



Overview and Scrutiny Committee

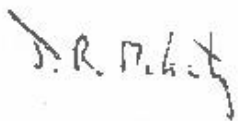
Meeting: Monday, 10th July 2017 at 6.30 pm in Civic Suite, North Warehouse, The Docks, Gloucester, GL1 2EP

Membership:	Cllrs. Coole (Chair), Ryall (Vice-Chair), Finnegan (Spokesperson), Pearsall, Hilton, Lewis, Wilson, Dee, Hampson, Hawthorne, Melvin, Smith, Patel, Pullen and Taylor
Contact:	Atika Tarajiya Team Leader- Democratic and Electoral Services 01452 396127 atika.tarajiya@gloucester.gov.uk

AGENDA

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.	DECLARATION OF PARTY WHIPPING To provide an opportunity for Members to declare the existence of a party whip in relation to any item on the agenda.
4.	MINUTES (Pages 5 - 12) To approve as a correct record the minutes of the meeting held on 12 th June 2017.
5.	PUBLIC QUESTION TIME (15 MINUTES) To receive any questions from members of the public 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
6.	PETITIONS AND DEPUTATIONS (15 MINUTES) To receive any petitions and 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

	<ul style="list-style-type: none"> • Matters relating to current or pending legal proceedings
7.	<p>OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME AND COUNCIL FORWARD PLAN (Pages 13 - 34)</p> <p>To receive the latest version of the Committee's work programme and the Council's Forward Plan.</p>
8.	<p>AMEY ANNUAL PERFORMANCE MONITORING</p> <p>To receive the Amey Annual Performance report for the year 2016-17.</p> <p>PLEASE NOTE: The report will be provided as a separate supplement to the agenda when it is available</p>
9.	<p>GLOUCESTER CITY COUNCIL REVENUES & BENEFITS ANNUAL PERFORMANCE REPORT 2016/17 (Pages 35 - 50)</p> <p>To receive the Annual Performance report for 2016-17 for the Civica Revenues and Benefits partnership.</p>
10.	<p>CIVICA ITO ANNUAL REPORT 2016 - 2017 (Pages 51 - 62)</p> <p>To receive the Annual Performance report for the Civica ITO partnership for the year 2016-2017.</p>
11.	<p>GREEN TRAVEL PLAN PROGRESS UPDATE</p> <p>To receive an update in relation to the Green Travel Plan.</p>
12.	<p>DATE OF NEXT MEETING</p> <p>4th September 2017 at 6:30pm in Civic Suite, North Warehouse</p>



Jon McGinty
Managing Director

Date of Publication: Friday, 30 June 2017

NOTES

Disclosable Pecuniary Interests

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

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

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

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

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

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

Access to Information

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

For further details and enquiries about this meeting please contact Rhys Howell, 01452 396126, rhys.howell@gloucester.gov.uk.

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

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

Recording of meetings

Please be aware that meetings may be recorded. There is no requirement for those wishing to record proceedings to notify the Council in advance; however, as a courtesy, anyone wishing to do so is advised to make the Chair aware before the meeting starts.

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

FIRE / EMERGENCY EVACUATION PROCEDURE

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

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



OVERVIEW AND SCRUTINY COMMITTEE

MEETING : Monday, 12th June 2017

PRESENT : Cllrs. Coole (Chair), Ryall (Vice-Chair), Finnegan (Spokesperson), Pearsall, Hilton, Lewis, Wilson, Hampson, Hawthorne, Melvin, Smith, Patel, Pullen and Taylor

Others in Attendance

Councillor David Norman (MBE), Cabinet Member for Performance and Resources

Anne Brinkhoff, Corporate Director

Anthony Hodge, Head of Place

Jon Topping, Head of Finance

Atika Tarajiya, Democratic and Electoral Services Officer

APOLOGIES : Cllrs. Dee

1. APPOINTMENT OF CHAIR AND VICE-CHAIR

RESOLVED:

1.1 That the appointments of Chair, Vice-Chair and Spokesperson at Annual Council be noted.

2. DECLARATIONS OF INTEREST

1.2 There were no declarations of interest.

3. DECLARATIONS OF PARTY WHIPPING

3.1 There were no declarations of an existence of a party whip.

3.2 Councillor Hilton questioned the item's inclusion on the agenda stating that the Liberal Democrat Group did not impose a whip, and its Members would therefore not be declaring an interest.

3.3 Councillor Patel stated that Overview and Scrutiny Committee was apolitical in nature and therefore this item seemed unnecessary.

OVERVIEW AND SCRUTINY COMMITTEE
12.06.17

- 3.4 The Chair advised Members that he had requested the item be added to the agenda to ensure that the Committee complied with Overview and Scrutiny Procedure Rules Part 4- 17 as stated in the Council's Constitution. He explained that this also complied with statutory guidance issued by the Government and was a practice that had been adopted by a number of different authorities. He noted Group Leaders had raised no objection to the introduction of the item.

4. MINUTES

RESOLVED:

- 4.1 That the minutes of the meetings held on 27th February 2017 and 6th March 2017 be approved as a correct record and signed by the Chair.

5. PUBLIC QUESTION TIME (15 MINUTES)

- 5.1 There were no public questions.

6. PETITIONS AND DEPUTATIONS (15 MINUTES)

- 6.1 There were no petitions or deputations.

7. OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME AND COUNCIL FORWARD PLAN

- 7.1 The Chair reminded Members that they were able to refer any matter for consideration to the Work Programme. He reported that he was in discussion with the administration and senior management team in promoting the Committee's role in the development of policy and hoping to email Members with further details with regards to this in due course.

- 7.2 RESOLVED that the Overview and Scrutiny Work Programme and Council Forward Plan be noted.**

8. 2016-17 FINANCIAL OUTTURN REPORT

- 8.1 The Chair agreed to revise the agenda to consider agenda item 11: 2016-17 Financial Outturn Report first. He welcomed the Cabinet Member for Performance and Resources (Councillor Norman) to the meeting and congratulated him on his recent election as the County Councillor for Grange and Kingsway.

- 8.2 Councillor Norman congratulated the Chair on his re-appointment to the Chair of the Overview and Scrutiny Committee. He reported that the final outturn position was much improved from the in-year position and thanked the Head of Finance and the wider Finance Team for their efforts and diligence in this regard. He acknowledged that a number of savings targets had not been met and assured the Committee that as Cabinet Members were actively being challenged to think creatively and adopt innovative strategies in order to deliver improvements. He concluded by reminding Members that the economic climate continued to remain challenging and that the Council continued to face significant budgetary pressures.

OVERVIEW AND SCRUTINY COMMITTEE
12.06.17

- 8.3 Councillor Wilson welcomed the report and the final outturn position. He expressed concern at reports in the local media of the intention of the Information Commissioner's Office's intention to fine the Council £100,000 for a security breach and questioned whether any provision had been made in the finances to accommodate for this penalty. He went on further to query why Members had not been advised prior to the information becoming public and questioned whether the Council were intending to appeal the decision of the ICO.
- 8.4 Councillor Norman advised Members that the Managing Director had made representations to the ICO once they had informed the Council of their intentions. He explained that the ICO had not made any attempt to engage with the Council and had gone on to release a statement to the media without giving the Council any notice that they were planning to do so. He went on further to explain that there had been no opportunity to advise Members on the final outcome as a result of the ICO's actions.
- 8.5 The Head of Finance reported that appropriate provision had been made within the current budget as it had been recognised that the ICO had the powers to issue a monetary penalty notice following the security breach in 2014.
- 8.6 In response to Councillor Wilson's query regarding the budget setting processes, the Head of Finance advised that the draft budget proposals presented to Members at the end of the 2016/17 year had not accounted for the penalty as the Council had not been issued with a notice by the ICO at this stage. He reported that the penalty would be budgeted for in the 2016/17 financial year.
- 8.7 In response to a query from the Chair options to appeal, the Head of Finance advised that One Legal were considering the Council's grounds for appeal and if in a position to do so, the Council would appeal. He confirmed that the fine could potentially be reduced to £80,000 if the full amount was paid by the 27th June 2017.
- 8.8 In response to Councillor Pullen's query regarding setting aside reserves at the time of the incident, the Head of Finance explained that no funds had been set aside as the Council were uncertain if the risk would materialise and as such there was no accounting requirement to do so, noting that the Council had been hopeful that the ICO would choose not to impose a fine.
- 8.9 Acknowledging that a majority of the savings targets within the Communities and Neighbourhoods portfolio had been achieved, the Chair commented that Shopmobility continued to operate at a loss and queried whether it more prudent for the service to be managed by a third party source.
- 8.10 Councillor Norman acknowledged the challenges facing the Shopmobility Service and welcomed changes to allow the service to operate in a more entrepreneurial fashion and generate an income for the Council.
- 8.11 In response to Councillor Pullen's query regarding the continued losses sustained by the markets service, Councillor Norman advised that the relevant Cabinet Member was considering ways to improve the service. The Head of Finance advised Members that following the Together Gloucester restructure the service

OVERVIEW AND SCRUTINY COMMITTEE
12.06.17

would be managed by the Cultural Trading Services Manager with an aim to becoming income generating.

- 8.12 Councillor Hilton queried whether the Council would make representations to the Government in light of the continued budgetary pressures that the authority was facing. Councillor Norman assured Members that the Council would utilise any channels available to make appeal for additional funding.
- 8.13 Councillor Patel referring to the Markets Service stated that he had been approached by existing and potential traders who had found the process cumbersome and the Council's approach overly bureaucratic. He expressed concerns that the strict and excessive rules and criteria were acting as a barrier to new business.
- 8.14 Councillor Norman assured Members that these concerns would be shared with the relevant Cabinet Member and that issues relating to signage and licensing requirements would be referred to the Chair of the Licensing Committee, noting that some of the issues traders were experiencing were potentially due to licensing conditions the Council were bound to enforce.
- 8.15 Councillor Patel referring to the significant increase in the cost of temporary accommodation, questioned if the Council could enforce limits on the amount charged by guesthouses.
- 8.16 The Head of Finance advised Members that the newly appointed Housing Manger was currently exploring how these costs could be reduced in future, noting that the Council had a statutory duty to provide temporary accommodation in certain cases.
- 8.17 Members of the Committee suggested that the availability and cost provision of temporary accommodation in the City be considered by the Task and Finish Group on Homelessness and Emergency Access Provision. The Chair of the Task and Finish Group, Councillor Smith agreed to consider the issue during the group's deliberations.
- 8.18 Councillor Patel noted that paragraph 8.2 contained a typographical error. The Head of Finance assured Members that this would be rectified, prior to publication for Cabinet.

8.20 RESOLVED that:

(1) The contents of the report be noted.

(2) The availability and cost of temporary accommodation in their review be considered in the review of Task and Finish Group on Homelessness and Emergency Access Provision.

9. MONITORING OF TASK AND FINISH GROUP RECOMMENDATIONS ON EMPLOYMENT AND SKILLS

- 9.1 The Chair welcomed the Corporate Director and the Head of Place to the Meeting.

OVERVIEW AND SCRUTINY COMMITTEE
12.06.17

9.2 The Head of Place outlined the key progress made in implementing the recommendations of the Task and Finish Group on Employment and Skills. He drew Members attention to the significant regeneration projects taking place within the City, including Black Dog Way, Kings Quarter and Bakers Quay amongst others. He noted that these projects were home to market leading employers that contributed to high proportion of jobs in the local economy. He acknowledged that the City needed to continue to enhance its employment offer including the skills and opportunities available.

He reported that the Gloucestershire County Council in partnership with the GFirst Local Enterprise Partnership were in the process of establishing a Gloucestershire Employment and Skills Board and were committed to working with local authorities in developing a Gloucester careers KiteMark. He went on further to explain that the City Council were committed to developing a Business Engagement Programme following an initial meeting with Gloucester Business Forum on the 3rd March.

He reported that the City Council were also looking to develop a social inclusion and skills programme, that focussed on areas of significant deprivation and would adopt a holistic approach, working alongside allied professionals and working partners. Referring to the Kings Quarter Project, The Head of Place advised Members that project was progressing on two key strands that encompassed building construction and physical works and secondly on sustainable employment and skill development. He went on further to explain that in relation to the construction, the Council were committed to hiring contractors who maximised on hiring locally and were looking to develop a project, based on the Gloucestershire Services Model that trained and developed a skill force that developers and contractors could utilise in development projects.

He concluded by noting that the Gloucester City plan, currently out to consultation, also contained obligations in relation to employment and skills noting that no objections had been raised by local businesses in relation to this.

9.3 Councillor Hawthorne welcomed the progress made in improving the City's urban and social landscape. He queried what evidence was available to demonstrate the successes of the schemes that had been referenced.

9.4 The Head of Place advised Members that these schemes were being monitored and evaluated. He acknowledging that the schemes, currently in the early stages had not yet generated significant evidence and provided assurance that evidence collated would be used to inform subsequent delivery.

9.5 In response to Councillor Ryall's query regarding resources and support for managers and officers in delivering engaging work placements, the Head of Place reported that managers developed individual programmes to ensure that work placements were informative. He acknowledged that there was no formal learning programme in place.

9.6 Councillor Ryall questioned whether delivering engagement workshops would be a useful tool in supporting staff to ensure that work placements were effective. The

OVERVIEW AND SCRUTINY COMMITTEE
12.06.17

Head of Place agreed that staff within the organisation would benefit from a programme such as this, noting that it bore some resemblance to the KiteMark scheme.

- 9.7 In response to Councillor Pullen's query regarding support for vulnerable individuals in obtaining employment, The Head of Place explained that the Council worked in partnership with agencies and organisations that were specialist in providing such support and tailored placements to fit with an individual's skills and abilities. The Corporate Director stated that a systematic and holistic approach that encompassed the Council's broad range of partners in the voluntary and community sector needed to be adopted.
- 9.8 Councillor Hampson thanked officers for their work in relation to the Task and Finish Group. He questioned whether there were any case studies or performance measures that could demonstrate evidence of successful work placements.
- 9.9 The Head of Place acknowledged that the Council did not currently facilitate significant numbers of work placements. The Corporate Director noted that accommodating large numbers of placements would have associated resource implications for officers and managers, who were already handling substantial workloads and commented that the focus would be on delivering beneficial and engaging work placements.
- 9.10 Councillor Hampson, seconded by Councillor Finnegan, suggested that monitoring on the recommendations on the Task and Finish Group on Employment and Skills be supported by the quantitative data and qualitative case studies.
- 9.11 Councillor Hawthorne suggested that options to commit developers and private sector organisations in sourcing local employment when working on the City's capital projects be explored.
- 9.12 The Head of Place confirmed that both suggestions would be explored further, reiterating that the Council would look to work with partners and existing organisations in developing skills and employment in the City.
- 9.13 RESOLVED that:**
1. That the current progress made on implementing the recommendations of the Task and Finish Group on Employment and Skills be noted.
 2. Monitoring on the recommendations on the Task and Finish Group on Employment and Skills be supported by the quantitative data and qualitative case studies.
 3. Options to commit developers and private sector organisations in sourcing local employment when working on the City's capital projects be explored.

10. ANNUAL REPORT OF OVERVIEW AND SCRUTINY

- 10.1 The Chair highlighted key areas of the report and advised Members that the report would be presented to Council on the 20th July 2017.

OVERVIEW AND SCRUTINY COMMITTEE
12.06.17

10.2 Members endorsed the report, noting that there were a number of typographical errors that required correction.

10.3 RESOLVED that subject to the correction of typographical errors the report be recommended to Council.

11. DATE OF NEXT MEETING

11.1 The Chair noted that the next meeting would be held on 10th July 2017. He advised Members that himself, Vice-Chair and Spokesperson had agreed to hold a special Overview and Scrutiny meeting at the end of July to consider the emerging Council Plan, details of which would be circulated to Members in advance of the meeting.

Time of commencement: 6.30 pm hours

Time of conclusion: 7.37 pm hours

Chair

This page is intentionally left blank

Gloucester City Council
Overview and Scrutiny Committee Work Programme
Updated 29 June 2017

Item	Format	Lead Member (if applicable)/Lead Officer	Comments
10 July 2017			
Amey annual performance monitoring	Report and Presentation	Cabinet Member for Environment	Part of Committee's Rolling programme of work
Green Travel Plan Progress Report	Verbal Update/ Written report	Cabinet Member for Environment	Requested by Councillor Haigh and agreed by Chair, VC and Spokesperson
Civica annual performance reports for Revenues and Benefits and IT	Distribute to Committee Members for possible inclusion in future agenda	Cabinet Member for Performance and Resources	Part of Committee's Rolling programme of work
4 September 2017			
Improving Life Chances for Residents in Deprived Communities Summary of decision: To update Members on current progress and future plans to ensure a positive impact of regeneration and economic growth for disadvantaged communities within the City. Wards affected: All Wards	Written Report	Anthony Hodge	Requested by Lead Members of Overview and Scrutiny 30/5/17
Social Enterprise Agency Pilot	Presentation	Cabinet Member for Communities and Neighbourhoods and Cabinet	Suggested by Councillor Watkins- Agreed by Chair and Vice Chair

Item	Format	Lead Member (if applicable)/Lead Officer	Comments
		Member for Environment	
Quarter 1 Financial Monitoring	Distribute to Committee Members for possible inclusion in future agenda	Cabinet Member for Performance and Resources	Part of Committee's Rolling programme of work
2 October 2017			
GCC Annual Performance Monitoring	Written Report	Cabinet Member for Performance and Resources	Part of Committee's Rolling programme of work
Aspire annual performance monitoring	Distribute to Committee Members for possible inclusion in future agenda	Cabinet Member for Culture and Leisure	Part of Committee's Rolling programme of work
30 October 2017			
27 November 2017			
Marketing Gloucester Performance Monitoring	Written Report	Cabinet Member for Culture and Leisure	Part of Committee's Rolling programme of work
Aspire Annual Performance Monitoring	Written report	Cabinet Member for Culture and Leisure	Part of Committee's Rolling programme of work
Quarter 1 and 2 Financial Monitoring	Written reports	Cabinet Member for Performance and Resources	Part of Committee's Rolling programme of work
4 December 2017			
BUDGET MEETING – NO OTHER ITEMS			Part of Committee's Rolling programme of work
8 January 2018			
29 January 2018			

Item	Format	Lead Member (if applicable)/Lead Officer	Comments
No Current Date for Item			
Housing Development Company	Written Report	Cabinet Member for Regeneration and Economy	Slipped from January 2017
Independent Remuneration Panel Scrutiny			Required for 2018 Panel Review, Motioned by Council 1/12/16
Policy Options for raising standards in the private rented sector	Written Report	Cabinet Member for Housing and Planning	Requested by Chair of Overview and Scrutiny
Car Park Charging Review	Written Report	Cabinet Member for Regeneration and Economy	Requested by Chair of Overview and Scrutiny

NOTE: The work programme is agreed by the Chair, Vice-Chair and Spokesperson of the Overview and Scrutiny Committee

This page is intentionally left blank



Gloucester City Council

FORWARD PLAN FROM JULY TO JUNE 2018

This Forward Plan contains details of all the matters which the Leader believes will be the subject of a Key Decision by the Cabinet or an individual Cabinet Member in the period covered by the Plan (the subsequent 12 months). A Key Decision is one that is:

- a decision in relation to a Cabinet function which results in the Local Authority incurring expenditure or making of a saving which is significant having regard to the budget for the service or function to which the decision relates; or
- a decision that is likely to have a significant impact on two or more wards within the Local Authority; or
- a decision in relation to expenditure in excess of £100,000 or significant savings; or
- a decision in relation to any contract valued in excess of £500,000

A decision maker may only make a key decision in accordance with the requirements of the Cabinet Procedure Rules set out in Part 4 of the Constitution.

Cabinet Members

Portfolio	Name	Contact Details
Leader and Regeneration & Economy (LRE)	Councillor Paul James	6 Mainard Square, Longlevens, Gloucester GL2 0EU Tel: 396151 paul.james@gloucester.gov.uk
Deputy Leader and Communities & Neighbourhoods (C&N)	Councillor Jennie Watkins	14 Topcliffe Street, Kingsway, Gloucester, GL2 2ES Tel: 07912450049 jennie.watkins@gloucester.gov.uk
Culture & Leisure (C&L)	Councillor Lise Noakes	14 Middle Croft, Abbeymead, Gloucester GL4 4RL Tel: 01452 610702 lise.noakes@gloucester.gov.uk
Performance & Resources (P&R)	Councillor David Norman MBE	50 Coltishall Close, Quedgeley, Gloucester GL2 4RQ Tel: 07970593780 david.norman@gloucester.gov.uk
Housing & Planning (H&P)	Councillor Colin Organ	337 Stroud Road, Gloucester GL4 0BA Tel: 07767350003 colin.organ@gloucester.gov.uk
Environment (E)	Councillor Richard Cook	101 Woodvale, Kingsway, Gloucester GL2 2BU Tel: 07889534944 richard.cook@gloucester.gov.uk

The Forward Plan also includes Budget and Policy Framework items; these proposals are subject to a period of consultation and the Overview and Scrutiny Committee has the opportunity to respond in relation to the consultation process.

A Budgetary and Policy Framework item is an item to be approved by the full City Council and, following consultation, will form the budgetary and policy framework within which the Cabinet will make decisions.

For each decision included on the Plan the following information is provided:

- (a) the matter in respect of which a decision is to be made;
 - (b) where the decision maker is an individual, his/her name and title if any and, where the decision maker is a body, its name and details of membership;
 - (c) the date on which, or the period within which, the decision is to be made;
 - (d) if applicable, notice of any intention to make a decision in private and the reasons for doing so;
 - (e) a list of the documents submitted to the decision maker for consideration in relation to the matter in respect of which the decision is to be made;
 - (f) the procedure for requesting details of those documents (if any) as they become available
- (the documents referred to in (e) and (f) above and listed in the Forward Plan are available on request from the Council’s main offices at Herbert Warehouse, The Docks, Gloucester GL1 2EQ. Contact the relevant Lead Officer for more information).

The Forward Plan is updated and published on Council’s website at least once a month.

Page 10

KEY	= Key Decision	CM KEY	= Individual Cabinet Member Key Decisions
NON	= Non-Key Decision	CM NON	= Individual Cabinet Member Non-Key Decision
BPF	= Budget and Policy Framework		

CONTACT:

For further detailed information regarding specific issues to be considered by the Cabinet/Individual Cabinet Member please contact the named contact officer for the item concerned. To make your views known on any of the items please also contact the Officer shown or the portfolio holder.

Copies of agendas and reports for meetings are available on the web site in advance of meetings.

For further details on the time of meetings and general information about the Plan please contact:

Atika Tarajiya, Democratic and Electoral Services Officer at 01452 396127 or send an email to atika.tarajiya@gloucester.gov.uk.

SUBJECT (and summary of decision to be taken)		PLANNED DATES	DECISION MAKER & PORTFOLIO	NOTICE OF PRIVATE BUSINESS (if applicable)	RELATED DOCUMENTS (available on request, subject to restrictions on disclosure)	LEAD OFFICER (to whom Representations should be made)
JULY 2017						
NON	<p>Update on Social Prescribing and Community Building</p> <p><u>Summary of decision:</u> To update Members on the Social Prescribing Project and Community Building within the City.</p> <p><i>Wards affected: All Wards</i></p>	19/07/17	Cabinet Cabinet Member for Communities and Neighbourhoods			Isobel Edwards isobel.edwards@gloucester.gov.uk

NON	<p>Gloucester Day 2018 and Aethelflaed Celebrations</p> <p><u>Summary of decision:</u> To highlight the planned commemorative events marking the 1100th anniversary of Aethelflaed's death and the 375th anniversary of the Siege of Gloucester.</p> <p><i>Wards affected: All Wards</i></p>	19/07/17	Cabinet Cabinet Member for Culture and Leisure			Jonathan Lund, Corporate Director jonathan.lund@gloucester.gov.uk
NON Page 20	<p>Enhanced Recycling Service Performance</p> <p><u>Summary of decision:</u> To provide Members with an update of the new waste and recycling service.</p> <p><i>Wards affected: All Wards</i></p>	19/07/17	Cabinet Cabinet Member for Environment			Dawn Fearn, Neighbourhood Coordinator dawn.fearn@gloucester.gov.uk

NON	<p>Lobley's Drive Open Space</p> <p><u>Summary of decision:</u> To consider the proposals for the development of part of the Lobley's Drive Open space.</p> <p><i>Wards affected:</i> <i>Abbeymead</i></p>	19/07/17	Cabinet Cabinet Member for Environment			Kay Lillington, Landscape Architect kay.lillington@gloucester.gov.uk
NON Page 21	<p>Great Places Scheme</p> <p><u>Summary of decision:</u> To update Members on the award of the Great Places Scheme grant and outline future work.</p> <p><i>Wards affected: All Wards</i></p>	19/07/17	Cabinet Cabinet Member for Culture and Leisure			Jonathan Lund, Corporate Director jonathan.lund@gloucester.gov.uk

AUGUST 2017- No meetings

SEPTEMBER 2017

NON	<p>Financial Monitoring Quarter 1 Report</p> <p><u>Summary of decision:</u> To receive an update on financial monitoring information for the first quarter 2017/18.</p> <p><i>Wards affected: All Wards</i></p>	13/09/17	Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Finance Tel: 01452 396242 jon.topping@gloucester.gov.uk
NON	<p>Air Quality Management Areas</p> <p><u>Summary of decision:</u> To seek approval to review the air quality management areas within the City.</p> <p><i>Wards affected: All Wards</i></p>	13/09/17	Cabinet Cabinet Member for Environment			Wayne Best, Environmental Protection Service Manager wayne.best@gloucester.gov.uk

NON	<p>Improving Life Chances for Residents in Deprived Communities</p> <p><u>Summary of decision:</u> To update Members on current progress and future plans to ensure a positive impact of regeneration and economic growth for disadvantaged communities within the City.</p> <p><i>Wards affected: All Wards</i></p>	13/09/17	Cabinet Cabinet Member for Regeneration and Economy, Cabinet Member for Communities and Neighbourhoods			Anne Brinkhoff, Corporate Director, Anthony Hodge, Head of Place anne.brinkhoff@gloucester.gov.uk, Tel: 01452 396034 anthony.hodge@gloucester.gov.uk
<p>Page 23</p> <p>OCTOBER 2017</p>						

NON	<p>Armed Forces Community Covenant Update</p> <p><u>Summary of decision:</u> To update Cabinet on the work done by Gloucester City Council to support current and ex-service personnel as part of the Gloucestershire Armed Forces Community Covenant</p> <p><i>Wards affected: All Wards</i></p>	11/10/17	Cabinet Cabinet Member for Communities and Neighbourhoods			Gill Ragon, Head of Public Protection Tel: 01452 396321
NOVEMBER 2017						
NON	<p>Regulation of Investigatory Powers Act 2000 (RIPA) - Review of Procedural Guide</p> <p><u>Summary of decision:</u> To request that Members review and update the Council's procedural guidance on RIPA.</p> <p><i>Wards affected: All Wards</i></p>	8/11/17 23/11/17	Cabinet Council Cabinet Member for Performance and Resources			Jon Topping, Head of Finance Tel: 01452 396242 jon.topping@gloucester.gov.uk

NON	<p>Financial Monitoring Quarter 2 Report</p> <p><u>Summary of decision:</u> To receive an update on financial monitoring information for the second quarter 2017/18.</p> <p><i>Wards affected: All Wards</i></p>	8/11/17	Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Finance Tel: 01452 396242 jon.topping@gloucester.gov.uk
KEY	<p>Kings Quarter Development Progress Update</p> <p><u>Summary of decision:</u> To provide Members with an update on the Kings Quarter Development.</p> <p><i>Wards affected: Westgate</i></p>	8/11/17	Cabinet Cabinet Member for Regeneration and Economy			Philip Ardley, Asset Management Consultant philip.ardley@gloucester.gov.uk

DECEMBER 2017

NON	<p>Financial Monitoring Quarter 2 Report</p> <p><u>Summary of decision:</u> To update Cabinet on financial monitoring for quarter 2.</p> <p><i>Wards affected: All Wards</i></p>	6/12/17	Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Finance Tel: 01452 396242 jon.topping@gloucester.gov.uk
-----	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------	---------------------------------------------------------	--	--	------------------------------------------------------------------------------------

NON	<p>Strategic Risk Register</p> <p><u>Summary of decision:</u> To update Members on the Council's Strategic Risk Register</p> <p><i>Wards affected: All Wards</i></p>	<p>20/11/17</p> <p>6/12/17</p>	<p>Audit and Governance Committee</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Stephanie Payne, Group Manager, Audit, Risk and Assurance Tel: 01452 396432 stephanie.payne@gloucester.gov.uk</p>
NON	<p>Treasury Management Six Monthly Update 2016/17</p> <p><u>Summary of decision:</u> To update Cabinet on treasury management activities.</p> <p><i>Wards affected: All Wards</i></p>	<p>6/12/17</p>	<p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Jon Topping, Head of Finance Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>
NON	<p>Draft Budget Proposals (including Money Plan and Capital Programme)</p> <p><u>Summary of decision:</u> To update Cabinet on the draft budget proposals</p> <p><i>Wards affected: All Wards</i></p>	<p>27/11/17</p> <p>6/12/17</p>	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Jon Topping, Head of Finance Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>

BPF	<p>Local Council Tax Support scheme review 2018/19</p> <p><u>Summary of decision:</u> To advise members of the requirement to review the Local Council Tax Support scheme (LCTS) 3 years of the Act taking effect and consider its impact locally, following the consultation results.</p> <p><i>Wards affected: All Wards</i></p>	6/12/17 25/01/18	Cabinet Council Cabinet Member for Performance and Resources			Jon Topping, Head of Finance Tel: 01452 396242 jon.topping@gloucester.gov.uk
JANUARY 2018						
NON	<p>Green Travel Plan Progress Report 2017 and Update</p> <p><u>Summary of decision:</u> Annual update on initiatives in the Green Travel Plan</p> <p><i>Wards affected: All Wards</i></p>	10/01/18	Cabinet Cabinet Member for Environment			Lloyd Griffiths, Head of Neighbourhood Services lloyd.griffiths@gloucester.gov.uk

NON	<p>Festivals and Events Programme</p> <p><u>Summary of decision:</u> To seek approval for the 2018-19 Festival and Events Programme.</p> <p><i>Wards affected: All Wards</i></p>	10/01/18	Cabinet Cabinet Member for Culture and Leisure			Jonathan Lund, Corporate Director jonathan.lund@gloucester.gov.uk
NON	<p>Gloucester Culture Trust Update</p> <p><u>Summary of decision:</u> To provide Members with an update on the work undertaken by the Gloucester Culture Update</p> <p><i>Wards affected: All Wards</i></p>	10/01/18	Cabinet Cabinet Member for Culture and Leisure			Jonathan Lund, Corporate Director jonathan.lund@gloucester.gov.uk
FEBRUARY 2018						
BPF	<p>Council Tax Setting 2018/19</p> <p><u>Summary of decision:</u> To seek approval for the resolutions relating to the setting of Council Tax for 2018/19</p> <p><i>Wards affected: All Wards</i></p>	7/02/18 22/02/18	Cabinet Council Cabinet Member for Performance and Resources			Jon Topping, Head of Finance Tel: 01452 396242 jon.topping@gloucester.gov.uk

MARCH 2018						
NON	<p>Pay Policy Statement 2018-19</p> <p><u>Summary of decision:</u> To seek approval for the annual Pay policy Statement 2018-19 in accordance with Section 38 of the Localism Act 2011.</p> <p><i>Wards affected: All Wards</i></p>	<p>22/02/18</p> <p>7/03/18</p>	<p>Council</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Jon Topping, Head of Finance Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>
NON	<p>Treasury Management Strategy</p> <p><u>Summary of decision:</u> To seek approval for the Treasury Management Strategy.</p> <p><i>Wards affected: All Wards</i></p>	<p>7/03/18</p> <p>22/03/18</p>	<p>Cabinet</p> <p>Council Cabinet Member for Performance and Resources</p>			<p>Jon Topping, Head of Finance Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>

NON	<p>Financial Monitoring Quarter 3 Report</p> <p><u>Summary of decision:</u> To receive an update on financial monitoring information for the third quarter 2017/18.</p> <p><i>Wards affected: All Wards</i></p>	7/03/18	Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Finance Tel: 01452 396242 jon.topping@gloucester.gov.uk
APRIL 2018- Items to be advised						
JUNE 2018						
NON	<p>2017-18 Financial Outturn Report</p> <p><u>Summary of decision:</u> To update Cabinet on the Financial Outturn Report 2017-18.</p> <p><i>Wards affected: All Wards</i></p>	13/06/18	Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Finance Tel: 01452 396242 jon.topping@gloucester.gov.uk

NON	<p>Treasury Management Six Monthly Update 2017/18</p> <p><u>Summary of decision:</u> To update Cabinet on treasury management activities.</p> <p><i>Wards affected: All Wards</i></p>	13/06/18	Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Finance Tel: 01452 396242 jon.topping@gloucester.gov.uk
NON	<p>Strategic Risk Register</p> <p><u>Summary of decision:</u> To update Members on the Council's Strategic Risk Register</p> <p><i>Wards affected: All Wards</i></p>	13/06/18	Cabinet Cabinet Member for Performance and Resources			Stephanie Payne, Group Manager, Audit, Risk and Assurance Tel: 01452 396432 stephanie.payne@gloucester.gov.uk

ITEMS DEFERRED- Dates to be confirmed

KEY	<p>St Oswalds Land Disposal</p> <p><u>Summary of decision:</u> To consider potential options for land disposal and acquisition at St Oswalds.</p> <p><i>Wards affected: Westgate</i></p>		<p>Cabinet Cabinet Member for Regeneration and Economy</p>	<p>The public are to be excluded from the Cabinet meeting during consideration of this report as it contains exempt information as defined in paragraph 3 of schedule 12A to the Local Government Act 1972 (as amended).</p>		<p>Anthony Hodge, Head of Place Tel: 01452 396034 anthony.hodge@gloucester.gov.uk</p>
Page 32 KEY	<p>Housing Development Company</p> <p><u>Summary of decision:</u> To seek approval to establish a housing development company.</p> <p><i>Wards affected: All Wards</i></p>		<p>Cabinet Cabinet Member for Regeneration and Economy</p>			<p>Jon McGinty, Managing Director jon.mcginity@gloucester.gov.uk</p>

NON	<p>Energy Savings Projects</p> <p><u>Summary of decision:</u> To update Cabinet on the City Council Energy Costs and Reduction Projects.</p> <p><i>Wards affected: All Wards</i></p>		<p>Cabinet Cabinet Member for Environment</p>			<p>Meyrick Brentnall, Environmental Planning Manager Tel: 01452 396829 meyrick.brentnall@gloucester. gov.uk</p>
-----	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	-------------------------------------------------------	--	--	-------------------------------------------------------------------------------------------------------------------------------------

This page is intentionally left blank

CIVICA

Transforming the way you work

**Gloucester City Council
Revenues & Benefits
Annual Performance Report
2016/17**

Gloucester
City Council
Transforming Your City

Executive Summary

Performance for 2016/2017 has been excellent despite the challenges the teams encountered with the large volume of Council and Government initiatives to implement. That said, all but one of the key performance indicators have been met which has been accomplished by the hard work of the team and managers.

Not all of the projects undertaken in 2016/17 are completely bedded in to business as usual at present, however we are working with council officers to remedy these. The on-going projects are listed on pages 14/17 of this report.

The Council is facing major challenges both financial and operationally in 2017/18 and on-going, we hope to be able to continue to support the council in these ventures.

KPI No	KPI Description	Target (Full Year)	Annual perf.	Status
1	Council Tax Collection (in year)	97%	97%	▲
2	Council Tax Collection (arrears)	30.00%	32%	▲
2	Business Rates Collection (in-year)	97.60%	98%	▲
2	Business Rates Collection (arrears)	35.00%	36%	▲
3	Speed of New Claims Processing	21 days	22 days	▼
4	Speed of changes in Circumstances Processing	9 days	8 days	▲
5	Outstanding Workload (Revenues)	N/A	1758	N/A
6	Outstanding Workload (Benefits)	N/A	1879	N/A
7	Local Authority Error Overpayments	<0.48	0.39%	▲
8	Customer Complaints	N/A	53	N/A

CIVICA

Performance Highlights

- ▶ The achievement of all but one KPI
- ▶ The achievement of the projects listed on page 14.
- ▶ 56,500 Council Tax bills were dispatched along with the new calculation of Housing Benefit and Council Tax Support for 2017/18 totaling 12,000 notifications.
- ▶ The revaluation of all Business Rates property and applying these changes at billing in March along with implementing the new transitional relief scheme.

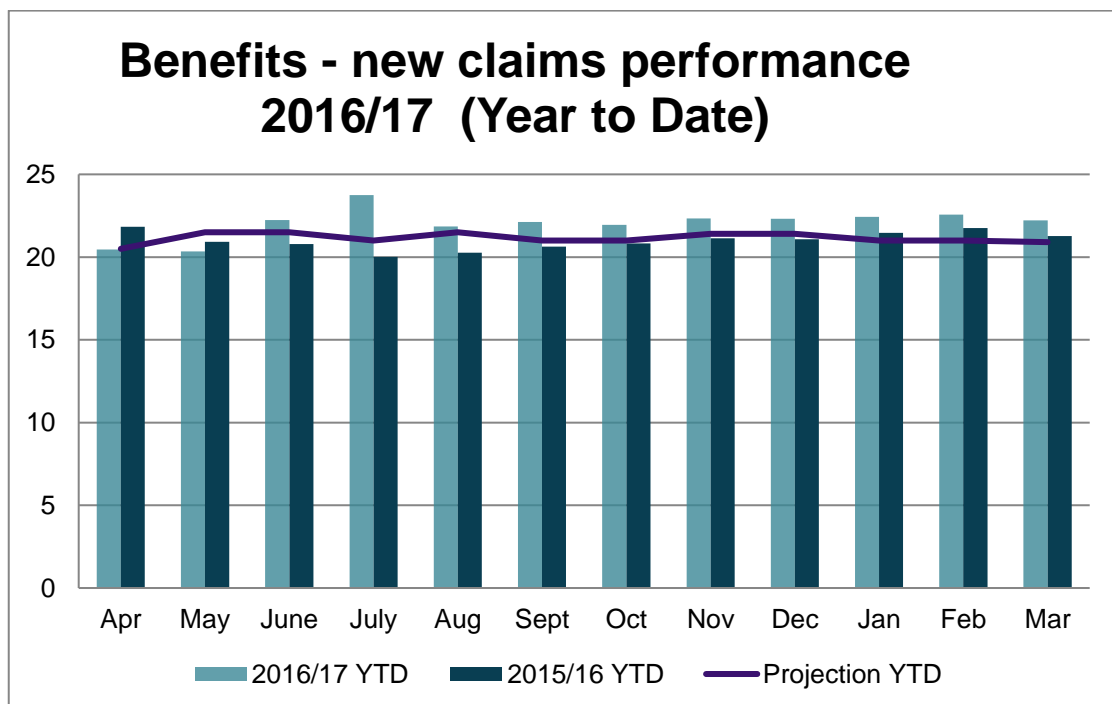
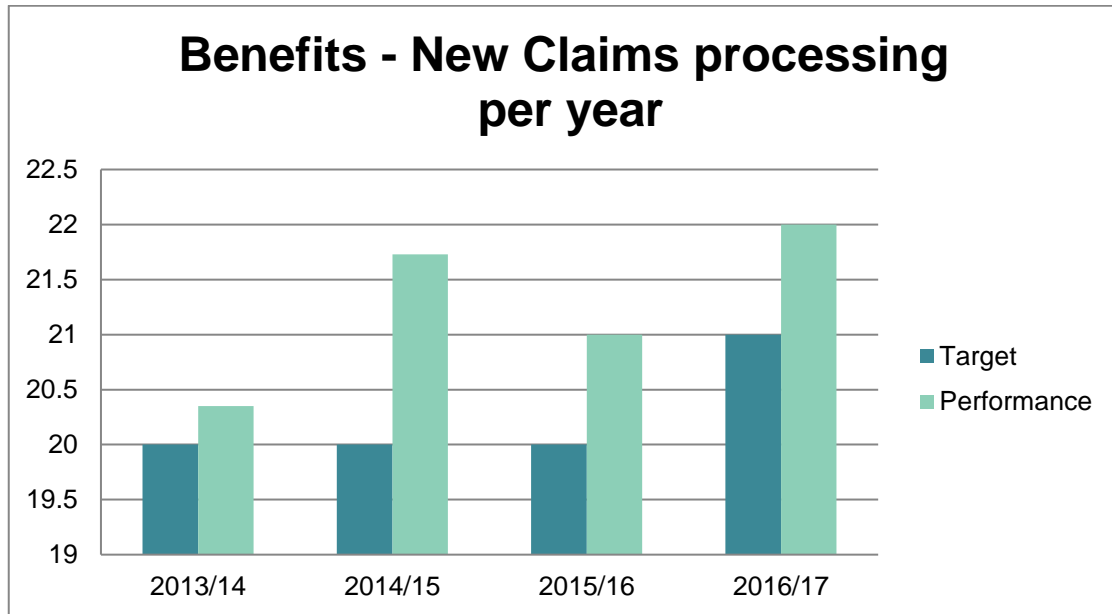
Performance Lowlights

- ▶ The impact of FERIS (Fraud & Error Reduction Incentive Scheme) and RTI (Real Time Information) on the total amount of overpayments outstanding.

Benefits Performance

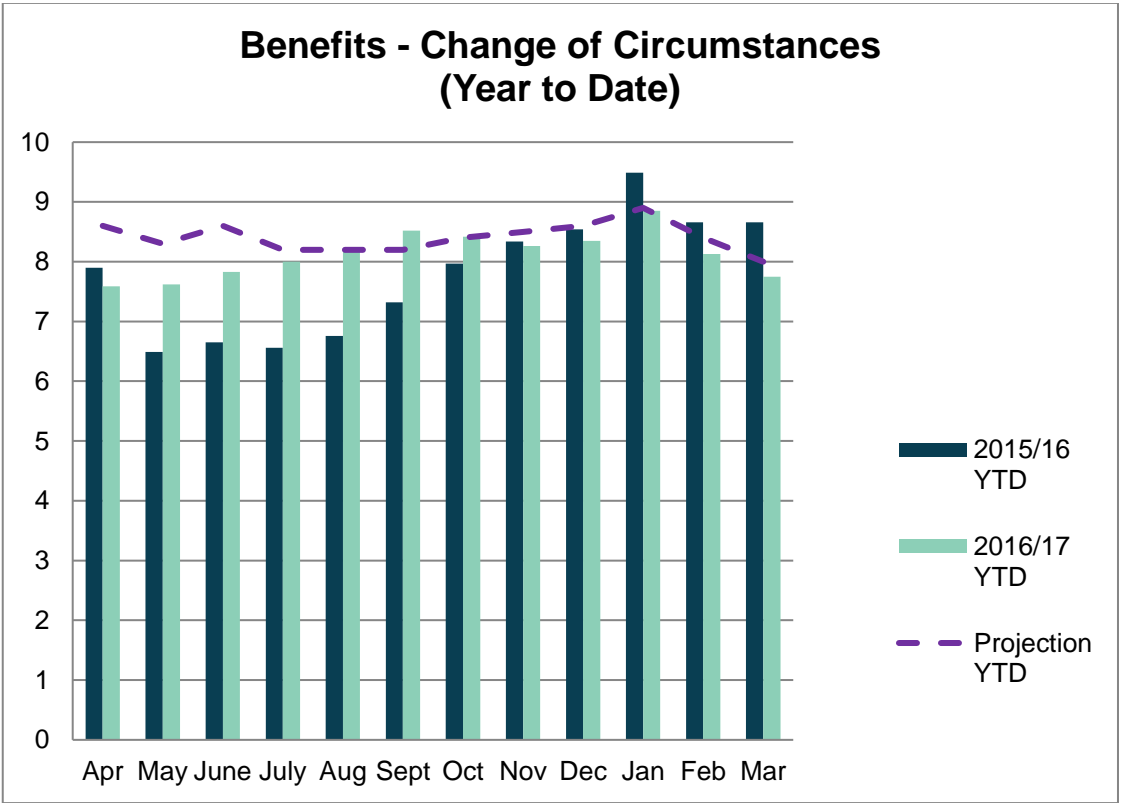
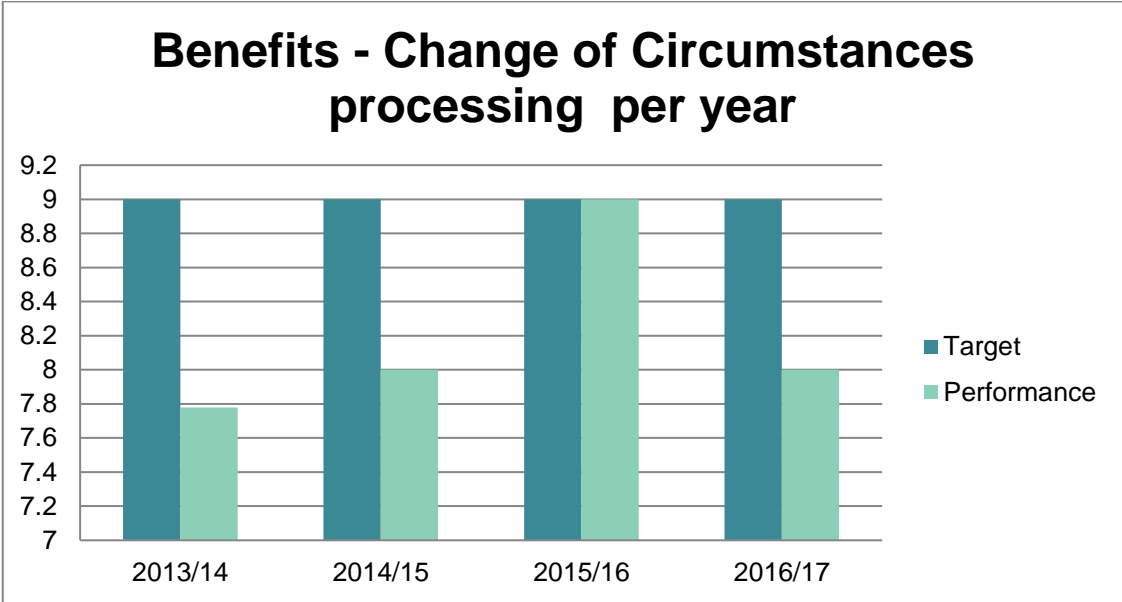
Benefit – New Claims Processing Performance

The average time to process new claims in 2016/17 was 22.2 days, rounded to 22.



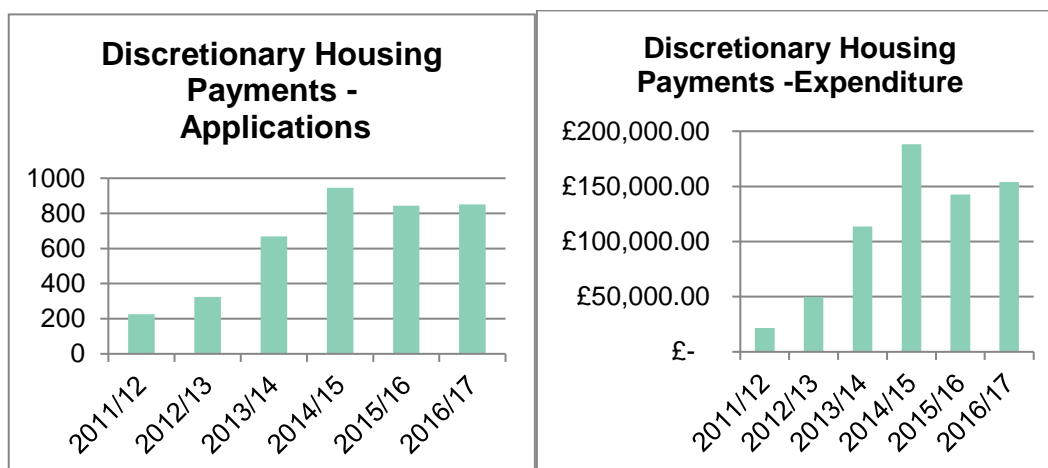
Benefit – Change of Circumstances processing

The average time to process a change in 2016/17 was 7.75 days, rounded to 8 days, which exceeds the target set.



Discretionary Housing Payments (DHPs)

Numbers of DHP applications received in 2016/17 totaled 851. The expenditure totaled £153,964 which was 66.3% of the DWP funding.



LA error overpayments – ‘year to date’ performance

The LA error percentage for 2016/17 amounted to 0.39% which is below the target of 0.48% at which the authority would lose subsidy.

Real Time Information (RTI)

The DWP now report on the data-matching of salary details against the HMRC records for Benefit purposes. The table below shows the annual gross amount of overpayments as a result of this matching.

Date Received	Number	HB Overpayment (Gross)	Council Tax Support Overpayment (Gross)
2014/2015 (6 months)	549	£543,997.74	£116,474.45
2015/2016	647	£658,092.43	£138,616.45
2016/2017	588	£392,753.75	£74,302.38
Total	1784	£1,594,843.75	£329,393.28

FERIS

The Fraud and Error Rate Incentive Scheme results for the last year are as follows:

Campaign	Date sent	No of reviews completed	Weekly savings £
Wages declared now below the National Living Wage	08/11/2016	211	£3,573.76

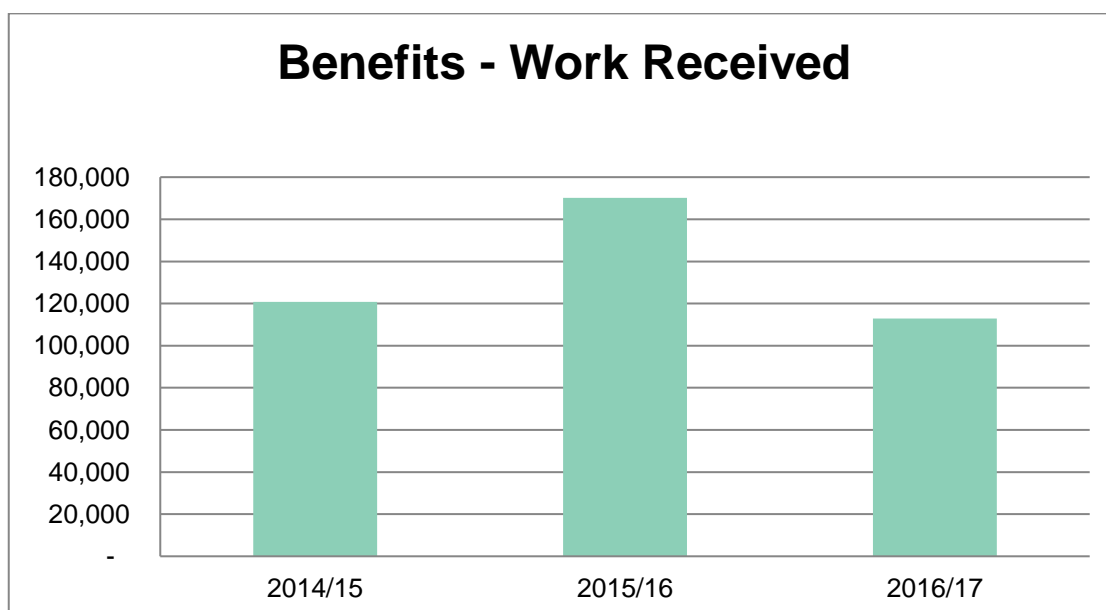
Occupational pensions which have not been updated since April 2016	06/12/2016	128	£2,542.04
1.No change to income <April 15 Non deps on JSA/IS over 25 where customer/partner not in receipt of DLAC or AA 2.Nil income claims 3.Non dependants earnings banding of earned income	02/02/2017	102	£2,142.18
1.Earnings not declared since April 2016 2. Child Care costs review	15/02/2017	178	£3,805.19
Earnings not declared previous to April 2016	22/02/2017	188	£1,686.31
Total		807	£ 13,749.48

Universal Credit

Universal Credit for single jobseekers went Live in Gloucester in June 2015. During 2016/17 we have received 1,449 communications from the DWP. There have been 38 Personal Budgeting appointments made (the Council holds information as to the number of interviews carried completed).

Work Volumes - Benefits

The total amount of work received in 2016/17 amounts to 112,896 which is a decrease of 57,000 on 2015/16. The decrease is mainly due to RTI being electronic and the removal of paper correspondence from the DWP.



Caseload

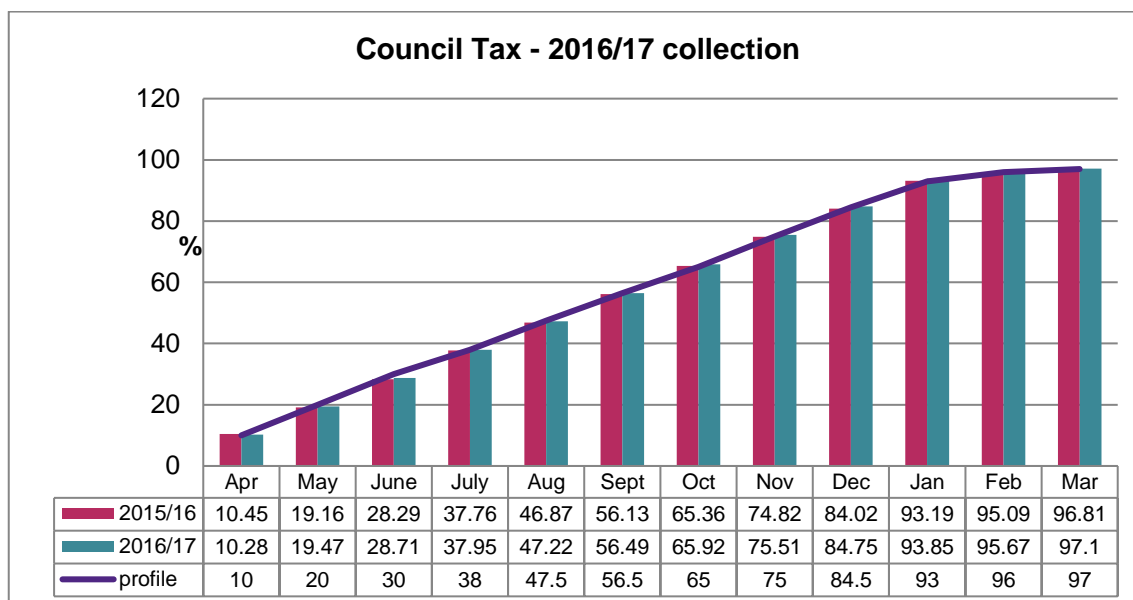
The following table gives a breakdown of the caseload and the variation since the contract started in October 2011.

Claim Type	Mar-17	Previous month	Monthly variation	Variation since Oct 11
No of cases	11040	10995	0.4	-11.5
HB cases	8838	8808	0.3	
CTB cases	9259	9220	0.4	
Private Tenant cases (a)	3552	3558	-0.2	
Registered Provider cases (b)	5210	5179	0.6	
Private cases (a+b)	8762	8737	0.3	
Rent rebate cases	76	71	7.0	
Pension age cases	3640	3649	-0.2	
Working age cases	7400	7346	0.7	
No of HB/CTB claims - total	18097	18028	0.4	

Revenues Performance

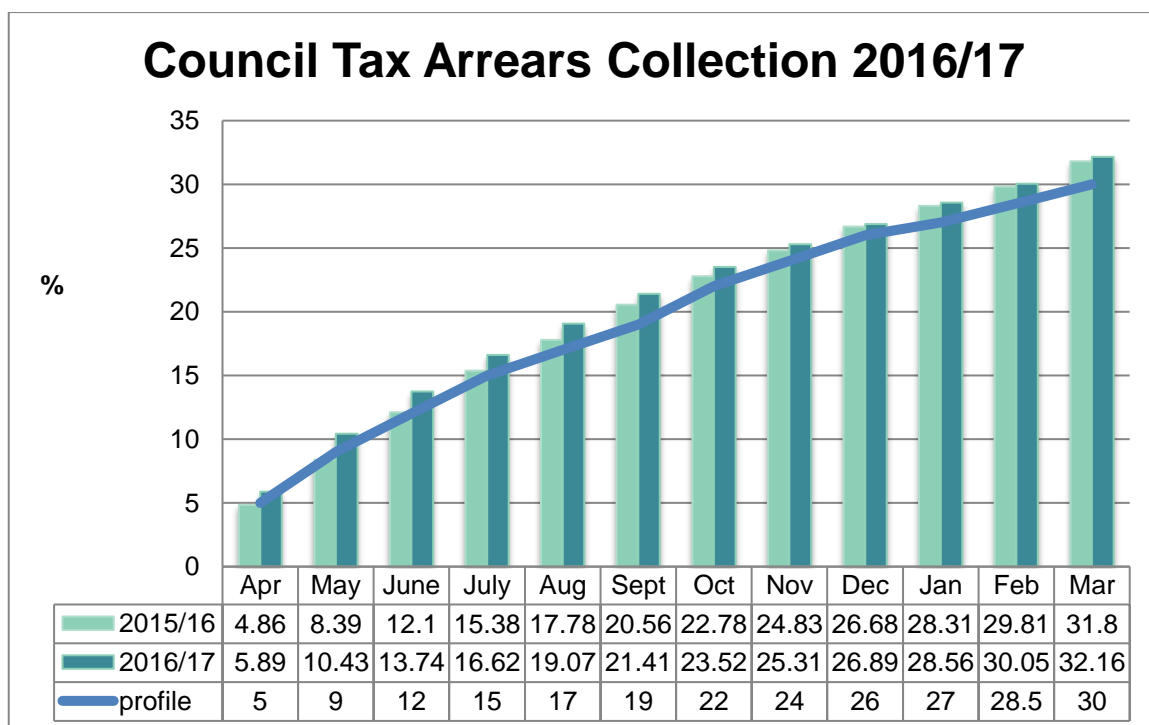
Council Tax – collection for 2016-17

The table below shows collection against the debit of £57m for the 2016/17 year only in a cumulative format. The out-turn collection rate rounded to the nearest percent is 97%. This figure achieves the agreed target.



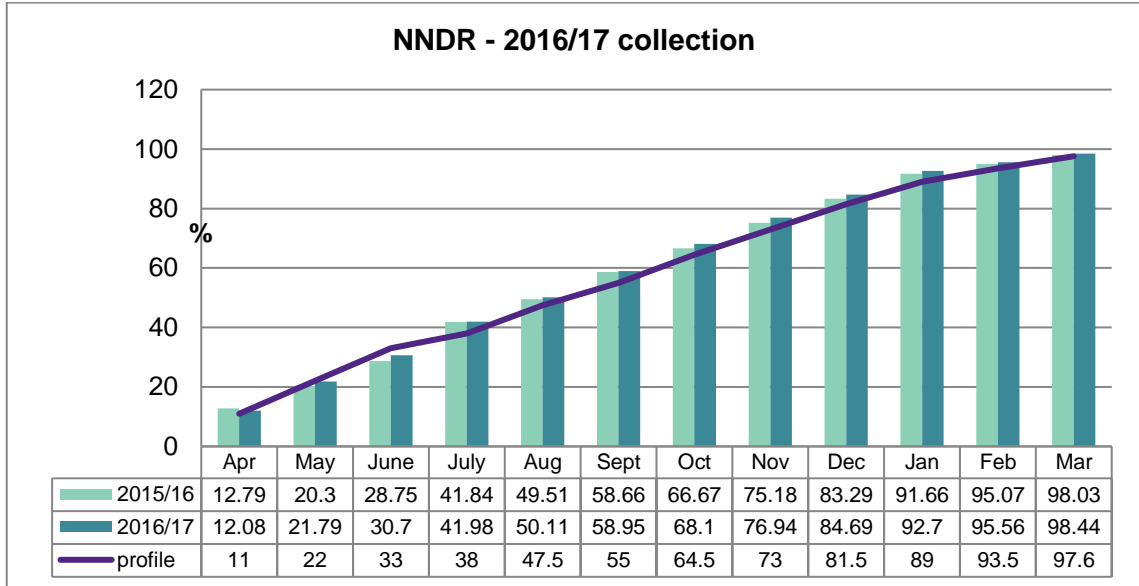
Council Tax – arrears

The total outstanding arrears at the start of 2016/17 were £5.09m. For the 2016/2017 financial years collection amounts to 32.16% which amounts to approx £1.64m.



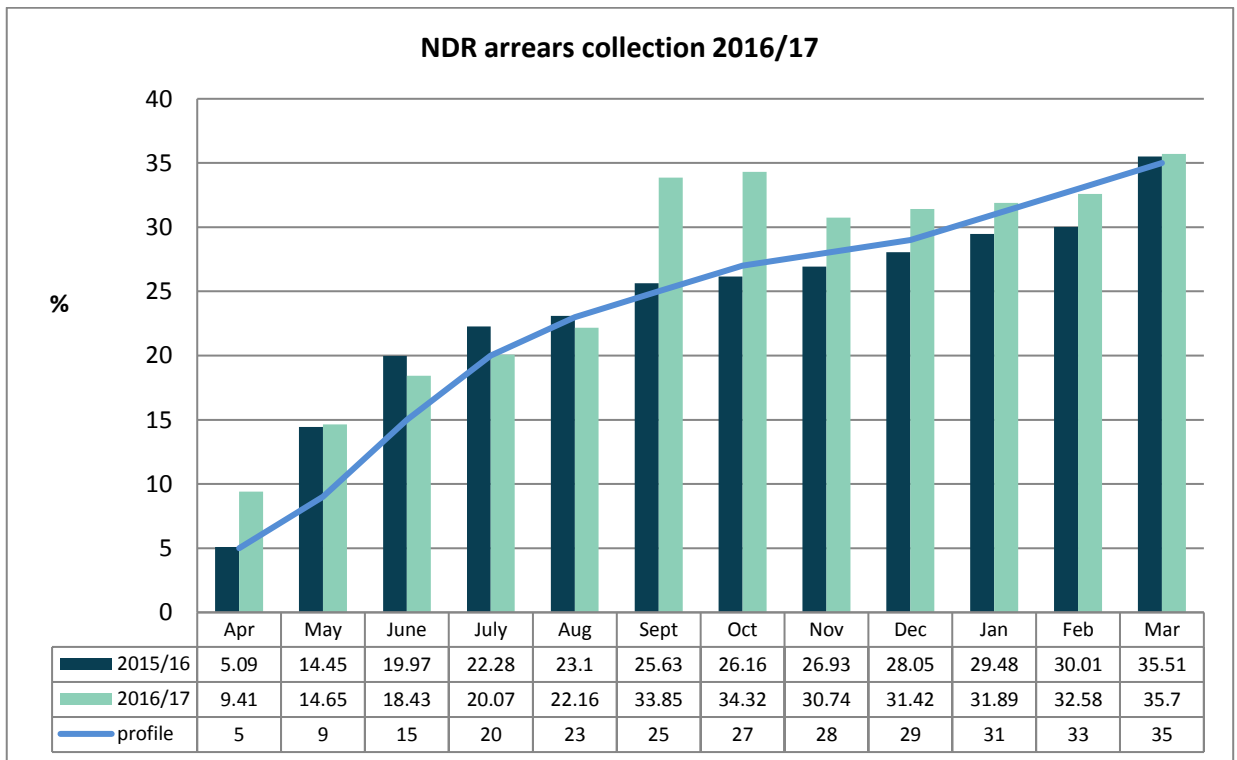
Business Rates – collection for 2016-17

The chart below shows performance this year against 2015/16 performance. The profile shows the target for each month to achieve the annual target. Performance for the year stands at 98.44% rounded to the nearest percent. This is above the agreed target.



Business Rates – arrears

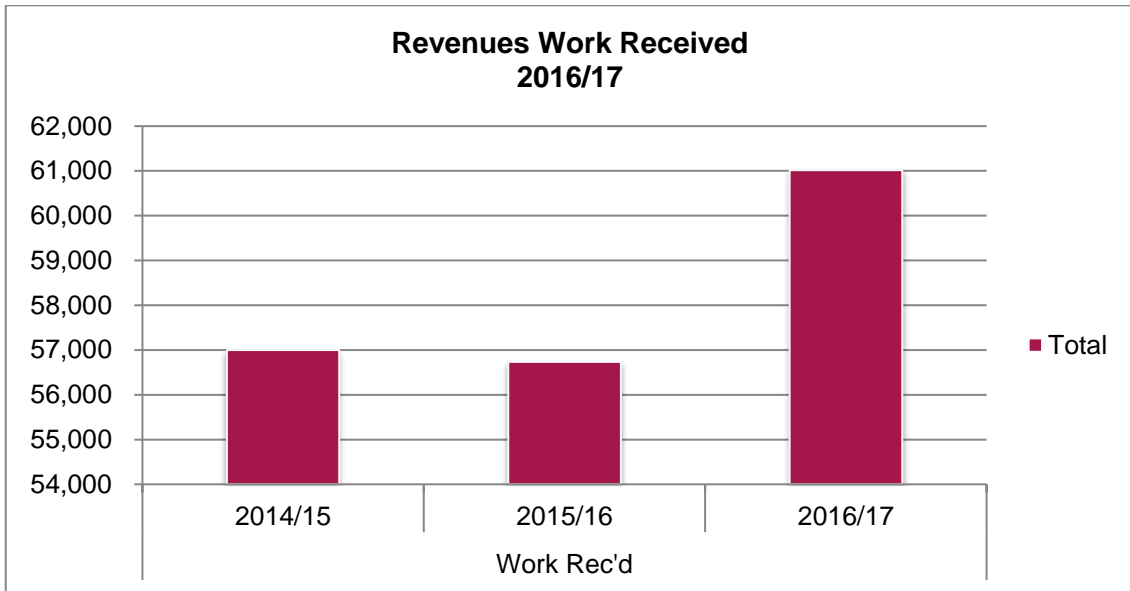
The total outstanding arrears at the start of 2016/17 were £2.33m. 35.7% (rounded to 36%) was collected, which equates to £832k of those arrears.



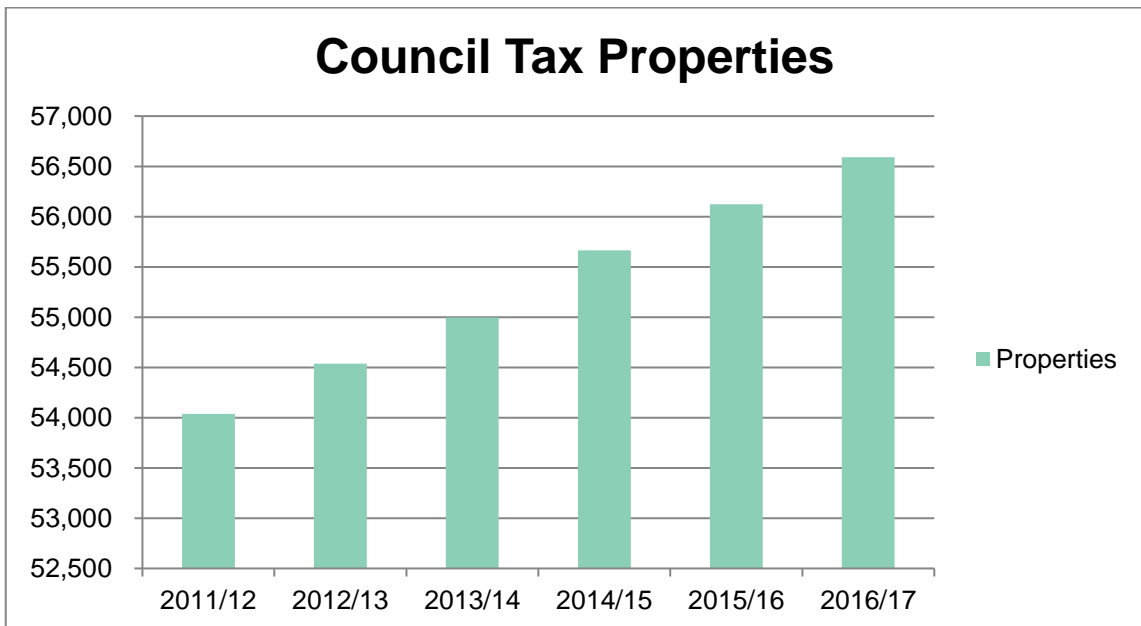
Work Volumes – Council Tax and Business Rates

The total amount of work received in 2016/17 amounts to 61,019. This year we have a significant number of customers contacting us by email.

The figures below do not include recovery notices dispatched or the number of telephone calls received (statistics for calls unavailable).



It should also be noted that the total number of properties has now risen to 56,591. This is an increase of 4.72% since the start of the Civica contract.

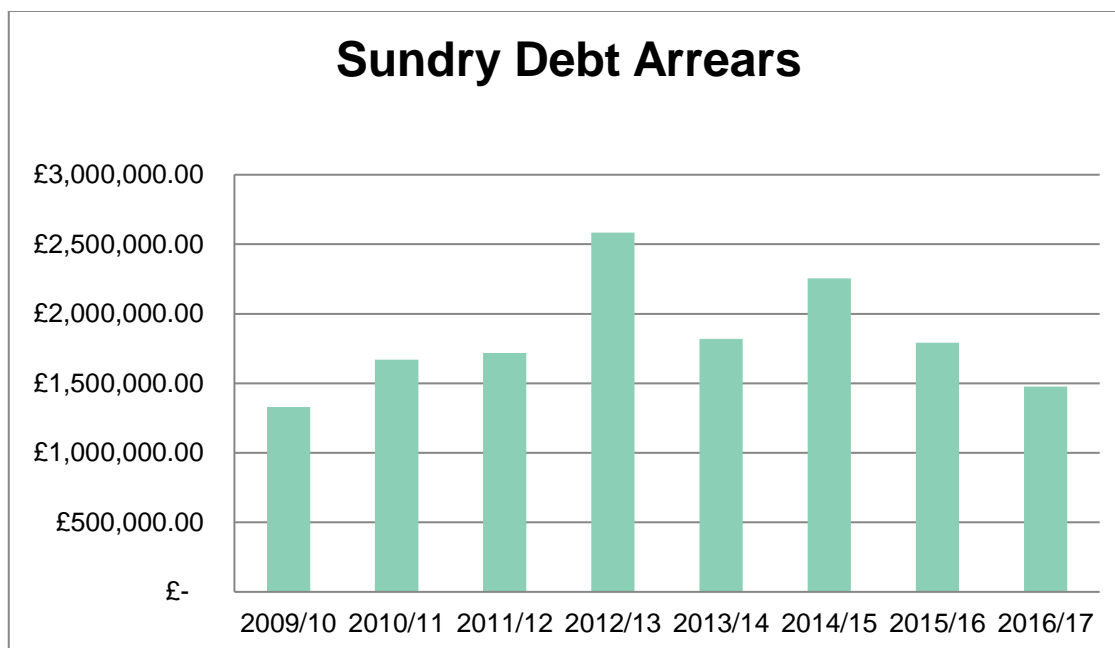


Other Work Streams

Sundry Debts

Sundry debt includes services such as garden waste, commercial rent, allotment fees etc, which are services provided by the Council which are chargeable.

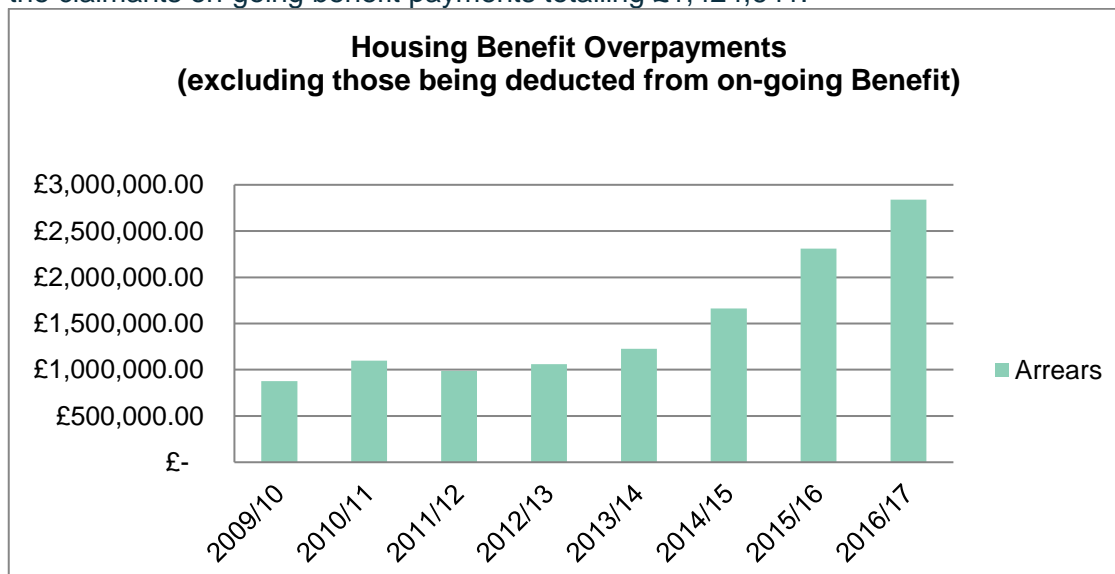
The total number of invoices raised in the year was 28,122 with a debt totaling £9.6m. The chart below shows the level of arrears at the end of historic financial years.



Housing Benefit Overpayments

Overpayments occur where a person receives more benefit than they are entitled to. This can be as a result of not being notified of a change in circumstance, DWP error, LA error etc.

The number of invoices outstanding at the end of March was 1,926 with a value of £2,839,087. Additionally there were 1,155 claims where money is being recovered from the claimants on-going benefit payments totalling £1,424,641.



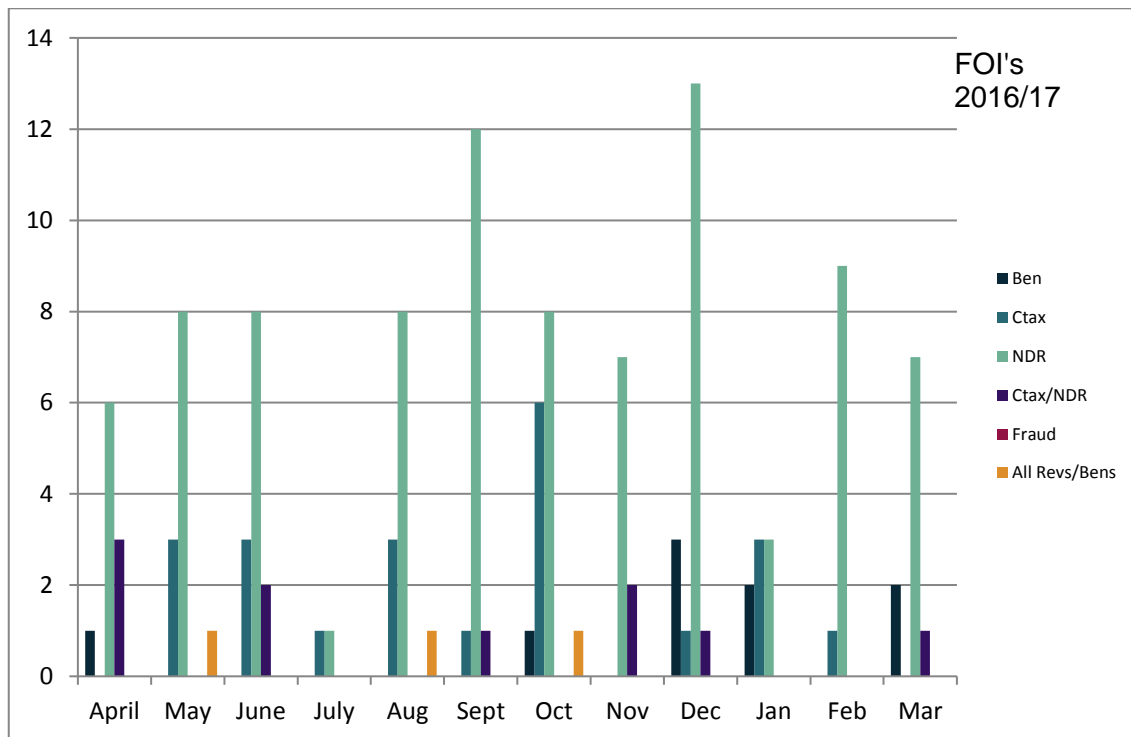
CUSTOMER SERVICES PERFORMANCE

Compliments, Complaints

There were a total of 37 complaints received this year and 7 compliments.

Freedom of Information Requests (FOI's)

The service received 134 FOI requests in 2016/17, of which 67% related to Business Rates. The chart below shows the FOI requests received per month.



SERVICE IMPROVEMENT & DEVELOPMENT

SERVICE IMPROVEMENT PLAN

Projects/initiatives completed in 2016/17:

- ▶ The testing an implementation of 4 releases and 7 patches of software for the Open Revenues system
- ▶ The implementation of software to administer the Benefit Cap
- ▶ DCLG and DWP returns submitted:
 - Subsidy estimate for 2016/17
 - Actual subsidy calculation for 2015/16
 - 2015/16 NNDR3 ahead of Government deadline to meet Gloucestershire pool expectations
 - The QRC4 return to the DCLG itemizing the collections in 2015/16 for Council Tax and Business Rates, along with the staged return at the end of each quarter
 - Calculation of Taxbase return for 2017/18 approved by the client and provided to major preceptors, and the subsequent recalculation for purposes of setting the charges for the following year
 - The NNDR1 return calculating the estimated gross debit for the forthcoming year
- ▶ The implementation of LADS to replace the current system of downloading files from the DWP.
- ▶ DWP Payment Deduction Program – This automated the exchange of files between the local authority and DWP.
- ▶ Implementation of a module of Open Revenues to enable the payment of DHP's where the customer is a UC claimant and is not in receipt of Council Tax Support.
- ▶ Implementation of new BACs software following the replacement of the Finance system.
- ▶ The transfer of the Bill Payment service from Co-operative Bank to Capita (Post Offices/Pay Point outlet payments).
- ▶ Garden Waste – The annual renewal of Garden Waste invoices. This is the first year that all telephone calls relating to this have been taken by the Civica team rather than the Council's Customer Services team.
- ▶ The Subsidy Audit for 2015/16.
- ▶ Undertaken training on subsidy classification, also taken security and data protection refresher courses.

- ▶ NDR Revaluation – The draft list was applied to the main Open Revenues database during the Year End processing and the transitional scheme was applied.
- ▶ During the annual billing process the changes to Small Business Rates relief were implemented plus the changes to introduce the £1,500 discount for office space occupied by local newspapers for 2 years from April 2017
- ▶ Implemented the new charging system for replacement Garden Waste and refuse bins from April 2017.
- ▶ Completed the calculation and dispatch of annual Council Tax and Business Rates bills along with Housing Benefit and Council Tax Support notices.
- ▶ Re-calculation of GCH HB claims following issues identified with the file provided in February for the annual calculation of benefit.
- ▶ Assisting with the replacement of the new Finance System and replacing the Sundry Debtors system with a module of the Finance System

Projects/initiatives underway:

- ▶ Updated on-line Benefit claim form and connector to Risk Based Verification.
- ▶ Upgrade to Civica Automation Benefit Subsidy module
- ▶ Replacement of the Open Revenues servers to Windows 2012.
- ▶ Interfacing between AXIS Income Management and Toptix' SR04 system.
- ▶ Following the replacement of the Debtors system, implementing a replacement system for taking replacement Garden Waste applications.
- ▶ Preparing for the potential Business Improvement District for the City Centre as proposed at Cabinet in July 2015. The Revenues team has responsibility for supplying contact details for those in the area and later the collection of the levy.
- ▶ Implementing an interface for car park transactions through the Income Management system.
- ▶ PCI DSS compliance – Implementing Point to Point Encryption for all Chip & Pin devices, implementing "CallSecure" (removing the necessity for staff to take card details over the telephone). Through Capita moving the Income Management Payment Service to the Cloud.
- ▶ Implementing Civica's Open Revenues SMS texting and email facilities.
- ▶ Assist with the review of credit card recharges
- ▶ Preparation for the WURTI rollout (Wider Use of Real Time Information) ready for implementation due 9 October to 10 November 2017.

Changes - Future & 2017

CIVICA

- ▶ Right Benefit Initiative (RBI) – this replaces FERIS and is optional for the Council. By opting in the Council receives funds to resource the processing of optional RTI records. (April 2017)
- ▶ Local Authorities to be able to use their local discretionary powers to support Public Houses (April 2017)
- ▶ Local Authorities to be able to use their local discretionary powers to devise a scheme to support businesses who as a result of the revaluation has significant increases in their bills (April 2017)
- ▶ Local Authorities to be able to use their local discretionary powers to support businesses who as a result of the revaluation have lost their small business relief (April 2017)
- ▶ Receipt of Council Tax direct deductions from DWP benefits through LADS service (June 2017)
- ▶ The Council restructure- As part of this there are some fundamental changes to the way customers services/housing team will deal with customers. This will mean changes to opening times and system access. There is also likely to be operational impacts on this Civica contract. (June 2017)
- ▶ Universal Credit Rollout (Gloucester February 2018)
- ▶ 100% Business Rates retention (2019/20)
- ▶ Potential changes to New Homes Bonus Grant (2017/18)
- ▶ Potential Late Night Levy on licensed premises
- ▶ Local Authorities to be able to use their local discretionary powers to support publicly owned public toilets (April 2018)
- ▶ Business Rates bills will be indexed to CPI (From 2020)
- ▶ Revaluations of Business Rates property to be more frequent than the current 5 years and to be at least every 3 years
- ▶ To standardise Business Rates bills and to ensure all ratepayers have the option to receive and pay bills electronically
- ▶ To link all Business Rates systems to HMRC digital tax accounts (by 2022).
- ▶ Upgrade to Images@Work which is currently de-supported

CIVICA

Transforming the way you work



Gloucester City Council

Civica ITO Annual Report 2016 - 2017

Contents

Contents

Contents	2
Executive Summary.....	3
Scope of the ICT Service.....	4
Performance for this Year (June 2015 – May 2016)	5
Key Performance Indicators and Metrics that Matter.....	5
Tickets Raised.....	6
Tickets per User.....	7
Major Incidents.....	8
Service Improvement and Development	9
Projects / Initiatives Completed in 2016 / 2017:.....	9
HKP Core Network Switch Replacement	9
Alchemy Software Removal - Cost Avoidance £14,000	9
Oracle Database Server Review – Cost Avoidance £240,000	9
Introduction of Citrix / Igel training machines – Cost Avoidance £7,000.....	9
Introduction of GFI Mail Archiver.....	10
HKP Server Infrastructure Refresh - Compliance	10
Upgrade to Microsoft Window 7	10
Office 365 (O365).....	10
Application Upgrades	10
County SAP System access for City Employees	11
Reception Refit.....	11
Elections	11
Regulatory Compliance	11
Internal Independent Network Audit – GCC commissioned.....	11
General Data Protection Regulation (GDPR).....	11
Payment Card Industry Data Security Standard (PCI-DSS)	12
Together Gloucester.....	12
Disaster Recovery	12
Civica Centre of Excellence	12
Enriched ICT Expertise	12

Executive Summary

This has been another year of positive steps forward which has seen the Council retain its PSN certification, the bedding in of the shared Intelligent Client Function and awaiting the outcome of Together Gloucester have impacted the progress made on some of the transformation projects that had been identified at the start of 2016.

Where projects rolled over from the previous reporting period, the Council has benefited from the likes of the total replacement of all Windows XP devices, the upgrade of key applications for Planning (Uniform) and GIS (ArcGIS) systems, as well as the rollout of TopTix to replace the legacy Ticket Booking and Stock Control application (Flex) used by Culture services.

The remainder of these projects, have been re-prioritized by the Intelligent Client Function and the newly created ICT Strategic Board. The Together Gloucester staff re-organization ties into a number of these projects, such as Disaster Recovery and roadmaps of a number of line of business applications which required ownership from within the Council.

The technology enablers to support agile working have been made available to Officers, who can now work remotely using their own personal devices. Just over 33% of users are now using thin client technology which is a key enabler for the introduction of hot desking.

Good progress has been made in the replacement of the legacy infrastructure over the past 12 months. Happily, this can be evidenced by no major incidents reported against the new replacement infrastructure during this period.

Ongoing work remains in readiness for the next PSN IT Health Check audit in December 2017 and Civica remains committed to delivering projects in partnership with the Council to maintain its annual PSN certification and ICT transformational projects for the remainder of the ICT contract.

Over £300,000 of cost avoidance has been identified during the period through challenging 3rd parties with contracts with the Council, including Microsoft who announced a 13% increase as of January 2017.

During this period the on-site teams, who are fundamental to delivering the Council's ICT transformation projects, have balanced the need to maintain a service delivered against the agreed KPI whilst maintaining project momentum to meet the agreed timeframes, many of which are being dictated by the Council's commitment to the PSN for continued certification.

Civica as the Council's ICT strategic partner also looks forward to working with the Council on Together Gloucester, and its Digital and ICT transformational strategies.

Scope of the ICT Service

The ICT Service provided by Civica covers the Gloucester City Council (including the main location at HKP and out stations such as the Tourist Information Centre, Guildhall, Crematorium), and the Aspire Leisure facilities.

The ICT Service covers:

- Core infrastructure (servers, storage)
- Data Network
- Desk and Mobile Telephony
- Infrastructure Services for Software Applications
- End-user Computing Devices (Desktop PCs, Laptops, iPads)
- Security Management
- Provision of an ICT Service Desk

We have also continued to work with the Business Improvement Team and the shared Intelligent Client Function during the reporting period to introduce or improve upon, Service Management disciplines including:

- Project governance
- Small project requirements capture
- Change control
- Incident and Problem Management
- Risk Management, especially Disaster Recovery and PSN

Resilience within the delivery team has been further strengthened:

- A mature team structure
- Training of staff
- Knowledge transfer to offsite delivery teams
- Access to the Leeds based Centre of Excellence

This continues to provide the Council with access to an enlarged pool of resources available through the Civica Partnership, which in previous years the Council may have visited the Contractor market to obtain.

Performance for this Year (June 2015 – May 2016)

Key Performance Indicators and Metrics that Matter

The ICT service is measured against a suite of 13 Key Performance Indicators each month. In 16 / 17 there was only one non-conformance to KPI from the 156 compliance measures within the year.

The one non-compliance was related to the ransomware event that occurred in August, reflecting the impact of the outages on the Severity 1 incident measure and estate uptime measure. As such, the service is achieving against the contractual Key Performance Indicators

In addition to these KPIs, Civica has been monitoring *Metrics that Matter*. These are an additional set of measurement indicators that are used to monitor trends and inform action within the ICT service.

The table below shows performance against those key measurements.

	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17
Tickets Raised	544	430	519	460	444	343	359	453	392	460	334	402
First Time Fix by Leeds - %	10.66%	11.86%	11.18%	11.52%	10.59%	12.83%	14.76%	11.70%	14.03%	12.39%	17.66%	14.68%
First Time Fix by Leeds -Volume	58	51	58	53	47	44	53	53	55	57	59	59
Tickets per User	1.2	1.0	1.2	1.0	1.0	0.8	0.8	1.0	0.9	1.0	0.7	0.9
Closed Tickets	531	448	486	454	425	340	377	430	403	475	323	372
Deficit	13	-18	33	6	19	26	15	51	47	44	41	38
Deficit as %age Raised	2%	-4%	6%	1%	4%	8%	4%	11%	12%	10%	12%	9%

The table above summarises some of the key service delivery metrics and covers Gloucester City Council, Aspire and Civica UK (Revenues and Benefits) users.

Ticket Raised are incidents in LANDesk and provided with a ticket reference number. They may not include any direct contact to the on-site team, who in most cases will ask users to log a ticket with the Service Desk.

First Time Fix is where the Service Desk resolves the incident request at the first point of contact.

First Time Fix Volume is the number of tickets resolved by the Service Desk

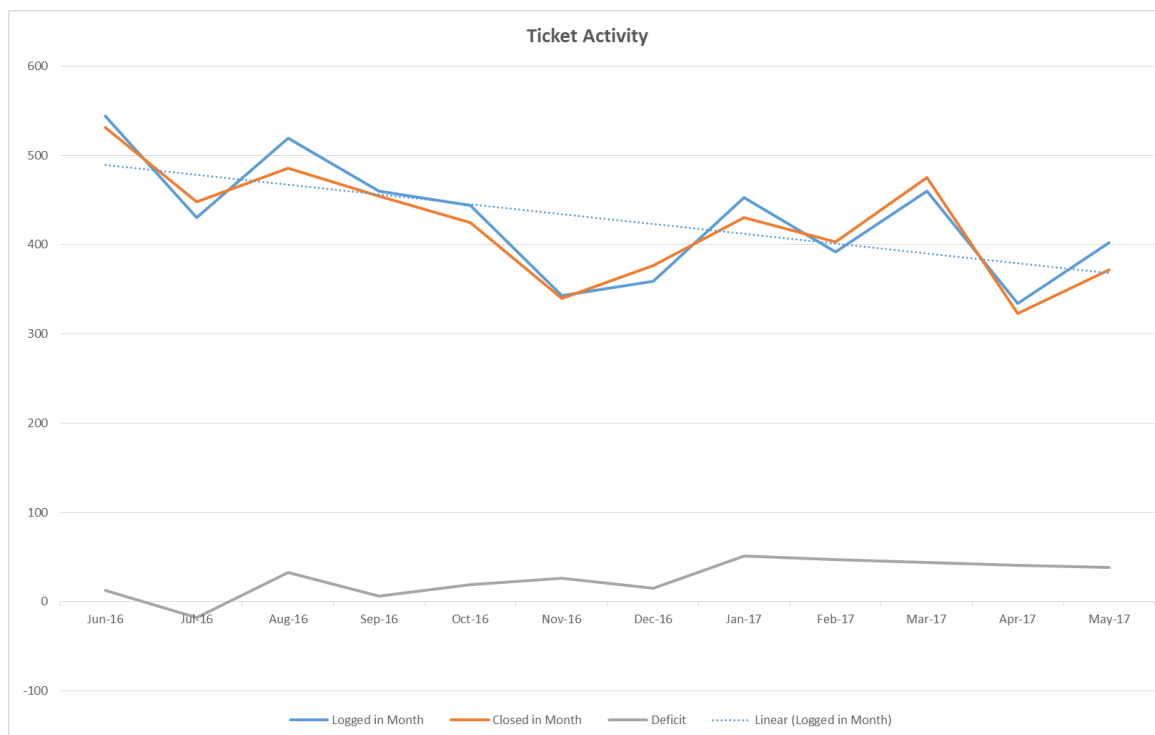
Tickets per User is the number of tickets raised per user (assuming 450 users)

Closed Tickets is the number of tickets closed during the month.

Deficit is the difference between the cases raised and the cases closed; a positive deficit means that more cases were raised than were closed.

There is still some resistance from users to use the Service Desk as first contact, with many preferring to contact or visiting the onsite team directly. Whilst users are encouraged to contact the Service Desk, initiatives are being reviewed with the Service Desk to try and help users fix their problem on first contact. Two such initiatives are the introduction of a Requests Service Catalogue and a Web Portal, the internal planning will see these rolled out in 2017.

Tickets Raised

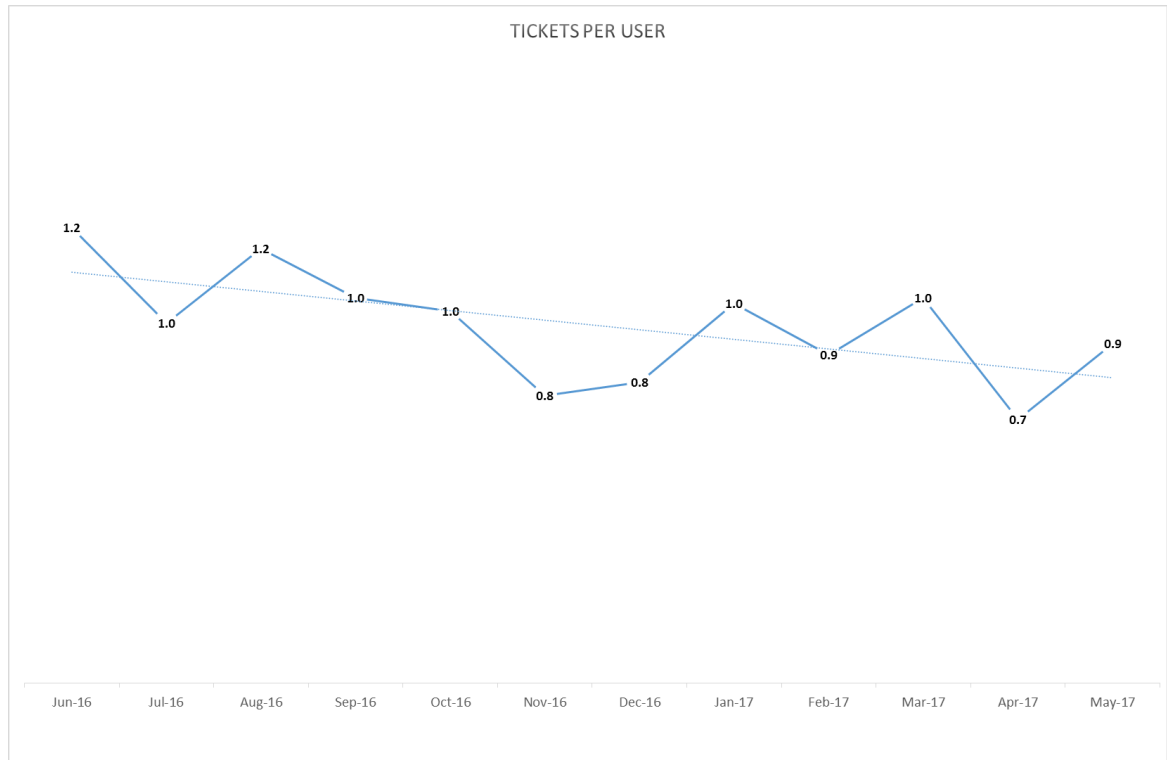


The chart above demonstrates the trend of tickets by month across this reporting period, with the trend showing a drop since the completion of the infrastructure transformation project back in September 2016.

The cause of the increase in August was the ransomware incident and March it was the one hour outage of City Store for those users who use this service as a data repository.

Civica uses the same ICT Service Management tool to manage project deployments, which through user acceptance testing and snagging are likely to generate an increase in tickets managed through this tool.

Tickets per User



The number of tickets per user mirrors the number of tickets raised, and is within the industry standards for a service of this nature. The overall trend for the period has seen the volume of ticket reduce meaning less time spent by the team “fire-fighting” to maintain the system availability. This then allows more time for the ICT staff to undertake longer-term work that will deliver persistent and ongoing benefits and provide a stable platform for the Council to deliver on its strategic goals.

Major Incidents

There have been three major incidents during the reporting period, leading to periods of service outage.

These occurred in August 2016, October 2016 and December 2016. Two of them were caused by the temporary hybrid email solution. The third was the ransomware incident in August 2016.

In each of these incidents, Civica has mobilized quickly and where necessary brought in additional resources, often at Civica cost, and working around-the-clock to bring services back online. The service restoration team worked closely with the Business Improvement Team in maintaining communication with the impacted staff and business units. In the case of ransomware, Civica engaged a cyber incident specialist organization to help investigate and validate that the Council's ICT was clear of infection.

Following each incident a review was conducted to provide a lessons learnt to ensure that the cause was captured and a mitigation plan put forward which in the case of those caused by legacy ICT identified as being resolved as part of future remediation.

In the case of the ransomware incident, the Council has invested in enhancing its cyber security as an outcome of a follow up lessons learnt held with senior Council Stakeholders

Service Improvement and Development

During the first half of the reporting period, the primary focus was to continue to identify and address work required within the legacy estate, to improve performance, resilience and reliability using resources within the legacy estate. In the latter part of the reporting period, with the sign off of the PSN Remediation business case, put forward by the Business Improvement Team we have seen a move from the emphasis focusing on remedial works into the strengthening of more proactive monitoring of the Council's ICT infrastructure.

Engagement with the newly established shared Intelligent Client Function which replaced the Business Improvement Team has taken time as they bed themselves into City's SMT strategic vision and working practices. For a number of the inflight projects, Civica was able maintain project momentum with ICF in an advisory role. Civica looks forward to working with the ICF as their role becomes more statistic and are able to lead the client engagement with the newly appointed Heads of Service.

Projects / Initiatives Completed in 2016 / 2017:

We have supported the following key projects that were prioritized either for compliance, cost savings or Together Gloucester highlighted efficiencies:

HKP Core Network Switch Replacement

- The two core switches which were 10 years old and out of manufacturer's support have been replaced as part of the agreed PSN Remediation Plan
- Completed on-time and to budget
- Full de-commissioning of the GCC legacy environment without impact on GCC systems

Alchemy Software Removal - Cost Avoidance £14,000

- Non complaint application server was costed to migrate to Northgate system – cost quoted was £14,500
- Civica worked with City users of the system, established a method that cost £500 saving the authority £14,000
- This allowed for the non-compliant application and server to be removed from the estate

Oracle Database Server Review – Cost Avoidance £240,000

- As part of the server estate review the virtual Oracle server was identified as no longer legally licensed in its current form as Oracle changed their license model for virtual servers to include all cores and processors. If a different solution had not been found this would have cost the Council upwards of £240,000 per annum.
- Existing physical servers were made available and a new Oracle server was commissioned which meant the license cost was stabilized at £5,000 per annum

Introduction of Citrix / Igel training machines – Cost Avoidance £7,000

- The Homelessness and Finance teams required the use of a training suite. This traditionally would have been new desktops monitors etc. purchased and placed in a static environment. By utilizing older decommissioned laptops with Igel (Linux locked down operating system) and existing Citrix licenses a suite of laptops was provisioned for this purpose at zero cost to the Council.
- This provides a secure reusable and portable suite of laptops for training.

Introduction of GFI Mail Archiver

- Purchase of the Office 365 compatible version of GFI Archiver was commissioned and installed
- This is one of the first steps towards mail reduction into cheaper low end storage
- It allows an easier and safer end user reduction in email mailboxes
- This leads to faster mailbox migration into O365 during the coming migration

HKP Server Infrastructure Refresh - Compliance

- As part of the PSN remediation plan post the successful recertification for a second year running all 2003 servers must be removed from the network
- A total of 43 servers were identified for removal, only 10 now remain. These require business decisions based on the applications they house and whether these will be upgraded or replaced with an alternative and removed
- Deadline for these removals is no later than November this year

Upgrade to Microsoft Window 7

- All Council based laptops or desktops have now been migrated to either Windows 7 or Igels/ Citrix .
 - Next stages to consider will be a rolling refresh programme so the Council no longer has a large outlay every few years instead a phased refresh will assist with budgeting and allow for uptake of newer technologies on a more regular basis
- With the use of O365 sited as a way forward for the Council this can be tied into allowing the correct policies and procedures to empower employees to work more flexibly and with more devices including home based PC's

Office 365 (O365)

- With Together Gloucester, Directors and Heads of Service all looking towards technology as an enabler. It has been decided that O365 will be adopted in a multiphase approach.
- This has begun with the migration of pilot users across to the new cloud based platform for email only as this has the least amount of impact
- This shared resource team was tasked with driving the end user based element and training and transitional awareness forward. This element is still outstanding with the business
- In parallel to the above and in partnership with the Together Gloucester programme an O365 workshop has been held to establish key deliverables for the platform to help transform the current ways of working
- The introduction of multi-site wide area MPLS network and telephony SIP trucking was identified as core to this strategy and also the Disaster Recovery strategy to allow for fully flexible telephony and better home working by enabling Skype for Business
- The use of team collaboration and workflows through O365 are to be explored
- Once established these items will then lead to the introduction of automated workflows
- Consolidation and actioning of social media for better customer response
- The possible implementation of customer analytics and customer relational dynamic data capture through the use of Dynamics as a CRM

Application Upgrades

- Driven by both ICT and Business Transformation, three applications Uniform (Planning), Ticket Booking and Stock Control application (Flex) and ARCGIS were identified as needing to be upgraded.
- IT working with the Business Improvement Team, successfully planned the upgrade of these applications and the supporting ICT infrastructure as part of PSN Remediation plan

CIVICA

- The successful upgrade of the IT infrastructure was completed on time and to budget
- Minimal disruption to the Council's activities

County SAP System access for City Employees

- The County based application SAP for City users has been an ongoing support issue over the last 12 months with employees unable to consistently access the software
- By leveraging the use of the City based Citrix infrastructure employees are now able to access the application consistently enabling a more productive workflow around HR required items.

Reception Refit

- Civica engaged with City's Health and Safety officer to assist in redesigning the reception area as the original designs left some staff members severely disadvantaged on a daily basis
- The results were more accessible hardware
- Safer working environment
- Reduced staff Union grievances

Elections

- ICT continued to provide support to the Council's Democratic & Electoral Services Team
- Increased resilience for the core infrastructure at Oxstalls was in place should a service outage occur on the day of the count.

In addition we continue to apply and support the following Compliance and Service Transformation projects.

Regulatory Compliance

- Following review of the Public Sector Network design, reporting to and liaison with the PSNA to manage remedial actions, the Council was awarded PSN status in March 2017 for a second year running
- The plan for 2017 includes the removal of all 2000/ 2003 Windows servers.
- Upgrade – replacement and or removal of old legacy Line of Business Applications.
- Replacement of PSN firewalls – already completed
- Introduction and implementation of cloud based email and malware / ransomware hardening tools
- Introduction and monitoring of further network auditing tools that use intelligent hashing algorithms to analyse behaviour on the network and flag and suspicious network access

Internal Independent Network Audit – GCC commissioned

- City commissioned an independent network audit as a belt and braces coverage alongside the IT Health Check required for PSN certification and compliance
- The results of this were that the network and underpinning security were satisfactory and in line with best ICT practices
- Civica continues to strive for excellence in this area and as such will constantly review and advise where we feel items need attention or investment

General Data Protection Regulation (GDPR)

- Working with the Council and the Information Security Board an awareness session has been held around the need for GDPR compliance by May 2018
- This will need buy in from all staff and requires procedures policies and decisions made around legacy applications and any data they hold to see if it can be successfully removed should citizens exercise their right to be forgotten

- Investment and planning, consultation with application suppliers needs further workshops to be led by the Council and contributed and assisted by Civica

Payment Card Industry Data Security Standard (PCI-DSS)

- A body of work has begun to make all Chip and Pin devices end to end encryption secured. This was following recommendations by Capita and under a directive from Worldpay

Together Gloucester

- Small discreet projects to assist with relocation of staff and access to files and folders is progressing post the implementation of the new Together Gloucester structure
- A piece of work was commissioned to analyse the cabling throughout all three warehouses to assist in the feasibility study of condensing staff down into a single warehouse
- It highlighted a number of areas that given the original cabling done adding or moving cabling would incur larger than typical costs and the need to invest in more networking hardware throughout the building. This has helped influence the decision making process

Disaster Recovery

- Civica has been commissioned to provide a Disaster Recovery platform to support the Council's Business Continuity plan. It has been agreed to use Microsoft's Azure cloud based computing environment, as this provides the accessibility, security and availability of an Tier 1 providers resilient platform
- Workshops are to be held mid-2017 to review and agree which applications can be leveraged into this environment
- A plan will then be presented and a timeframe to implement the requirements including simulated DR scenario and recovery
- Further investment is expected to continue to move this towards a resolution during the next calendar year.

Civica Centre of Excellence

- A single point of contact to the Civica Service Desk, and provision industry-leading speed of answer metrics for telephony queries. This allows users to obtain support immediately upon an incident occurring.

Enriched ICT Expertise

- Retention of a more senior resource at Civica's ongoing cost to maintain momentum of the projects and service improvements agreed with the Business Improvement Team to move ICT forward with a scalable and resilient infrastructure and service
- Support through the wider Civica and associated partnership network for specialized skills and experiences required to investigate and remedy specific ICT issues as well as providing subject matter technical expertise for projects. These partners are directly managed by Civica during their service to the Council.
- Civica has subsequently provided ongoing advice to the Council related to the questions arising from the Council's partner organizations regarding 3rd party contracts managed by the Council