. Areas most affected by these issues are:-

- Kingsholm and Wotton
- The area between the City Centre and Gloucester Park
- Barton & Tredworth
- Moreland

Tuffley, Grange, Moreland, Matson, Elmbridge, Longlevens, Barnwood and Hucclecote have brooks running through them and, as a consequence of the substantial flooding in 2007, residents are very concerned where incidents of littering, fly tipping or overgrowing vegetation occur near the brooks.

On the open estates there are large numbers of alleyways, pedestrian paths, cycle ways and cul de sacs which bring issues with identifying individuals responsible for **overgrowing vegetation**. Areas most affected by this are Quedgeley (Field Court and Severn Vale), Barnwood, Hucclecote and Abbey (Abbeymead, Abbeydale).

6. Grounds Maintenance

6.1. Management and Organisation

The **Operations Manager** is responsible for grounds maintenance which is made up of the following integrated activities:-

- Planned cyclical works
- Ad-hoc works
- Arboriculture

A full organisational structure detailing management, supervision and administrative staff is provided as **Annex 1 – Amey Gloucester Management and Administration**.

The resources deployed for grounds maintenance activities and the times at which they are deployed on key activities are provided as **Annex 2 – Amey Gloucester Resource Profile**.

The carrying out of planned cyclical work is key to maintaining core quality standards and this is the main priority of the Grounds Maintenance Team.

Responding to ad-hoc unplanned activities quickly is key to improving public perception and this is the role of the Street Cleansing Area Teams.

The activities carried out by the Ground Maintenance Team roles change with the season, notably:-

- The late spring and summer growing season sees focus on grass cutting, maintenance of beds, hedgerow and cycle track maintenance. The peak in workload inherent with this sees use of temporary seasonal workers;
- Winter sees focus on cyclical hedge, shrub and borders work.

Grounds staff are encouraged to take their holidays out of periods of peak workload.

Grounds equipment has a major service at the end of the cutting season (in the Winter) so that we are fully prepared for the next cutting season.

6.2. Planned Cyclical Works

The following planned cyclical activities are carried out:-

- A maintenance programme for all **sports pitches and athletic facilities** to ensure that the needs of the space being played are met
- **Grass cutting** - large machinery for large areas and triple or rotary cut pedestrian machines for smaller areas. The grass mowing team consists of a number of ride on and pedestrian operated mowing machines. Some of the machines used within certain housing areas are cut and collect but the majority are cut and drop. The team operates on a continuous cutting programme with 10 cuts being the preferred council regime in 2014 and 2015.

Amey in Partnership with Gloucester City Council

Service Delivery Plan – Schedule 6

- The grass mowing teams are supported by **strimming** operatives to cut areas that cannot be trimmed by mowers. Due to the reduction in the resource allocated to strimming in 2012/13, there is now a lag of approximately three working days between mowing and strimming with a consequent visual impact that is being monitored.
- **Shrub beds and bedding** – Seasonal bedding was replaced with a scheme of bee friendly wild flowers and herbaceous and sustainable planting during 2011/12.
- **Hedge cutting** – hedges are generally maintained to their original height and profile, both linear and sectional, although in some situations it may be appropriate to gradually adjust the hedge to an 'A' shaped profile. It is aimed to maintain neat, tidy, vigorous, dense boundary hedges that do not obstruct or overhang footpaths and roads, or encroach on other maintained areas. Both top and sides are cut unless directed otherwise. Hedges in general are subject to continuous monitoring to ensure that wildlife and biodiversity values are constantly reviewed.

In most circumstances the maintenance of **housing land** will be carried out by the Grounds Maintenance Team. Ad-hoc support and response will be provided by the Street Cleansing Team. Tenants will be kept informed of the planned programme of work through the website and through liaison with the Neighbourhood Partnerships.

All sports facilities and play areas are inspected by ROSPA qualified staff. The results of the inspections are recorded, analysed and actioned. Other members of staff who attend the site more frequently report any work that comes to their attention in the period between formal inspections. An annual ROSPA Inspection by a 3rd party is arranged and any resultant remedial action undertaken. Children's Play Areas (CPA's) dealt with as part of the Annual Contract Sum are listed in **Annex 4 – Playground Sites**

Amey Gloucester work alongside the City Council in implementing benchmarking, Planning Policy Guidance (PPG) classifications and grant applications together with a sports pitch improvement survey and plan.

6.3. Arboriculture

The following hedge, shrub, and tree maintenance is carried as part of the Annual Contract Sum:-

- Programmed hedge cutting;
- Removal of epitemic growth;
- Maintenance of a rolling Tree Survey. The condition of the tree stock was captured during 2011/12 and recorded in a spreadsheet along with the date inspected. This Tree Maintenance Database forms an on-going and dynamic schedule of work for the Trees & Hedges Team based on priority of work from a safety perspective and a tree health perspective balanced against available budget. The database is overseen by the Operations Manager and is maintained and updated day to day by the Working Supervisor within the Trees & Hedges Team. Re-inspections are carried out to formulate a schedule of work and to refresh elements of data. Annual inspections are carried out for those trees identified as at risk.

Amey in Partnership with Gloucester City Council

Service Delivery Plan – Schedule 6

- Inspection data will be added to the Tree Maintenance Database as we progress through the year and this will be on-going. The bulk of tree inspections will generally be carried out after leaf fall so that the canopy frameworks can be seen more easily

The Annual Contract Sum provides for £100,000 (indexed) worth of tree work calculated using the Schedule of Rates provided as Annex 2 – Schedule of Rates to Schedule 4 – Payment and Performance Mechanism of the Streetcare Contract. This is known as the Annual Sum Trees Budget. In practice £40,000 of the Annual Sum Trees Budget is funded by and ordered directly by Gloucester County Council under an Agency Agreement leaving approximately £60,000 of work for City Council trees to be informed, planned and implemented by the Tree Management Database.

Amey report on the spend against the Annual Sum Trees Budget on a monthly basis as part of the Monthly Management Information Report so that Gloucester City Council can monitor spend and review service performance.

The Schedule of Rates and/or Day Works Rates provided as **Annex 2 – Schedule of Rates to Schedule 4 – Payment and Performance Mechanism of the Streetcare Contract** are also used to calculate sums due for any works ordered by Gloucester City Homes, Gloucestershire County Council and Gloucester City Council which are not eligible to be drawn from the Annual Sum Trees Budget or are needed once the Annual Sum Trees Budget is spent. Such works will be provided following receipt of a works order number.

7. Community Engagement

Community engagement is a driving principle underpinning the spirit of the contract and is a key responsibility for all of the Senior Management Team.

The **Account Director**, supported by Amey Divisional and Group staff, is responsible for agreeing community engagement strategy with the City Council and for leading his management team in the implementation and delivery of the agreed strategy.

The **Operations Manager** has a key task to engage with the Neighbourhood Management Team, Gloucester City Homes and other agencies to ensure the services required fully meet the needs of the community (within budget constraints) and are delivered on time. A co-ordinated community engagement programme with neighbourhood management services will allow the Operations Manager to direct services to assist in encouraging greater public usage of the City's parks and open spaces. The **Operations Manager** is also key to providing the efficient, reliable, easy to use service vital to public participation in diverting materials for recycling and composting.

The **Customer and Performance Manager** is key to ensuring fast, efficient and accurate communication between the Councils Call Centre Team and the operational delivery teams. Service success, quick remedy of failure and quick response to enquiries provide the bedrock of trust which is vital in encouraging members of the public to work constructively with the partnership to improve public satisfaction and persuade residents to volunteer their time to improve the community for the overall good.

The City Councils Neighbourhood Management Team are the key conduit for canvassing the suggestions, needs and desires of the City's stakeholders for the provision of Streetcare Services. Strategic priorities are discussed and agreed through Neighbourhood Partnerships. Stakeholders also act as "eyes and ears" at the day to day level of pointing out incidents and issues which need attention such as fly tips, unexpected incidence of littering, graffiti, overhanging branches etc.

Key stakeholders include:-

- Ward Councillors;
- Gloucestershire Highways;
- Gloucester City Homes;
- The Police, especially Safer Communities Teams and PCSOs based at Hucclecote Safer Community Team;
- Civic Trust;
- Neighbourhood Partnerships;
- Allotments Associations;
- Friends of Groups;
- Community Associations;
- Community Partnerships;

Amey in Partnership with Gloucester City Council

Service Delivery Plan – Schedule 6

- Tenants Associations;
- Residents Groups;
- Quedgeley Parish Council.

Enforcement activities are carried out by City Council Officers both reactively and as part of a proactive enviro-crime education and enforcement programme. Amey Gloucester and its employees will assist and support City Council Officers undertaking these activities whenever practicable.

8. Business Support

The **Customer and Performance Manager** is responsible for the effective administration of the Amey Gloucester Business Unit. The post holder is responsible for ensuring that the Business Support Team provide an integrated support service to the operational teams. This will include:-

- Produce performance monitoring reports to illustrate trends;
- Provide the interface with the City Council CRM system;
- Ensure that complaints are dealt with in the correct manner and in-line with Council Policies;
- Assist in the formatting of Monthly reports, providing statistical information and data from the various in-house systems and Work Manager;
- Provide management overview of the business support function and associated systems;
- Produce monthly and quarterly reports for the performance management systems for inspection/discussion with the Streetcare partners;
- Proactively advise and support managers in developing people management plans that contribute to the success of local business goals;
- Oversee the payroll function at a local level ensuring that payroll data is received in time in order for salary to be paid;
- Oversee the systems function ensuring that reportable data is retrieved and is re-produced in a user-friendly visual format within set time-frame(s).

To assist the Customer and Performance Manager in these tasks, the post is supported by the following staff:-

- Payroll and Invoicing Clerk (part time)
- Business Support Assistants (two no)

The role is further supported by a regional HR Manager, Operational Support (local systems and IT) and by Head Office based Personnel (I.T, HR, Finance and Commercial).

The **booking and collection of income** for the use of sports facilities forms part of the duties of our Business Support Team.

Amey's in-house Work Manager system is fully integrated with the City Council's Focus CMS. Information and instructions are passed electronically between the Call Centre and the Amey Gloucester dispatch office (Prop main system within Work Manager).

Operational Hours are 06:00 to 20:30 Monday to Sunday inclusive.

Amey in Partnership with Gloucester City Council

Service Delivery Plan – Schedule 6

Programmed works (Street Cleansing) are Supervised on Saturdays, Sundays and Bank Holidays from 06:00 to 20:30 by a Duty Supervisor who is contactable via his mobile number to deal with operational issues. He is not office based and is a Working Supervisor

The Council have an Out of Office Response Service manned by Council Officers who receive calls from the public and Councillors from time to time. The Amey Duty Supervisor is available to deal with low level operational issues reported to him by the Councils Out of Office Response Service from 06:00 to 20:30 on Saturdays, Sundays and Bank Holidays which can be easily remedied as part of the programmed works, examples include:-

- Blood on the street following an assault
- Dead seagull in the street
- Needles in the street
- Gates locked on an allotment

Issues which require a more strategic view need to wait for a management response during normal office hours.

In the event of an emergency, the Gloucester Amey Management Team will assist where practicable but can not guarantee to be able to deploy resources out of hours with no notice. There is currently no formal provision for **out of hour's working/standby**.

The County Council retain an Out of Hours Standby Team (0800 514514) who can assist the City Councils Out of Hours Response Service with issues such as dealing with floods, gullies, gully pots, fallen trees etc.

All vehicles used in the delivery of Streetcare Services are maintained in accordance with manufacturer's instructions and industry standard through a planned service programme. This is carried out using appropriate equipment and facilities at the Eastern Avenue Depot by an external provider, currently Dennis Eagle.

This page is intentionally left blank

Gloucester City Council

Meeting:	Overview and Scrutiny Cabinet	Date: 15 June 2015 17 June 2015
Subject:	2014-15 Financial Outturn report	
Report Of:	Cabinet Member for Performance and Resources	
Wards Affected:	All	
Key Decision:	No	Budget/Policy Framework: No
Contact Officer:	Jon Topping , Head of Finance	
	Jon.topping@gloucester.gov.uk	Tel: 396242
Appendices:	1. Savings Performance 2. Capital Programme	

FOR GENERAL RELEASE

1.0 Purpose of Report

- 1.1 This report is to inform members of the final Council position against agreed budgets for the 2014/15 financial year. It also highlights some key performance indicators.
- 1.2 It is best practice for members to approve any transfers of Council funds into earmarked reserves.

2.0 Recommendations

- 2.1 **Overview and Scrutiny Committee** is asked, subject to any recommendations it wishes to make to Cabinet, to **RESOLVE** that the report be noted.
- 2.2 **Cabinet** is asked to **RESOLVE** that:
- (1) It be NOTED that:
 - (i) The savings achieved in year total £1.010m be noted.
 - (ii) That it be noted that the yearend position for the financial year 2014/15 is to increase the Council's General Fund balance by £63k
 - (iii) The increase in the general fund balance from £1.869m to £1.932m at the end of 2014/15 be noted.
 - (iv) The closure of the Housing Revenue Account as a result of the successful stock transfer to Gloucester City Homes be noted. (Paragraph 8.11 details proposed transfers to earmarked reserves for HRA balances).
 - (v) That it be noted that the Council has been required to make a deficit payment to the Gloucestershire Business Rates Pool as a result of losses at Tewkesbury Borough Council, as detailed in Section 7.

(2) The transfers to and from earmarked reserves as below and detailed in sections 8 and 9 of this report be approved.

- £1million to Environmental Liability Reserve
- £400k to Major Repairs Reserve
- £275k to Pension Liability reserve
- £5k to Three Choirs Reserve
- £14k to Members Allocation Reserve
- £10k from Historic Buildings Reserve
- £12.5k to Portfolio Reserve
- £313k to Regeneration Reserve

3.0 Background

- 3.1 This report is intended to give Members a clear and concise view of the 2014/15 outturn of the Council and accompany this with explanations for any variances. The financial position for each directorate is presented in a summary table showing the budget for the year as well as final position against budget for the end of the 2013/14 financial year.
- 3.2 The reported position in Quarter 3 was to increase the general fund by £264k. The actual outturn position is to increase the general fund by £63k a change of £201k on the Qtr3 forecast.
- 3.3 It should be noted that the overall financial performance in the last quarter was to increase the general fund by £414k a significant improvement of £150k. However the council is required to make a £351k contribution to the Gloucestershire Business Rates Pool. The details behind this contribution are shown in section 7 of the report.
- 3.4 Included within the 2014/15 budgets were efficiency targets of £1.380m across a number of service areas and schemes. As previously reported a number of these schemes have been successfully achieved in year with £1.010m of savings delivered. Where savings targets have not been achieved these will be delivered in 2015/16. Appendix 1 provides details.

4.0 Council Summary

- 4.1 A summary table below shows the outturn position for each service area. Explanation of significant changes since last reported to members is detailed in the main paragraphs of the report.

Service Area	2014/15 Budget £000	Final Outturn £000	Final Variance £000
Services	7,814	7,976	162
Resources	3,712	4,470	758
Funding and Corporate Adjustments	(12,164)	(12,457)	(294)
GCC	(638)	(11)	626

4.2 The tables below show the final outturn and variance as well as the forecast outturn from Quarter 3 for comparison. The commentary for each service area will highlight the main changes from those forecast at Qtr 3 to the final outturn position.

5.0 Services and Neighbourhoods

Service Area	2014/15 Budget £000	Forecast Outturn at Qtr 3 £000	Final Outturn £000	Movement between Quarters £000	
Director	188	169	125	44	Fav
Public Protection	(362)	(436)	(618)	182	Fav
Neighbourhood Services	5,565	5,929	5,913	16	Fav
Development Services	300	280	247	33	Fav
Housing Services	696	601	634	33	Unfav
Cultural Services and Tourism	614	956	924	32	Fav
Contact Centre and Customer Services	813	764	765	1	Unfav
Directorate Total	7,814	8,263	7,990	273	Fav

5.1 The most significant change within this directorate was the performance of the Cemeteries and Crematorium service. This is included within the Public Protection line above. The budget position within this service has improved by £181k in the last quarter. This is a result of the strong performance earlier in the year continuing into the last quarter. Previous estimates had included, as with all income targets, a degree of prudence as to the final estimate. Within this service those estimates were significantly overachieved. This tends to indicate that the savings target within this area will be achievable in 2015/16.

5.2 Within Cultural Services and tourism the position improved by £32k from the previous quarter. This was predominantly due to the an improvement in budget performance at the museums resulting from a decrease in the business rates bill and the final costs of the review being lower than expected. The final position on Guildhall events, which has been reported throughout the year, was broadly in line with the expected position at quarter 3 with the deficit increasing by only £15k. This area has challenging savings targets in 2015/16 and these will be closely monitored.

5.3 Within Neighbourhood Services there were additional year-end costs which were provided for within the Amey Contract. This included a shortfall on the level of income from the sale of recyclates against the level in the contract. This shortfall has been met by invoicing the County Council for works carried out on their behalf as part of the overall contract.

6. Resources

Service Area	2014/15 Budget £000	Forecast Outturn at Qtr 3 £000	Final Outturn £000	Movement between Quarters £000	
Director	89	70	58	12	Fav
Audit	122	119	114	5	Fav
Business Improvement	1,872	2,382	2,113	269	Fav
Finance	151	194	536	342	Unfav
BT & T	648	739	775	36	Unfav
Parking	(852)	(812)	(833)	21	Fav
Regeneration and Economic Development	196	278	146	132	Fav
HR	333	267	282	15	Unfav
Legal, Democratic and Communications	1,153	1,129	1,279	150	Unfav
Directorate Total	3,712	4,366	4,470	Unfav	104

6.1 Business Improvement has seen an improvement in budget performance in the final quarter. This is predominantly linked to the revenues and benefits service client function. In particular, the Council's share of court costs awarded to the Authority as a result of recovery actions was in excess of budget

6.2 Financial Services shows a budget swing since quarter 3. The expenditure and income relating to Housing Benefits sits within this area and there was a small percentage change in the annual cost from what had been expected. The Council and Civica are working together to try and improve the monitoring of this area during 2015/16.

- 6.3 The performance improvement in regeneration and economic development is linked to the additional rental income generated by properties acquired for the Kings Quarter development. This improvement is offset against the additional corporate costs relating to the borrowing undertaken to buy the properties so the whole Council impact is minimal.
- 6.4 The change in forecast within the legal and democratic team is a result of a provision which has been made for costs which are to be payable as a result of a settlement being reached in a legal action taken against local authorities nationally for repayment of previous land search charges. This has been fully provided for in this year's accounts and so will no impact on future years.

7.0 Business Rates and Business Rates Pooling

- 7.1 The Gloucestershire Business Rates Pool (GBRP) commenced in April 2013 with 2014/15 being the second year this has been in place. The Gloucestershire Pool is made up of the County Council and all the district councils in Gloucestershire.
- 7.2 During 2014/15 an appeal on business rates valuation in Tewkesbury Borough Councils by the largest business entity, has resulted in a deficit on the pool of circa £2.3m. This is partly funded by the retained pool surplus of £264k from last year, and, in line with the pool's governance arrangements, additional contributions from the members of the pool. The share that Gloucester City Council is required to contribute is £351k. This is a direct charge to the Council's General Fund and has had the effect of reducing our surplus to £63k. The Council was aware of this issue at Quarter 3 and had included the latest projected cost from the pool of 135k in its projections.
- 7.3 In addition to the issue above the Government placed a deadline for receipt of appeals against the 2010 ratings list of 31st March 2015 which consequently saw a significant number of appeals lodged in the final weeks of the year. This is a national issue and councils have had to increase their provisions significantly this also had a significant impact on the outturn of the pool
- 7.4 Representation has been made to the government through a letter from the Leader and Chief Executive of Tewkesbury Borough Council. The leaders of all districts and the County Council have also made representation on the implications to the pool and Gloucestershire through a jointly signed letter.
- 7.5 The 2013/14 pool outturn saw £775k retained in Gloucestershire that would have otherwise been passed to Central Government. The 2015/16 forecast position for the pool is for circa £1.8m to be retained in Gloucestershire with a proportion being passed back to districts, plus further financial contribution to the Strategic Economic Development Fund

7.6 The future composition of the pool will need to be agreed prior to setting the budgets for 2016/17 and composition of the pool will need to be notified in line with government deadlines. It is essential that a 'knee jerk' reaction to disband the pool is not made and any future decision is based on facts including the benefits that the pool can bring to both the city and Gloucestershire moving forward. It is worth noting that without the appeal at Tewkesbury, which is both extremely significant and a one off event, the pool would have been in a surplus position and delivered additional funding to Gloucestershire authorities in excess of what would have been achieved if they were acting independently.

8.0 Housing Revenue Account (HRA)

8.1 On the 17th March 2015 the Council completed the voluntary stock transfer to Gloucester City Homes (GCH). This brought to conclusion a major project that had started nearly 5 years ago when the Council commenced a comprehensive housing stock options appraisal.

8.2 Following the vote by tenants that the housing stock should transfer, both organisations worked diligently to ensure that the Transfer Agreement was put in place. This agreement details all the arrangements, warranties, indemnities and conditions of the contract between the two organisations.

8.3 Once the transfer had been completed approval was sought from the Secretary of State for the closure of the HRA under powers conferred by sections 74(3)(d) and 87 of the Local Government and Housing Act 1989. The direction was provided as the Housing Revenue Account (Gloucester City Council) Direction 2015 being effective from 1st April 2015.

8.4 The final transfer agreement approved by both the council and GCH accounted for specific liabilities to be met from the closing balances of the HRA. These included past pension costs of £1.1m, ill health retirement costs £305k, plus adjustments for rent free week/prepayments and arrears totalling £615k.

8.5 Once all correct accounting entries regarding the closure of the HRA, including those highlighted in paragraph 8.4 above had been completed, a residual balance of £1.834m remains. It is proposed this balance is used to manage potential ongoing liabilities as a result of the transfer, and to transfer to earmarked reserves for other key priorities of the Council.

8.6 As part of the Transfer Agreement a VAT Shelter arrangement was agreed with the Council and GCH. The Council will retain 25% of all future VAT benefits over a 15 year period as a result of the VAT Shelter. The expected income in 2015/16 is £476k which can be used to deliver projects. Potential projects were identified as part of the transfer process, such as public realm, regeneration, and delivering housing projects. These

monies will be placed in an earmarked reserve and utilised in line with cabinet approval.

8.7 To clarify what the VAT shelter is;

A VAT Shelter is a procedure agreed with Her Majesty's Revenues and Customs to ensure that following a housing stock transfer there is no impact on taxation. Had the Council retained the housing stock and carried out the necessary works on the properties the VAT would have been reclaimed by the Council, however private registered providers are unable to recover the VAT. The VAT shelter arrangement allows the Vat to be recovered and shared between the council and GCH.

8.8 One of the key ongoing potential liabilities as a result of the transfer is environmental liabilities. A key potential liability is 'asbestos works', and within the transfer agreement the asbestos works threshold is £1.937m. Any costs in excess of this threshold will need to be met by the Council. The environmental report stated '*With the level of uncertainty over future costs, this is seen as a major financial risk to the Council*' and also stated '*consider making provision, as other councils have, for the uninsured exposures, depending on Council's financial position and risk appetite, but ideally £1m plus;*'. It is proposed to place £1m into an earmarked reserve based upon the professional advice provided to the Council. This level should safeguard the council in the future and can be reviewed.

8.9 The council also has significant exposure to major repairs which are currently unbudgeted and could be a significant risk. Current potential examples are Eastgate Market Car park roof, and the replacement of GL1. It is proposed to create a Major Repairs Reserve that can be drawn upon to assist in offsetting potential major liabilities. It is proposed to transfer £400k to this reserve. In future years if surpluses are achieved this reserve could be topped up to manage further liabilities

8.10 One of the council's key priorities is the regeneration of the city and it is proposed to transfer £159k to the regeneration reserve to further enable key regeneration priorities to be delivered.

8.11 The transfer includes a contribution for known pension liability and this is proposed to be transferred to earmarked reserve.

8.12 The table below summarises the proposed transfer to earmarked reserves from the HRA closing balance;

No	Reserve	Proposed Transfer £'000	Balance @ 31 March 15 £'000
1	Environmental Liability reserve	1,000	1,000
2	Pension Liability reserve	275	275
3	Major Repairs Reserve	400	400
4	Regeneration Reserve	159	159

9.0 Reserve Movement

9.1 Detailed below are summarised movements of proposed transfers to and from reserves along with balances on current earmarked reserves.

9.2 In previous years the Council took ownership of a number of assets previously held by the South West Regional Development Agency (SWRDA). A number of these assets generate income. Where the asset portfolio generates a surplus it is to be transferred in an earmarked reserve for use only on local regeneration purposes. The reserve may now be established and it is proposed £154k to the reserve. The total transfer to the regeneration reserve in year will be £313k, £154k from SWRDA surplus and £159k from the balance on the HRA detailed above.

9.3 Other proposed movements to and from reserves are for the reasons detailed below;

- 3 Choirs Reserve - The City hosts the festival every 3years and this is the contribution from 2014/15 to the final cost of the festival.
- Members Allocation Reserve – to enable delivery of projects
- Historic Building reserve –to fund an agreed award to the Llanthony Priory Trust
- Portfolio Reserve – annual sum put in reserve for surveys undertaken every 3 to 4 years.

9.4 The table below summarises proposed transfers to and from reserves;

No	Reserve	Opening Balance £'000	Proposed Transfer £'000	Balance @ 31 March 15 £'000
1	3 Choirs Reserve	-	5	5
2	Historic Buildings Reserve	63	(10)	53
3	Portfolio Reserve(Housing Survey)	10	12.5	22.5
4	Members Allocation Reserve	-	14	14
5	Shopmobility Reserve	29	-	29
6	Regeneration Reserve	-	313	313
7	Insurance reserve	10	-	10

10.0 Savings

10.1 Appendix 1 shows that £1.010m of savings have been successfully implemented in 2014/15. These include savings related to the Amey contract, reductions in grants to the voluntary sector, and a reduction in the Aspire management fee.

10.2 Of the £1.380m savings target in 2014/15 £470k of savings have not been achieved. This was partially offset by the early delivery of the senior management restructure to give a net underachievement of £370k in 2014/15.

10.3 Where savings have not been delivered in 2014/ these have been carried forward into 2015/16 and will be monitored closely to ensure delivery. The Asset Management service review (100k) has now been fully implemented and therefore will be fully delivered in 15/16.

11.0 Capital Programme

11.1 The Capital Programme budget for the year, including Housing Expenditure, was £21.454m. Expenditure for the year was £16.110m. The areas of major capital expenditure were £7.5m on housing (both General Fund and HRA), £6m on Kings Quarter and other projects including St Michaels Tower, Flood Works, and various projects within the agreed City Centre Investment Fund

11.2 The nature of capital projects means that many of them span a number of financial years, budgets are set per project any unspent budgets at the end of any one financial year may be carried forward into the next.

11.4 A summarised table for the Capital Programme is shown as Appendix 2.

12.0 Supplier Payments

12.1 The Council is committed to paying invoices within terms. During Quarter 4 and in 2014/15 as a whole, the actual achievement was 94% within 30 days. The details on prompt payment (30 days performance) are:

	Quarter 1		Quarter 2		Quarter 3		Quarter 4		TOTAL 2014/15	
Number paid within 30 days	2619	93%	2496	94%	2683	94%	2582	94%	10380	94%
Number paid over 30 days	183	7%	173	6%	167	6%	160	6%	683	6%
Total Invoices paid	2802		2669		2850		2742		11063	100%
Average Days to Pay	9		9		9		9		9	

13.0 Financial Implications

13.1 Contained in the report

(Financial Services have been consulted in the preparation this report.)

14.0 Legal Implications

14.1 There are no legal implications from this report

(Legal Services have been consulted in the preparation this report.)

15.0 Risk & Opportunity Management Implications

15.1 There are no specific risks or opportunities as a result of this report

16.0 People Impact Assessment (PIA):

16.1 A PIA screening assessment has been undertaken and the impact is neutral. A full PIA is not required.

17.0 Other Corporate Implications

Community Safety

17.1 None

Sustainability

17.2 None

Staffing & Trade Union

17.3 None

Budget Savings Programmes - 2014/15

Service	Details: aim of the project	2014/15 £000	Achieved £000	In Progress £000	At Risk £000	Not Achieved	Comments
Neighbourhood Services	Amey contract review, ongoing project from 2013/14 with requirement to identify further savings	(500)	(430)	0		(70)	£430k saving achieved. Balance of savings target will be achieved and monitored during 2015-16.
Neighbourhood Services	Environmental Team Review	(100)				(100)	A review of the operations of the Environmental Planning Team, full saving is expected to be delivered in 2015-16 is to be carried out to identify potential savings.
Business Improvement	Aspire, ongoing project from 2013/14 with requirement to identify further savings	(100)	(100)				Contract price changed to achieve saving 14/15
Business Improvement	Accommodation Saving	(90)	(90)				Achieved
Business Improvement	Grants to VCS	(100)	(100)				Achieved
Public Protection	Shopmobility	(50)				(50)	Work ongoing to review the service and deliver savings in 2015/16
GLT	Senior Management Restructure		(100)				Early achievement of Senior Management Restructure, saving achieved 14/15 rather than 15/16
Guildhall	Events grant	(10)	(10)				Achieved
Public Protection	Market Service	(50)				(50)	No saving expected in 14/15
Development Services	Building Control savings to be gained from Shared Services	(30)	(30)				Will be achieved in year. Shared Building Control Service with Stroud District Council to be implemented.
Cultural Services	Museums Operational Review	(50)				(50)	Cultural Services review completed and recommendations to deliver savings are being implemented.
Cultural Services	Guildhall Operational review	(50)				(50)	Cultural Services review completed and recommendations to deliver savings are being implemented.
Regeneration	Asset Management Service Review	(100)				(100)	Structure approved and changes are now being implemented. A full year saving will be delivered in 2015/16.
Business Improvement	CIVICA, review further savings on contract	(50)	(50)				Contract price changed to achieve saving 14/15
ICT	BT & T Outsourcing	(100)	(100)				Contract price changed to achieve saving 14/15
		(1,380)	(1,010)	0	0	(470)	

This page is intentionally left blank

Capital Programme 2014/15		
Scheme	Budget 2014/15 £000	Actual Spend to date £000
Resources		
Kings Quarter Development	6,000	5,969
SWRDA Asset Transfer	62	54
HCA Regeneration Grant money	82	3
City Centre Regeneration schemes	1,901	387
Voltage Optimisation - Main Buildings	55	10
GCC Building Improvements	413	97
Herbert Reception Upgrade	66	66
HKP Accommodation Review	44	6
ICT Projects	331	169
Eastgate Rooftop Carpark Improvements	750	31
Blackfriars Priory	17	16
Resources Total	9,723	6,807
Services and Neighbourhoods		
Depot works	52	51
Environmental, Drainage and Flood Projects	675	154
GL1 Air Handling & Roofing works	250	191
Innsworth Lane Sports Pitches	35	9
Play Area Improvement Programme	150	120
City Centre CCTV system	365	9
Townscape Heritage Initiative - HLF	1,192	23
Crematorium works	18	8
Housing projects (not HRA)	1,251	672
Grant Funded Projects including s106	550	186
Cultural Services Projects	84	34
Services and Neighbourhoods Total	4,623	1,457
TOTAL GENERAL FUND	14,346	8,264
Housing HRA	7,829	7,846
TOTAL CAPITAL PROGRAMME	22,174	16,110
Spend Financed by		
	£000	
Grants	775	
Major Repairs Reserve	2,022	
HRA Revenue Funding	4,783	
Capital receipts	2,143	
Section 106	131	
Borrowing	6,256	
	16,110	

This page is intentionally left blank

Gloucester City Council

Meeting:	Overview & Scrutiny Committee Cabinet	Date: 15 June 2015 17 June 2015
Subject:	Partnership working with Gloucestershire County Council	
Report Of:	Cabinet Member for Performance & Resources	
Wards Affected:	All	
Key Decision:	No	Budget/Policy Framework: No
Contact Officer:	Martin Shields, Corporate Director Services & Neighbourhoods	
	Email: martin.shields@gloucester.gov.uk	Tel: 39-6745
Appendices:	<ol style="list-style-type: none"> 1. High Level Implementation plan (Exempt) 2. Memorandum of Understanding 3. AMEO action Plan 	

EXEMPTIONS

The public are likely to be excluded during consideration of part of the report as Appendix 1 contains information as defined in Paragraph 4 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended).

1.0 Purpose of Report

- 1.1 To inform Members of the progress made in discussions between Gloucester City Council (GCC) and Gloucestershire County Council (GlosCC) to work together to deliver back office functions and appropriate frontline customer services for the benefit of the residents of the City.
- 1.2 To seek authority to continue to develop the high level implementation plan regarding partnership working and the potential for shared services and outsourcing, with each case being reviewed on its merits and reports being brought to Cabinet for endorsement.

2.0 Recommendations

- 2.1 Overview & Scrutiny Committee is asked to note the report and to make any recommendations to Cabinet for consideration.
- 2.2 Cabinet is asked to **RESOLVE**, subject to consideration of the recommendations from Overview & Scrutiny Committee:
 - (1) To agree the High Level Implementation Plan in Appendix 1 which considers services which may be delivered by Gloucestershire County Council on behalf of the Council and those services which may be commissioned by Gloucestershire County Council from the Council

- (2) To approve the action plan in Appendix 3 and to authorise the Director of Services & Neighbourhoods to adjust the dates as appropriate in consultation with the Cabinet Member for Performance & Resources.
- (3) That further reports be submitted to Cabinet in respect of each service, on a case by case basis, for consideration and approval as appropriate.

3.0 Background and Key Issues

- 3.1 Members will recall that on 20th November 2014 Council took the decision to appoint a joint Managing Director (MD) and Commissioning Director in partnership with GlosCC to work at the highest levels in both organisations to provide a stronger focus on delivering services for the residents of the city.
- 3.2 Prior to this, officers had been working well with colleagues at GlosCC and a number of partnerships were being developed which addressed resource shortages at the GCC and expanded on existing partnerships within the County.
- 3.3 Since the end of 2014, formal partnerships with GlosCC have been implemented in Communications & Press Management and Audit, and a shared HR service is currently being developed as detailed in a separate report to Cabinet.
- 3.4 In addition, GlosCC have supported GCC with; IT recruitment and contract management; management of the Economic Development service; and in the development of large scale Regeneration plans.
- 3.5 The purpose of this report is to bring Members up to date with the partnership work done so far and to seek endorsement for continuation of the joint working approach at both strategic and operational deliver levels.
- 3.6 Governance arrangements in relation to the joint MD and Commissioning Director role will be dealt with outside of this report as meetings are being scheduled with the 6 Group Leaders (across GCC and GlosCC), Jon McGinty and Pete Bungard and these will be reported to Members once arrangements have been finalised.
- 3.7 The High Level Implementation Plan at Appendix 1 highlights the areas of service 'within scope' and as Members will see this includes services that GCC can provide for GlosCC in relation to customer engagement and other front-line customer services.
- 3.8 The scope of the partnership working ranges from officer advice and support to full scale transfer of service delivery with each case being reviewed on its merits through the production of an appropriate business case and signed agreement.
- 3.9 Members should be clear that this approach is about improving services for residents through more effective delivery mechanisms including improved and integrated IT and other communication methods. It also strengthens the reputations of both Councils as residents will have access to a wide range of services without the need to be 'passed from pillar to post'.

- 3.10 It should be recognised that delivery of the High Level Implementation Plan is an ambitious project which will require time and resources to deliver. However, the outcomes will be far reaching in terms of organisational change, removing blockages and using resources more effectively to meet the needs of our residents.
- 3.11 The High Level Implementation Plan will be prioritised based on; impact, outcomes, quick wins, cost and time resources.

4.0 Alternative Options Considered

- 4.1 Members could decide to 'do nothing' and continue operating in isolation of other Councils or partnerships. However, GCC has already entered into a number of successful partnerships that have proven to be cost effective, more efficient and provide better outcomes for customers. Examples include 'One Legal', Civica and the forthcoming shared Building Control service with Stroud.
- 4.2 As Members will see in the Memorandum of Understanding (MoU) at Appendix 2, GCC and GlosCC have committed to working together to improve service delivery. However, the MoU has been worded to allow both organisations to consider other suitable partnerships if collaboration with different organisations would be for the good of that Council.

5.0 Reasons for Recommendations

- 5.1 As can be seen from the appended documents there is much to be gained from working in partnership with other councils and organisations. GCC has a track record of innovative working and regularly reviews the best delivery method for its services. The recent stock transfer to Gloucester City Homes and the outsourcing of streetcare and leisure services to a private contractor and Leisure & Cultural Trust are further evidence that no 'one size fits all' approach is viable in today's world.
- 5.2 The exploration of partnership working across back office services is a natural continuation of this approach and the inclusion of front line customer services allows GCC to showcase its strength in customer engagement and community involvement which should see services and resources being directed through the City Council into our communities.

6.0 Future Work and Conclusions

- 6.1 There is still a significant amount of work to be done and the action plan produced by AMEO in appendix 3 will help us shape how we review and prioritise services which would be suitable for inclusion in the programme.
- 6.2 Further reports will be scheduled for consideration by Members as the programme progresses.

7.0 Financial Implications

- 7.1 There are no immediate financial implications associated with this report. Any decision to consider outsourcing of services or delivering services on behalf of GlosCC or any other delivery model would be subject to the approval of an

appropriate business case and a further report to Cabinet which would include financial implications.

- 7.2 GlosCC have offered to cover the first 20 days of any work undertaken by AMEO.
(Financial Services have been consulted in the preparation this report.)

8.0 Legal Implications

- 8.1 There are no immediate legal implications associated with this report. Any decision to consider shared services, outsourcing of services, delivering services on behalf of GlosCC or any other delivery model would be subject to the approval of an appropriate business case and a further report to Cabinet which would include legal implications.

(Legal Services have been consulted in the preparation this report.)

9.0 Risk & Opportunity Management Implications

- 9.1 There is a risk that Members and Officers do not support the proposals within this report or do not actively look to move the programme forward with pace and enthusiasm.
- 9.2 Opportunities will arise from good communications that explain the benefits to Members, customers and staff to ensure that everyone is engaged in the project and can see the direction of travel and the end benefits.

10.0 People Impact Assessment (PIA):

- 10.1 The PIA Screening Stage was completed and did not identify any potential or actual negative impact, therefore a full PIA was not required. Individual PIA's will be completed for each project brought forward.

11.0 Other Corporate Implications

Community Safety

- 11.1 The work around community engagement will re-enforce the ABCD approach adopted by GCC to build safer and stronger communities.

Sustainability

- 11.2 Implementation of the project will help sustain both Councils as efficiencies come forward through the use of improved technology and closer working relationships.

Staffing & Trade Union

- 11.3 Staff and Trade Unions are being briefed on a regular basis so that everyone knows about the proposed programme of partnership working.

Background Documents: None

By virtue of paragraph(s) 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

MEMORANDUM OF UNDERSTANDING
Between
Gloucestershire County Council
And
Gloucester City Council

Purpose and Scope

To agree and implement a programme which will look at all back office services and appropriate frontline customer services being delivered by Gloucestershire County Council on behalf of Gloucester City Council. As part of the programme, consideration will also be given to exploring and implementing those areas of the business that Gloucestershire County Council could commission from Gloucester City Council or assist the City Council in delivering objectives within its Council Plan.

By exception, it is agreed that where both sides recognise that greater value can be achieved through Gloucester City Council commissioning a back office service from another partner, a joint decision will be taken to progress with this option, although the final decision will rest with Gloucester City Council's Cabinet.

All back office service areas are within scope, those currently being considered are:- Audit, Asset Management and Property Services, Human Resources, Finance Admin functions, ICT, and Communications. Areas being considered for possible commissioning include; community engagement and arrangements relating to the Highways / Street care Contracts.

The Authorities acknowledge that it is not their intention for this Memorandum of Understanding (MoU) to have a binding legal effect. It is a statement of their shared intention to work together in a spirit of co-operation and will provide a shared understanding of the approach to developing and implementing the programme.

Objectives

The overriding goal is to fully optimise inter-organisational opportunities and deliver efficiencies through sharing services. A clear objective is that, where appropriate, Gloucester City Council's back office services will no longer directly be provided by the City Council upon completion of the programme. All other services will be considered and prioritised and reviewed as part of the programme.

Background

The two councils have long-established collaborative working arrangements focussed on delivering effective, value for money services for their customers. Both organisations have implemented transformational changes within their own structures, challenging the status quo and adopting new ways of working. A joint Managing Director of the City Council and Strategic Joint Commissioning Director for the County Council has been appointed who will further enhance and embed joint working. As part of the development of this joint appointment, it was identified that opportunities for joint working should be implemented through a programme to rationalise and share back office service delivery.

Roles and responsibilities

Each partner will:

1. Identify priority services for inclusion in the programme
2. Agree a timetable to implement the programme
3. Keep confidential any matters which any party reasonably considers in its own interest to be kept from the public
4. Provide all required information to the project team¹ to assist in developing and delivering the programme
5. Provide input in a timely and consistent manner and keep each other advised of any significant financial or political changes which may affect the plan
6. Agree to meet at appropriate intervals to monitor progress and to make timely decisions on matters which affect the programme
7. If committee approval to any aspect of the programme is required, each party will agree to share draft reports and provide constructive input
8. All external communications will be mutually agreed before transmission
9. Any disagreements between parties on any aspect of the programme are to be mutually decided by the nominated Lead Officers, each acting reasonably.

Financial Commitment

Both Councils agree to jointly fund any project management resources that need to be committed over and above the existing resources of both Councils. Any project manager will act in the best interests of both council's and in a neutral capacity. The level of funding is to be agreed prior to any appointment into the role.

Review and Evaluation

The programme will contain a number of projects related to developing shared working arrangements between the City and County. The progress of these projects will be monitored and evaluated by the agreed Lead Officers and management teams of the councils.

Term of Agreement

The MoU will remain in place for the period until the programme has successfully achieved its objectives.

Authorisation

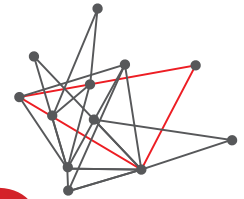
The MoU is not a legal undertaking. The signatories will abide by these terms to meet the objectives stated in the MoU, by striving to do their best.

Gloucestershire County Council

Gloucester City Council

¹ All info shared to be treated confidentially and only used toward the successful delivery of the programme.

APPENDIX 3



ameo

Ameo Professional Services LLP

Gloucester City Council and
Gloucestershire County
Council – Joint and Shared
Service Programme

Support Proposal
29th April 2015

- Gloucester City Council (GCiC) and Gloucestershire County Council (GCoC) have both been through a period of change and are actively working towards increased partnership working to improve outcomes for Gloucester.
- Both parties have a number of projects underway to improve operational practice and customer experience. There is a shared view at a strategic level that there should be opportunities to maximise the collective inputs to deliver greater value for Gloucester.

Page 80

There are a range of shared service projects underway across both councils, but the interim senior team at GCiC have identified that these may be under-resourced to deliver and that they have a lack of visibility surrounding their objectives.

GCiC have discussed with GCoC the need to review the projects underway in order to identify opportunities to increase the effectiveness of resources and overall delivery speed.

- Following an initial discussion with Ameo, both councils expressed an interest in an independent review of their project and programme landscape to help scope the current activity, anticipated outcomes and dependencies. This will then be overlaid with both council's agreed priorities to ensure that the available resource is being focused in the right areas. By working together the intention is to understand the collective resources and opportunities for collaboration.
- Given the new Managing Director will be joining the City on 6th July it would be helpful to have a jointly understood and agreed picture before this date to support him in building a picture of the opportunities and challenges within the council.

Developing our approach

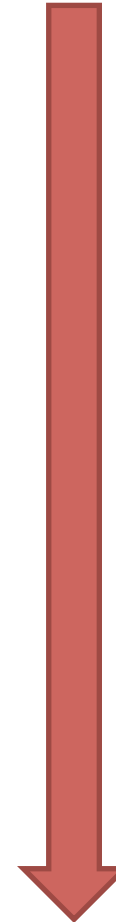


- Ameo Professional Services LLP are a small consultancy specialising in business change and transformation within the Public Sector. Established in 2010 to provide a practical alternative to major market players we have an underpinning ethos of delivery through enabling internal client capacity.
 - Given our understanding, and the broader context, we do not feel a simple project “health check” will enable the city to progress their aims. We feel there is a need for a more targeted review of the delivery environment.
 - We would intend to focus on identifying all the main project activity areas – by project we mean something that is defined, time-limited and delivers an outcome as distinct from business as usual. We would keep the definition reasonably loose as some organisations deem some projects as business as usual.
 - We feel there is a need to engage with the council and its staff to help understand what is impacting on their delivery performance – it might be people, process or both. Fundamentally we would take a more proactive outcome than just saying “this is being managed well” or “lack of controls here”.
- Our team would engage with key individuals to identify the different activity areas. They would then seek to investigate each along a number of key thematic areas and work with key professionals from both GCiC and GCoC (as appropriate) to develop the high-level specifications for each project area and the areas where the respective organisations could add value to the solutions.

Proposed timeline and steps

Date	Activity	Lead
13 May	Project approval	Councils
15 May	Existing project overview and review to identify key project areas and inform next stage	Ameo
18 May	Initial feedback, identify key development areas; Provision of communication to leads to prepare for specification development sessions	Ameo
29 May – 7 June	Arrange development sessions and prepare for sessions	Councils
8 June – 26 June	Engage with key leads to develop initial project specification (ie. 2 page summary business case covering aims/objectives/resources/timelines etc)	Ameo/Councils
29 June	Share draft specifications and recommendations on prioritisation with both councils	Ameo
1 July	Develop action plan options	Ameo
3 July	Approval and project close	Councils
6 July	Submit final plan and recommendations to the new MD	Councils

Page 82



A. Project definition: The amount of activity underway will determine the breadth of scope covered with the priority area of focus being projects which are being progressed to support the partnership working. For each area of work, key information would be captured and challenged around the following areas:

- **Project purpose**
- **Alignment with corporate objectives**
- **Scope**
- **Timeline**
- **Resourcing and roles**
- **Projects dependencies**
- **Status of delivery**
- **Cost**

B. Recommendations for prioritisation and development of programme: This will be undertaken using the information collected as part of the review and the anticipated benefits for each project.

Resources



Role	Estimated Input guide
Partner	3 - 4 days
Senior Consultant	12 - 16 days

Assumptions:

- You will provide a sponsor from both councils for the project who will be sufficiently empowered to progress the project
- An administrative contact will be provided to arrange workshops and interviews
- Staff will be released to attend workshops and engage with the development process as required
- A communications resource will communicate with interested parties to manage any mis-messaging around the process
- We will seek to manage our inputs to maximise value for money

Outputs by 6 July 2015



Validated first draft of the Joint Shared Services 2015/16 programme plan	<i>Excel spreadsheet with high-level detail including project areas, owners, themes, current objectives, deliverables, resources and dependencies and their alignment with corporate objectives</i>
Outline specifications for key project areas which are jointly owned as appropriate	<i>Two page MS Word summary specification to ensure common understanding of project aims, objectives and resources</i>
First draft of recommendations for prioritisation and delivery assurance	<i>Summary report addressing areas that the new MD could consider realigning to improve effectiveness of delivery. Key points for onward communication to wider teams around direction.</i>
Overview of project approach and local understanding	<i>A subjective assessment to inform wider development needs at both councils.</i>

Page 84

Gloucester City Council

**ANNUAL REPORT
OF THE
OVERVIEW AND SCRUTINY
COMMITTEE
2014-15**



**Published by Democratic Services
June 2015**

CONTENTS

	Page No.
Introduction from the Chair	2
Meet the Members	3
How Scrutiny works at Gloucester City Council	4
The Committee's Resources	8
Highlights of the Year	9
Performance Monitoring	14
Balancing the Books	15
Speaking Up – Scrutiny's role in Consultation	16
Task and Finish Group Activity	18
Challenges for 2015/16	21
Meeting statistics	22

INTRODUCTION FROM THE CHAIR

I am delighted to present the Overview and Scrutiny Committee's report on its activities in 2014-15.

It has been a year of challenges and pressures on the resources and finances of local government and the Committee has played its part in monitoring and scrutinising the Council's activities.



The Committee has had a full and varied work programme including two special events which were held during the year namely, a 'Question Time' styled panel and a workshop with students.

I would like to thank my fellow Committee Members, the Cabinet, all Councillors who have contributed to the Task and Finish Groups, and the Democratic Services Officer for their support and co-operation during 2014-15

*Councillor Jan Lugg
Chair Overview and Scrutiny Committee 2014-15*

MEET THE MEMBERS



Councillor Janet Lugg
Chair



Councillor Susan Witts
Vice-Chair



Councillor Andrew Gravells
Spokesperson



Councillor Kate Haigh



Councillor Jim Beeley



Councillor Andy Lewis



Councillor Sebastian Field



Councillor Gerald Dee



Councillor Nigel Hanman



Councillor Gordon Taylor



Councillor Said Hansdot



Councillor Norman Ravenhill



Councillor Paul Toleman



Councillor Declan Wilson



Councillor Terry Pullen

HOW SCRUTINY WORKS AT GLOUCESTER CITY COUNCIL

Overview and Scrutiny has the powers to:

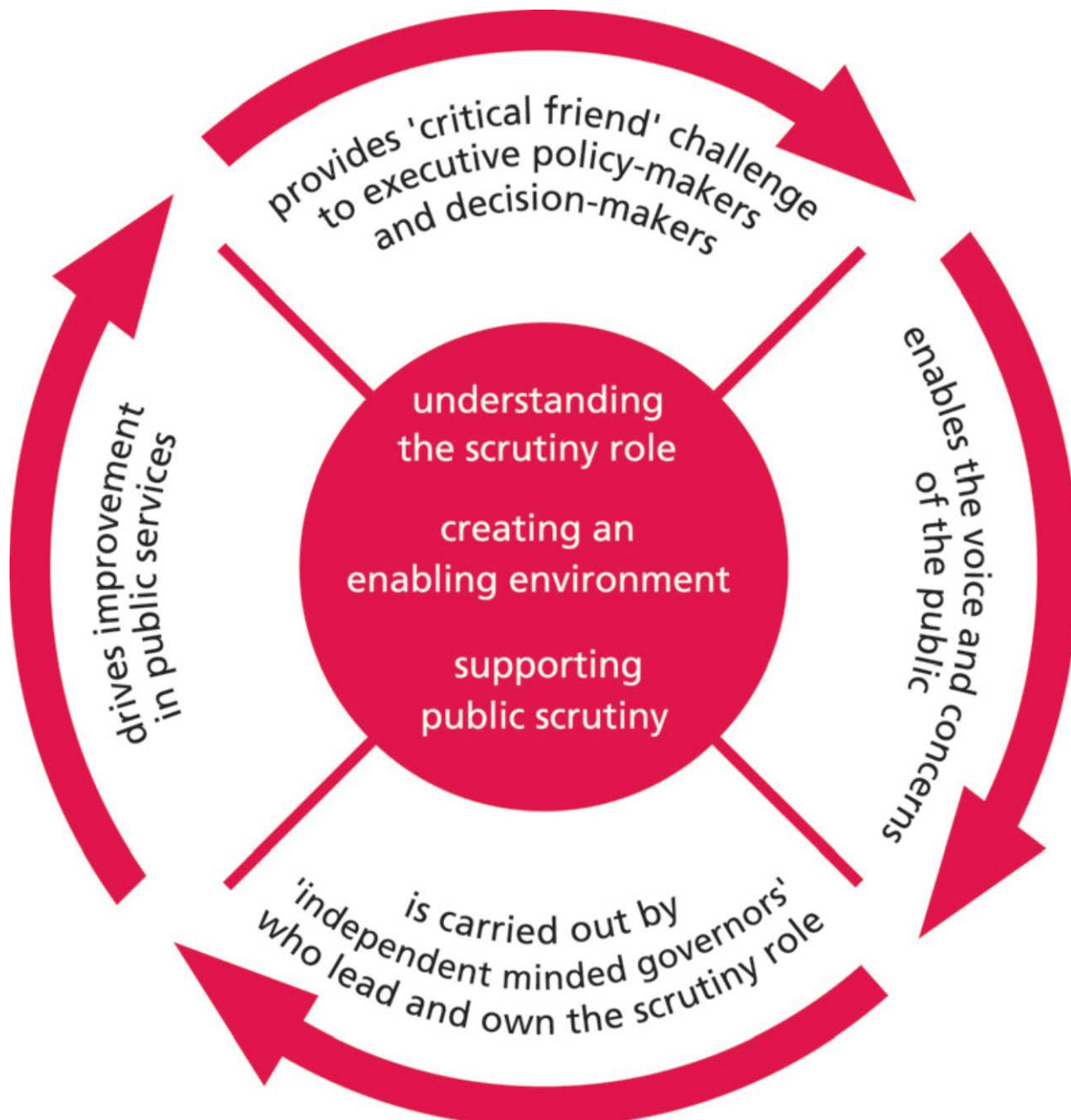
- Provide a sounding board for the Cabinet on key policy decisions.
- Hold decision makers to account.
- Challenge and improve performance.
- Support the achievement of value for money.
- Influence decision makers with evidence based recommendations.
- Bring in the views and evidence of stakeholders, users and citizens.

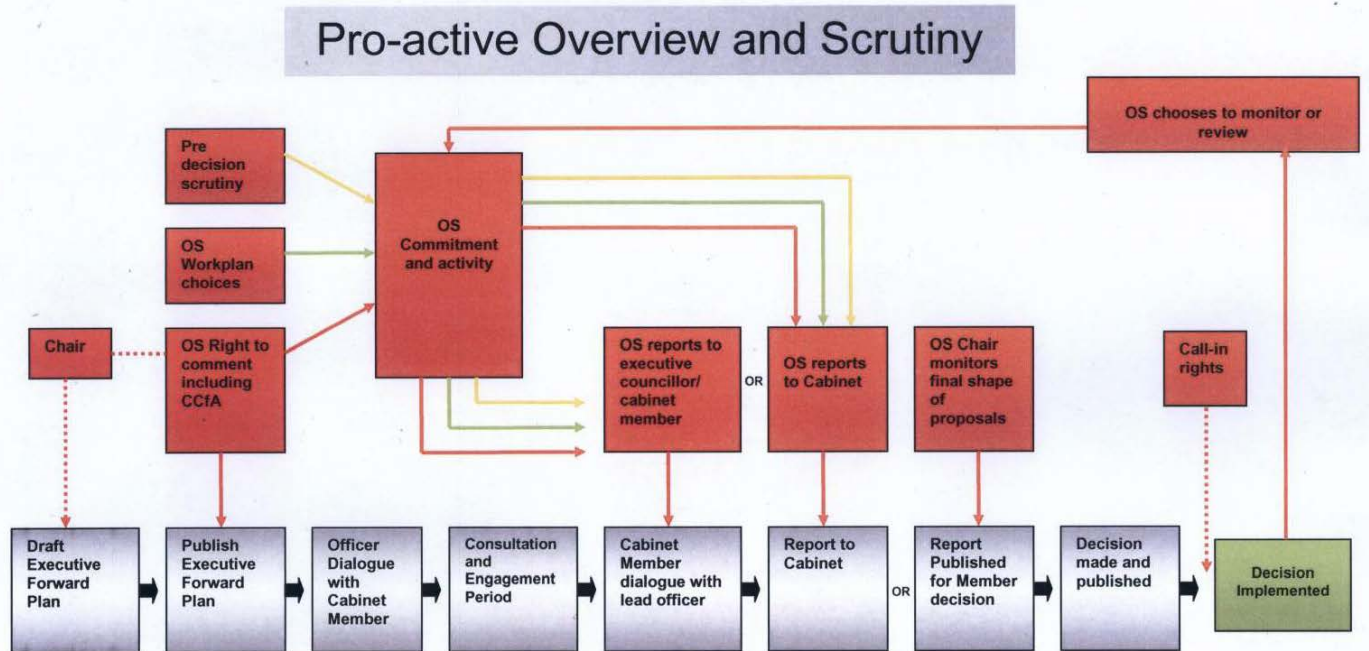


Successful scrutiny:-

- Provides a “critical friend” challenge to executive as well as external agencies.
- Reflects the concerns of the public and community (actively engage with the public).
- Takes the lead in scrutinising on behalf of the public (community leadership).
- Makes an impact on the delivery of public services (contribute to performance).
- Makes a difference!

Successful scrutiny is a central element of the Council's aims and objectives and a key part of the democratic process. The Overview and Scrutiny Committee meets in public to fulfil its role of holding the Cabinet to account against the background of the administration's stated purpose, aims and objectives. However, the guiding principle for its work is that it should make a *proactive* and *positive* contribution to the development of policy and the discharge of the Council's function.





The Committee's Work Programme

There is one Overview and Scrutiny Committee which meets monthly. The agenda usually comprises no more than 3-4 substantive items to enable meaningful and constructive debate on matters. Agenda items are taken from the Cabinet Forward Plan and the Scrutiny Work Programme. The Committee also has a 'rolling' work programme of items which crop up at specific times of the year. Cabinet Members are invited to attend for their respective items. The Committee often acts as a consultee on various strategies as is evidenced later in this report. Task and Finish Group topics are selected following discussion by the Committee and a one page scoping document is produced clearly setting out the aims and objectives of the review.

'Call In' Meetings

The Council's Constitution sets out the rights of Overview and Scrutiny Committee Members to 'call in' a Cabinet decision if they feel it has not been made in accordance with decision-making principles set out in Article 12 of the Constitution. The 'call in' procedure may result in the convening of a special meeting to consider the matter unless the next programmed meeting falls within the deadlines set in the Council's Constitution.

In 2014-15 there was no exercise of the 'call in' procedure.

What does the City Council's Constitution says about the role of Overview and Scrutiny?

The Council's Constitution sets out that the Overview and Scrutiny Committee will:-

- (a) co-ordinate, champion and lead on the scrutiny of Council and Executive decisions;
- (b) have all of the functions, powers and duties conferred by Section 21 of the Local Government Act 2000(as amended);
- (c) have all the powers and functions, powers and duties conferred by Section 19 of the Police and Justice Act 2006 and to act as the Council's Crime and Disorder Committee;
- (d) determine the allocation of work in the event that the scope of the subject matter of a scrutiny study or investigation overlaps the role of more than one Task and Finish Group;
- (e) review the operation of the scrutiny process and work programmes of the Overview and Scrutiny Task and Finish Groups and inform and advise Council in relation to priorities and the allocation of resources;
- (f) oversee and review the resources, support, training and development of Overview and Scrutiny Members;
- (g) develop a positive "critical friend" approach to the role of scrutiny of the Council and Community issues;
- (h) provide and co-ordinate the input to an annual report to Full Council on such issues or topics as the Committee sees fit;
- (i) give consideration to the management of matters called in for review under paragraph 14 of the Overview & Scrutiny Rules;
- (j) give consideration to matters referred to it by the Councillors' Call for Action;
- (k) review and scrutinise the work of the Executive;
- (l) review and scrutinise the content of the Forward Plan;
- (m) review and scrutinise the policies and proposed policies of the Council;
- (n) consider any matters which affect the authority, the City of Gloucester (or part of it) or its inhabitants (or some of them).

THE COMMITTEE'S RESOURCES

Officer Support and Professional Advice

Support is provided by the Democratic Services Officer (Scrutiny Support) under the direction of the Democratic and Electoral Services Manager. The DSO works closely with the Chair, Vice-Chair and Spokesperson and takes a proactive role in managing the Committee's work programme. The Centre for Public Scrutiny (CfPS) is regarded as a focal reference point for professional advice, case studies and tips for best practice.

Networking

The Gloucestershire Scrutiny Group meets twice a year and provides an opportunity for Scrutiny Chairs and Officers to meet others within the County in order to discuss respective workloads and share information. Additionally, the Democratic Services Officer has a good relationship with the County Council's Democratic Services Team.

Budget

The Committee does not have its own dedicated budget and its work is funded from the Democratic Services team's budget.

Member Training

In March 2015, the Committee received a training session on 'Making Task and Finish Groups Effective'. The training was delivered by Simon Harper and Stephen Bace from the County Council's Democratic Services Team. The session reflected on successful studies carried out by task and finish groups at the County Council and stressed the importance of focusing on key issues. The training was well received and thought provoking.



HIGHLIGHTS OF THE YEAR

Introduction

2014-15 has been a challenging and productive year for the Committee. In addition to the normal work programme items, consultations, task and finish groups and items selected by the Committee for investigation, the Committee held 2 special events which are detailed below.

‘Question Time’ Panel – October 2014

The Committee chose to suspend its normal business to hold a ‘Question Time’ style event with the heads of the 3 main educational establishments supporting the City:-

- Gloucestershire College
- University of Gloucestershire
- Hartpury College

On this occasion the Committee was pleased to welcome the Cabinet Member for Housing, Health and Leisure to join the Committee around the table. The session was held in public with all Councillors being invited and was publicised in the local media.



Panel Members were asked the following group questions:-

1. *What is unique about the courses you offer?*
2. *How does your organisation contribute towards the economic development of Gloucester?*
3. *What proportion of graduates stay within the local economy and what initiatives are taken to retain that knowledge within the local area?*
4. *What is your marketing strategy?*
5. *How do you attract students from some of the poorer pockets of the City?*
6. *Do you visit local schools to promote your organisation?*
7. *How do you encourage students with special needs?*



The Committee also asked each Panel Member individual questions which were of direct relevance to their organisation.

The event concluded with the Panel Members turning the table on the Councillors and asking them questions.

The session was extremely successful and identified several areas where the City Council and the educational institutions could work together for mutual benefit including:-

- Suggestion that vacant premises in the City Centre could be rented by the educational establishments to showcase their projects.
- Agreement that the City Council and students would work together to find a student specific venue for socialising where students would feel safe and comfortable.
- Identification of the need for a possible student quarter with hotel and conference facilities.

One of the outcomes from the meeting was the decision to hold a workshop with students from the organisations and this was the second event which the Committee hosted during the year.

Workshop with Students – November 2014

Leading on from the success of the ‘Question Time’ panel, the Democratic Services Officer organised an informal workshop with students from the major educational establishments serving the City. The session was held in private and the Cabinet’s Champion of the Evening Economy joined two Overview and Scrutiny Members and key Officers around the table.

The theme of the workshop was:-

What can the City Council do to provide a student specific venue for socialising and how can the City attract students to live in Gloucester and to enjoy the evening economy?



The workshop was broken down into the following themes:-

- Nightlife
- Safety
- Economy
- Heritage
- Sports
- Heritage
- Student Events
- Accommodation

The event was extremely successful and achieved positive outcomes by opening up networking opportunities for the various students and giving Council Officers an insight into what was important to the students.

There has been follow up work since the workshop involving the Economic Development Team as follows:-



- A productive meeting was held with the Student Union Chief Executive and Communications Manager with the aim of creating a better working relationship between the University and the City Council.
- The Gloucester Guildhall plans to host a 'Freshers Fortnight' event.
- The possibility of holding regular 'Student Nights' at the Guildhall will be explored.
- Work placement opportunities for students at the Guildhall will be publicised to students.

Overview and Scrutiny Committee will shortly receive an update on actions undertaken since the workshop.

PERFORMANCE MONITORING

Challenge, Change, Improve!

The Committee views scrutiny of the performance of the City Council's partnering bodies and stakeholders as an important part of its work. Reduced financial resources continue to put pressure on our partners as they strive to meet their performance targets whilst providing a good service to the residents of Gloucester.



Spotlight on Amey



The Committee reviewed the performance of Amey, the Council's streetcare partner, on two occasions in 2014. Streetcare is such a highly visible service that it always prompts intense debate from Members.

The streetcare contract is also monitored by the Strategic Streetcare Partnership which is chaired by the Cabinet Member for Environment.

Following a meeting between the Lead Members of Overview and Scrutiny and the Strategic Streetcare Partnership in January 2015, the roles of the two bodies were discussed as there were concerns about possible duplication in the scrutiny of the service. As a result of the meeting it was agreed that the Strategic Streetcare Partnership would continue to monitor Amey's performance on a quarterly basis and that Overview and Scrutiny Committee would receive an annual report in June of each year on the activities of the Partnership including the Amey service plan and a presentation by Amey.

Both parties agreed this was a successful outcome and that there was now clarity on their respective roles.



Civica UK Limited - Revenues and Benefits Partnership

In July 2014, the Committee received an annual update on the Gloucester City Council Revenues and Benefits Partnership with Civica. The Committee reviewed the service's low error rate, customer ease of access, and efficiencies which had been introduced to streamline the service. The Committee was pleased to be able to place on record its satisfaction with the Partnership's performance.



Civica UK Limited - IT Partnership

Gloucester City Council entered into a contract with Civica UK Limited for the delivery of IT services in May 2014. In July 2014, the Committee received a presentation from the IT Outsourcing Director of Civica on progress on the new partnership and future plans and priorities. Members noted the public's expectation of increased digital/interactive services. The Committee will continue to monitor the partnership on an annual basis.

Aspire Sports and Cultural Trust

In November 2014 the Committee examined the performance of the Aspire Sports and Cultural Trust. Members were also presented with a 5 year business plan for the Trust. The Committee was pleased to note that despite a difficult trading year the Trust continued to perform well. During the presentation the Committee was briefed on how the Trust attracted a client base from areas of deprivation in the City. Members were pleased to note the Trust's charitable aims and the benefits the Trust brought to the City.

Gloucester City Homes

The Committee considered the performance of Gloucester City Homes in November 2014. At this meeting the Cabinet Member for Housing, Health and Leisure informed the Committee that this would be the last report in this particular format pending the transfer of the 4,800 homes to a housing association with Gloucester City Homes acting as the new landlord. Members commended Gloucester City Homes for its excellent performance and positive engagement with the community.



BALANCING THE BOOKS

Budget Monitoring



Overview and Scrutiny Committee carries out financial monitoring on a quarterly basis looking at the City Council's budget variances, year-end forecasts, and progress made against agreed savings targets. This is an important part of the Committee's annual work programme and helps to keep the City's finances on track.

Consultation on the budget

In December 2014 the Committee welcomed all the Cabinet Members to a meeting set aside for consideration of the City Council's draft money plan for 2015/20 and budget proposals for consultation for the year 2015/16.

Each Cabinet Member presented their portfolio in turn against a background of questions pre-set by the Committee.

During their presentations, the Cabinet Members outlined the savings achieved to date and demonstrated how further savings would be achieved by reductions in partnership costs, increased efficiencies and service transformations.

The Committee robustly questioned the Cabinet Members on their proposals for achieving savings and finding new income streams.



SPEAKING UP – SCRUTINY’S ROLE IN CONSULTATION

Introduction

The Overview and Scrutiny Committee has an important part to play in contributing to consultations which can range from in depth examination of new Government legislation, to looking at new and revised Council strategies and policies. Highlights of consultation work in 2014-15 are detailed below.

Allotments Strategy



In July 2014, the Committee examined a draft allotments strategy presented by the Cabinet Member for Environment which set out how the City Council intended to manage its allotment holding over coming years. Members discussed a number of matters arising from the strategy including plans to introduce properly constituted allotment associations and charging regimes.

Gloucester City Centre Strategy 2015-19

In January 2015, the Cabinet Member for Regeneration and Culture sought the Committee’s input to the creation of a co-ordinated City Centre Strategy for Gloucester. The document included 7 strategic priorities and key actions which would be shared with stakeholders as part of a wider consultation exercise. The Committee engaged in a lively debate with the Cabinet Member, particularly concerning retail aspirations for the City.

Regeneration and Economic Development Strategy

Also in January 2015, the Committee appraised a draft 5 year regeneration and economic strategy presented by the Cabinet Member for Regeneration and Culture. The strategy identified 6 key regeneration and economic development objectives which would be delivered over the 5 years. During the meeting the Committee discussed plans for the regeneration of Blackfriars scheme, with one of the Members suggesting that the possibility of bringing the Dominican library to Blackfriars as a tourist attraction should be revisited.



Housing Strategy

In February 2015, the Committee welcomed the Cabinet Member for Housing, Health and Leisure when Members examined the final draft of the Council's Housing Strategy following consultation with stakeholders. The Committee was pleased to endorse the strategy as a comprehensive guide to anyone living outside the City. Members suggested that a summary document would be useful to emphasise the key objectives of the strategy.



Review of Cultural Services

Also in February 2015, the Committee considered a review of cultural services presented by the Cabinet Member for Regeneration and Culture. The review represented the findings of Michael + Partners (consultants) and had been produced in conjunction with a cross-Member and Officer working group. A Councillor from the working group was also in attendance to answer questions from the Committee. Members made constructive suggestions regarding signage and lighting for the Guildhall and were pleased to note that there was a commitment to delivering the recommendations in the report as quickly as possible.

Gloucester City Markets Strategy



In March 2015, the Committee deliberated on a 5 year draft markets strategy and action plan which also sought endorsement for the investigations of options for a new ground floor indoor market. The document prompted a lengthy debate during which the Committee discussed possible locations for a new indoor market and matters relating to the Farmers' Market and specialist markets which were held from time to time.

A recommendation arising from the meeting was for the current location of the indoor market to be better signposted. All the Committee acknowledged that vibrant markets played an important part in the retail offer in the City.

TASK AND FINISH GROUP ACTIVITY

Introduction

Task and Finish Groups are set up to look at issues in detail which cannot be dealt with in any other way such as holding a workshop or an intensive day session. The Task and Finish Group gathers evidence by talking to witnesses and service users. Site visits are also carried out where appropriate.

Any Councillor can suggest a topic for a Task and Finish Group.

The Overview and Scrutiny Committee chooses which subject(s) they wish to investigate

A one page scoping document sets the scene for the Group's work. At the end of the study, the Group's conclusions are documented in a report for the Cabinet which details its findings and recommendations.

In 2014-15 the Committee ran two Task and Finish Groups:-

Management of Parcels of Unadopted Green Land (concluded in March 2015)

Membership: Councillor Haigh (Chair), Councillor Wilson, Councillor Noakes, plus Councillor Randle (substitute Member for Councillor Noakes)

Ambitions for the review (identified in the scoping document):-

To identify where these unadopted parcels of land exist and to look at options for dealing with them, both historically and moving forward. The review will also cover areas near to watercourses.

Recommendations from the review:-

Legacy Issues

1. It is recommended that legacy issues be tackled by identifying land ownership details in the first instance.
2. It is recommended that developers be lobbied.
3. It is recommended that residents be written to where land is found to be in private ownership.

4. It is recommended that community clean-ups be encouraged, and that these should involve Amey, the County Council and Gloucester City Homes, where appropriate.
5. It is recommended that an approach be adopted to residents of *'you blitz it and we might adopt it'* provided the advice of Council Officers is followed.
6. It is recommended that where appropriate, residents are able to take ownership of odd pieces of land which are of no value or use to the City Council to ensure that the land is maintained.
7. It is recommended that potentially unsafe areas be tackled by Amey on an emergency case by case basis.

Moving Forward

1. It is recommended that the Council should draft a policy for dealing with unadopted land.
2. It is recommended that Planning Officers should look at the most appropriate means of ensuring small areas of unadopted land do not slip through the net, such as using a 'checklist'.
3. It is recommended that developers should be encouraged to maintain unadopted land that they are responsible for.

Other Recommendations

1. It is recommended that information be placed on the Council's website advising residents of their options for dealing with overgrown areas of land.
2. It is recommended that assistance for community groups both in terms of financial help through funding, and through mentoring by other established voluntary groups, be publicised on the Council's website.
3. It is recommended that Councillors be informed of the City Council's intranet mapping system and how to manipulate it, subject to access levels being preset.

The report was presented to Cabinet on 25 March 2015, when it was well received. Monitoring of the report's recommendations will take place in six months' time.



The second Task and Finish Group is still ongoing following a break in its activity to allow Officers to carry out a series of inspections.

Proposed Actions to Improve Housing Conditions in the Private Rented Sector

Membership: Councillor Smith (Chair), Councillor Gravells, Councillor Beeley

Ambitions for the review (identified in the scoping document):-

- ***To agree an action plan to implement proactive programmes intended to improve the worst privately rented accommodation in HMOs.***
- ***To agree how these improvements can be sustained into the future.***
- ***To identify if there is a case for additional licensing schemes.***



Overview and Scrutiny Committee chose this study as a direct result of their interest in the subject following the presentation of a report on the housing conditions in the private rented sector by the Cabinet Member for Housing, Health and Leisure in June 2014.

Recommendations from the study will be published in next year's Annual Report.

CHALLENGES FOR 2015-16

Looking Ahead

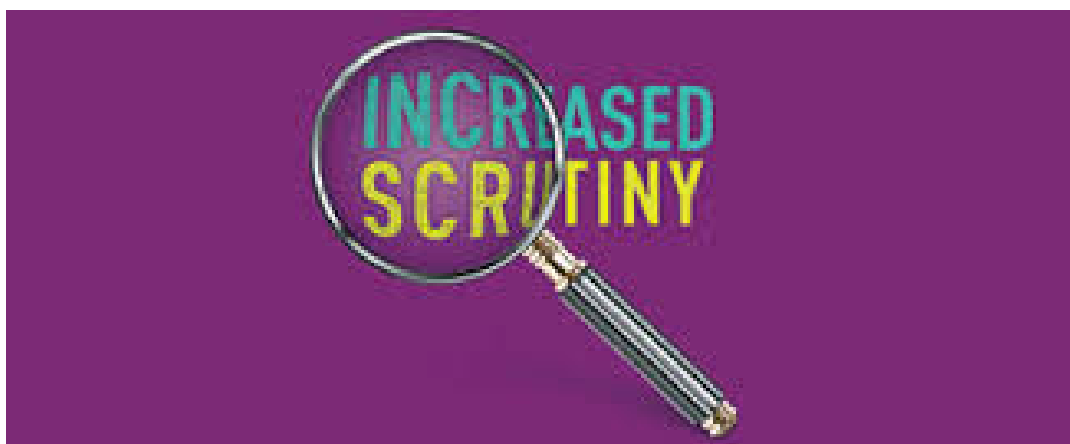
In the municipal year 2015-16 the Committee welcomes 4 new Members to the Committee and a new Vice-Chair and Spokesperson.

Following the local elections on 7 May 2015, the Conservative group hold a majority of seats on the Council and this means that the role of scrutiny is more important than ever.

The Committee's Work Programme is already filling up for the year and in addition to its rolling programme of work the Committee will be selecting new task and finish group topics.

There will continue to be robust and rigorous examination of the Council's partners and other stakeholders and a varied programme of work during the year.

The Democratic Services Officer is working on a Task and Finish Group protocol which will give Members and Officers a better understanding of the process and will also help to ensure that the implementation of recommendations is monitored. There are also plans to produce an Overview and Scrutiny handbook in the new municipal year. Opportunities will also be explored to increase public and stakeholder engagement with scrutiny.



OVERVIEW AND SCRUTINY MEETINGS HELD IN 2014-15 AND MEMBERS' ATTENDANCE RECORD

Nature of Meeting	Date
Ordinary business	23 June 2014
Ordinary business	21 July 2014
Ordinary business	15 September 2014
Question Time Panel	13 October 2014
Ordinary business	10 November 2014
Budget proposals and consultation	1 December 2014
Ordinary business	8 December 2014
Ordinary business	26 January 2015
Ordinary business	23 February 2015
Ordinary business	23 March 2015

Name of Councillor	Meetings attended (out of a maximum of 10)
Councillor Janet Lugg (Chair)	10
Councillor Susan Witts (Vice-Chair)	10
Councillor Andrew Gravells (Spokesperson)	8
Councillor Kate Haigh	10
Councillor Nigel Hanman	8
Councillor Andrew Lewis	7
Councillor Declan Wilson	10
Councillor Norman Ravenhill	8
Councillor Sebastian Field	8
Councillor Gerald Dee	7
Councillor Gordon Taylor	10
Councillor Jim Beeley	6
Councillor Said Hansdot	7
Councillor Paul Toleman	10
Councillor Terry Pullen	9

**DELIVERED
BY SCRUTINY**

Gloucester
City Council



OVERVIEW AND SCRUTINY COMMITTEE
15 JUNE 2015

**CABINET
FORWARD WORK PROGRAMME
JULY 2015 – MARCH 2016**

Gloucester City Council Forward Plan

SUBJECT (and summary of decision to be taken)		PLANNED DATES	DECISION MAKER & PORTFOLIO	NOTICE OF PRIVATE BUSINESS (if applicable)	RELATED DOCUMENTS (available on request, subject to restrictions on disclosure)	LEAD OFFICER (to whom Representations should be made)
JULY 2015						
NON	Annual Review of Performance of Civica Revenues and Benefits <u>Summary of decision:</u> To receive an update on the performance of the outsourced Revenues & Benefits service. <i>Wards affected: All Wards</i>	13/07/15 15/07/15	Overview and Scrutiny Committee Cabinet Cabinet Member for Performance and Resources			Sadie Neal, Head of Business Improvement and Performance Tel: 01452 396326 sadie.neal@gloucester.gov.uk
NON	Annual Review of Performance of Civica IT <u>Summary of decision:</u> To receive an update on the performance of the outsourced IT service. <i>Wards affected: All Wards</i>	13/07/15 15/07/15	Overview and Scrutiny Committee Cabinet Cabinet Member for Performance and Resources			Sadie Neal, Head of Business Improvement and Performance Tel: 01452 396326 sadie.neal@gloucester.gov.uk

Gloucester City Council Forward Plan

NON	<p>Boundary Review</p> <p><u>Summary of decision:</u> To report on the final recommendations of the Local Government Boundary Commission for England in the Gloucester City Boundary Review and to note consequential actions required.</p> <p><i>Wards affected: All Wards</i></p>	23/07/15	Council Cabinet Member for Performance and Resources		LGBCE Final Recommendations	Sue Mullins, Head of Legal and Policy Development Tel: 01452 396110 sue.mullins@gloucester.gov.uk
NON Page 111	<p>Revisions to Standing Orders for the dismissal of statutory officers</p> <p><u>Summary of decision:</u> To seek approval to constitutional changes and to note potential contractual changes required to comply with legislation on the dismissal of statutory officers.</p> <p><i>Wards affected: All Wards</i></p>	29/06/15 23/07/15	Organisational Development Committee Council Cabinet Member for Performance and Resources		The Local Authorities (Standing Orders) (England Amendment) Regulations 2015	Sue Mullins, Head of Legal and Policy Development Tel: 01452 396110 sue.mullins@gloucester.gov.uk

Gloucester City Council Forward Plan

NON	<p>City Centre Investment Fund Allocations and Update</p> <p><u>Summary of decision:</u> To update Members on the progress towards the delivery of the City Centre Investment Fund</p> <p><i>Wards affected: Westgate</i></p>	15/07/15	Cabinet Cabinet Member for Regeneration and Economy			Anthony Hodge, Head of Regeneration and Economic Development Tel: 01452 396034 anthony.hodge@gloucester.gov.uk
Page 112 NON	<p>Asset Management Strategy Update Report</p> <p>Summary of decision: To seek approval for the Asset Management Strategy for 2015.</p> <p>Wards affected: All Wards</p>	15/07/15	Cabinet Cabinet Member for Regeneration and Economy			Mark Foyn, Acting Asset Manager mark.foyn@gloucester.gov.uk
AUGUST 2015 - No meetings						
SEPTEMBER 2015						

Gloucester City Council Forward Plan

NON	<p>Financial Monitoring Quarter 1 Report</p> <p><u>Summary of decision:</u> To receive an update on financial monitoring information for the first quarter 2015/16.</p> <p><i>Wards affected: All Wards</i></p>	16/09/15	Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Finance Tel: 01452 396242 jon.topping@gloucester.gov.uk
NON	<p>Cultural Strategy Update</p> <p><u>Summary of decision:</u> To provide Cabinet with a 6 monthly update in relation to the Cultural Strategy Action Plan.</p> <p><i>Wards affected: All Wards</i></p>	16/09/15	Cabinet Cabinet Member for Culture and Leisure			Lucy Wright, TIC Service Manager Tel: 01452 396570 lucy.wright@gloucester.gov.uk
NON	<p>Regulation of Investigatory Powers Act 2000 (RIPA) Six Monthly Report on Use of RIPA Powers</p> <p><u>Summary of decision:</u> To receive an update on the six monthly report on the use of RIPA Powers.</p> <p><i>Wards affected: All Wards</i></p>	16/09/15	Cabinet Cabinet Member for Performance and Resources			Sue Mullins, Head of Legal and Policy Development Tel: 01452 396110 sue.mullins@gloucester.gov.uk

OCTOBER 2015

NON	<p>Treasury Management – Quarter 1 Report</p> <p><u>Summary of decision:</u> To update Cabinet on treasury management activities.</p> <p><i>Wards affected: All Wards</i></p>	21/10/15	Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Finance Tel: 01452 396242 jon.topping@gloucester.gov.uk
-----	--	----------	---	--	--	--

NOVEMBER 2015

NON Page 114	<p>Financial Monitoring Quarter 2 Report</p> <p><u>Summary of decision:</u> To receive an update on financial monitoring information for the second quarter 2015/16.</p> <p><i>Wards affected: All Wards</i></p>	11/11/15	Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Finance Tel: 01452 396242 jon.topping@gloucester.gov.uk
-----------------	---	----------	---	--	--	--

Gloucester City Council Forward Plan

NON	<p>Regulation of Investigatory Powers Act 2000 (RIPA) - Review of Procedural Guide</p> <p><u>Summary of decision:</u> To request that Members review and update the Council's procedural guidance on RIPA.</p> <p><i>Wards affected: All Wards</i></p>	<p>11/11/15</p> <p>26/11/15</p>	<p>Cabinet</p> <p>Council Cabinet Member for Performance and Resources</p>			<p>Sue Mullins, Head of Legal and Policy Development Tel: 01452 396110 sue.mullins@gloucester.gov.uk</p>
DECEMBER 2015						
NON Page 115	<p>Treasury Management Quarter 2 Report</p> <p><u>Summary of decision:</u> To update Cabinet on treasury management activities.</p> <p><i>Wards affected: All Wards</i></p>	<p>23/11/15</p> <p>07/12/15</p> <p>09/12/15</p>	<p>Audit and Governance Committee</p> <p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Jon Topping, Head of Finance Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>
JANUARY 2016						

Gloucester City Council Forward Plan

KEY	<p>Festivals and Events Programme</p> <p><u>Summary of decision:</u> To seek approval for the 2016-17 Festival and Events Programme.</p> <p><i>Wards affected: All Wards</i></p>	13/01/16	Cabinet Cabinet Member for Culture and Leisure			<p>Sarah Gilbert, Guildhall Service Manager Tel: 01452 396386 sarah.gilbert@gloucester.gov.uk</p>
FEBRUARY 2016						
NON Page 116	<p>Financial Monitoring Quarter 3 Report</p> <p><u>Summary of decision:</u> To receive an update on financial monitoring information for the third quarter 2015/16.</p> <p><i>Wards affected: All Wards</i></p>	08/02/16 10/02/16	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Jon Topping, Head of Finance Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>
BPF	<p>Council Tax Setting 2015/16</p> <p><u>Summary of decision:</u> To seek approval for the resolutions relating to the setting of Council Tax for 2016/17.</p> <p><i>Wards affected: All Wards</i></p>	25/02/16	Council Cabinet Member for Performance and Resources			<p>Jon Topping, Head of Finance Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>

Gloucester City Council Forward Plan

BPF	<p>Final Budget Proposals (including Money Plan and Capital Programme)</p> <p><u>Summary of decision:</u> To seek approval for the final Budget Proposals for 2015-16, including the Money Plan and Capital Programme.</p> <p><i>Wards affected: All Wards</i></p>	<p>10/02/16</p> <p>25/02/16</p>	<p>Cabinet</p> <p>Council Cabinet Member for Performance and Resources</p>			<p>Jon Topping, Head of Finance Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>
MARCH 2016						
<p>NON</p> <p>Page 117</p>	<p>Pay Policy Statement 2016-17</p> <p><u>Summary of decision:</u> To seek approval for the annual Pay policy Statement 2016-17 in accordance with Section 38 of the Localism Act 2011.</p> <p><i>Wards affected: All Wards</i></p>	<p>09/03/16</p> <p>24/03/16</p>	<p>Cabinet</p> <p>Council Cabinet Member for Performance and Resources</p>			<p>Jon Topping, Head of Finance Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>

Gloucester City Council Forward Plan

BPF	<p>Treasury Management Strategy</p> <p><u>Summary of decision:</u> To seek approval for the Treasury Management Strategy.</p> <p><i>Wards affected: All Wards</i></p>	09/03/16 24/03/16	Cabinet Council Cabinet Member for Performance and Resources			Jon Topping, Head of Finance Tel: 01452 396242 jon.topping@gloucester.gov.uk
NON	<p>Regulation of Investigatory Powers Act 2000 (RIPA) Six Monthly Report on use of RIPA Powers</p> <p><u>Summary of decision:</u> To update Cabinet on the use of RIPA powers.</p> <p><i>Wards affected: All Wards</i></p>	09/03/16	Cabinet Cabinet Member for Performance and Resources			Sue Mullins, Head of Legal and Policy Development Tel: 01452 396110 sue.mullins@gloucester.gov.uk
NON	<p>Treasury Management Update- Quarter 3 Report 2015/16</p> <p><u>Summary of decision:</u> To update Cabinet on Treasury management activities.</p> <p><i>Wards affected: All Wards</i></p>	09/03/16	Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Finance Tel: 01452 396242 jon.topping@gloucester.gov.uk

APRIL 2016-No meetings

MAY 2016- No meetings

This page is intentionally left blank

Gloucester City Council Overview and Scrutiny Work Programme 2015-16 (updated 04/06/15)

Item	Format	Lead Member (if applicable)/Lead Officer	Comments
13 JULY 2015			
Tree Policy – Monitoring of 12 months' data	Report	Cabinet Member for Environment	Requested by Committee
Gloucester City Council Annual Performance Monitoring	Report	Cabinet Member for Performance and Resources	Part of annual work programme
Civica Annual Performance reports for Revenues and Benefits and IT	Report and presentation	Cabinet Member for Performance and Resources	Part of annual work programme
14 SEPTEMBER 2015			
Annual Report on Public Health in Gloucestershire	Report and presentation	Interim Director of Public Health, Gloucestershire County Council	Added to the work programme following a request by the Interim Director of Public Health, Gloucestershire County Council
Quarter 1 Financial Monitoring	Report	Cabinet Member for Performance and Resources	Part of annual work programme
PROVISIONAL – Cultural Strategy Update	Report	Cabinet Member for Culture and Leisure	
19 OCTOBER 2015			
Progress on implementation of Task and Finish Group recommendations on unadopted green land	Report	Cabinet Member for Regeneration and Culture/Cabinet Member for Environment	Requested by Committee
Aspire Annual Performance Monitoring	Report	Cabinet Member for Housing, Health and Leisure	Part of annual work programme

Item	Format	Lead Member (if applicable)/Lead Officer	Comments
9 NOVEMBER 2015			
Quarter 2 Financial Monitoring	Report	Cabinet Member for Performance and Resources	Part of annual work programme
30 NOVEMBER 2015 – BUDGET MEETING			
7 DECEMBER 2015			
11 JANUARY 2016			
8 FEBRUARY 2016			
Quarter 3 Financial Monitoring	Report	Cabinet Member for Performance and Resources	Part of annual work programme
7 MARCH 2016			