



Cabinet

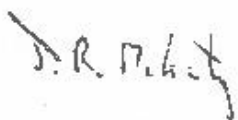
Meeting: Wednesday, 9th December 2015 at 6.00 pm in Civic Suite, North Warehouse, The Docks, Gloucester, GL1 2EP

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| Membership: | Cllrs. James (Leader of the Council and Cabinet Member for Regeneration and Economy) (Chair), Dallimore (Deputy Leader and Cabinet Member for Communities and Neighbourhoods), Noakes (Cabinet Member for Culture and Leisure), D. Norman (Cabinet Member for Performance and Resources), Organ (Cabinet Member for Housing and Planning) and Porter (Cabinet Member for Environment) |
| Contact: | Atika Tarajiya Democratic Services Officer 01452 396127 atika.tarajiya@gloucester.gov.uk |

AGENDA

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| 1. | APOLOGIES To receive any apologies for absence. |
| 2. | DECLARATIONS OF INTEREST 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. |
| 3. | MINUTES (Pages 5 - 10) To approve as a correct record the minutes of the meeting held on 11 November 2015. |
| 4. | PUBLIC QUESTION TIME (15 MINUTES) The opportunity is given to members of the public to put questions to Cabinet Members or Committee Chairs provided that a question does not relate to: <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 |
| 5. | PETITIONS AND DEPUTATIONS (15 MINUTES) To receive any petitions or deputations provided that no such petition or deputation is in relation to: <ul style="list-style-type: none"> • Matters relating to individual Council Officers, or |

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|-----|---|
| | <ul style="list-style-type: none"> • Matters relating to current or pending legal proceedings |
| 6. | <p>DRAFT MONEY PLAN 2016-21 & BUDGET PROPOSALS 2016/17 (Pages 11 - 64)</p> <p>To consider the report of the Cabinet Member for Performance and Resources reviewing the Council's Draft Money Plan 2016-21 & Budget Proposals 2016/17.</p> |
| 7. | <p>CHANGE IN DISCOUNT LEVELS FOR CLASS C EMPTY PROPERTIES (Pages 65 - 68)</p> <p>To consider the report of the Cabinet Member for Performance and Resources seeking approval to change the level of discount for Class C empty properties from 100% in the first month and 25% in subsequent 5 months, to 25% for the 6 months period.</p> |
| 8. | <p>STRATEGIC RISK REGISTER (Pages 69 - 86)</p> <p>To consider the report of the Cabinet Member for Performance and Resources updating Members on the Strategic Risk Register for their awareness and consideration.</p> |
| 9. | <p>COMPLIANCE WITH THE WASTE FRAMEWORK DIRECTIVE AND WASTE REGULATIONS 2011 (AS AMENDED) (Pages 87 - 98)</p> <p>To consider the report of the Cabinet Member for Environment informing Members of the formal assessment undertaken to ensure the Council's Waste and Recycling service is regarded as TEEP compliant and confirm that no change is required to the current method of collecting and re-processing of recycled materials.</p> |
| 10. | <p>APPRAISAL OF THE SOCIAL PRESCRIBING PILOTS (Pages 99 - 104)</p> <p>To consider the report of the Cabinet Member for Communities and Neighbourhoods updating Members on the completion of the Social Prescribing project and the progress of the fully implemented scheme.</p> |



Jon McGinty
Managing Director

Date of Publication: Tuesday, 1 December 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.

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For further details and enquiries about this meeting please contact Atika Tarajiya, 01452 396125, atika.tarajiya@gloucester.gov.uk.

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

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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.

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- 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.



CABINET

MEETING : Wednesday, 11th November 2015

PRESENT : Cllrs. James (Chair), Noakes, D. Norman, Organ and Porter

Others in Attendance

Jon McGinty, Managing Director

Shirin Wotherspoon, Solicitor

Martin Shields, Corporate Director of Services and Neighbourhoods

Jon Topping, Head of Finance

Atika Tarajiya, Democratic Services Officer

APOLOGIES : Cllrs. Dallimore

57. DECLARATIONS OF INTEREST

There were no declarations of interest.

58. MINUTES

RESOLVED:

That the minutes of the meeting held on Wednesday 21st October 2015 be confirmed as a correct record and signed by the Chair.

59. PUBLIC QUESTION TIME (15 MINUTES)

Mr Andy Berry addressed the Cabinet outlining his concerns over the future of the Shopmobility Service. He explained that the service was invaluable to him and allowed him regular access to the City Centre reporting that staff consistently offered exceptional customer service. He commented that the benefits of the service outweighed the operating costs and expressed his hope that the service would continue to be operated by the City Council.

Councillor Paul James (Cabinet Member for Regeneration and Economy) explained that the Shopmobility Service came under the portfolio of the Cabinet Member for Communities and Neighbourhoods (Councillor Jennie Dallimore) who was unable to attend the meeting but had provided comments outlining her intentions for the future of the service. He explained that the City Council were clearly opposed to discontinuing the service but were looking at alternative ways of operating to ensure that the most efficient and cost effective approach was undertaken. He noted that

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efforts were being made across all areas of the Council to streamline existing services and acknowledged the importance of the Shopmobility Service for the City's residents.

Mr Richard Trelfa introduced himself as an ex-manager of the Shopmobility Service from 1990 to 2005 querying whether Members of the Cabinet had found his briefing note outlining risks and suggestions of the Shopmobility Service proposals useful. He requested clarification on whether voluntary staff would be continue to feature in any new proposals and reported that the City Council could expose itself to financial litigation should a customer injure a member of the public whilst using the mobility scooters as result of poor staff training.

Councillor Paul James thanked Mr Trelfa for his briefing note commenting that it had provided greater insight on the issue. He explained that the intention was to put the service out to procurement with social value confirming that volunteers would be included in the proposals. He advised that the City Council held appropriate insurance adding that customers were required to undertake a first use assessment and regular refresher training and were personally liable in the case of any incident.

The Managing Director reported that queries similar to these would be addressed as part of the tendering process and the proposals had been instigated by a need to create a sustainable service in light of the challenging cuts to public sector funding. He noted that public enterprise partnerships and volunteers as mentioned by Councillor Dallimore at the Overview and Scrutiny Committee on the 9th November 15 could play a key role in delivering an efficient service.

Mr Richard Trelfa thanked the Members for their assistance.

60. PETITIONS AND DEPUTATIONS (15 MINUTES)

There were no petitions or deputations.

61. SHOPMOBILITY SERVICE OPTIONS APPRAISAL

Cabinet considered the report of the Cabinet Member for Communities outlining the options for the future of the Shopmobility Service and which recommended that a procurement exercise be undertaken.

Councillor James explained that the savings were originally planned for the 2015 budget year but were delayed to ensure a thorough and detailed approach was considered. He commented that the Council were required to achieve the budgeted savings but had no desire to discontinue the service or restrict the opening hours. He reported that three organisations had expressed an interest in taking over the operating of the service had already been received and advised that the existing £30,000 legacy would help to secure a sustainable future for the Shopmobility Service. He noted that the proposals had been presented in public and taken to Overview and Scrutiny committee to ensure transparency and accountability acknowledging the importance and value that the service provides for the City's residents.

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Cabinet Members endorsed the proposals noting the transparent and open decision making approach adopted. They emphasised the need to ensure a quality service that would be cost effective and welcomed proposals that considered social value.

RESOLVED:

1. That the Shopmobility Service be put out to open procurement with social value.
2. That the Head of Public Protection be given delegated powers to work in partnership with another District Council for this procurement exercise should a favourable opportunity arise.
3. That it be noted that the Cabinet Member for Communities, as the relevant Portfolio Holder, appoints the successful contractor.

62. FINANCIAL MONITORING QUARTER 2 REPORT

Cabinet considered the report of the Cabinet Member for Performance and Resources updating Members on financial monitoring details including budget variances, year-end forecasts, and progress made against agreed savings targets for the 2nd quarter ended 30th September 2015.

Councillor Norman (Cabinet Member for Performance and Resources) summarised the key areas of the report noting that significant challenges still remained and were being managed pro-actively.

Cabinet Members endorsed the approach placing on record their thanks to the Finance team and Officers involved in achieving the substantial savings. They acknowledged that ongoing shared working arrangements and investigating the viability of outsourcing could improve the quality and range of the services provided and help to achieve the required savings.

RESOLVED:

1. That it be noted that the savings achieved in year to date total £945k.
2. That it be noted that the forecast year end position is currently for a reduction to the Council's General Fund balance of £278k. This is an improvement of the Quarter 1 position of £554k.
3. That the actual and expected levels of income for the Council shown at Appendix 3 be noted.
4. That the details of specific budgetary issues identified by Officers and the actions being taken to address those issues be noted.
5. That the current level of Capital expenditure as shown on Appendix 2 be noted.

63. TREASURY MANAGEMENT QUARTER 2 REPORT

Cabinet considered the report of the Cabinet Member for Performance and Resources updating Members on treasury management activities for Quarter 2, (1st July 2015 to 30th September 2015).

Cabinet Members endorsed the approach acknowledging the Council's under borrowing position in the current challenging economic environment.

RESOLVED:

That the contents of the report be noted subject to any comments subsequently received by the Audit and Governance Committee

64. FLOOD IMPROVEMENT WORKS UPDATE

Cabinet considered the report of the Cabinet Member for Environment updating Members of the flood alleviation works which have been completed across the City throughout 2014/2015, those that are currently in progress and to outline future proposed works.

Councillor Porter (Cabinet Member for Environment) advised that 237 properties were now being protected as a result of completed works. He commented that there were now fewer grants and less funding available, noting that Officers were working hard to identify new avenue streams.

Cabinet Members were pleased to note the scale of improvements carried out across the City commenting that effective partnership working with the relevant agencies would need to be considered to help deliver a streamlined service and continued progress.

RESOLVED:

1. That the contents of this report be noted.
2. That authority be delegated to the Corporate Director to work in partnership with relevant agencies and landowners to recognise the importance of all flood alleviation works within the City in minimising the risk and impact of flooding events.
3. That the importance of the ongoing partnership working to secure the best possible outcomes for residents and businesses in Gloucester in reducing flood risk, including bidding for external funding and entering into appropriate agreements on terms approved by the Council Solicitor be recognised.
4. That Officers be supported in investigating and utilising additional resources to maximise opportunities to reduce flood risk.

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5. That the continued importance of information, education, consultation and signposting as funding reduces be recognised.

65. INVESTMENT AT BLACK DOG WAY

Cabinet considered the report of the Cabinet Member for Housing and Planning updating Members on progress with a development proposal at Black Dog Way and seeking approval for the use of 'right to buy' receipts as a means of delivering a viable scheme and to secure the delivery a range of types of 'affordable housing' within the City Centre.

In response to Councillor Porter's query regarding the certainty around costings and the required contribution, Councillor Organ (Cabinet Member for Housing and Planning explained that a consultant with a relevant expertise had been employed to provide detailed cost analysis noting that the development would be required to be completed by 2018 as the proposed funding was time limited.

Cabinet Members welcomed the proposals commenting that the site had been derelict for a considerable length of time and would provide a range of affordable housing for residents of the City. They noted that there would be no additional budget implications as the contribution would consist of right to buy receipts that were limited for use in social housing developments.

RESOLVED:

1. That the use of a contribution as, outlined in Appendix 1, be approved to enable a regeneration initiative to proceed at Black Dog Way subject to the following conditions:
 - That relevant planning permissions are obtained.
 - The application to the Homes & Communities Agency for grant funding is successful.
 - The total cost of delivering the scheme is financially viable overall.
 - All documentation securing the use of the grant for affordable housing and the retention of units supported by the grant as affordable housing being entered into; and
 - The receipt of invoices/evidence as to the actual costs incurred.
2. That authority be delegated to the a Corporate Director in consultation with the Council Solicitor to enter into a grant agreement in respect of the grant and all documentation securing the use of the grant for affordable housing and the retention of units supported by the grant as affordable housing and;
3. That authority be delegated to the Housing Strategy & Enabling Service Manager to agree variations to the contribution (should they be required following scrutiny of financial appraisals), subject to consultation with the Cabinet Member for Performance & Resources, and Cabinet Member for Housing and Planning.

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66. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED that the press and public be excluded from the meeting during the following item of business on the grounds that it is likely, in view of the nature of business to be transacted or the nature of the proceedings, that if members of the press and public are present during consideration of this items there will be disclosure to them of exempt information as defined in Schedule 12A of the Local Government Act 1972 as amended.

67. ENFORCED SALE OF 71 NINE ELMS ROAD, GL2 0HF

Cabinet considered the report of the Cabinet Member for Housing and Planning informing Members of the debt on 71 Nine Elms Road that has accrued as a result of continuing enforcement to clear the overgrown garden and to recommend the Enforced Sale of the property as a means for the City Council to recover this debt.

RESOLVED:

The recommendation as laid out in the exempt report.

Time of commencement: 6.00 pm

Time of conclusion: 6.43 pm

Chair



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|-------------------------|---|------------------------------------|
| Meeting: | Overview and Scrutiny Committee | 7 December 2015 |
| | Cabinet | 9 December 2015 |
| Subject: | Draft Money Plan 2016-21 & Budget Proposals 2016/17 | |
| 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 | |
| | Email: Jon.topping@gloucester.gov.uk | Tel: 01452 396242 |
| Appendices: | 1. DRAFT Money Plan 2016 - 21 2. Budget Pressures & Savings 3. Savings Programme 4. DRAFT 2016/17 – 2018/19 Capital Programme 5. DRAFT Service Budget Summary Pages 6. Budget Consultation | |

FOR GENERAL RELEASE

1.0 PURPOSE OF REPORT

1.1 To review the Council’s Draft Money Plan.

2.0 RECOMMENDATIONS

2.1 Overview and Scrutiny Committee is asked to consider the information contained in the report and to seek clarification on any further points, as appropriate.

2.2 Cabinet is asked to **RESOLVE:**

- (1) That the assumptions contained in the Council’s Draft Money Plan from 2015/16 to 2020/21 and revisions to the revenue budget be approved.
- (2) That the uncertainties regarding future incomes, as shown in this report and Appendix 1, and the need to update the Draft Money Plan when there is more certainty regarding Central Government financing be noted.

3.0 INTRODUCTION

3.1 The Money Plan sets out the Council’s strategic approach to the management of its finances and presents indicative budgets and Council Tax levels for the medium term. It covers the General Fund Revenue Budget, the Capital Programme, and Earmarked Reserves. It also comments on the significant financial risks facing the

Council in the forthcoming years and explains what the Council is doing to reduce those risks.

3.2 The main objectives of the Money Plan are to:

- explain the financial context within which the Council is set to work over the medium term;
- provide a medium term forecast of resources and expenditure;
- identify the financial resources needed to deliver the Council's priority outcomes;
- achieve a stable and sustainable budget capable of withstanding financial pressures;
- achieve a balanced base budget, minimising the use of balances to meet recurring baseline spending, with the general fund balance being maintained at a minimum of £1.6m by the end of the plan period;
- where possible, additional investment and spending decisions will be made to reflect Council priorities and strategic commitments, with disinvestment and budget savings being made in non-priority areas; and
- ensure capital financing is established at a level that maintains ongoing robustness in the capital programme.

4.0 The Local Government Finance Environment

4.1 The Council's Money plan provides the framework within which revenue spending decisions can be made over the medium term. It is reviewed and updated on an annual basis to take into account any alterations that may be required as a result of changed circumstances. The Draft Money Plan covers a five year period up to 2020/21.

4.2 Local Government is facing the toughest financial outlook for many decades. The Local Government Finance Settlement in recent years has seen unprecedented reductions in formula grant.

Local Government Finance Settlement 2016/17

4.3 The Chancellor delivered his Autumn Statement on November 25th. There was no specific detail to be fed into the Money Plan. National figures for local government grant were given and the reductions in the Money Plan are broadly in line with the national reductions.

4.4 One of the key issues with regard to funding is the estimate of the level of revenue Support Grant (RSG) that the Council will receive. The level of future settlements may impact on longer term financial planning and sustainability.

4.5 The other key risk is New Homes Bonus (NHB). The spending review sets out the Government's plans to consult on changes to the scheme to deliver £800m of savings to fund social care. Any diversion of money to social care will have a detrimental impact on District Councils but again details are not known at this stage.

4.6 The current draft Money Plan assumes a reduction in government funding of 32%. At this stage this assumption appears to still be valid. The detailed Local Government funding settlement is expected in December 2015 and the final Money Plan will be updated with those details.

- 4.7 The Autumn Statement confirmed that by the end of the current Parliament all government grant will be replaced by 100% retention of business rates. This is already included within the Money Plan.

5.0 Business Rates Retention

Business Rates and the Gloucestershire Business Rates Pool

- 5.1 The localised regime on Business Rates took effect in April 2013. Gloucester City is part of a Gloucestershire Business Rates Pool, set up as a mechanism to retain more Business Rates growth funding within the Gloucestershire area and to support economic growth within the area of the Local Enterprise Partnership.
- 5.2 Members will be aware of the Virgin Media issue and the impact that backdated appeals have had on a number of Local Authorities who have Virgin Media on their rating list. Tewkesbury Borough Council is one of those affected and had to refund £10.7m to Virgin Media in 2014/15. This resulted in a safety net payment of £3.9m to Tewkesbury from the Pool leaving the Pool in deficit by £2.3m. All Pool members were required to make a contribution to cover the deficit.
- 5.3 Since then, Virgin Media submitted a request for a single listing. This is very likely to mean further significant losses for Tewkesbury BC and ultimately the Gloucestershire Pool. It is for this reason only that Tewkesbury has agreed to withdraw from the pool at the end of this financial year to mitigate the risk of further losses falling on the Pool and its members.
- 5.4 Cabinet resolved that the current Gloucestershire Business Rates Pool be dissolved and a new pool be established for the financial year 2016-17 excluding Tewkesbury Borough Council.
- 5.5 Stroud District Council as the lead authority notified DCLG on the 30th October 2015 as follows;
- i. The Gloucestershire Business Rates Pool in its current form will be dissolved on 31st March 2016.
 - ii. A new pool will be formed from 1st April 2016 of all current pool members with the exception of Tewkesbury Borough Council.

Also stating, the decision to enter into a new pooling arrangement from April 2016 will depend upon the outcome of discussions currently taking place with the DCLG on a devolution deal for Gloucestershire. In the event that the devolution bid is unsuccessful, the formation of a new pool as set out above has been requested.

- 5.6 Cabinet's strategy is to continue as a pool member in the reformed pool and to include growth in Business Rates income as a funding source in the Money Plan from 2015/16 onwards, as part of its priority to safeguard the delivery of Council services.
- 5.7 Any additional growth arising as a result of pool membership is not guaranteed and is therefore not included in the base budget. Any growth from pooling will be allocated to a reserve at the end of the financial year once the loss incurred to the general fund at the end of 2014/15 has been recovered.

6.0 General Fund Revenue Budget - Principles and Key Assumptions

- 6.1 The principles underpinning the proposed revenue strategy are:

- i. Annually, a balanced revenue budget will be set with expenditure limited to the amount of available resources;
- ii. No long term use of balances to meet recurring baseline expenditure;
- iii. Resources will be targeted to deliver Corporate Plan priorities and value for money. Any additional investment and spending decisions will be made to reflect Council priorities and strategic commitments.
- iv. Maintaining the General Fund balance at a minimum level of £1.6m.
- v. Council Tax increases are kept to a minimum.
- vi. Year on year savings targets to be met by ongoing efficiency gains, income generation and service transformation.

6.2 **Table 1** below, lists the major **assumptions** that have been made over the five years of the strategy:

| Table 1 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
|--------------------------|----------------|----------------|----------------|----------------|----------------|
| Council Tax base growth | 0.75% | 0.75% | 0.75% | 0.75% | 0.75% |
| Council Tax inflation | 1.99% | 1.99% | 1.99% | 1.99% | 1.99% |
| Interest Rates (Earned) | 0.5% | 1.0% | 1.50% | 2.00% | 2.00% |
| Inflation – Pay | 1% | 1% | 1% | 1% | 2% |
| Inflation – contracts | 2.5% | 2.5% | 2.5% | 2.5% | 2.5% |
| Inflation – other income | 2.5% | 2.5% | 2.5% | 2.5% | 2.5% |

7.0 Revenue Budget Increases

Pay and Prices Increases

- 7.1 A 1% pay award allowance has been included for the first four years of the plan (2016/17 to 2019/20) in line with the budget announced in July 2015. Thereafter a provision for a 2% award is included. It should be noted that pay awards in local government are covered by collective bargaining between employers and trade unions and is not subject to direct control from central government. However it is reasonable to assume that local government will mirror what happens in the rest of the public sector.
- 7.2 In addition to the increases to reflect employee pay awards, provision has also been made to meet on going additional payments to the pension fund required from the employer to recover the deficit.
- 7.3 The pension fund is subject to a triennial actuarial valuation, the most recent of which has been undertaken by Hymans Robertson LLP during 2013, on behalf of Gloucestershire County Council, the pension fund administrator. A 2.5% increase has been included for 2016/17 with the same provision in each subsequent year.
- 7.4 Prices inflation has been included on selected non-pay items, namely contractual obligations. All other inflationary increases are expected to be absorbed within base budget which represents a real time reduction through efficiency gains.

7.5 Prices inflation is included on selected fees and charges at 2.5% p.a. The exceptions are car park income, which is frozen at existing levels.

Cost Pressures and Savings

7.6 Cost pressures are included in **Appendix 2** and total £932k.

7.7 Significant cost pressures that have been highlighted through budget monitoring are highlighted at Appendix 2. Some key pressures are highlighted below;

- Increased National Insurance contributions.
- Reduced Re-cyclate Income
- Reduction in Housing Benefit Administration Grant
- Increased Members Allowances as a result boundary review

7.8 The budget savings identified in Appendix 2 for 2016/17 relate to the agreed management fee reductions with the councils leisure Trust partner Aspire. These reductions are in the plan up to and including 2018/19.

8.0 Efficiency Savings

8.1 The Draft Money Plan forecasts indicate the need for a continued delivery of savings in each year of the Plan.

8.2 In February 2015, Council approved the implementation of the target savings for the Money Plan 2015-20. In addition to savings in previous years further savings of £1.27m in 2015/16 were included.

8.3 With the inclusion of assumed settlement figures for 2016/17 and the assumption of further formula grant reductions over the life of the plan, further savings will be required. The financial gap is £0.620m in 2016/17 which rises to £2.775m by 2020/21.

8.4 The savings details are summarised on a cumulative basis in **table 3** below:

| Table 3 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | 2019/20 £000 | 2020/21 £000 |
|--------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Savings required in year | 622 | 553 | 638 | 757 | 215 |
| Cumulative efficiency savings | 622 | 1,175 | 1,813 | 2,570 | 2,785 |
| Targeted Savings | 627 | 560 | 650 | 770 | 220 |

8.5 Specific actions to achieve the targeted savings will need to be approved as part of the Council's annual budget setting process in each financial year. **Appendix 3** highlights targeted savings

8.6 The efficiencies and budget savings target for 2015/16 was £1.27m. Whilst there has been some slippage in implementation of the savings during, the full-year impact of the changes will be fully achieved in 2016/17

9.0 Overall Costs

- 9.1 With the targeted savings included from Table 3, the total costs of the Council, (the “Net Budget Requirement”), falls over the five year period of the Draft Money Plan. The total costs fall from £17,143m in 2016/17 to £15,762 in 2020/21. Any further spending pressures identified in addition to those detailed in **Appendix 2**, over the five year period of the Draft Money Plan, will need to be funded by additional savings.
- 9.2 Draft summary budget pages for each service are detailed in **Appendix 5**.

10.0 Revenue Funding

Formula Grant / Localised Business Rates / Revenue Support Grant

- 10.1 Our current grant from Government for 2015/16 comprises two formula driven components - Revenue Support Grant (RSG) and a retained Business Rates target.
- 10.2 The current assumed settlement for 2016/17 is expected to have RSG at £2.400m and business rates at £3.912m providing a total of £6.312m.

New Homes Bonus

- 10.3 New Homes Bonus is a grant that commenced in the 2011/12 financial year and is effectively a reward for increasing the number of properties within an area. Whereas previously an increase in the Council Tax base is essentially offset by a reduction in formula grant, central government intends to match-fund the additional Council Tax for each new home for a period of six years.
- 10.4 New Homes Bonus is a significant source of funding for Gloucester City Council. The Council will receive New Homes Bonus in 2015/16 of £3.085m. The current allocation for 2016/17 is not known. However, using the model from previous years the allocation for 2016/17 is expected to be £3.500m. This allocation is expected to be confirmed before the end of January 2015.
- 10.5 The Council currently utilises 100% of New Homes Bonus received to fund the Net Budget Requirement and therefore support the general fund. Over the life of the Money plan it is proposed to reduce this in each financial year, with a 25% reduction achieved by 2019/20.

Council Tax & Council Tax Freeze Grant

- 10.6 The Council has frozen Council Tax since 2011/12 and the Government has provided a Council Tax Freeze Grant at various percentage levels.
- 10.7 In 2012/13 freeze grant was again provided at 2.5%, but this was for one year only. As part of the 2013/14 settlement freeze grant was provided at 1% for two years - 2013/14 and 2014/15. A further freeze grant of 1% was awarded for 2015/16.

10.8 There has been no announcement regarding a Council Tax Freeze grant for 2016/17 and the plan assumes that if the Council does freeze council tax no grant will be received.

10.9 The Government has reaffirmed that if the level of Council Tax rise is 2% or above a referendum would be required. The Money Plan assumes an increase in Council Tax of 1.99% for each year of the plan.

11.0 General Fund Balance

11.1 The estimated level of the general fund balance in each financial year is shown in **Appendix 1**.

11.2 It should also be noted, that although £1.6m is considered an appropriate level of general fund balances to retain each year, the position should be reviewed if the Council delivers a budget surplus at year end. The level of savings required over the next few years, is likely to be so significant, that an opportunity to phase the transition by increasing and then utilising general fund balances, could be considered.

11.3 In the financial year 2016/17 there is no proposed draw from the general fund to provide a balanced budget.

12.0 Capital Programme and Capital Financing

12.1 The key financial details on capital expenditure and financing in the revised money plan for the 3 years from 2015/16, are shown in detail at **Appendix 4**, and summarised below:

1. Capital programme expenditure of £16.031m. Some key projects are, The Kings Quarter Development, City Centre Investment, ICT Projects and externally financed housing projects.
2. Capital financing comprises grants, Section 106 receipts, Capital receipts and borrowing.

12.2 The majority of capital financing will be funded through external grants and borrowing. The future financial commitments will be approved based on specific income generating, or revenue saving business cases to fund the cost of the borrowing. The main exceptions to this policy will be essential works on the Council's buildings, which will result in a reduced maintenance liability or potential increase in asset value.

12.3 Wherever possible and desirable, additional one-off capital investments on a business case basis will be made, providing corporate objectives are delivered, and financing is available and affordable within existing budgets, or preferably with the provision of a "spend to save" revenue saving on existing budgets.

12.4 The strategy on borrowing is to ensure that any borrowing is only undertaken on a business case basis, and is affordable and paid off over the life of the asset.

12.5 **Appendix 4** shows the proposed capital budgets for 5 years from 2016/17 incorporating any carried forward capital budgets and new, approved schemes.

13.0 Budget Consultation

13.1 The Council's budget consultation for 2016/17 has used an on-line interactive budget survey developed with Govmetric, a link to which has been available on the Council's website. Leaflets were also available from the reception at the City Council offices at the Docks, GL1, Oxstalls Sports Park, the Guildhall, and at the City and Folk museums.

13.2 Any callers to the Council by telephone during the consultation period were also given the opportunity to take part in the survey by customer services staff.

13.3 Throughout this process, views of the public and other partners/stakeholders have been sought on the Council's financial plans including levels of spending, potential efficiencies and budget savings, as well as opinions on the level of Council tax increases and other fees and charges.

13.4 In addition to the financial appendices, this report also includes the results of the consultation summarised at **Appendix 6**.

14.0 Earmarked Reserves

14.1 The Council has limited earmarked reserves with the balance at 31 March 2015 being £2.121m consisting of;

| | |
|------------------------------|---------|
| • Insurance reserve | £0.010m |
| • Historic buildings reserve | £0.053m |
| • Portfolio reserve | £0.022m |
| • Shopmobility reserve | £0.029m |
| • Members Allocation reserve | £0.014m |
| • 3 Choirs reserve | £0.005m |
| • Pension contingency | £0.275m |
| • Repairs reserve | £0.400m |
| • Environmental reserve | £1.000m |
| • Regeneration reserve | £0.313m |

14.2 Where earmarked reserves are not ring fenced for a specific use such as the regeneration reserve, then if necessary, these reserves may potentially be used to support the general fund.

15.0 Alternative Options Considered

15.1 The Council must set a budget in time to start collecting Council tax by 1st April 2015. Alternative proposals put forward for budget savings will be considered as part of this process.

16.0 Conclusions

16.1 This report has outlined the proposed approach to further build on the Council's budget consultation arrangements to inform the 2016/17 budget setting process.

17.0 Legal Implications

17.1 Legislation places a duty on the Council, as the Billing Authority, to calculate its budget requirement for 2016/17. The Council also has a statutory requirement to set a balanced budget.

18.0 Risk & Opportunity Management Implications

18.1 Covered in the report. The budget is prepared based on the information available at the time of writing. The budget pressures facing the Council have, as far as possible, been built into the budget.

18.2 The risks are set out more fully in the report but in summary centre around the continuing economic situation and the possible impact this is likely to have on the public sector, changes to Government funding in future years and the level of the Council's spend from 2016/17 onwards.

18.3 In addition to the risks identified in the report, a list of additional identified risks for both the Draft Money Plan and the Budget for 2015/16, along with the mitigations is also shown below:

| Risk Identified | Inherent Risk Evaluation | | Proposed measures | Residual Risk Evaluation | |
|---|--------------------------|---|---|--------------------------|---|
| <ul style="list-style-type: none"> ▪ Employee related costs will be more than assumed ▪ Other costs will be more than assumed | Risk Score | 6 | <ul style="list-style-type: none"> ▪ Figures based on known commitments and estimated future costs. Any further pressures will need to be matched by additional identified savings. | Risk Score | 4 |
| | | 8 | | | |
| <ul style="list-style-type: none"> ▪ Pension fund contributions will be higher than expected. | Risk Score | 6 | <ul style="list-style-type: none"> ▪ The financial plan will continue to be reviewed and updated annually for a three year period, based on known changes and informed by the most recent actuarial triennial valuation. | Risk Score | 4 |
| <ul style="list-style-type: none"> ▪ Planned budget reductions will not be achieved | Risk Score | 8 | <ul style="list-style-type: none"> ▪ Close monitoring of budgets will be carried out in each financial year. ▪ Continuous monitoring | Risk Score | 6 |

| | | | | | |
|---|------------|----|--|------------|---|
| <ul style="list-style-type: none"> Impact of Legislative changes (eg Welfare reform) on Councils ongoing costs | | 6 | <ul style="list-style-type: none"> of service pressures and ongoing focus on preventative support. Previously agreed changes to Council, tax exemptions and discounts, to help fund the shortfall in financing for local support of Council tax. | | 4 |
| <ul style="list-style-type: none"> Income from fees, charges and other sources will not be as high as planned | Risk Score | 12 | <ul style="list-style-type: none"> Close monitoring of income budgets will be carried out in each financial year. | Risk Score | 8 |
| <ul style="list-style-type: none"> Timing of Capital Receipts will be later than anticipated or lower than estimated Timing of Capital payments may be earlier than estimated | Risk Score | 8 | <ul style="list-style-type: none"> Close monitoring of the timing and payments of capital expenditure/income will be carried out in each financial year. Alternative savings will be identified, or contingency arrangements agreed | Risk Score | 4 |

19.0 People Impact Assessment (PIA):

19.1 People Impact Assessments will be carried out for each line of the budget savings to be proposed to Council in February, to ensure that all relevant considerations are taken into account.

20.0 Other Corporate Implications

Community Safety

20.1 None

Sustainability

20.2 None

Staffing & Trade Union

20.3 The budget reductions and efficiency savings will result in a net reduction in staff, which could include possible redundancies. Ongoing discussions with the Trade Union on both the money plan and budget represent a key element of the overall consultation process.

Background Documents:

Money Plan 2015-20, February 2015

MONEY PLAN 2016-21

| | 1 2016/17 £ | 2 2017/18 £ | 3 2018/19 £ | 4 2019/20 £ | 5 2020/21 |
|---|-------------------|-------------------|-------------------|-------------------|----------------|
| 1. BASE BUDGET b/fwd | 15,969 | 16,516 | 16,125 | 15,656 | 15,332 |
| Pay and Price Increases | | | | | |
| Employees pay awards | 82 | 83 | 83 | 84 | 170 |
| Employers Increased Pension Costs | 255 | 255 | 255 | 255 | 255 |
| Price Increases | 200 | 200 | 200 | 200 | 200 |
| Income Inflation | (84) | (88) | (91) | (93) | (95) |
| Revised Base Budget | 16,422 | 16,965 | 16,573 | 16,102 | 15,862 |
| Cost Pressures/Savings | | | | | |
| Ongoing base pressures | 934 | 80 | 0 | 0 | 0 |
| Ongoing base savings | (213) | (360) | (267) | 0 | (100) |
| | 721 | (280) | (267) | 0 | (100) |
| 2. NET BUDGET REQUIREMENT | 17,143 | 16,685 | 16,306 | 16,102 | 15,762 |
| Sources of Finance | | | | | |
| Revenue Support Grant | 2,400 | 1,824 | 1,368 | 1,026 | |
| Business Rates Retention | 3,912 | 3,971 | 4,030 | 4,091 | 8,065 |
| Revised New Homes Bonus | 3,500 | 3,443 | 3,185 | 2,948 | |
| Council Tax | 6,709 | 6,894 | 7,085 | 7,281 | 7,482 |
| 3. TOTAL SOURCES OF FINANCE | 16,521 | 16,132 | 15,668 | 15,346 | 15,547 |
| Budget Shortfall | (622) | (553) | (638) | (757) | (215) |
| 4. PROPOSED BUDGET SAVINGS | | | | | |
| Revised Budget (Shortfall)/Surplus | (622) | (553) | (638) | (757) | (215) |
| 5. FUTURE CHANGES | | | | | |
| Efficiency/Transformation savings | 627 | 560 | 650 | 770 | 220 |
| Revised Budget (Shortfall)/Surplus | 5 | 7 | 12 | 13 | 5 |
| REVISED NET BUDGET REQUIREMENT c/fwd | 16,516 | 16,125 | 15,656 | 15,332 | 15,542 |
| 6. GENERAL FUND BALANCE | | | | | |
| Opening Balance | 1,603 | 1,608 | 1,615 | 1,627 | 1,640 |
| Contribution to/(from) General Fund | 5 | 7 | 12 | 13 | 5 |
| Closing Balance | 1,608 | 1,615 | 1,627 | 1,640 | 1,645 |
| Cumulative Savings Required | (622) | (1,175) | (1,813) | (2,570) | (2,785) |

Description

2016/17 2017/18 2018/19 2019/20 2020/21

Ongoing base budget increases

| | | | | | |
|--|------------|-----------|----------|----------|----------|
| National Insurance Contributions | 167 | | | | |
| Salary Budgets | 100 | | | | |
| Various smaller cost pressures | 74 | | | | |
| Members Allowance (boundary review) | 18 | | | | |
| Income from Recyclates | 300 | | | | |
| Reduction HB Admin Grant | 100 | | | | |
| Recharge to GCH | 40 | | | | |
| Joint Core Strategy / City Centre Plan | 53 | | | | |
| Minimum Revenue Provision | 80 | 80 | | | |
| Total ongoing Cost Pressures | 932 | 80 | 0 | 0 | 0 |

Budget Savings

| | | | | | |
|---|--------------|--------------|--------------|----------|--------------|
| Amortisation of Financial Instruments Reduction Account | | | | | (100) |
| Bus Station Income | (13) | | | | |
| JCS Budgets | | (160) | (10) | | |
| Agreed Aspire Management Fee Reductions | (200) | (200) | (257) | | |
| Total Ongoing savings | (213) | (360) | (267) | 0 | (100) |
| Total | 719 | (280) | (267) | 0 | (100) |

| Portfolio | Service | Details: aim of the project | 2016/17 £000 | Comments |
|---|----------------------------|---|-----------------|--|
| Cabinet Member for the Environment | Cemeteries and Crematorium | Building additional income achieved into the base budget and review of crematorium charging structure | (100) | £50k will be delivered through higher income levels that have been achieved which can now be incorporated into service budgets and are expected to be recurring. A further £50k will be delivered through a review of the charging structure |
| | Neighbourhood Services | Roundabout advertising and advertising on signs | (18) | These additional income streams will commence during 2015/16 and are expected to deliver the required income levels in 2016/17 |
| | Public Protection | Stray Dog service being managed through Worcestershire Regulatory Services | (12) | This service was approved and will commence during 2015/16 and will therefore deliver the required savings in 2016/17 |
| | Neighbourhood Services | Amey contract review, on-going project from 2013/14 with requirement to identify further savings | (200) | The saving target for 2015/16 was been reduced by £200k which has been moved to 2016/17. This change reflects the expected delivery timescales of the savings. The full challenge of these savings are recognised, and further close work with our delivery partner continues to enable delivery |
| Cabinet Member for Housing, Health & Leisure | Various | Efficiencies against current budgets | (35) | Review and monitoring of budget requirements in year by services has highlighted where current budget levels are no longer required to deliver. Within this portfolio this is from the homelessness service and further efficiency following housing stock transfer |
| Cabinet Member for Communities & Neighbourhoods | Various | Efficiencies against current budgets | (8) | Review and monitoring of budget requirements in year by services has highlighted where current budget levels are no longer required to deliver. Within this portfolio this is Public Space Protection Orders |
| | Environmental Protection | Charging for inspection of abandoned vehicles | (3) | Introduction of charge for inspection abandoned vehicles |
| | Environmental Protection | Shared working on contaminated land | (5) | Ongoing work identifying shared working opportunity |
| Cabinet Member for Regeneration | Asset Management | Restructure of service | (5) | Further service restructure implemented in 2015/16 will deliver on-going saving during 2016/17 |

| Portfolio | Service | Details: aim of the project | 2016/17 £000 | Comments |
|--|---------------------|--|-----------------|--|
| Cabinet Member for Performance & Resources | Human Resources | Shared Service for Human Resources service with Gloucestershire County Council | (56) | Shared Service went live in November 2015, full budget savings will be delivered in 2016/17 |
| | Contact Centre | Introduction of charges for street naming and numbering | (30) | This service was approved and will commence during 2015/16 and are expected to deliver the required income in 2016/17 |
| | Financial Services | Adjustment of Minimum Revenue Provision | (100) | capital expenditure previously financed by borrowing. This will be a direct saving to the general fund. |
| | Revenues & Benefits | Review of Council Tax Discount | (30) | Changing the discount level for class C empty properties. This proposal is expected to go to Council in January 2016 to enable systems to be amended for the new financial year |
| | Various | Efficiencies against current budgets | (20) | Review and monitoring of budget requirements in year by services has highlighted where current budget levels are no longer required to deliver. Within this portfolio these are postage savings and efficiencies identified in democratic services |
| | Customer Services | Council Advertising Network | (5) | This service was approved and will commence during 2015/16 and are expected to deliver the required income in 2016/17 |
| TOTAL | | | (627) | |
| SAVINGS REQUIRED | | | (622) | |
| Contribution to General Fund | | | 5 | |

| Scheme | Capital Programme | | | | | | Scheme details |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|---|
| | 2016 / 17 £000 | 2017 / 18 £000 | 2018 / 19 £000 | 2019 / 20 £000 | 2020 / 21 £000 | 2016 - 2021 £000 | |
| Kings Quarter development | 6,670 | 900 | 0 | 0 | 0 | 7,570 | Project costs associated with Kings Quarter development Regeneration within the City Centre, larger projects include Museum phase 2, car parking improvements and Tourist Information Centre relocation. Grant funded regeneration in greater Blackfriars area Contingency fund to maintain GCC buildings Project to reduce energy costs across Council buildings Maintain Council ICT infrastructure / capability. Will include Windows 7 upgrade and device refresh across the authority. Essential work on Car Park including resurfacing project. Includes Disabled Facilities Grant which is DCLG funded. Changes to funding arrangements would alter this element of the budget. Other housing projects include Housing Market Partnership Grant to improve affordable Housing in Gloucester which is a brought forward budget. The Safe at Home and Warm and Well schemes are also included in Housing. Flood Protection Capital Fund. Grant funded improvements to Southgate Street, recent work includes building improvements Creating storage facilities for Countryside Unit. City Council contribution to new boat house. Nature Reserve works, part funded by Environment Agency. Project is into 2nd year of 10 year programme. Concurrent funding improving City play areas Funding to ensure maintenance of crematorium infrastructure Includes Alney Island and Longlevens Neighbourhood Partnership grant projects |
| City Centre Investment Fund | 975 | 54 | 0 | 0 | 0 | 1,029 | |
| HCA Regeneration Grant money | 79 | 0 | 0 | 0 | 0 | 79 | |
| GCC Building Improvements | 290 | 100 | 100 | 100 | 100 | 690 | |
| Voltage Optimisation - Main Buildings | 45 | 0 | 0 | 0 | 0 | 45 | |
| ICT Projects | 200 | 200 | 200 | 200 | 0 | 800 | |
| Eastgate Rooftop Carpark Improvements | 715 | 0 | 0 | 0 | 0 | 715 | |
| Housing projects | 622 | 557 | 557 | 557 | 557 | 2,850 | |
| Drainage and Flood Protection Works | 177 | 100 | 100 | 100 | 100 | 577 | |
| Townscape Heritage Initiative - HLF | 300 | 300 | 285 | 0 | 0 | 885 | |
| Ranger Centre Barns/Storage | 67 | 0 | 0 | 0 | 0 | 67 | |
| Rowing Club Boathouse | 50 | 0 | 0 | 0 | 0 | 50 | |
| Horsbere Brook Local Nature Reserve works | 19 | 19 | 19 | 19 | 19 | 93 | |
| Play Area Improvement Programme | 60 | 60 | 60 | 60 | 60 | 300 | |
| Crematorium Cremator Improvements | 45 | 45 | 45 | 45 | 45 | 225 | |
| Grant Funded Projects | 32 | 11 | 11 | 0 | 0 | 55 | |
| Total | 10,347 | 2,346 | 1,377 | 1,081 | 881 | 16,031 | |

| Financing Source | Capital Financing | | | | | |
|-------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| | 2016 / 17 £000 | 2017 / 18 £000 | 2018 / 19 £000 | 2019 / 20 £000 | 2020 / 21 £000 | 2016 - 2021 £000 |
| Lottery Grants | 240 | 240 | 225 | 0 | 0 | 705 |
| External Grants (other) | 7,451 | 1,504 | 604 | 592 | 592 | 10,744 |
| Capital Receipts | 2,091 | 54 | 0 | 0 | 0 | 2,145 |
| Borrowing | 564 | 548 | 548 | 488 | 288 | 2,438 |
| Sub total | 10,347 | 2,346 | 1,377 | 1,081 | 881 | 16,031 |

Note: Income generated from Kings Quarter acquisitions will offset project borrowing costs for 2016/17 to 2018/19. Project funding includes £3m interest free GIIF loan repayable 31/12/18.

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Gloucester **City Council**

REVENUE BUDGET

2016/17

GENERAL FUND SUMMARY 2016/17

| Gloucester City Council | Proposed Budget 2016/17 | Regeneration and Economy | Communities and Neighbourhoods | Performance and Resources | Environment | Culture and Leisure | Housing and Planning |
|---|----------------------------|-----------------------------|-----------------------------------|---------------------------------|--------------------|------------------------|-------------------------|
| Service Expenditure / Income | | | | | | | |
| Employees | 8,346,200 | 1,353,800 | 922,900 | 2,071,700 | 1,290,600 | 941,500 | 1,765,700 |
| Premises | 2,898,800 | 2,006,900 | 86,200 | 0 | 441,300 | 176,400 | 188,000 |
| Transport | 99,000 | 3,200 | 5,000 | 22,800 | 60,000 | 3,400 | 4,600 |
| Supplies and Services | 13,345,200 | 204,300 | 126,600 | 5,026,800 | 5,794,300 | 1,345,400 | 847,800 |
| Third Party Payments | 42,973,100 | 253,500 | 315,500 | 42,138,500 | 50,400 | 215,200 | 0 |
| Capital Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditure Total | 67,662,300 | 3,821,700 | 1,456,200 | 49,259,800 | 7,636,600 | 2,681,900 | 2,806,100 |
| Contributions | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Charges | (6,257,400) | (2,320,200) | (316,700) | (75,200) | (2,576,300) | (197,200) | (771,800) |
| Rents and Lettings | (2,019,000) | (1,809,000) | 0 | (25,000) | 0 | 0 | (185,000) |
| Grant Income | (43,571,000) | 0 | 0 | (43,464,700) | (58,900) | 0 | (47,400) |
| Sales Income | (1,351,600) | (37,600) | 0 | 0 | (270,100) | (1,043,900) | 0 |
| Other Income | (1,753,700) | (583,100) | 0 | (537,300) | (363,400) | (3,100) | (266,800) |
| Income Total | (54,952,700) | (4,749,900) | (316,700) | (44,102,200) | (3,268,700) | (1,244,200) | (1,271,000) |
| Service Expenditure | 12,709,600 | (928,200) | 1,139,500 | 5,157,600 | 4,367,900 | 1,437,700 | 1,535,100 |
| Corporate Expenditure / (Income) | | | | | | | |
| Interest Payable | 590,400 | | | | | | |
| Interest Receivable | (45,800) | | | | | | |
| Corporate Pension Contribution | 2,566,300 | | | | | | |
| Minimum Revenue Provision | 635,400 | | | | | | |
| Insurance Provision | 60,000 | | | | | | |
| Net Operating Expenditure | 16,515,900 | | | | | | |
| Council Tax Precept | (6,709,000) | | | | | | |
| Retained Business Rates | (3,912,000) | | | | | | |
| Revenue Support Grant | (2,400,000) | | | | | | |
| New Homes Bonus | (3,500,000) | | | | | | |
| Net Council Position | (5,100) | | | | | | |

Regeneration and Economy Portfolio

| Regeneration and Economy | Asset Management and Economic Development | | | | |
|------------------------------|---|---------------------------------|------------------------------------|--------------------|--|
| | Proposed Budget 2016/17 | Senior Management 2016/17 | Economic Development 2016/17 | Parking 2016/17 | Markets and Street Trading 2016/17 |
| Employees | 1,353,800 | 358,400 | 874,600 | 48,700 | 72,100 |
| Premises | 2,006,900 | 0 | 761,800 | 1,084,200 | 160,900 |
| Transport | 3,200 | 1,600 | 1,400 | 0 | 200 |
| Supplies and Services | 204,300 | 3,800 | 130,100 | 42,800 | 27,600 |
| Third Party Payments | 253,500 | 0 | 13,500 | 240,000 | 0 |
| Capital Charges | 0 | 0 | 0 | 0 | 0 |
| Other Charges | 0 | 0 | 0 | 0 | 0 |
| Expenditure Total | 3,821,700 | 363,800 | 1,781,400 | 1,415,700 | 260,800 |
| Internal Recharges Net Total | 0 | 0 | 0 | 0 | 0 |
| Contributions | 0 | 0 | 0 | 0 | 0 |
| Fees and Charges | (2,320,200) | 0 | (57,100) | (2,221,300) | (41,800) |
| Rents and Lettings | (1,809,000) | 0 | (1,809,000) | 0 | 0 |
| Grant Income | 0 | 0 | 0 | 0 | 0 |
| Sales Income | (37,600) | 0 | (33,800) | 0 | (3,800) |
| Other Income | (583,100) | (75,900) | 0 | (31,000) | (476,200) |
| Income Total | (4,749,900) | (75,900) | (1,899,900) | (2,252,300) | (521,800) |
| Service Expenditure | (928,200) | 287,900 | (118,500) | (836,600) | (261,000) |

| Economic Development and Asset Management | Proposed Budget 2016/17 |
|--|------------------------------------|
| Employees | 874,600 |
| Premises | 761,800 |
| Transport | 1,400 |
| Supplies and Services | 130,100 |
| Third Party Payments | 13,500 |
| Capital Charges | |
| Other Charges | |
| Expenditure Total | 1,781,400 |
| Internal Recharges Net Total | |
| Contributions | |
| Fees and Charges | (57,100) |
| Rents and Lettings | (1,809,000) |
| Grant Income | |
| Sales Income | (33,800) |
| Other Income | |
| Income Total | (1,899,900) |
| | |
| Service Expenditure | (118,500) |

Service Manager

Anthony Hodge

Portfolio

Regeneration and Economy

Portfolio Holder

Councillor Paul James

| Summary By Service Area 2016-17 | Total Expenditure | Total Income | Net |
|--|------------------------------|-------------------------|------------------|
| Economic Development | 376,000 | 0 | 376,000 |
| Asset Management | 1,405,400 | (1,899,900) | (494,500) |
| Net Service Expenditure | 1,781,400 | (1,899,900) | (118,500) |

| Parking | Proposed Budget 2016/17 |
|------------------------------|------------------------------------|
| Employees | 48,700 |
| Premises | 1,084,200 |
| Transport | 0 |
| Supplies and Services | 42,800 |
| Third Party Payments | 240,000 |
| Capital Charges | |
| Other Charges | |
| Expenditure Total | 1,415,700 |
| Internal Recharges Net Total | |
| Contributions | |
| Fees and Charges | (2,221,300) |
| Rents and Lettings | |
| Grant Income | |
| Sales Income | |
| Other Income | (31,000) |
| Income Total | (2,252,300) |
| | |
| Service Expenditure | (836,600) |

Service Manager
Portfolio
Portfolio Holder

Anthony Hodge
 Regeneration and Economy
 Councillor Paul James

| Summary By Service Area 2016-7 | Total Expenditure | Total Income | Net |
|---------------------------------------|------------------------------|-------------------------|------------------|
| Off Street Car Parks | 1,332,900 | (2,207,000) | (874,100) |
| Castlemeads staff car park | 82,800 | (45,300) | 37,500 |
| Net Service Expenditure | 1,415,700 | (2,252,300) | (836,600) |

| Markets and Street Trading | Proposed Budget 2016/17 |
|-----------------------------------|------------------------------------|
| Employees | 72,100 |
| Premises | 160,900 |
| Transport | 200 |
| Supplies and Services | 27,600 |
| Third Party Payments | |
| Capital Charges | |
| Other Charges | |
| Expenditure Total | 260,800 |
| Internal Recharges Net Total | |
| Contributions | |
| Fees and Charges | (41,800) |
| Rents and Lettings | |
| Grant Income | |
| Sales Income | (3,800) |
| Other Income | (476,200) |
| Income Total | (521,800) |
| | |
| Service Expenditure | (261,000) |

Service Manager
Portfolio
Portfolio Holder

Lisa Jones
Regeneration and Economy
Councillor Paul James

| Summary By Service Area 2016-17 | Total Expenditure | Total Income | Net |
|--|------------------------------|-------------------------|------------------|
| Farmers Market | 0 | (5,000) | (5,000) |
| Eastgate Market | 162,400 | (358,000) | (195,600) |
| Kings Square Market | 1,700 | (20,000) | (18,300) |
| Hempsted Market | 47,300 | (86,000) | (38,700) |
| Street Trading Licenses | 49,400 | (52,800) | (3,400) |
| Net Service Expenditure | 260,800 | (521,800) | (261,000) |

Performance and Resources Portfolio

| Performance and Resources | Financial Services and Business | | | | Shared Services 2016/17 | Contact Centre 2016/17 | Democratic Services 2016/17 |
|------------------------------|------------------------------------|------------------------|----------------------------------|------------------|----------------------------|---------------------------|-----------------------------------|
| | Proposed Budget 2016/17 | Improvement 2016/17 | Revenues and Benefits 2016/17 | IT 2016/17 | | | |
| Employees | 2,071,700 | 795,700 | 69,800 | 0 | 193,800 | 646,100 | 366,300 |
| Premises | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transport | 22,800 | 1,000 | 200 | 200 | 300 | 9,300 | 11,800 |
| Supplies and Services | 5,026,800 | 266,800 | 1,798,000 | 1,453,600 | 869,400 | 75,300 | 563,700 |
| Third Party Payments | 42,138,500 | 0 | 42,138,500 | 0 | 0 | 0 | 0 |
| Capital Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditure Total | 49,259,800 | 1,063,500 | 44,006,500 | 1,453,800 | 1,063,500 | 730,700 | 941,800 |
| Internal Recharges Net Total | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contributions | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Charges | (75,200) | (12,500) | 0 | (27,700) | 0 | (35,000) | 0 |
| Rents and Lettings | (25,000) | (25,000) | 0 | 0 | 0 | 0 | 0 |
| Grant Income | (43,464,700) | 0 | (43,285,300) | 0 | (85,000) | 0 | (94,400) |
| Sales Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Income | (537,300) | 0 | (537,300) | 0 | 0 | 0 | 0 |
| Income Total | (44,102,200) | (37,500) | (43,822,600) | (27,700) | (85,000) | (35,000) | (94,400) |
| Service Expenditure | 5,157,600 | 1,026,000 | 183,900 | 1,426,100 | 978,500 | 695,700 | 847,400 |

| Financial Services | Proposed Budget 2016/17 |
|--------------------------------|------------------------------------|
| Employees | 795,700 |
| Premises | |
| Transport | 1,000 |
| Supplies and Services | 266,800 |
| Third Party Payments | |
| Capital Charges | |
| Other Charges | |
| Expenditure Total | 1,063,500 |
| Internal Recharges Net Total | 0 |
| | 0 |
| Contributions | 0 |
| Fees and Charges | (12,500) |
| Rents and Lettings | (25,000) |
| Grant Income | 0 |
| Sales Income | 0 |
| Other Income | |
| Income Total | (37,500) |
| | |
| Net Service Expenditure | 1,026,000 |

Service Manager
Portfolio
Portfolio Holder

Jon Topping
Performance and Resources
Councillor David Norman MBE

| Summary By Service Area 2016-17 | Total | | |
|--|--------------------|---------------------|------------------|
| | Expenditure | Total Income | Net |
| Head of Finance | 90,300 | | 90,300 |
| Financial Services | 400,900 | (12,500) | 388,400 |
| Business Improvement | 272,900 | 0 | 272,900 |
| Treasury Management | 109,600 | | 109,600 |
| Procurement | 59,400 | 0 | 59,400 |
| Corporate expenses | 130,400 | | 130,400 |
| Airport Rents | 0 | (25,000) | (25,000) |
| Net Service Expenditure | 1,063,500 | (37,500) | 1,026,000 |

| Revenues and Benefits | Proposed Budget 2016/17 |
|--------------------------------|------------------------------------|
| Employees | 69,800 |
| Premises | |
| Transport | 200 |
| Supplies and Services | 1,798,000 |
| Third Party Payments | 42,138,500 |
| Capital Charges | |
| Other Charges | 0 |
| Expenditure Total | 44,006,500 |
| Internal Recharges Net Total | 0 |
| | 0 |
| Contributions | 0 |
| Fees and Charges | 0 |
| Rents and Lettings | 0 |
| Grant Income | (43,285,300) |
| Sales Income | 0 |
| Other Income | (537,300) |
| Income Total | (43,822,600) |
| | |
| Net Service Expenditure | 183,900 |

Service Manager
Portfolio
Portfolio Holder

Jon Topping
Performance and Resources
Councillor David Norman MBE

| Summary By Service Area 2016-17 | Total | | |
|--|--------------------|---------------------|----------------|
| | Expenditure | Total Income | Net |
| Revs and Bens Contract | 1,732,700 | | 1,732,700 |
| Contract Administration | 135,300 | (1,205,300) | (1,070,000) |
| Housing Benefit and subsidy | 42,138,500 | (42,617,300) | (478,800) |
| Net Service Expenditure | 44,006,500 | (43,822,600) | 183,900 |

| IT | Proposed Budget 2016/17 |
|--------------------------------|------------------------------------|
| Employees | 0 |
| Premises | |
| Transport | 200 |
| Supplies and Services | 1,453,600 |
| Third Party Payments | |
| Capital Charges | |
| Other Charges | 0 |
| Expenditure Total | 1,453,800 |
| Internal Recharges Net Total | 0 |
| | 0 |
| Contributions | 0 |
| Fees and Charges | (27,700) |
| Rents and Lettings | 0 |
| Grant Income | |
| Sales Income | 0 |
| Other Income | |
| Income Total | (27,700) |
| | |
| Net Service Expenditure | 1,426,100 |

Service Manager
Portfolio
Portfolio Holder

Jon Topping
Performance and Resources
Councillor David Norman MBE

| Summary By Service Area 2016-17 | Total | | |
|--|--------------------|---------------------|------------------|
| | Expenditure | Total Income | Net |
| IT Contract | 613,400 | | 613,400 |
| Photocopying | 137,600 | | 137,600 |
| Phones | 89,200 | 0 | 89,200 |
| Hardware and Software Costs | 613,600 | (27,700) | 585,900 |
| Net Service Expenditure | 1,453,800 | (27,700) | 1,426,100 |

| Shared Services | Proposed Budget 2016/17 |
|--------------------------------|------------------------------------|
| Employees | 193,800 |
| Premises | |
| Transport | 300 |
| Supplies and Services | 869,400 |
| Third Party Payments | |
| Capital Charges | |
| Other Charges | 0 |
| Expenditure Total | 1,063,500 |
| Internal Recharges Net Total | 0 |
| | 0 |
| Contributions | 0 |
| Fees and Charges | 0 |
| Rents and Lettings | 0 |
| Grant Income | (85,000) |
| Sales Income | 0 |
| Other Income | |
| Income Total | (85,000) |
| | |
| Net Service Expenditure | 978,500 |

Service Manager
Portfolio
Portfolio Holder

Martin Shields
Performance and Resources
Councillor David Norman MBE

| Summary By Service Area 2016-17 | Total | | |
|--|--------------------|---------------------|----------------|
| | Expenditure | Total Income | Net |
| Internal Audit | 176,800 | | 176,800 |
| Communications | 125,400 | | 125,400 |
| Legal Services | 362,000 | | 362,000 |
| Human Resources and Training | 230,700 | | 230,700 |
| Apprenticeship Scheme | 168,600 | (85,000) | 83,600 |
| Net Service Expenditure | 1,063,500 | (85,000) | 978,500 |

| Contact Centre and Customer Services | Proposed Budget 2016/17 |
|---|------------------------------------|
| Employees | 646,100 |
| Premises | 0 |
| Transport | 9,300 |
| Supplies and Services | 75,300 |
| Third Party Payments | |
| Capital Charges | 0 |
| Other Charges | |
| Expenditure Total | 730,700 |
| Internal Recharges Net Total | |
| Contributions | |
| Fees and Charges | (35,000) |
| Rents and Lettings | |
| Grant Income | |
| Sales Income | |
| Other Income | |
| Income Total | (35,000) |
| | |
| Service Expenditure | 695,700 |

Service Manager

Wendy Jones

Portfolio

Performance and Resources

Portfolio Holder

Councillor David Norman MBE

| Summary By Service Area 2016-17 | Total | | |
|--|--------------------|---------------------|----------------|
| | Expenditure | Total Income | Net |
| Contact Centre | 730,700 | (35,000) | 695,700 |
| Net Service Expenditure | 730,700 | 0 | 695,700 |

| Democratic Services | Proposed Budget 2016/17 |
|------------------------------|------------------------------------|
| Employees | 366,300 |
| Premises | 0 |
| Transport | 11,800 |
| Supplies and Services | 563,700 |
| Third Party Payments | |
| Capital Charges | 0 |
| Other Charges | |
| Expenditure Total | 941,800 |
| Internal Recharges Net Total | |
| Contributions | |
| Fees and Charges | |
| Rents and Lettings | |
| Grant Income | (94,400) |
| Sales Income | |
| Other Income | |
| Income Total | (94,400) |
| | |
| Service Expenditure | 847,400 |

Service Manager

Tanya Davies

Portfolio

Performance and Resources

Portfolio Holder

Councillor David Norman MBE

| Summary By Cost Centre 2015-16 | Total | | |
|---------------------------------------|--------------------|---------------------|----------------|
| | Expenditure | Total Income | Net |
| Civic Admin and Hospitality | 39,400 | 0 | 39,400 |
| Corporate Support Team | 89,800 | | 89,800 |
| Democratic Services | 179,400 | | 179,400 |
| Members support and allowances | 375,300 | | 375,300 |
| Elections and Electoral Registration | 257,900 | (94,400) | 163,500 |
| Net Service Expenditure | 941,800 | (94,400) | 847,400 |

Culture and Leisure Portfolio

| Culture and Leisure | Proposed Budget 2016/17 | Guildhall 2016/17 | Museums 2016/17 | TIC 2016/17 | Aspire Client 2016/17 | Marketing Gloucester 2016/17 |
|------------------------------|------------------------------------|------------------------------|----------------------------|--------------------|----------------------------------|---|
| Employees | 941,500 | 506,000 | 176,700 | 189,700 | 0 | 69,100 |
| Premises | 176,400 | 80,500 | 59,800 | 34,700 | 1,400 | 0 |
| Transport | 3,400 | 2,100 | 500 | 800 | 0 | 0 |
| Supplies and Services | 1,345,400 | 293,300 | 69,900 | 365,200 | 457,000 | 160,000 |
| Third Party Payments | 215,200 | 0 | 0 | 0 | 0 | 215,200 |
| Capital Charges | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Charges | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditure Total | 2,681,900 | 881,900 | 306,900 | 590,400 | 458,400 | 444,300 |
| Internal Recharges Net Total | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0 | 0 | 0 | 0 | 0 | 0 |
| Contributions | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Charges | (197,200) | (102,900) | (64,300) | 0 | (30,000) | 0 |
| Rents and Lettings | 0 | 0 | 0 | 0 | 0 | 0 |
| Grant Income | 0 | 0 | 0 | 0 | 0 | 0 |
| Sales Income | (1,043,900) | (553,500) | (62,100) | (428,300) | 0 | 0 |
| Other Income | (3,100) | 0 | (2,100) | (1,000) | 0 | 0 |
| Income Total | (1,244,200) | (656,400) | (128,500) | (429,300) | (30,000) | 0 |
| | | | | | | |
| Service Expenditure | 1,437,700 | 225,500 | 178,400 | 161,100 | 428,400 | 444,300 |

| Guildhall and Blackfriars | | Proposed Budget 2016/17 |
|----------------------------------|--|------------------------------------|
| Employees | | 506,000 |
| Premises | | 80,500 |
| Transport | | 2,100 |
| Supplies and Services | | 293,300 |
| Third Party Payments | | 0 |
| Capital Charges | | |
| Other Charges | | 0 |
| Expenditure Total | | 881,900 |
| Internal Recharges Net Total | | |
| Contributions | | |
| Fees and Charges | | (102,900) |
| Rents and Lettings | | |
| Grant Income | | |
| Sales Income | | (553,500) |
| Other Income | | |
| Income Total | | (656,400) |
| | | |
| Service Expenditure | | 225,500 |

Service Manager

Sarah Gilbert

Portfolio

Culture and Leisure

Portfolio Holder

Councillor Lise Noakes

| Summary By Service Area 2016-17 | Total | | |
|--|--------------------|---------------------|----------------|
| | Expenditure | Total Income | Net |
| Guildhall Running Costs | 471,700 | 0 | 471,700 |
| Events | 204,500 | (230,100) | (25,600) |
| Cinema | 28,200 | (63,000) | (34,800) |
| Room Hires | 0 | (91,500) | (91,500) |
| Guildhall Bar and Cafe | 121,700 | (178,700) | (57,000) |
| Blackfriars | 55,800 | (93,100) | (37,300) |
| Net Service Expenditure | 881,900 | (656,400) | 225,500 |

| Museums | Proposed Budget 2016/17 |
|------------------------------|------------------------------------|
| Employees | 176,700 |
| Premises | 59,800 |
| Transport | 500 |
| Supplies and Services | 69,900 |
| Third Party Payments | |
| Capital Charges | |
| Other Charges | |
| Expenditure Total | 306,900 |
| Internal Recharges Net Total | |
| Contributions | |
| Fees and Charges | (64,300) |
| Rents and Lettings | |
| Grant Income | |
| Sales Income | (62,100) |
| Other Income | (2,100) |
| Income Total | (128,500) |
| | |
| Service Expenditure | 178,400 |

Service Manager

Angela Smith

Portfolio

Culture and Leisure

Portfolio Holder

Councillor Lise Noakes

| Summary By Service Area 2016-17 | Total | | |
|--|--------------------|---------------------|----------------|
| | Expenditure | Total Income | Net |
| City Museum | 119,600 | (49,300) | 70,300 |
| City Museum Cafe | 32,900 | (33,600) | (700) |
| Folk Museum | 154,400 | (45,600) | 108,800 |
| Net Service Expenditure | 306,900 | (128,500) | 178,400 |

| Tourist Information Centre | Proposed Budget 2016/17 |
|-----------------------------------|------------------------------------|
| Employees | 189,700 |
| Premises | 34,700 |
| Transport | 800 |
| Supplies and Services | 365,200 |
| Third Party Payments | |
| Capital Charges | |
| Other Charges | |
| Expenditure Total | 590,400 |
| Internal Recharges Net Total | |
| Contributions | |
| Fees and Charges | |
| Rents and Lettings | |
| Grant Income | |
| Sales Income | (428,300) |
| Other Income | (1,000) |
| Income Total | (429,300) |
| | |
| Service Expenditure | 161,100 |

Service Manager

Lucy Chilton

Portfolio

Culture and Leisure

Portfolio Holder

Councillor Lise Noakes

| Summary By Service Area 2016-17 | Total | | |
|--|--------------------|---------------------|----------------|
| | Expenditure | Total Income | Net |
| TIC Running Costs | 235,300 | (1,000) | 234,300 |
| Commercial Activities | 355,100 | (428,300) | (73,200) |
| Net Service Expenditure | 590,400 | (429,300) | 161,100 |

| Aspire Client | Proposed Budget 2016/17 |
|------------------------------|------------------------------------|
| Employees | 0 |
| Premises | 1,400 |
| Transport | 0 |
| Supplies and Services | 457,000 |
| Third Party Payments | 0 |
| Capital Charges | 0 |
| Other Charges | 0 |
| Expenditure Total | 458,400 |
| Internal Recharges Net Total | 0 |
| | 0 |
| Contributions | 0 |
| Fees and Charges | (30,000) |
| Rents and Lettings | 0 |
| Grant Income | 0 |
| Sales Income | 0 |
| Other Income | 0 |
| Income Total | (30,000) |
| | |
| Service Expenditure | 428,400 |

Service Manager

Sadie Neal

Portfolio

Culture and Leisure

Portfolio Holder

Councillor Lise Noakes

| Summary By Service Area 2016-17 | Total | | |
|--|--------------------|---------------------|----------------|
| | Expenditure | Total Income | Net |
| Aspire Client | 458,400 | (30,000) | 428,400 |
| Net Service Expenditure | 458,400 | (30,000) | 428,400 |

| Marketing Gloucester | Proposed Budget 2016/17 |
|------------------------------|------------------------------------|
| Employees | 69,100 |
| Premises | |
| Transport | 0 |
| Supplies and Services | 160,000 |
| Third Party Payments | 215,200 |
| Capital Charges | 0 |
| Other Charges | |
| Expenditure Total | 444,300 |
| Internal Recharges Net Total | |
| Contributions | |
| Fees and Charges | |
| Rents and Lettings | |
| Grant Income | |
| Sales Income | |
| Other Income | |
| Income Total | 0 |
| | |
| Service Expenditure | 444,300 |

Service Manager

Anthony Hodge

Portfolio

Culture and Leisure

Portfolio Holder

Councillor Lise Noakes

| Summary By Service Area 2016-17 | Total | | |
|---|--------------------|---------------------|----------------|
| | Expenditure | Total Income | Net |
| Marketing Gloucester General Support | 284,300 | | 284,300 |
| Events Programme | 160,000 | | 160,000 |
| Net Service Expenditure | 444,300 | 0 | 444,300 |

Environment Portfolio

| | Proposed Budget | Neighbourhood | Environmental | Cem and Crem | Flooding and |
|------------------------------|--------------------|--------------------|------------------|--------------------|------------------|
| Regeneration and Economy | 2016/17 | Services 2016/17 | Planning 2016/17 | 2016/17 | emergency |
| | | | | | planning 2016/18 |
| Employees | 1,290,600 | 289,600 | 450,700 | 521,500 | 28,800 |
| Premises | 441,300 | 198,400 | 21,200 | 195,700 | 26,000 |
| Transport | 60,000 | 2,000 | 15,600 | 42,100 | 300 |
| Supplies and Services | 5,794,300 | 5,559,200 | 44,000 | 171,700 | 19,400 |
| Third Party Payments | 50,400 | 0 | 0 | 0 | 50,400 |
| Capital Charges | 0 | 0 | 0 | 0 | 0 |
| Other Charges | 0 | 0 | 0 | 0 | 0 |
| Expenditure Total | 7,636,600 | 6,049,200 | 531,500 | 931,000 | 124,900 |
| Internal Recharges Net Total | 0 | 0 | 0 | 0 | 0 |
| | 0 | 0 | 0 | 0 | 0 |
| Contributions | 0 | 0 | 0 | 0 | 0 |
| Fees and Charges | (2,576,300) | (950,000) | (15,800) | (1,610,500) | 0 |
| Rents and Lettings | 0 | 0 | 0 | 0 | 0 |
| Grant Income | (58,900) | 0 | (58,900) | 0 | 0 |
| Sales Income | (270,100) | 0 | 0 | (270,100) | 0 |
| Other Income | (363,400) | (352,300) | 0 | (11,100) | 0 |
| Income Total | (3,268,700) | (1,302,300) | (74,700) | (1,891,700) | 0 |
| | | | | | |
| Service Expenditure | 4,367,900 | 4,746,900 | 456,800 | (960,700) | 124,900 |

| Neighbourhood Services | Proposed Budget 2016/17 |
|-------------------------------|------------------------------------|
| Employees | 289,600 |
| Premises | 198,400 |
| Transport | 2,000 |
| Supplies and Services | 5,559,200 |
| Third Party Payments | |
| Capital Charges | |
| Other Charges | |
| Expenditure Total | 6,049,200 |
| Internal Recharges Net Total | |
| Contributions | |
| Fees and Charges | (950,000) |
| Rents and Lettings | |
| Grant Income | |
| Sales Income | |
| Other Income | (352,300) |
| Income Total | (1,302,300) |
| | |
| Service Expenditure | 4,746,900 |

Service Manager

Lloyd Griffiths

Portfolio

Environment

Portfolio Holder

Councillor Jim Porter

| Summary By Service Area 2016-17 | Total | | |
|--|--------------------|---------------------|------------------|
| | Expenditure | Total Income | Net |
| Neighbourhood Management | 5,965,800 | (672,300) | 5,293,500 |
| Green Garden Waste | 12,000 | (580,000) | (568,000) |
| Bulky Waste | | (50,000) | (50,000) |
| Head of Neighbourhood Services | 71,400 | | 71,400 |
| Net Service Expenditure | 6,049,200 | (1,302,300) | 4,746,900 |

| Environmental Planning | Proposed Budget 2016/17 |
|-------------------------------|------------------------------------|
| Employees | 450,700 |
| Premises | 21,200 |
| Transport | 15,600 |
| Supplies and Services | 44,000 |
| Third Party Payments | 0 |
| Capital Charges | 0 |
| Other Charges | 0 |
| Expenditure Total | 531,500 |
| Internal Recharges Net Total | |
| Contributions | |
| Fees and Charges | (15,800) |
| Rents and Lettings | |
| Grant Income | (58,900) |
| Sales Income | |
| Other Income | 0 |
| Income Total | (74,700) |
| Service Expenditure | 456,800 |

Service Manager
Portfolio
Portfolio Holder

Meyrick Brentnall
Environment
Councillor Jim Porter

| Summary By Service Area 2016-17 | Total | | |
|--|--------------------|---------------------|----------------|
| | Expenditure | Total Income | Net |
| Allotments | 15,300 | (15,800) | (500) |
| Environmental Planning | 373,600 | (23,900) | 349,700 |
| Countryside Unit | 124,400 | (35,000) | 89,400 |
| Climate Change | 18,200 | | 18,200 |
| Net Service Expenditure | 531,500 | (74,700) | 456,800 |

| Cemeteries and Crematorium | Proposed Budget 2016/17 |
|-----------------------------------|------------------------------------|
| Employees | 521,500 |
| Premises | 195,700 |
| Transport | 42,100 |
| Supplies and Services | 171,700 |
| Third Party Payments | |
| Capital Charges | |
| Other Charges | |
| Expenditure Total | 931,000 |
| Internal Recharges Net Total | |
| Contributions | |
| Fees and Charges | (1,610,500) |
| Rents and Lettings | |
| Sales Income | (270,100) |
| Other Income | (11,100) |
| Income Total | (1,891,700) |
| | |
| Service Expenditure | (960,700) |

Service Manager
Portfolio
Portfolio Holder

Julienne Reeves
Environment
Councillor Jim Porter

| Summary By Service Area 2016-17 | Total | | |
|--|--------------------|---------------------|------------------|
| | Expenditure | Total Income | Net |
| The Arbor | 117,800 | (136,600) | (18,800) |
| Cem and Crem Support | 148,800 | 0 | 148,800 |
| Cemeteries | 367,100 | (295,500) | 71,600 |
| Crematorium | 297,300 | (1,459,600) | (1,162,300) |
| Net Service Expenditure | 931,000 | (1,891,700) | (960,700) |

| Flooding and Emergency Planning | | Proposed Budget 2016/17 |
|--|--|------------------------------------|
| Employees | | 28,800 |
| Premises | | 26,000 |
| Transport | | 300 |
| Supplies and Services | | 19,400 |
| Third Party Payments | | 50,400 |
| Capital Charges | | |
| Other Charges | | |
| Expenditure Total | | 124,900 |
| Internal Recharges Net Total | | |
| Contributions | | |
| Fees and Charges | | 0 |
| Rents and Lettings | | |
| Grant Income | | |
| Sales Income | | |
| Other Income | | 0 |
| Income Total | | 0 |
| | | |
| Service Expenditure | | 124,900 |

Service Manager

Wayne Best

Portfolio

Environment

Portfolio Holder

Councillor Jim Porter

| Summary By Service Area 2016-17 | Total | | |
|--|--------------------|---------------------|----------------|
| | Expenditure | Total Income | Net |
| Flooding prevention | 53,900 | 0 | 53,900 |
| Drainage Levy | 50,400 | 0 | 50,400 |
| Emergency Planning | 20,600 | 0 | 20,600 |
| Net Service Expenditure | 124,900 | 0 | 124,900 |

Communities and Neighbourhoods Portfolio

| | Proposed Budget 2016/17 | Voluntary Sector Grants 2016/17 | Community Strategy and Other Projects 2016/17 | Licensing 2016/17 | Environmental Health 2016/17 | Health and Safety 2016/17 | Shopmobility 2016/17 |
|---------------------------------------|----------------------------|------------------------------------|--|----------------------|---------------------------------|---------------------------------|-------------------------|
| Communities and Neighbourhoods | | | | | | | |
| Employees | 922,900 | 0 | 175,500 | 153,800 | 409,400 | 169,500 | 14,700 |
| Premises | 86,200 | 0 | 83,000 | 0 | 0 | 0 | 3,200 |
| Transport | 5,000 | 0 | 500 | 200 | 2,800 | 1,500 | 0 |
| Supplies and Services | 126,600 | 200 | 53,500 | 26,900 | 18,500 | 15,900 | 11,600 |
| Third Party Payments | 315,500 | 315,500 | 0 | 0 | 0 | 0 | 0 |
| Capital Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditure Total | 1,456,200 | 315,700 | 312,500 | 180,900 | 430,700 | 186,900 | 29,500 |
| Internal Recharges Net Total | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contributions | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Charges | (316,700) | 0 | 0 | (269,600) | (22,500) | 0 | (24,600) |
| Rents and Lettings | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Grant Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Sales Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Income Total | (316,700) | 0 | 0 | (269,600) | (22,500) | 0 | (24,600) |
| Service Expenditure | 1,139,500 | 315,700 | 312,500 | (88,700) | 408,200 | 186,900 | 4,900 |

| Voluntary Sector Grants | Proposed Budget 2016/17 |
|--------------------------------|------------------------------------|
| Employees | |
| Premises | |
| Transport | |
| Supplies and Services | 200 |
| Third Party Payments | 315,500 |
| Capital Charges | |
| Other Charges | |
| Expenditure Total | 315,700 |
| Internal Recharges Net Total | |
| Contributions | |
| Fees and Charges | |
| Rents and Lettings | |
| Grant Income | |
| Sales Income | |
| Other Income | |
| Income Total | 0 |
| Service Expenditure | 315,700 |

Service Manager
Portfolio
Portfolio Holder

Gareth Hooper
Communities and Neighbourhoods
Councillor Jennie Dallimore

| Summary By Service Area 2016-17 | Total | | |
|--|--------------------|---------------------|----------------|
| | Expenditure | Total Income | Net |
| Voluntary Sector Grants | 315,700 | 0 | 315,700 |
| Net Service Expenditure | 315,700 | 0 | 315,700 |

| Community Strategy and Other Projects | Proposed Budget 2016/17 |
|--|------------------------------------|
| Employees | 175,500 |
| Premises | 83,000 |
| Transport | 500 |
| Supplies and Services | 53,500 |
| Third Party Payments | |
| Capital Charges | |
| Other Charges | |
| Expenditure Total | 312,500 |
| Internal Recharges Net Total | |
| Contributions | |
| Fees and Charges | 0 |
| Rents and Lettings | |
| Grant Income | 0 |
| Sales Income | |
| Other Income | 0 |
| Income Total | 0 |
| | |
| Service Expenditure | 312,500 |

Service Manager

Ed Pomfret

Portfolio

Communities and Neighbourhoods

Portfolio Holder

Councillor Jennie Dallimore

| Summary By Service Area 2016-17 | Total | | |
|--|--------------------|---------------------|----------------|
| | Expenditure | Total Income | Net |
| Community Safety | 113,200 | 0 | 113,200 |
| Community Strategy and Engagement | 114,300 | 0 | 114,300 |
| CCTV Revenue Budget | 85,000 | 0 | 85,000 |
| Net Service Expenditure | 312,500 | 0 | 312,500 |

| Licensing | Proposed Budget 2016/17 |
|------------------------------|------------------------------------|
| Employees | 153,800 |
| Premises | 0 |
| Transport | 200 |
| Supplies and Services | 26,900 |
| Third Party Payments | 0 |
| Capital Charges | 0 |
| Other Charges | 0 |
| Expenditure Total | 180,900 |
| Internal Recharges Net Total | 0 |
| | 0 |
| Contributions | 0 |
| Fees and Charges | (269,600) |
| Rents and Lettings | 0 |
| Grant Income | 0 |
| Sales Income | 0 |
| Other Income | 0 |
| Income Total | (269,600) |
| | |
| Service Expenditure | (88,700) |

Service Manager
Portfolio
Portfolio Holder

Lisa Jones
Communities and Neighbourhoods
Councillor Jennie Dallimore

| Summary By Service Area 2016-17 | Total | | |
|--|--------------------|---------------------|-----------------|
| | Expenditure | Total Income | Net |
| Hackney Carriages | 80,400 | (123,500) | (43,100) |
| Other Licensing | 100,500 | (146,100) | (45,600) |
| Net Service Expenditure | 180,900 | (269,600) | (88,700) |

| Shopmobility | Proposed Budget 2016/17 |
|------------------------------|------------------------------------|
| Employees | 14,700 |
| Premises | 3,200 |
| Transport | 0 |
| Supplies and Services | 11,600 |
| Third Party Payments | 0 |
| Capital Charges | 0 |
| Other Charges | 0 |
| Expenditure Total | 29,500 |
| Internal Recharges Net Total | 0 |
| | 0 |
| Contributions | 0 |
| Fees and Charges | (24,600) |
| Rents and Lettings | 0 |
| Grant Income | 0 |
| Sales Income | 0 |
| Other Income | 0 |
| Income Total | (24,600) |
| | |
| Service Expenditure | 4,900 |

Service Manager
Portfolio
Portfolio Holder

Gill Ragon
Communities and Neighbourhoods
Councillor Jennie Dallimore

| Summary By Service Area 2016-17 | Total | | |
|--|--------------------|---------------------|--------------|
| | Expenditure | Total Income | Net |
| Shopmobility | 29,500 | (24,600) | 4,900 |
| Net Service Expenditure | 29,500 | (85,000) | 4,900 |

| Environmental Health | Proposed Budget 2016/17 |
|------------------------------|------------------------------------|
| Employees | 409,400 |
| Premises | 0 |
| Transport | 2,800 |
| Supplies and Services | 18,500 |
| Third Party Payments | 0 |
| Capital Charges | 0 |
| Other Charges | 0 |
| Expenditure Total | 430,700 |
| Internal Recharges Net Total | 0 |
| | 0 |
| Contributions | 0 |
| Fees and Charges | (22,500) |
| Rents and Lettings | 0 |
| Grant Income | 0 |
| Sales Income | 0 |
| Other Income | 0 |
| Income Total | (22,500) |
| | |
| Service Expenditure | 408,200 |

Service Manager
Portfolio
Portfolio Holder

Gill Ragon
Communities and Neighbourhoods
Councillor Jennie Dallimore

| Summary By Service Area 2016-17 | Total | | |
|--|--------------------|---------------------|----------------|
| | Expenditure | Total Income | Net |
| Food Safety | 189,000 | (4,500) | 184,500 |
| Pollution Control | 169,800 | (18,000) | 151,800 |
| Head of Public Protection | 71,900 | 0 | 71,900 |
| Net Service Expenditure | 430,700 | (22,500) | 408,200 |

| Health and Safety | Proposed Budget 2016/17 |
|------------------------------|------------------------------------|
| Employees | 169,500 |
| Premises | 0 |
| Transport | 1,500 |
| Supplies and Services | 15,900 |
| Third Party Payments | 0 |
| Capital Charges | 0 |
| Other Charges | 0 |
| Expenditure Total | 186,900 |
| Internal Recharges Net Total | 0 |
| | 0 |
| Contributions | 0 |
| Fees and Charges | 0 |
| Rents and Lettings | 0 |
| Grant Income | 0 |
| Sales Income | 0 |
| Other Income | 0 |
| Income Total | 0 |
| | |
| Service Expenditure | 186,900 |

Service Manager
Portfolio
Portfolio Holder

Gill Ragon
Communities and Neighbourhoods
Councillor Jennie Dallimore

| Summary By Service Area 2016-17 | Total | | |
|--|--------------------|---------------------|----------------|
| | Expenditure | Total Income | Net |
| Health Administration | 26,600 | 0 | 26,600 |
| Health and Safety | 160,300 | 0 | 160,300 |
| Net Service Expenditure | 186,900 | 0 | 186,900 |

Housing and Planning Portfolio

| Housing and Planning | Housing and | | |
|------------------------------|--------------------|------------------|------------------|
| | Planning | Housing 2016/17 | Planning 2016/17 |
| Employees | 1,765,700 | 1,071,000 | 694,700 |
| Premises | 188,000 | 188,000 | 0 |
| Transport | 4,600 | 1,800 | 2,800 |
| Supplies and Services | 847,800 | 533,600 | 314,200 |
| Third Party Payments | 0 | 0 | 0 |
| Capital Charges | 0 | 0 | 0 |
| Other Charges | 0 | 0 | 0 |
| Expenditure Total | 2,806,100 | 1,794,400 | 1,011,700 |
| Internal Recharges Net Total | 0 | 0 | 0 |
| | 0 | 0 | 0 |
| Contributions | 0 | 0 | 0 |
| Fees and Charges | (771,800) | (74,300) | (697,500) |
| Rents and Lettings | (185,000) | (185,000) | 0 |
| Grant Income | (47,400) | 0 | (47,400) |
| Sales Income | 0 | 0 | 0 |
| Other Income | (266,800) | (266,800) | 0 |
| Income Total | (1,271,000) | (526,100) | (744,900) |
| | | | |
| Service Expenditure | 1,535,100 | 1,268,300 | 266,800 |

| Housing Services | Proposed Budget 2016/17 |
|------------------------------|------------------------------------|
| Employees | 1,071,000 |
| Premises | 188,000 |
| Transport | 1,800 |
| Supplies and Services | 533,600 |
| Third Party Payments | 0 |
| Capital Charges | 0 |
| Other Charges | 0 |
| Expenditure Total | 1,794,400 |
| Internal Recharges Net Total | 0 |
| | 0 |
| Contributions | 0 |
| Fees and Charges | (74,300) |
| Rents and Lettings | (185,000) |
| Grant Income | 0 |
| Sales Income | 0 |
| Other Income | (266,800) |
| Income Total | (526,100) |
| | |
| Service Expenditure | 1,268,300 |

Service Manager
Portfolio
Portfolio Holder

Helen Chard / Julie Wight / Mary Hopper
Housing and Planning
Councillor Colin Organ

| Summary By Service Area 2016-17 | Total | | |
|--|--------------------|---------------------|------------------|
| | Expenditure | Total Income | Net |
| Housing Strategy | 198,100 | (15,000) | 183,100 |
| Private Sector Housing | 415,500 | (76,100) | 339,400 |
| Homelessness Prevention | 1,180,800 | (435,000) | 745,800 |
| Net Service Expenditure | 1,794,400 | (526,100) | 1,268,300 |

| Planning | Proposed Budget 2016/17 |
|------------------------------|------------------------------------|
| Employees | 694,700 |
| Premises | 0 |
| Transport | 2,800 |
| Supplies and Services | 314,200 |
| Third Party Payments | 0 |
| Capital Charges | 0 |
| Other Charges | 0 |
| Expenditure Total | 1,011,700 |
| Internal Recharges Net Total | 0 |
| | 0 |
| Contributions | 0 |
| Fees and Charges | (697,500) |
| Rents and Lettings | 0 |
| Grant Income | (47,400) |
| Sales Income | 0 |
| Other Income | 0 |
| Income Total | (744,900) |
| | |
| Service Expenditure | 266,800 |

Directorate

Director

Service Manager

Portfolio

Portfolio Holder

Resources

Vacant

Vacant

Resources & Performance

Councillor David Norman MBE

| Summary By Service Area 2016-17 | Total | | |
|--|--------------------|---------------------|----------------|
| | Expenditure | Total Income | Net |
| Development Management | 369,200 | (562,200) | (193,000) |
| Planning Policy | 447,300 | 0 | 447,300 |
| Historic Buildings | 60,400 | (27,700) | 32,700 |
| Land Searches | 69,300 | (155,000) | (85,700) |
| Head of Service | 65,500 | | 65,500 |
| Net Service Expenditure | 1,011,700 | (744,900) | 266,800 |

1. Results of Budget Consultation

- 1.1 The council's budget consultation for 2016/17 has used an on-line interactive budget survey developed with Govmetric, a link to which has been available on the council's website. Leaflets were also available from the council reception at the city council offices at the Docks, GL1, Oxstalls Sports Park, the Guildhall, and at the City and Folk museums.
- 1.2 Any callers to the council by telephone during the consultation period were also given the opportunity to take part in the survey by customer services staff. The consultation period was for six weeks during September and October 2015 a further consultation period is planned during January 2016.
- 1.3 Throughout this process, views of the public and other partners/stakeholders have been sought on the council's financial plans including levels of spending, potential efficiencies and budget savings, as well as opinions on the level of council tax increases and other fees and charges.
- 1.4 The online and offline consultation also highlighted the savings the City Council has already made and highlighted the share of Council tax received by the City.
- 1.5 There were 1118 responses of which 785 were useable, received as part of the consultation process

2. Consultation responses

Q. Which Council Services are most important to you?

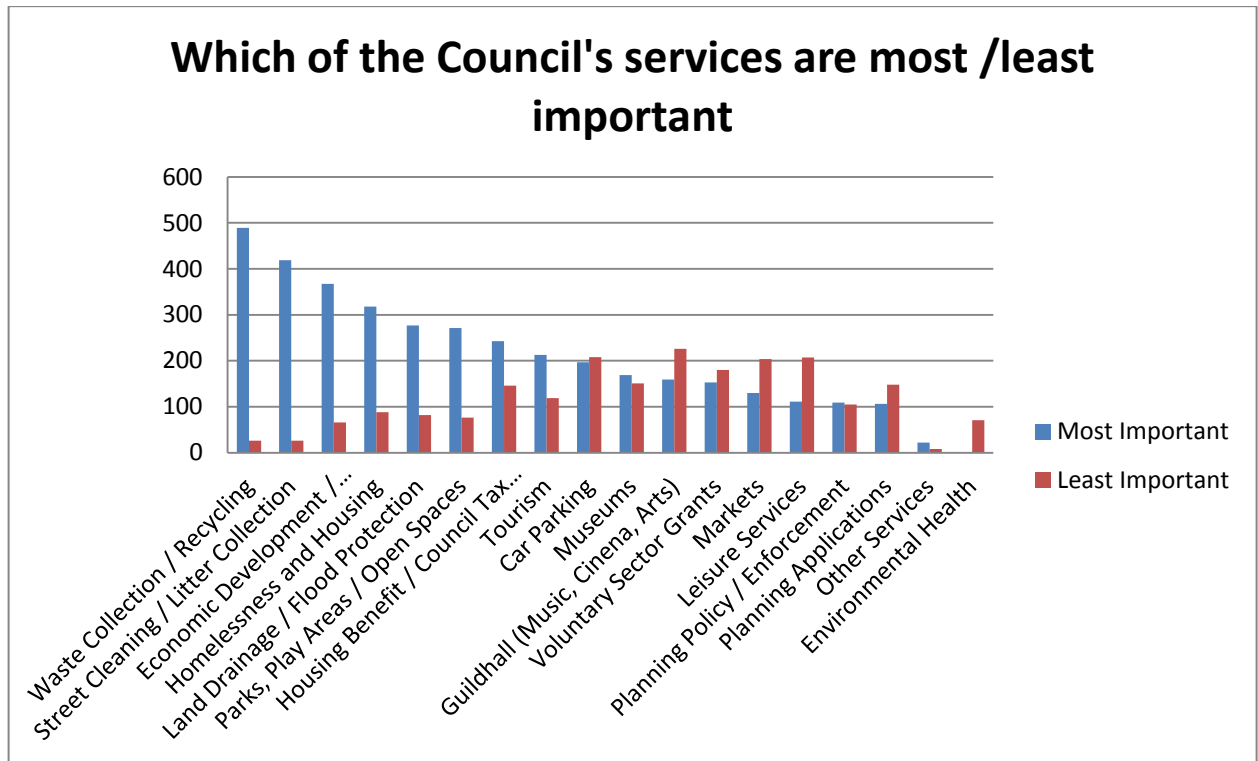
The consultation asked for the people to select the 3 **most** important services provided by the Council from eighteen options, the top 6 and the % are as follows;

| | | |
|----|--------------------------------------|------|
| 1. | Waste Collection | 13% |
| 2. | Street Cleansing & litter Collection | 13 % |
| 3. | Economic Development | 9.8% |
| 4. | Homelessness | 8.5% |
| 5. | Parks, play areas & Open spaces | 7.4% |
| 6. | Land Drainage & Flooding | 7.2% |

The consultation asked for the people to select the 3 **least** important services provided by the Council from eighteen options, the top 6 and the % are as follows;

| | | |
|----|--|-------|
| 1. | Gloucester Guildhall (Music, Cinema, Arts) | 10.6% |
| 2. | Car parking | 9.7% |
| 3. | Leisure Services | 9.7% |
| 4. | Markets | 9.5% |
| 5. | Museums | 7.1% |

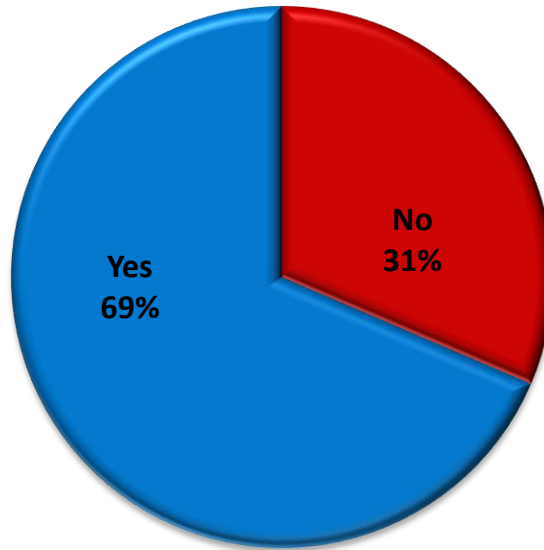
The chart below details response for all areas;



Q. *Would you agree to a council tax increase to protect some services?*

The chart below details response to this question; (2014 Yes 77%, No 23%)

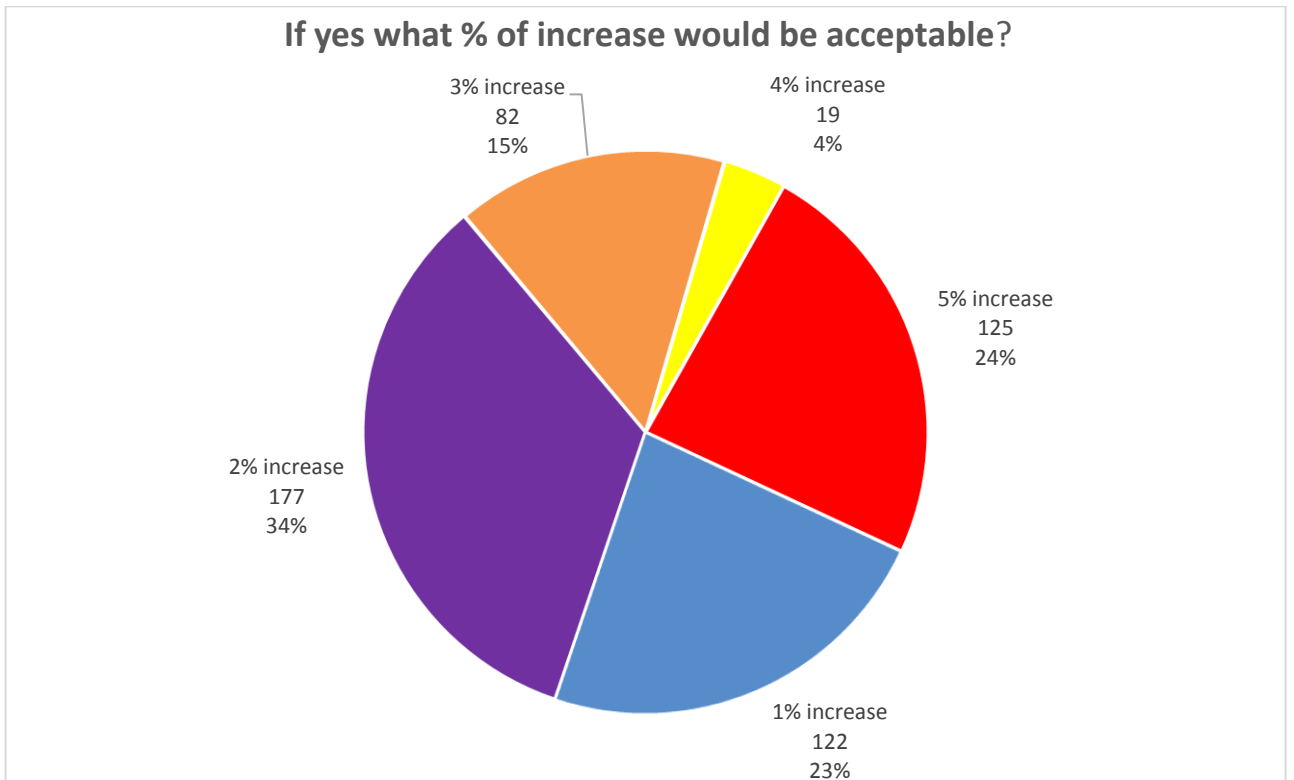
Would you agree to a Council Tax increase to protect some services?



A subsidiary to this question was;

If yes, what level of increase would be acceptable?

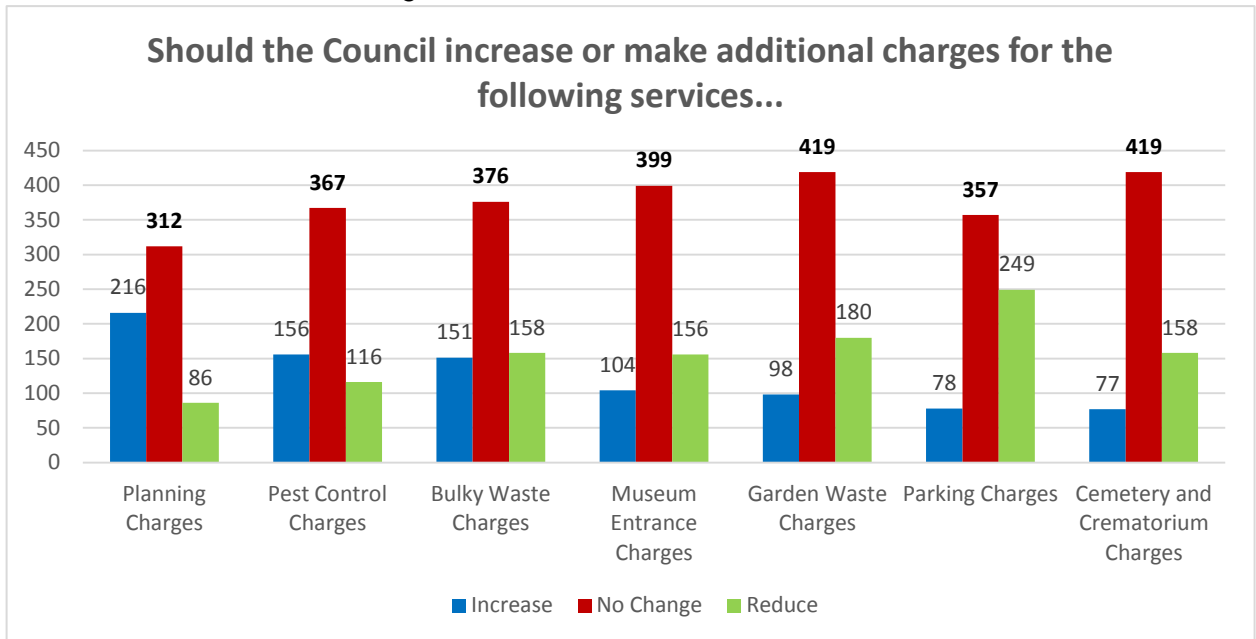
The chart below details response to this question;



Of the yes responses it can be seen that 77% would accept an increase of 2% or more.

Q. Should the council increase or make additional charges for services

The consultation asked for the people to select charges by the Council from 7 options, and also any other possible options; The chart below details response to this question of charges to increase, decrease or no change;



Gloucester City Council

| | | | |
|-------------------------|---|---|--|
| Meeting: | Cabinet Council | Date: | 9 December 2015 28 January 2016 |
| Subject: | Change in discount levels for Class C empty properties | | |
| Report Of: | Cabinet Member for Performance and Resources | | |
| Wards Affected: | All | | |
| Key Decision: | No | Budget/Policy Framework: | Yes |
| Contact Officer: | Jon Topping, Head of Finance | | |
| | Email: | jon.topping@gloucester.gov.uk | Tel: 396242 |
| Appendices: | None | | |

FOR GENERAL RELEASE

1.0 Purpose of Report

- 1.1 To seek approval to change the level of discount for Class C empty properties from 100% in the first month and 25% in subsequent 5 months, to 25% for the 6 months' period.

2.0 Recommendations

- 2.1 **Cabinet** is asked to **RECOMMEND** that the amendments to the existing discount for Class C empty properties to 25% discount for a 6 month period upon a property becoming empty be approved.
- 2.2 **Council** is asked to **RESOLVE** that the amendments to the existing discount for Class C empty properties to 25% discount for a 6 month period upon a property becoming empty be approved.

3.0 Background

- 3.1 The Government introduced changes to council tax discounts and exemptions in respect of second homes and certain empty properties from April 2013.

Exemption Class C

- 3.2 This exemption applied in respect of properties which are unoccupied and unfurnished and was awarded for a maximum of 6 months.
- 3.3 The Government abolished this exemption and allowed the Council to set a discount rate between 0% and 100%. Councils were able to vary the discount rate over the 6 month period.

- 3.4 From April 2013 the Council set a 100% discount for the first month a property was empty followed by 5 months of 25% discount. This was approved by Council in December 2012.
- 3.5 Reducing the discount for the first month from a 100% to 25% discount from April 2016 will mean an additional 75% income is generated which can be retained.
- 3.6 Based on the level of discount granted in 2014/15, the value of the discount given in the first month of a property becoming empty (100% discount) was approximately £331,462. Removing the discount based on the 2014/15 figures, would generate an additional Council Tax charge of £248,596. As Gloucester City Council's proportion of the Council Tax bill is around 12%, the amount of additional council tax income generated will be approximately £29,830.
- 3.7 The following stakeholders will be affected by these changes:-
- Owners who move out of a property but retain ownership
 - Tenants who vacate properties prior to the end of their lease
 - Landlords of properties which are empty for periods between tenancies
 - Owners, property developers, landlords who can't sell or let properties
- 3.8 As part of the review of whether to change this discount all the Gloucestershire districts were approached to identify if they had reviewed and proposed the removal of the 100% discount in the first month of a property becoming empty. All the Gloucestershire Districts (excluding Cotswold DC) have removed the 100% discount for first month a property becomes empty.
- 3.8 Inevitably this change in discount will have an impact on landlords as there will be charge break between tenancies. This will initially result in more queries, complaints and challenges and could adversely affect collection rates if council tax payers refuse to pay.

4.0 ABCD Implications

- 4.1 There are no anticipated ABCD implications from this report

5.0 Financial Implications

- 5.1 The financial implications are contained in the body of the report.

6.0 Legal Implications

- 6.1 Further to the Local Government Act 1992 (as amended by Local Government Finance Act 2012) and associated regulations, the Council may impose premiums for long term empty properties as well as discounts for unoccupied and unfurnished properties. Such provisions include a discretion upon councils to impose a council tax discount for a period of 6 months for empty and substantially unfurnished properties.

(One Legal have been consulted in the preparation of this report)

7.0 Risk & Opportunity Management Implications

7.1 Potential risks as a result of this report are highlighted in paragraph 3.8, with a potential impact on collection rates.

8.0 People Impact Assessment (PIA):

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

9.0 Other Corporate Implications

Community Safety

9.1 None

Sustainability

9.2 None

Staffing & Trade Union

9.3 None

Background Documents: None

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| | | | |
|-------------------------|--|---------------------------------|---|
| Meeting: | Audit & Governance Committee Cabinet | Date: | 23 November 2015 9 December 2015 |
| Subject: | Strategic Risk Register | | |
| Report Of: | Cabinet Member for Performance and Resources | | |
| Wards Affected: | All | | |
| Key Decision: | No | Budget/Policy Framework: | No |
| Contact Officer: | Stephanie Payne, Audit, Risk Management and Value for Money Officer | | |
| | Email: stephanie.payne@gloucester.gov.uk | Tel: | 39-6432 |
| Appendices: | 1. Strategic Risk Register as at 27th October 2015 | | |

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 To present the Strategic Risk Register to Members for their awareness and consideration.

2.0 Recommendations

2.1 Audit & Governance Committee is asked to **RECOMMEND** that the Strategic Risk Register be noted and endorsed.

2.2 Cabinet is asked to **RESOLVE** that the Strategic Risk Register be noted and endorsed.

3.0 Background and Key Issues

Background

3.1 Risk management is a core part of the Council’s corporate governance framework and internal control environment. It is one of the six core principles within the Council’s Code of Governance (part of the Council Constitution) – ‘taking informed and transparent decisions which are subject to effective scrutiny and managing risk’.

3.2 The Council Risk Management Strategy provides the framework for the effective management of risks and opportunities within the Council, supports decision making at all levels, and aids delivery of the Council Plan priorities and objectives. The Strategy also includes the process for monitoring and reporting of strategic risks. The Risk Management Strategy was last updated and approved by Members in January 2015.

- 3.3 The Risk Management Strategy requires the Council to assess risks at a strategic level through documentation and management of the Strategic Risk Register. The Strategic Risk Register is owned and formally reviewed by SMT on a monthly basis. Strategic risk owners are at SMT level.
- 3.4 A requirement of the updated Risk Management Strategy is for Member receipt and endorsement of the Strategic Risk Register on a biannual basis by the Audit & Governance Committee and Cabinet. This is to enable Member awareness of the strategic risks facing the Council and the impact on decisions to be made by the Council.
- 3.5 This report is the second Strategic Risk Register update to Members, following Member approval of the updated Risk Management Strategy in January 2015.

Strategic Risk Register – position and review

- 3.6 The process for officer review and update of the Strategic Risk Register includes:
- Update of individual strategic risks by designated risk owners on an ongoing basis (including risk scores, current control position, further mitigating actions required and their timing)
 - Monthly formal review of the Strategic Risk Register by SMT, including review & challenge of current strategic risks and consideration of potentially emerging strategic risks
 - Administration and update support from the Officer Risk Management Champion (including maintenance of version audit trail)

Operational risk registers are held at service, partnership and project levels. Where operational risks are high scoring or have potential strategic implications, these are also considered through the above process and added to the Strategic Risk Register where appropriate.

- 3.7 The Strategic Risk Register is documented in line with the Risk Management Strategy risk register template and assesses strategic risks over three stages:
- Original risk score: the impact and likelihood of a risk if no action were taken
 - Current risk score: the impact and likelihood of a risk considering current controls in place
 - Mitigated risk score: the target risk score, achievable following full implementation of the agreed further mitigating actions

Potentially emerging strategic risks (risks that may have a future strategic impact) are also documented and considered by SMT within the Strategic Risk Register.

- 3.8 The Strategic Risk Register was last reviewed and updated by SMT on the 27th October 2015. See **Appendix 1**.

Strategic Risk Register – changes since last Member review:

- 3.9 The Strategic Risk Register version last reviewed by Members was from 24th February 2015. The main areas of Strategic Risk Register update from the 24th

February 2015 version to the 27th October 2015 Strategic Risk Register (**Appendix 1**) are summarised below:

- Strategic risks removed:
 - o Potential collapse of the Council's banker leading to loss of cash and investments
 - o Lack of resilience in the senior management structure
- Strategic risks added:
 - o Inability of the Council to identify viable plans to achieve savings
- Potentially emerging strategic risks removed:
 - o Local Government Boundary Commission Review
 - o Ebola outbreak
 - o Rugby World Cup project delivery
 - o Waste and recycling review
- Potentially emerging strategic risks added:
 - o Devolution

4.0 Asset Based Community Development (ABCD) Considerations

4.1 There are no anticipated ABCD implications from this report.

5.0 Alternative Options Considered

5.1 The alternative option is not to present the Strategic Risk Register to Members. This is not compliant with the Council Constitution and the CIPFA: Audit Committees Practical Guidance for Local Authorities and Police (2013). The alternative option does not support strategic risk awareness or informed prudent decision making.

6.0 Reasons for Recommendations

6.1 To support Member awareness of the strategic risks facing the Council and the management of those risks.

6.2 Compliance with Council policy and good practice:

- The Council Constitution confirms that the Leader and Cabinet function is to review the Council's Strategic Risk Register on at least an annual basis. The Constitution includes risk management as an Audit & Governance Committee function and area of responsibility.
- The Council Code of Governance requires the Council to ensure that an effective risk management approach is in place. This is supported by the Council's Constitution and Risk Management Strategy.
- The Council Risk Management Strategy requires the Strategic Risk Register to be reviewed by Members through Audit & Governance Committee and Cabinet on a bi-annual basis.
- The CIPFA 'Audit Committees – Practical Guidance for Local Authorities & Police (2013)' confirms that the role of an Audit Committee includes keeping up to date with the risk profile of an organisation through regular review of the risk profile and areas of strategic risk.

7.0 Future Work and Conclusions

- 7.1 SMT will continue to own the Strategic Risk Register and complete formal review on a monthly basis, updating the Strategic Risk Register as appropriate to ensure that it reflects the Council's current risk position.
- 7.2 The next Strategic Risk Register update to Members will be captured within the Annual Risk Management Report 2015/16, planned for presentation to Audit & Governance Committee in March 2016.

8.0 Financial Implications

- 8.1 Review and update of the Strategic Risk Register is completed by responsible officers and Members and delivered within existing resources.
- 8.2 There are a number of risks within the Strategic Risk Register which, if not managed, have the potential to expose the Council to financial costs which are not provided for within existing budgets. The documented current controls and mitigating actions aim to manage the risk of Council exposure to these costs.

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

9.0 Legal Implications

- 9.1 It is fundamental that the Council has and maintains a Risk Management Strategy which considers identification, recording and management of risks to the Council in the delivery of its priorities and objectives.
- 9.2 The existence and application of an effective Risk Management Strategy (including Member review of the Strategic Risk Register and awareness of strategic risks) assists prudent decision making. Failure to identify and manage strategic risks could lead to inappropriate decision making, unnecessary liability and costly legal challenge.

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

10.0 Risk & Opportunity Management Implications

- 10.1 The lack of a robust approach to the management of risks and opportunities could result in inappropriately informed decision making and non-achievement of the Council's priorities and objectives at both strategic and service levels.

11.0 People Impact Assessment (PIA):

- 11.1 A PIA screening assessment has been completed and the impact is neutral. A full PIA is not required.

12.0 Other Corporate Implications

Community Safety

12.1 None.

Sustainability

12.2 None.

Staffing & Trade Union

12.3 None.

Background Documents: CIPFA: Audit Committees – Practical Guidance for Local Authorities & Police (2013 edition)
Council Constitution 2015/16
Risk Management Strategy

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Gloucester City Council Strategic Risk Register, 27 October 15

| No. | Risk | Original score | | | Current controls | Current score | | | Further mitigating action | Timescale | Mitigated score | | | Risk owner |
|-----|---|----------------|------------|-------|---|---------------|------------|-------|--|---|-----------------|------------|-------|---|
| | | Impact | Likelihood | Score | | Impact | Likelihood | Score | | | Impact | Likelihood | Score | |
| 1. | Non achievement of the Money Plan – including the annual savings / income targets and the result of a balanced budget | 4 | 4 | 16 | <p>*Budget setting process – including consultation; management / leadership input into savings targets; and Overview & Scrutiny and Council involvement</p> <p>*Forecasting Money Plan for medium term</p> <p>*Allocation of individual savings/income targets to an SMT sponsor, Cabinet Member and leading manager</p> <p>*Rigorous monthly monitoring of the Council’s financial position - monthly income / budget monitoring at budget holder level (Finance led) and by SMT</p> <p>* Financial Services staff professionally qualified in accountancy-related disciplines</p> <p>*Assurance reviews by Internal Audit to ensure compliance with approved policies and procedures</p> <p>*Business Plans aligned with resources and subject to regular review</p> | 4 | 3 | 12 | <p>*Alignment of financial monitoring and performance monitoring (balanced scorecard)</p> <p>*Monthly monitoring of 15/16 budget savings programme lines to confirm details of savings delivery and whether the savings target will be achieved (co-ordinated by Financial Services with detail from savings line owner). Savings line owner (service manager/head of service) to report to SMT where savings non achievement is expected. Monthly formal reporting to SMT on savings position and a weekly verbal update.</p> | <p>From 1 April 15/16 onwards (target deadline TBC)</p> <p>Monthly within 2015/16</p> | 4 | 2 | 8 | <p>S Neal/J Topping</p> <p>Savings line service manager/head of service (accountable officer for savings)</p> |

Gloucester City Council Strategic Risk Register, 27 October 15

| No. | Risk | Original score | | | Current controls | Current score | | | Further mitigating action | Timescale | Mitigated score | | | Risk owner |
|-----|------------------------------------|----------------|------------|-------|---|---------------|------------|-------|---|---|-----------------|------------|-------|------------|
| | | Impact | Likelihood | Score | | Impact | Likelihood | Score | | | Impact | Likelihood | Score | |
| 2. | Adverse public and media relations | 3 | 3 | 9 | <ul style="list-style-type: none"> *Dedicated communications and marketing resource with defined service scope – service delivery by County Council (SLA) from April 15 *Regular monitoring of press coverage *Key contacts for liaison with the media (i.e. controlled approach) *Standardised FOI approach with FOI Champions *Consultation approach on key areas *Development and delivery of communication strategy (internal and external) to include performance measures *Complaints policy / monitoring *Communications action plan *Publicise that business continuity plans are in place for key services *Digital communications team in place – including objectives, policies and procedures | 3 | 2 | 6 | <ul style="list-style-type: none"> *Council's communication policies & protocols to be reviewed to ensure they meet the needs of the all parties *Review and update of the Council's information policies (including IT policies, records management and social media) – to include approval by Cabinet and roll out to officers and Members# *Re-introduction of NETconsent with access for officers and Members# #FMA also relevant to risk 8 | 31 March 16 31 March 16 31 Jan 16 | 2 | 2 | 4 | J Topping |

Gloucester City Council Strategic Risk Register, 27 October 15

| No. | Risk | Original score | | | Current controls | Current score | | | Further mitigating action | Timescale | Mitigated score | | | Risk owner |
|-----|---|----------------|------------|-------|--|---------------|------------|-------|--|---|-----------------|------------|-------|------------|
| | | Impact | Likelihood | Score | | Impact | Likelihood | Score | | | Impact | Likelihood | Score | |
| 3. | Lack of competence, probity and professionalism within the authority leading to diminished performance, inappropriate behaviour, and failure to comply with governance arrangements | 3 | 3 | 9 | <ul style="list-style-type: none"> *Dedicated HR resource with defined service scope – service delivery by County Council (SLA) from Oct 15 *Adherence to best practice recruitment and selection procedures and principles *Member and staff training *Complaints monitoring *Member role descriptors *Codes of conduct for members and officers *Defined officer roles *Staff 1:1s and performance appraisals *Disciplinary procedure *Adherence to health and safety Policy and procedures *Ask SMT *SMT visibility and walking the floor | 3 | 2 | 6 | <ul style="list-style-type: none"> *Review of OD strategy *Refresh of Council values *Conclusion of Peer Challenge action plan delivery – Peer Challenge team re-visit to be arranged by the LGA *Set up and initiation of bi-monthly meetings of the Governance Group | <p>31 Mar 16</p> <p>Timing of re-visit to be confirmed by LGA (est. of March 16)</p> <p>From Nov 15</p> | 3 | 1 | 3 | SMT |

Gloucester City Council Strategic Risk Register, 27 October 15

| No. | Risk | Original score | | | Current controls | Current score | | | Further mitigating action | Timescale | Mitigated score | | | Risk owner |
|-----|--|----------------|------------|-------|--|---------------|------------|-------|---|-----------|-----------------|------------|-------|-----------------|
| | | Impact | Likelihood | Score | | Impact | Likelihood | Score | | | Impact | Likelihood | Score | |
| 4. | Failure to effectively manage contracts and partnerships with key partners / other significant bodies, including: Amey, Civica, Marketing Gloucester, GCH, Aspire, Gloucester Partnership, Gloucestershire Airport, Gloucestershire County Council and district councils | 3 | 3 | 9 | <p>In set up of the partnerships:</p> <ul style="list-style-type: none"> *Corporate procurement strategy and procedures *Contract Standing Orders and general Constitution requirements *Availability of advice from legal/finance/procurement <p>Partnership specific controls that should be in place:</p> <ul style="list-style-type: none"> *Documented signed SLA with each partner *Business Improvement service structure in place (contract management skilled) and lead contact officers assigned to each partner *Monitoring of partnership deliverables, with reporting to SMT/Committee *SLAs incorporate contingency business plan approach to mitigate against loss of service *Partnership risk registers – either individually or within the service risk register *Governance arrangements identifying where decisions are taken *Agreement of SLA KPIs, performance standards and payments (within contract) | 3 | 2 | 6 | *Negotiation with partners to review current contract contents, define and agree penalties and/or service credits for non-achievement of contract performance standards | 31 Mar 16 | 2 | 2 | 4 | R Cook & S Neal |

Gloucester City Council Strategic Risk Register, 27 October 15

| No. | Risk | Original score | | | Current controls | Current score | | | Further mitigating action | Timescale | Mitigated score | | | Risk owner | | |
|-----|---|----------------|------------|-------|--|---------------|------------|-------|---|-----------|-------------------------|-------------------------|-------|------------|---|---------------------|
| | | Impact | Likelihood | Score | | Impact | Likelihood | Score | | | Impact | Likelihood | Score | | | |
| 5. | Failure to support and enable business growth within the city | 3 | 3 | 9 | <p>*Support local businesses both start up and new (e.g. grants and business advice) – via Economic Development service</p> <p>*Partnership support for skills/jobs and attraction of inward investment</p> <p>*Council's promotion of city through links with GFirst LEP; Marketing Gloucester; and with adjacent authorities (e.g. JCS)</p> <p>*In-house Housing Service with qualified / experienced team and approved business plan objectives (including homelessness prevention and mortgage rescue schemes)</p> <p>*Housing & Homelessness Strategy – including 6 monthly review and update</p> <p>*Cultural Strategy – including 6 monthly review and update</p> | 3 | 2 | 6 | <p>*Development of the Regeneration and Economic Development Strategy (including alignment of objectives to the Council Plan and ensuring an appropriate delivery mechanism is in place)</p> <p>*Bidding for regeneration funding & continued focus on regeneration sites</p> <p>*Strengthening of partner relations</p> <p>*Effective promotion of the city and the council regards business support and being a friendly city</p> <p>*City Plan and JCS aiding delivery of planned growth and housing numbers</p> | 31 Mar 16 | At least monthly review | At least monthly review | 2 | 2 | 4 | A Hodge / M Shields |

Gloucester City Council Strategic Risk Register, 27 October 15

| No. | Risk | Original score | | | Current controls | Current score | | | Further mitigating action | Timescale | Mitigated score | | | Risk owner |
|-----|---|----------------|------------|-------|--|---------------|------------|-------|---|-----------|-----------------|------------|-------|------------|
| | | Impact | Likelihood | Score | | Impact | Likelihood | Score | | | Impact | Likelihood | Score | |
| 6. | Loss of finance, resource and reputation due to fraudulent activity | 4 | 3 | 12 | *The following are approved policies available to officers: <ul style="list-style-type: none"> ○ Anti-fraud and corruption strategy ○ Anti-bribery policy ○ Whistle blowing policy ○ Anti-money laundering policy ○ Fraud response plan *Financial regulations (including standing orders) *Existing internal control framework *Internal Audit inc. Audit & Governance Committee and annual risk based internal audit plan (deterrent) *External audit presence (deterrent) *Benefit case referral to the Single Fraud Investigation Service – DWP | 4 | 1 | 4 | *GFOA review of options to join the Counter Fraud Hub (hosted by CBC & CDC) | 31 Dec 15 | 4 | 1 | 4 | J Topping |

Gloucester City Council Strategic Risk Register, 27 October 15

| No. | Risk | Original score | | | Current controls | Current score | | | Further mitigating action | Timescale | Mitigated score | | | Risk owner |
|-----|--|----------------|------------|-------|---|---------------|------------|-------|---|---|-----------------|------------|-------|------------|
| | | Impact | Likelihood | Score | | Impact | Likelihood | Score | | | Impact | Likelihood | Score | |
| 7 | Non-success of the delivery of key regeneration projects (including Kings Quarter and Blackfriars) | 3 | 3 | 9 | *Regeneration Programme Advisory Board *Capital Monitoring Steering Group & existing capital programme controls Project specific controls that should be in place: *Project plans in place for major schemes *Project review meetings led by experienced/qualified Members and Officers with third party links/presence (e.g. developers and associated commercial agents) *Project update reporting to Cabinet and Council (in line with project plan milestones) | 3 | 2 | 6 | *Head of Regeneration and Economic Development to lead: Re-assessment of projects at appropriate points to review objectives and deliverables Maintenance and review of project risk registers for each regeneration project Review by Regeneration Programme Advisory Board Financial scrutiny of regeneration projects | Quarterly review (or as appropriate dependent on project profile) | 2 | 2 | 4 | A Hodge |
| 8 | Failure to manage information in accordance with legislation (including IT security and cyber terrorism risks) | 4 | 4 | 16 | *IT Security: -BT&T partnership contract includes key IT security control continued delivery with ongoing client monitoring required -Virus protection (desktop, server, email, attachments etc) and fire wall controls -Monitoring of internet access and restriction on sites permitted to access -E-mail content scanning -Physical security and | 4 | 3 | 12 | *Review and update of the Council's information policies (including IT policies, records management and social media) – to include approval by Cabinet and roll out to officers and Members# *Re-introduction of NETconsent with access for officers and Members# #FMA also relevant to risk 2 *IT Security further mitigating | 31 March 16 31 Jan 16 | 4 | 2 | 8 | J Topping |

Gloucester City Council Strategic Risk Register, 27 October 15

| No. | Risk | Original score | | | Current controls | Current score | | | Further mitigating action | Timescale | Mitigated score | | | Risk owner |
|-----|------|----------------|------------|-------|---|---------------|------------|-------|---------------------------------|-----------|-----------------|------------|-------|------------|
| | | Impact | Likelihood | Score | | Impact | Likelihood | Score | | | Impact | Likelihood | Score | |
| | | | | | protection of IT suite -Procedures for login lockdown when IT staff leaving organisation -Data cleansing of IT equipment prior to disposal -Client monitoring (in-house intelligent client function) team in place -IT risk register monthly review and update by the IT Operations Board *Use of information: -FOI procedures; standardised approach; & FOI Champions -Information management rules within the Constitution - Data Protection guide -Staff training and induction to confirm appropriate management of information *Info stored / accessed: Building access controls – swipe cards/door pass codes *SIRO role allocated *Information Security Board set up, scope agreed & quarterly meetings planned | | | | actions are detailed at risk 11 | | | | | |

Gloucester City Council Strategic Risk Register, 27 October 15

| No. | Risk | Original score | | | Current controls | Current score | | | Further mitigating action | Timescale | Mitigated score | | | Risk owner |
|-----|---|----------------|------------|-------|--|---------------|------------|-------|--|--|-----------------|------------|-------|--|
| | | Impact | Likelihood | Score | | Impact | Likelihood | Score | | | Impact | Likelihood | Score | |
| 9. | Capacity to deal with unexpected events (e.g. weather/phone system failure/other) | 4 | 3 | 12 | <p>*Up-to-date Emergency Response Plan, Flood Plan, Vulnerable People Plan, Pandemic Plan etc. drafted in conjunction with agencies, government departments and other local authorities</p> <p>*Regular review and updating of Emergency Response Plan and other plans</p> <p>*Allocated Emergency Team Leaders within the Council</p> <p>*Business continuity plans in place for each Group/Service</p> <p>*Bad weather policy and communications</p> <p>*Climate change strategy supported by Local Resilience Forums</p> <p>*Emergency Contacts list updated every quarter</p> <p>*Continued testing of Emergency Plan arrangements; bi annual exercises & live events (e.g. Christmas call out exercise, Royal International Air Tattoo & Rugby World Cup); and use of Mutual Aid agreement.</p> | 4 | 2 | 8 | <p>*Review and refresh of all service Business Continuity Plans to ensure up to date and appropriate content (including IT focus and BCP exercise completion)</p> <p>*Review and update of named leads for emergency planning to ensure appropriate role allocations based on the Council size & structure – District Emergency Controller and Gold Officer roles</p> <p>* IT infrastructure upgrade in progress (including on site server refresh). Final stages of the upgrade to be identified as part of the IT Strategy exercise.</p> | <p>31 Oct 15</p> <p>31 Oct 15</p> <p>TBC – following approval of the Council IT Strategy</p> | 3 | 2 | 6 | <p>SMT / G Ragon (DEPLO)</p> <p>S Neal</p> |

Gloucester City Council Strategic Risk Register, 27 October 15

| No. | Risk | Original score | | | Current controls | Current score | | | Further mitigating action | Timescale | Mitigated score | | | Risk owner |
|-----|---|----------------|------------|-------|--|---------------|------------|-------|--|--|-----------------|------------|-------|------------|
| | | Impact | Likelihood | Score | | Impact | Likelihood | Score | | | Impact | Likelihood | Score | |
| 10 | Delay to or non-delivery of Joint Core Strategy (JCS) | 4 | 4 | 16 | <ul style="list-style-type: none"> *Management, monitoring and review of JCS position & progress through regular programmed meetings of: <ul style="list-style-type: none"> - JCS Programme Board, Steering Group and Project Delivery Group - including joint work with various stakeholders (e.g. County Council and Highways Agency) - Council Leaders and the independent chaired Member Steering Group (comprising Councillors of the 3 Councils) - Individual Council review & approval of the Plan at key stages (e.g. Annual Monitoring Statement) - Duty to co-operate meetings with key stakeholders/partners *Allocated & trained officer resource with project management structure and co-location of staff (3 Councils) at key stages | 4 | 2 | 8 | <ul style="list-style-type: none"> *Co-ordinated JCS response to Independent Examination (IE) queries from IE stage 1 (led by the JCS Programme Officer with direct input from City Council officers) *IE stages 1 and 2 are continuing in Sept/October and December 2015 and Stage 3 will be scheduled for early in 2016 – further mitigating actions will be dependent on the outcome of the IE stages & the overall Inspector report following the examination – third party legal, technical and professional support to be retained during this period (as well as full continuation of current controls) – ring fenced budget in place | Quarter 3 2015/16 Interim Inspector's report may be made available following Stages 1 and 2 in early 2016 Inspector's main report expected mid- 2016 following Stage 3 examination | 4 | 2 | 8 | A Wilson |

Gloucester City Council Strategic Risk Register, 27 October 15

| No. | Risk | Original score | | | Current controls | Current score | | | Further mitigating action | Timescale | Mitigated score | | | Risk owner |
|-----|--|----------------|------------|-------|--|---------------|------------|-------|--|---|-----------------|------------|-------|------------|
| | | Impact | Likelihood | Score | | Impact | Likelihood | Score | | | Impact | Likelihood | Score | |
| 11 | Council services loss for a significant period, due to failure and limited capacity of IT infrastructure (leading to other financial, reputational and information governance risks) | 4 | 4 | 16 | <ul style="list-style-type: none"> *Up to date IT asset register *Appropriate secure physical location of the servers *Short term IT infrastructure investment needs identified and capital budget agreed *Infrastructure/network topology (mapping) with action plan for regular review and update including identification, risk assessment, costing and priority ranking of IT infrastructure options for investment | 4 | 3 | 12 | <ul style="list-style-type: none"> *Delivery of medium term IT infrastructure investment (approved within the Council Money Plan) – including on site server refresh and upgrade to Windows 7. *Implementation of the IT health check remediation action plan - to ensure achievement of PSN compliance *IT Business Continuity Plan review and renewal – agreement process to be confirmed | 31 Dec 15 31 Dec 15 31 Oct 15 | 4 | 2 | 8 | S Neal |
| 12 | Inability of the Council to identify viable plans to achieve savings | 4 | 4 | 16 | <ul style="list-style-type: none"> *Budget setting process – including consultation; management / leadership input into savings targets; and Overview & Scrutiny and Council involvement *Allocation of individual savings/income targets to an SMT sponsor, Cabinet Member and leading manager *Rigorous monthly monitoring of the Council’s financial position - monthly income / budget monitoring at budget holder level (Finance led) and by SMT | 4 | 2 | 8 | <ul style="list-style-type: none"> *SMT and Cabinet to review and confirm strategic direction to support identification and delivery of Money Plan savings target achievement – to include commissioning and alternative delivery opportunities for savings and income generation | Feb 16 | 4 | 1 | 4 | J Topping |

POTENTIALLY EMERGING STRATEGIC RISKS: DISCUSSED AND REVIEWED BY SMT:

- DEVOLUTION:
 - o Themes raised: Council representation; resource impact (financial, officer time and impact on service delivery); and term of delivery.
 - o The Gloucestershire devolution bid has been submitted – Chancellor of the Exchequer public spending review statement due on Wednesday 25 November – may confirm further devolution agreements.
 - o Risk management approach to be completed at a project level.



| | | | |
|-------------------------|--|-------------------------------------|---------------------------|
| Meeting: | Cabinet | Date: | 9 December 2015 |
| Subject: | Compliance with the Waste Framework Directive and The Waste (England & Wales) Regulations 2011 (as amended) | | |
| Report Of: | Cabinet Member for Environment | | |
| Wards Affected: | All | | |
| Key Decision: | No | Budget/Policy Framework: | No |
| Contact Officer: | Dawn Fearn, Senior Environmental Projects Officer | | |
| | Email: | dawn.fearn@gloucester.gov.uk | Tel: 396937 |
| Appendices: | 1. Gloucester City Council's Compliance Assessment – September 2015 | | |

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 To inform Cabinet that having undertaken a formal assessment of the Council's Waste and Recycling service, no change is required to the way we collect and re-process recycling materials and the service can be regarded as TEEP compliant.

2.0 Recommendations

2.1 **CABINET** is asked to **RESOLVE** that:

- (1) The contents of the report be noted
- (2) The outcome of the compliance assessment be approved and endorsed, and
- (3) The need to review compliance if changes are made to the way in which recycling is collected and or re-processed in the future be noted.

3.0 Background and Key Issues

3.1 The revised Waste Framework Directive requires the UK to take measures to promote high quality recycling. These are implemented in England by the Waste (England & Wales) Regulations 2011 (as amended).

3.2 The regulations have two key parts and describe duties for waste management which include, following the waste hierarchy and improving the use of waste as a resource. A specific requirement of this legislation was that by 1st January 2015 Waste Collection Authorities should have in place separate collections of paper, plastic, metal and glass where it is necessary to facilitate or improve recovery of recyclables and where it is technically, environmentally and economically practicable to do so.

- 3.3 The purpose of these amended regulations is to improve the quality of materials collected for re-processing by reducing contamination. This will increase the value of materials collected in the UK and help the environment by making better use of natural resources, therefore helping the economy. It will also assist the UK to achieve its national recycling targets.
- 3.4 In order to assist local authorities in demonstrating compliance with the regulations, a working group set up by WRAP (DEFRA funded Waste and Resources Action Programme) developed a “Waste Regulations Route Map”. The Environment Agency who will enforce the new regulations have indicated that following this Route Map in the absence of guidance produced by themselves, can assist Waste Collection Authorities in demonstrating compliance.
- 3.5 The Waste Regulations Route Map describes the quality standard by stating “a hallmark of high quality is that material can be reprocessed back into a product of similar quality to what it was originally, this is known as “closed loop” recycling.”
- 3.6 In simple terms Waste Collection Authorities (WCA’s) are expected to ensure that residents can avoid putting paper, plastic, metal or glass in the same container as their general waste. In addition they are expected to collect these materials separately from each other, subject to the following two tier test:-
- 1) Is separate collection necessary to ensure that waste undergoes recovery operations in accordance with rWFD, and to facilitate or improve recovery? This is known as the necessity test.
 - 2) Is separate collection technically, environmentally and economically practicable? This is known as the TEEP test.
- 3.7 As a result of introducing an enhanced recycling service in 2007, and then further improvements to the service in 2010 & 2015, we currently operate a comprehensive kerb-side sort service collecting 9 commodities. This includes paper, glass, cans, aerosols, plastic bottles, household batteries, cartons and food waste all separated on one vehicle. Garden waste is collected separately. Materials are hand sorted from within the green recycling box at the kerb side by recycling operatives and any contamination is left in the box with a notice to the resident advising what the contamination is. This helps to prevent future contamination entering the recycling stream, and ensures a quality end product can be sent for reprocessing.
- 3.8 The service outlined above indicates a high level of compliance given that the 4 key materials of paper, plastic, metal and glass are separated at the kerbside and it is reasonable to assume that it is not necessary to carry out the necessity test. Likewise it can be assumed that Gloucester City Council is compliant with TEEP and this is confirmed by the Matrix Assessment included at Appendix 1.
- 3.9 This output focussed method of collecting recycling, coupled with the targeted intervention work carried out by the Environmental Projects team in areas of low recycling participation, has resulted in improved recycling performance over the last 12 months.

- 3.10 The volume of food waste recycled has increased by 10%, the volume of dry recycling collected has increased by 4% and the total amount of residual waste destined for landfill has decreased by 3%. This is in contrast to the national trend which shows residual waste increasing.
- 3.11 This reduction in residual waste and the increase in food waste has received attention from the Gloucestershire Joint Waste Team based at Gloucestershire County Council, and who are now developing similar projects with our input, across those Districts it serves.

4.0 Asset Based Community Development (ABCD) Considerations

Due to the legal obligation placed upon the Council to deliver a Waste and Recycling Collection Service there is little scope to apply ABCD. There is however evidence of the positive impact that “Recycling Champions” can have on those communities where recycling performance is poor and is something that is already taking place within the targeted proactive work carried out by the Environmental Projects team.

5.0 Alternative Options Considered

- 5.1 An alternative option would have been not to have undertaken the assessment and simply assume our Waste & Recycling Collection Service was TEEP compliant. This option would leave the Council at risk of an Environment Agency challenge and would not be in the spirit of openness and transparency which we as a Council wish to convey.

6.0 Reasons for Recommendations

- 6.1 This report enables the Council to provide evidence of compliance with the Waste (England & Wales) Regulations 2011 (as amended).
- 6.2 Waste collection and recycling are important front line services; that have an impact on every household in the City. The quality and perception of the service have a direct impact on resident satisfaction with the Council.
- 6.3 The assessment and its outcome illustrates that the Council through its Waste & Recycling Collection Service produces high quality materials, which will assist us in improving our recycling performance and conveying positive recycling messages. It also highlights our dedication to improve the environment by making better use of natural resources, in line with the Corporate Plan.

7.0 Future Work and Conclusions

- 7.1 As detailed in the recommendations, any future change to the way in which we collect recycling will need to be assessed for compliance, prior to implementation.
- 7.2 When developing our Fleet Replacement Strategy, consideration will be given to what additional commodities can be collected at the kerb side and the need to remain TEEP compliant.

8.0 Financial Implications

- 8.1 The financial benefits of collecting recycling in a kerb-side sort system are quality material, free from contamination, and therefore suitable for sale. The income is used by AMEY to partly offset the cost of the contract. Although this income level is subject to fluctuation as a result of both market changes and tonnage collected it would be completely eliminated by a co-mingled collection system. There would also be additional cost implications, as material recycling plants charge a gate fee to receive recyclable material.

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

9.0 Legal Implications

- 9.1 It is a legal requirement to comply with the Revised Waste Framework Directive. The Council is obliged to comply with the legislation making sure that our collection method for recycling is TEEP compliant.
- 9.2 The requirements of the Directive and accompanying Regulations do not amount to a blanket ban on co-mingled collections but the tests referred to in paragraph 3.6 create significant obstacles to any authority wishing to retain, or revert to, a co-mingled collection service. The practicality test would require an authority to show that a co-mingled collection is producing high quality recyclates in quantity, while under the TEEP test the authority would have to show it is not practicable to change to separate collections. In both cases the authority would need to have fully documented the reasons for its decisions so as to be able to justify the use of a co-mingled service to the Environment Agency.
- 9.3 The co-mingled issue is currently academic for the Council because it operates a separate collection as described in the body of this report.

(One Legal have been consulted in the preparation of this report)

10.0 Risk & Opportunity Management Implications

- 10.1 The following risks and opportunities have been identified

| Risks | Opportunities |
|---|--|
| Not undertaking an assessment and communicating the outcome could result in an Environment Agency challenge | Able to demonstrate that our service is compliant and produces a high quality recycle material |
| Any future service change that would result in the co-collection of materials would need to consider TEEP. | Income from source separated recycling allows us to benefit from competitive sales prices |
| Reputational risk to Council from being listed by Environment Agency as having not carried out or communicated its assessment outcome | Outcome of assessment can help convey positive recycling messages |
| | To avoid an Environment Agency challenge |

11.0 People Impact Assessment (PIA):

11.1 The PIA screening stage was completed and did not identify any potential or actual negative impact, therefore a full PIA was not required.

12.0 Other Corporate Implications

12.1 Sustainability

The high level of compliance illustrated through this assessment ensures that our recycling service will continue to meet the future direction of European and UK policy which is to provide a high quality and clean material that can be re-processed within the Country in which it has been produced. This also plays a part in the drive towards a closed loop society in respect of resource management.

12.2 Staffing & Trade Union

No staffing or trade union implications have been identified in respect of this report.

Background Documents: The Waste (England & Wales) Regulations (as amended)
The Revised Waste Framework Directive (Directive 2008/98/EC)
The Waste Regulations Route Map (WRAP)

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APPENDIX 1

GLOUCESTER CITY COUNCIL

COMPLIANCE WITH THE WASTE (ENGLAND & WALES) REGULATIONS 2011, AS AMENDED IN 2012

OVERVIEW OF WASTE MANAGEMENT

Between 1st April 2014 and 31st March 2015 Gloucester City Council collected 28,767 tonnes of waste from household sources (as reported through Waste Data Flow). The total waste stream for the year was 35,789 tonnes, which included all material collected for recycling, fly-tipping, clinical waste, bulky item collections and waste derived from street cleaning. Of this total 6718 tonnes of dry recyclable material was collected, 2300 tonnes of food waste and 6016 tonnes of garden waste. In addition Gloucester City Council operates 5 bring sites which collect approximately 300 tonnes of cardboard each year and 38 tonnes of mixed plastics.

From 1st January 2015 the Waste (England & Wales) regulations 2011 (and as amended in 2012) require the collection of plastic, glass, metals and paper to be collected separately from general waste and each other, subject to this being:

Necessary to ensure the recovery of high quality recyclables

And
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Technically, Environmentally and Economically Practicable to do so

The purpose of waste regulation 11 and waste regulation 12 (WR11& WR12) is to ensure high quality material, and although DEFRA have not issued definitive guidance, WRAP have produced a Route Map to help authorities ensure they are compliant. Gloucester City Council currently operates a kerb side sort service, using Terberg Kerbsider vehicles. This allows material to be sorted at the point of collection, and any contamination is left in the kerb side box and labelled. This method of collection ensures very low and sometimes zero contamination rates in the recycling stream.

The Environment Agency wrote to all local authorities in December 2014 to inform them of the requirements of WR11 and WR12. Gloucester City also completed a questionnaire for the EA on our collection methods in March 2015. A statement from the EA this year said “Our aim is to help collectors to achieve compliance, but to be robust with those who deliberately ignore their obligations. We will work with collectors to help them to comply, by holding practical conversations or issuing advisory letters in the first instance. Further action will be taken only where necessary.

The below table has also been published by the EA and “describes examples of indicators of different levels of compliance”. Taking all this advice into consideration it is reasonable to assume that our current service will be compliant with WR11/WR12. All materials are already collected separately and Gloucester City have a high level of compliance, indicating it is not necessary to carry out the **necessity** test.

Table 1 : Table of compliance - supplied by Environment Agency

| LEVEL OF COMPLIANCE | INDICATOR | LEVEL OF INTERVENTION |
|--|--|--|
| <p style="text-align: center;">HIGH</p> | <ul style="list-style-type: none"> • Collections which are providing an onsite or doorstep separate collection, or kerb side sorting, of each paper, glass, plastic and cans. • Collectors who have rigorously applied the Necessity and TEEP tests and collection arrangements are based on well-evidenced, documented and justified decision making. | <p style="text-align: center;">LOW</p> |
| <p style="text-align: center;">MEDIUM (possibility of failing the necessity or TEEP test)</p> | <ul style="list-style-type: none"> • Collectors who send co-mingled collections to a MRF which is producing poor quality recyclates. • A collector advertising a new contract that is prescriptive about type of collection/sorting service unless it is clear it wants a multi-stream / separate collection. • A collection which has moved away from separate collection to co-mingling, or renewed to co-mingling since 2012 • If one or more of the four materials is only collected through a CA site or bring banks. | <p style="text-align: center;">MEDIUM</p> |
| <p style="text-align: center;">LOW (NON COMPLIANT)</p> | <ul style="list-style-type: none"> • No or little attempt to apply the regulations. No response to requests for information. • Evidence from site inspections or audits where collections have led to poor management causing environmental harm, or illegal activity such as mis-description or illegal export. | <p style="text-align: center;">HIGH</p> |

Table 2 : Composition of waste materials collected for recycling 2014-2015 (numbers have been rounded)

| MATERIAL | WEIGHT (TONNES) | PROPORTION OF OVERALL WASTE COLLECTED |
|---|------------------------|--|
| Garden Waste (kerb side) | 6017 | 16.8% |
| Food Waste (kerb side) | 1091 | 3% |
| Paper (kerb side) | 3075 | 8.6% |
| Cardboard (bring site) | 304 | 0.85% |
| Aluminium & Steel Cans (kerb side) | 483 | 1.3% |
| Glass (kerb side) | 2377 | 6.6% |
| Plastic Bottles (kerb side) | 678 | 1.9% |
| Scrap Metal (Kerb side) | 32 | 0.09% |
| Large WEEE (CRT's) | 16 | 0.04% |
| Wood (kerb side) | 48 | 0.13% |
| Mixed Plastics (bring site) | 36 | 0.10% |
| Books (3 rd Party bring site) | 40 | 0.11% |
| Textiles (3 rd Party bring site) | 210 | 0.59% |
| | TOTAL 14,407 | 40% |

The new Waste Regulations, also places an obligation on waste managers to apply the waste hierarchy to all waste collected. The below table illustrates our commitment to the waste hierarchy. Waste should be first avoided or minimised, then re-used if possible, then recycled where possible, then only as a last resort disposed of.

Table 3 : Assessment of compliance (to substantiate our position) - TEEP test

| Commodity | How it is handled? | Is it mixed after collection? | Measures taken for Prevention | Where is it on the waste hierarchy | Closed loop recycling? | Possibility of moving up the waste hierarchy? |
|---------------------------------------|---|-------------------------------|---------------------------------|------------------------------------|------------------------|---|
| Paper | Source segregated kerb side collection, stored separately and sent to DS Smith paper mill for reprocessing into paper products | No | Promote unwanted mail campaigns | Recycling | Yes | No |
| Page 96 Mixed Glass | Source segregated kerb side collection, stored in a separate bay and sent to Berrymans for reprocessing into glass bottles and jars | No | Promote reduction | Recycling | Yes | No |
| Plastic Bottles | Source segregated kerb side collection, stored separately and sent for onward processing to JFC Plastics, made into pipes and ducting | No | Promote reduction | Recycling | Yes | No |
| Aluminium and Steel Cans and Aerosols | Collected together in separate compartment of vehicle, separated by use of magnet at depot. Sent to Richard Freeth for onward processing and turned into cans again | No | Promote reduction | Recycling | Yes | No |
| | | | | | | |

| | | | | | | |
|-------------------|---|----|---|---------------------------------|---------------------------|----|
| Cardboard | Collected separately at bring sites, stored separately and sent to Smurfit Kappa, makes cardboard again | No | Promote reduction/reuse | Recycling | Yes | No |
| Composite Cartons | Collected separately at bring sites (also recently introduced to kerb side service as a segregated collection). Baled and stored as separate commodity, sent to ACE UK for processing into paper board, polymers, and aluminium for use as raw material | No | Promote reduction | Recycling | Closed loop and open loop | No |
| Food Waste | Collected separately at kerb side, stored and transported daily to Andigestion, where it is used for energy generation and used to power 4000 homes, the bi-product is used on local farmland | No | Promote reduction through "Love Food Hate Waste" campaign | Recycling (anaerobic digestion) | N/A | No |
| Green Waste | Collected in a separate vehicle and taken directly for open windrow composting at Cory Environmental | No | Encourage home composting | Recycling (composting) | N/A | No |
| Fridges | Collected separately and taken to Cory Environmental where gases are removed elements re-used | No | N/A | Recycling | Partial | No |
| Mixed Plastics | Collected separately at bring sites, stored and baled separately, and transported in bales to Printwaste, where it is sent for reprocessing into plastic food packaging products | No | Promote reduction | Recycling | Yes | No |

| | | | | | | |
|------------------|---|----|---|---------------------------------------|---------|----|
| Scrap Metal | Collected separately with other bulky items, stored separately and sent to Phelps Brothers, melted down and re-used for metal products | No | Promote re-use | Recycling | partial | No |
| Large WEEE CRT's | Collected separately as part of bulky waste service and sent to Cory Environmental, where they are stripped and various elements recycled | No | Promote re-use | Recycling | partial | No |
| Bulky Item Waste | Collected separately, chargeable collection by appointment | No | Promotion of reuse through Furniture Recycling Project, Emmaus or other Charity | Partial Recycling Partial disposal | N/A | No |
| Residual Waste | Collected fortnightly | No | Waste minimisation campaigns, closed lid policy, promotion of recycling through waste education | Disposal to landfill | N/A | No |



| | | | |
|-------------------------|---|---------------------------------|------------------------|
| Meeting: | Cabinet | Date: | 9 December 2015 |
| Subject: | Social Prescribing Update | | |
| Report Of: | Cabinet Member for Communities and Neighbourhoods | | |
| Wards Affected: | All | | |
| Key Decision: | No | Budget/Policy Framework: | No |
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| Appendices: | None | | |

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 To confirm the completion of the Social Prescribing project and update on the progress of the fully implemented scheme.

2.0 Recommendations

2.1 Cabinet is asked to **RESOLVE** that:

- (1) The contents of the report be noted.
- (2) The City Council continues to host the social prescribing hub in partnership with the Clinical Commissioning Group (CCG) funded scheme.

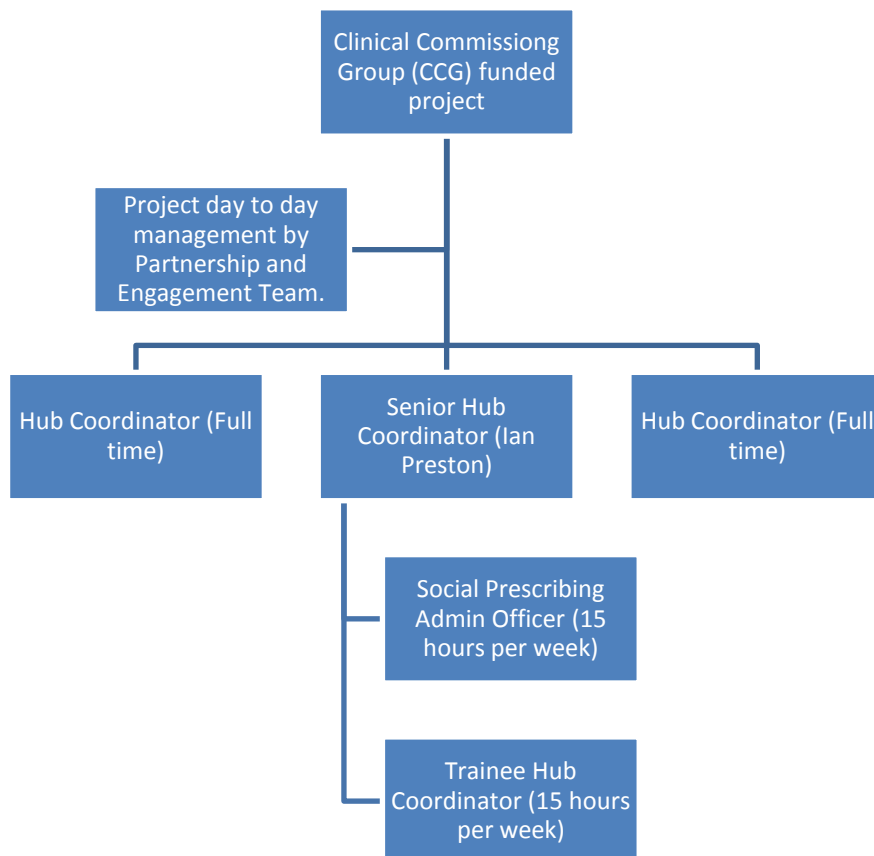
3.0 Background and Key Issues

3.1 The background to the Social Prescribing project was reported on in Cabinet Report presented on 25 March 2015.

3.3 In July 2015, the Clinical Commissioning Group was awarded £4M by the Prime Ministers Challenge fund as part of a bid to offer more flexible services. Some of that money was to fund Social Prescribing for one year. Acknowledging that the Gloucester and South Tewkesbury Locality was the largest and most used pilot project with the highest number of patients and had seen significant health improvements, the money has been used to grow the service.

3.4 Project development and management

Following the investment from the Prime Ministers Challenge Fund the following structure is now in place for the forthcoming calendar year



All operational roles, Senior Hub Coordinator, 2 x Hub Coordinators, Admin Officer and Trainee Hub Coordinator will be directly employed by the Independence Trust. The project will be managed by the Senior Partnership and Engagement Officer. All posts will be based at Gloucester City Council though it is anticipated that for the majority of their time, they will be working from home or GP surgeries.

3.5 The aim of having the project located at the City Council is to build links with the Local Authority who have good knowledge of local communities and to be close to some of the advice and services that are delivered by the City Council. The City Council will receive a management fee for managing the project and this will cover buying car park passes for all employees as well as other on costs, and will generate a modest income.

3.6 Outcomes of Social Prescribing Pilot

Between 2nd December 2014 and 29th September 2015, there have been 158 referrals to the service from GPs. Cases range in complexity and, therefore, some patients require more support than others. As an aim of the project is to reduce the number of times patients visit their GP unnecessarily, as much support is offered to the patient as needed to assist them in managing their own health.

3.7 An array of outcomes were measured in the Gloucester City Locality pilot. The core measure across all pilots is the Shortened Warwick Edinburgh Mental Health and Wellbeing Score (SWEMWBS) which measures mental wellbeing. In the Gloucester City pilot General Health and Friendship was also measured as this was seen as

important when looking at holistic health outcomes and high scores in friendship indicates that there is an increased likelihood of the improved level of health being maintained into the future.

3.8 Quantitative outcomes

| | Before | After | | Relevance |
|-----------------------|--------|-------|--------------|---|
| SWEMWBS | 16.1 | 22.8 | 41% increase | Population data 21 -Lower quarter of the population 23 – The middle score of the population 26 – The upper quarter of the population |
| General health | 4 | 5.6 | 40% increase | |
| Friendship | 9.4 | 14 | 48% increase | Total = 19-24 Friendship High Acuity Total = 16-18 Friendship Moderate Acuity Total = 0-15 Friendship Low Acuity |

Table 1. Analysis of SWEMWBS, General health and Friendship scores for all respondent (n=42) of patients that were signed off Social Prescribing.

*http://www2.warwick.ac.uk/fac/med/research/platform/wemwbs/researchers/interpretations/wemwbs_population_norms_in_health_survey_for_england_data_2011.pdf

Other lifestyle outcomes that are measured are physical activity; alcohol consumption; quantity and frequency of fruit and vegetable consumption and Body Mass Index (BMI). These factors illustrate holistic health improvement, as well as being able to evaluate Social Prescribing against other health interventions.

| Averages | No. of clients | Pre | Post | Change |
|---|----------------|-------|-------|--------------------------------------|
| Physical activity (minutes per week) | 11 | 128 | 228 | 84% increase |
| Alcohol consumption (units per week) | 5 | 32.7 | 23.8 | 27% decrease |
| Days per week eating fruit & vegetables | 15 | 2.3 | 4.6 | 93% increase |
| Fruit & vegetables - portions per day | 15 | 1.6 | 2.7 | 69% increase |
| Body weight in kg | 5 | 444.1 | 415.3 | Reduction in BMI of 6.4% (4 ½ stone) |
| Smoking cessation | 2 | - | - | Quit smoking (4 weeks) |

Table 2. Analysis of changes in patient lifestyle factors before and after the Social Prescribing intervention

4.0 Asset Based Community Development (ABCD) Considerations

4.1 Social Prescribing absolutely begins with the abilities and desires within the patient. These are collected and recorded using Motivational Interviewing to use what the patient wants. After this the patient is either referred into a scheme where advice or assistance is given or opportunities are found for them where they can use their abilities and desires about their health in a voluntary group. Examples include people

painting furniture on behalf of furniture recycling schemes. This uses the abilities of the patient to benefit other people.

5.0 Alternative Options Considered

5.1 The City Council could cease its involvement in the project. There would be disadvantages to this in that the connections that the Council has, e.g. to other statutory services and to the VCS, would limit the breadth of the interventions that could be offered.

6.0 Reasons for Recommendations

6.1 Social Prescribing uses the model of connecting people into their communities. This model is built upon ABCD and compliments the work of the Partnership and Engagement Team. This is part of the main goal of communities being built from within and the tangible benefits this provides to people.

6.2 It is also an important service to host within the City Council with the joint work with the County Council. As we see patients who benefit from assets in their communities to improve their health, it will allow greater clarity over where Public Health interventions might be better implemented.

7.0 Future Work and Conclusions

7.1 The Prime Ministers Challenge Fund means that the project can continue fully funded for one year, until October 2016. As this project is funded almost entirely by the CCG, the decision of the future of the project after a year will be that of the CCG.

8.0 Financial Implications

8.1 There will be a management fee paid directly to the council for project management. This fee is 5% of the salary of each officer employed in the Social Prescribing project. This income will be approximately £3600 per annum. This income can allow Car Parking Permits to be provided for all Social Prescribing officers at no cost to the Council.

8.2 There are no direct financial implications to the council by extending the scheme. CCG have funded an officer and the City Council support is provided through officer time and office space.

8.3 If the scheme continues, there would be no further commitment for the council other than the current arrangements.

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

9.0 Legal Implications

9.1 Under Section 1 of the Localism Act 2011, the Council has a general power of competence, to do anything that individuals generally may do. This would include the provision of services such as those outlined in this report.

9.2 A short agreement or exchange of correspondence is advisable to set out the CCG and Council commitments relating to the location of the Social Prescribing staff at the Council's offices and the management fee referred to in paragraphs 3.4 and 3.5 of the report. .

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

10.0 Risk & Opportunity Management Implications

10.1 There are opportunities to bring the value of the VCS to the attention of the CCG for future commissioning.

10.2 There are also opportunities for people to be more socially connected within their communities and improving their health and well-being with knock on benefits for the Council e.g. preventing people falling behind with council tax payments and improving employment prospects for residents.

10.3 Potential risks include:

- CCG withdrawing funding when the pilot period ends
- Possibility for the number of referrals to drop over time

11.0 People Impact Assessment (PIA):

11.1 The PIA Screening Stage was completed and did not identify any potential or actual negative impact, therefore a full PIA was not required.

12.0 Other Corporate Implications

Community Safety

12.1 The work done through the project can help increase social interactions and add to a feeling of security, thus reducing the fear of crime.

12.2 Studies have shown that increased social connections and community projects can add to a feeling of security in communities as well as lower crime (Australian Bureau of Statistics, 2002)

Sustainability

12.3 The project relies on the sustainability of VCS organisations. This model should lead to sustainable, healthy lifestyles as it is based on asset based community development (ABCD) principles.

Staffing & Trade Union

12.4 None identified.

Background Documents: None

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