



Gloucester City Council

Cabinet

**Meeting: Wednesday, 13th September 2017 at 6.00 pm in Civic Suite,
North Warehouse, The Docks, Gloucester, GL1 2EP**

Membership:	Cllrs. James (Leader of the Council and Cabinet Member for Regeneration and Economy) (Chair), Watkins (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 Cook (Cabinet Member for Environment)
Contact:	Atika Tarajiya Democratic Services Officer 01452 396127 atika.tarajiya@gloucester.gov.uk

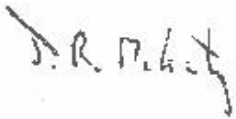
AGENDA

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.	MINUTES (Pages 7 - 12) To approve as a correct record the minutes of the meeting held on 19 th July 2017.
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

	<ul style="list-style-type: none"> • Matters relating to current or pending legal proceedings
6.	<p>LEADER AND CABINET MEMBERS' QUESTION TIME (15 MINUTES)</p> <p>Any Member of the Council may ask the Leader of the Council or any Cabinet Member any question without prior notice, upon:</p> <ul style="list-style-type: none"> • Any matter relating to the Council's administration • Any matter relating to any report of the Cabinet appearing on the summons • A matter coming within their portfolio of responsibilities <p>Only one supplementary question is allowed per question.</p>
7.	<p>COUNCIL PLAN 2017-2020</p> <p>To review the Council Plan 2017-2020</p> <p>THIS REPORT HAS BEEN MARKED TO FOLLOW AND WILL BE CIRCULATED AS SOON AS IT BECOMES AVAILABLE.</p>
8.	<p>CITY CENTRE ENFORCEMENT/PROTECTION OFFICERS</p> <p>To consider the report of the Cabinet Member for Environment and Cabinet Member for Communities and Neighbourhoods concerning the delivery of city centre wardens to contribute towards the ongoing improvement of the city centre, and help to address anti-social behaviour.</p>
9.	<p>FINANCIAL MONITORING QUARTER 1 (Pages 13 - 26)</p> <p>To consider the report of the Cabinet Member for Performance and Resources noting yearend forecasts, and progress made against agreed savings targets for the 1st quarter ended 30th June 2017.</p>
10.	<p>DISCRETIONARY RATE RELIEF SCHEME (Pages 27 - 32)</p> <p>To consider the report of the Cabinet Member for Performance and Resources concerning the Business Rates Discretionary Rate Relief Scheme.</p>
11.	<p>EXTENSION OF FOREST OF DEAN S101 CIVICA REVENUES & BENEFITS CONTRACT EXTENSION (Pages 33 - 34)</p> <p>To consider the report of the Cabinet Member for Policy and Resources proposing the offer of extensions to the existing Revenues and Benefits S101 partnership agreement with Forest of Dean District Council in conjunction with the Civica Revenues and Benefits managed services contract with Gloucester City Council.</p>
12.	<p>GLOUCESTER CITY COUNCIL SAFEGUARDING POLICY (Pages 35 - 54)</p> <p>To consider the report of the Cabinet Member for Communities and Neighbourhoods outlining the updated Safeguarding Policy.</p>
13.	<p>HEALTH & SAFETY POLICY (Pages 55 - 66)</p> <p>To consider the report of the Head of Communities outlining the updated Health & Safety Policy.</p>
14.	<p>REGENERATION AT KINGS QUARTER (Pages 67 - 72)</p> <p>To consider the report of the Cabinet Member for Regeneration and Economy noting the progress made for the new Kings Quarter regeneration project and to consider the</p>

procurement of a hybrid planning application.

PLEASE NOTE: Appendix 3 contains exempt material as defined in paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended). If Members wish to discuss material contained within Appendix 3 it will be necessary to notify the Chair to enable a resolution to be passed to exclude the press and public.



Jon McGinty
Managing Director

Date of Publication: Tuesday, 5 September 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 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.

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

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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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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.

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CABINET

MEETING : Wednesday, 19th July 2017

PRESENT : Cllrs. Watkins, Noakes, D. Norman, Organ and Cook

Others in Attendance

Jon McGinty, Managing Director

Anne Brinkhoff, Corporate Director

Jonathan Lund, Corporate Director

Tony Wisdom, Democratic Services Officer

APOLOGIES : Cllrs. James

16. DECLARATIONS OF INTEREST

No declarations were made on this occasion.

17. MINUTES

The minutes of the meeting held on 21st June 2017 were confirmed and signed by the Chair as a correct record.

18. PUBLIC QUESTION TIME (15 MINUTES)

There were no questions from members of the public.

19. PETITIONS AND DEPUTATIONS (15 MINUTES)

There were no petitions or deputations.

20. LEADER AND CABINET MEMBERS' QUESTION TIME (15 MINUTES)

There were no questions to the Cabinet from Councillors.

**21. COMMUNITY INFRASTRUCTURE LEVY - DRAFT CHARGING SCHEDULE:
PROPOSED STATEMENT OF MODIFICATIONS**

Cabinet considered the report of the Cabinet Member for Housing and Planning which sought approval of the Community Infrastructure Levy – Draft Charging

**CABINET
19.07.17**

Schedule: Proposed Statement of Modifications for the purposes of public consultation.

The Cabinet Member for Housing and Planning noted that the modifications had been made as a consequence of the changes recommended to the Joint Core Strategy by the Inspector. He drew Members' attention to the proposed modifications detailed in Appendix 1 of the report and advised that the supporting evidence was being finalised by consultants.

He outlined the risks associated with failure to adopt a Community Infrastructure Levy detailed in Section 11 of the report.

RESOLVED:

- (1) That The Community Infrastructure Levy Proposed Statement of Modifications at Appendix 1 be approved for public consultation.
- (2) That Cabinet delegates authority to the Corporate Director after consulting with the Head of Planning, in consultation with the Portfolio Holder for Housing and Planning to amend the Proposed Statement of Modifications at Appendix 1 and prepare any further statements of modification that may be required following the Joint Core Strategy hearings and/or any further viability assessments undertaken.
- (3) That the Corporate Director after consulting with the Head of Planning be authorised to agree the date of public consultation(s) with Cheltenham Borough and Tewkesbury Borough Councils.
- (4) The Corporate Director after consulting with the Head of Planning, following the conclusion of the public consultation(s), be authorised to compile and submit responses received to the Community Infrastructure Levy Examiner for examination.

22. UPDATE ON THE WORK WITHIN THE PARTNERSHIPS AND ENGAGEMENT TEAM

Cabinet considered the report of the Cabinet Member for Communities and Neighbourhoods which provided Members with an update on activities within the community and neighbourhood teams including work on community building, social prescribing and Voluntary and Community Sector grants.

The Cabinet Member for Communities and Neighbourhoods outlined the report and noted that Gloucester was the first local authority in the country to adopt Asset Based Community Development and strengths based working and that decision was influencing many other local authorities in the country.

RESOLVED that the report be noted.

23. UPDATE ON THE PERFORMANCE OF THE ENHANCED RECYCLING SERVICE

**CABINET
19.07.17**

Cabinet considered the report of the Cabinet Member for Environment which provided Members with an update on the performance of the enhanced recycling service that was introduced on 16th January 2017.

The Cabinet Member for Environment outlined the increase in tonnage from 4,499 tonnes between January and April 2016 to 5,341 tonnes in the same period this year. He noted the increase of 842 tonnes which if extrapolated over twelve months would increase the recycling rate from 39 per cent to 44 per cent and would divert a further 2,500 tonnes from landfill.

He referred to the ongoing “Recycle More for Gloucester” campaign detailed at paragraphs 3.6 and 3.7 of the report.

In conclusion, he anticipated a further £500,000 income from recyclables dependent on market prices.

The Cabinet Member for Performance and Resources stated that potential income from recyclables should be treated with caution as the market prices could fluctuate. He applauded the efforts that had produced the welcome increases.

RESOLVED:

- (1) That the performance of the new recycling service be noted and
- (2) To endorse the ongoing and proposed work that aims to further reduce the amount of household waste sent to landfill within Gloucester City.

24. THE CITY MUSEUMS SERVICE

Cabinet considered the report of the Cabinet Member for Culture and Leisure which:-

- a) presented the findings of a review into the viability and operation of the City’s Museums Service and set out the actions taken to date to respond to the issues raised in the review report;
- b) sought agreement in principle, and subject to contract, for the transfer of the Gloucester Life Museum site; and
- c) sought endorsement of proposals to develop a bid for Heritage Lottery Funding Resilience Funding to take forward other significant elements of the review report’s recommendations.

The Cabinet Member for Culture and Leisure referred to paragraph 3.9 of the report and advised that it was proposed that the Gloucester Life Museum be transferred to Gloucester Historic Buildings Ltd.

She confirmed that should the proposed transfer not proceed, the Gloucester Life Museum would not close but an alternative solution would be sought.

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She advised Cabinet that the first weekend of the Dinosaur Exhibition had been very successful with over 500 visitors and the gift shop had taken over £600.

The Cabinet Member for Housing and Planning believed that the proposals for the future of the building were the right way to proceed as the maintenance cost of such an historic building were high. He believed that there had been an incredible amount of work undertaken to stage the Dinosaur Exhibition which would draw large crowds.

The Cabinet Member for Performance and Resources commended the work undertaken on a challenging project by the Cabinet Member for Culture and Leisure with the support of officers.

The Deputy Leader of the Council commented that at a time when many local authorities were closing museums, Gloucester's museums were improving. She believed that an asset based approach, such as that adopted for Llanthony Priory where groups of passionate people were involved, would be the key to the future.

RESOLVED:

- (1) That the Review into the City's Museums Service be received and welcomed and that Jill Shonk be thanked for her work in undertaking the review
- (2) That agreement in principle be given to the transfer of the Gloucester Life Museum site, subject to contract, and delegated authority be given to the Corporate Director, after consultation with the Cabinet Member for Culture and Leisure, the Head of Policy and Resources and the Council Solicitor to agree the terms and details of the transfer and complete the transaction; and
- (3) The Head of Cultural and Trading Services be authorised to pursue proposals for a bid for Heritage Lottery Fund Resilience Funding and other funding options and actions necessary to implement the findings of the review and in particular those matters set out in paragraph 3.4 to this report.

25. CITY EVENTS PROGRAMME 2018, 375TH ANNIVERSARY OF THE SIEGE OF GLOUCESTER, 1100TH ANNIVERSARY OF THE DEATH OF AETHELFLAED

Cabinet considered the report of the Cabinet Member for Culture and Leisure which presented proposals by Marketing Gloucester Ltd for events and activities to mark the 375th anniversary of the Siege of Gloucester and the 1100th anniversary of the death of Aethelflaed.

The Cabinet Member for Culture and Leisure noted that 2018 would also mark the centenary of the end of the First World War the introduction of votes for women and bicentenary of the birth of Karl Marx. She welcomed the proposal for a steering group as detailed in paragraph 3.8.4 of the report. She believed that the proposed events had the potential to help make Gloucester a credible candidate for the City of Culture 2025.

The Cabinet Member for Environment believed that festivals and events brought visitors to the City.

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The Deputy Leader of the Council believed that every year was a special year for Gloucester and the Council was able to bring people together to do great things. She believed that Gloucester was an ambitious city and should apply to become the City of Culture 2025.

RESOLVED:

- (1) that the proposals received from Marketing Gloucester Limited for events and activities to mark the two anniversaries in 2018 are welcomed and endorsed.
- (2) that Gloucester Culture Trust be invited to consider what they could add to the proposals as part of a wider consideration of how the events could fit within a broader programme of activity in 2018 which would optimise the availability of Great Place funding, deliver key cultural strategy objectives and make a significant contribution towards Gloucester's ambition to be City of Culture in 2025.
- (3) to work with a 2018 Anniversary Steering Group comprising representatives from Gloucester Culture Trust, Marketing Gloucester Ltd, the History Festival, the Heritage Forum, the Civic Trust and the City Council to coordinate activity to celebrate the anniversaries.

26. GLOUCESTER CULTURE BOARD UPDATE & GLOUCESTER GREAT PLACE PROGRAMME

Cabinet considered the report of the Cabinet Member for Culture and Leisure which provided Members with an update on the work of the Gloucester Culture Board, the establishment of Gloucester Culture Trust and the successful Great Place funding bid.

The Cabinet Member for Culture and Leisure advised that the interviews for the remaining places on the Gloucester Culture Board had taken place earlier in the day. She believed that the Board had an incredibly strong membership and had been fortunate in appointing Hollie Smith-Charles as Director.

She advised that Hollie Smith-Charles was the Project Manager for the Great Place scheme and leading a team of seven strand leads working on inter-dependent work streams.

The Cabinet Member for Housing and Planning believed that this was a huge project made possible by partnerships and an example of how great things could happen when people with great ideas were brought together under the right leadership,

RESOLVED that the report be welcomed and noted.

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Time of commencement: 6.00 pm hours
Time of conclusion: 6.45 pm hours

Chair



Meeting:	Cabinet	Date:	13th September 2017
Subject:	Financial Monitoring Quarter 1		
Report Of:	Cabinet Member for Performance and Resources		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Andrew Cummings, Accountancy Manager		
	Email: andrew.cummings@gloucester.gov.uk		Tel: 396242
Appendices:	1. Progress against savings targets 2. Capital monitoring		

FOR GENERAL RELEASE

1.0 Purpose of Report

- 1.1 For Cabinet to note year-end forecasts, and progress made against agreed savings targets for the 1st quarter ended 30th June 2017.

2.0 Recommendations

- 2.1 Overview & Scrutiny Committee is asked to, subject to any recommendations it wishes to make to Cabinet, to **note** the contents of the report.
- 2.2 Cabinet is asked to **RESOLVE** that it be noted that:
- (1) The savings achieved in year to date total £1.654 million with a further £385k in progress.
 - (2) The forecast year end position is currently for a reduction to the Council's General Fund balance of £361k.
 - (3) The details of specific budgetary issues identified by officers and the actions being taken to address those issues
 - (4) The current level of Capital expenditure as shown on Appendix 2.

3.0 Background and Key Issues

- 3.1 The figures contained within this report forecast the best estimate at the current time of the year-end position on the Council's General Fund.
- 3.2 A summary table below shows the projected position for each portfolio with a further detailed table analysing the variances in more detail.

- 3.3 The first quarter of 2017/18 has seen the introduction of the “Together Gloucester” structure. As part of this process work has been undertaken to align operational budgets with new team structure. The figures contained within this report are presented by portfolio and are therefore largely not impacted by changes to organisational structure. The exception to this is some small variances which can be attributed to employees and budgets moving between teams partway through the year. It is also likely that the names and budget allocations for some teams may change in future reports.

4.0 Whole Council Summary

- 4.1 The forecast position is a reduction of the Council’s General Fund by £361k as shown in the table below. At this early stage of the financial year most budgets are assumed to be on target and only those areas which are already known to be a budget pressure have been incorporated into this report. Where such variances have been identified officers will work towards ensuring a balanced position at year end, as was achieved in the previous year. Therefore although the forecast is currently for an overspend of £361k, there can be some confidence that this will have been turned into a balanced position by the end of the year.

Council Summary	17/18 Budget	Actual	Variance	Forecast	Final Variance
Regeneration and Economy	(1,364)	(116)	1,248	(1,125)	238
Communities and Neighbourhoods	701	120	(581)	754	53
Performance and Resources	5,109	1,476	(3,633)	5,121	13
Culture and Leisure	1,127	617	(510)	1,339	212
Planning and Housing	1,092	(119)	(1,211)	1,295	202
Environment	3,454	1,113	(2,341)	3,491	37
Corporate and Funding	(10,119)	6,443	16,562	(10,513)	(394)
Total	0	9,534	9,533	361	361

- 4.2 This position includes a full estimate of the likely impact of the Together Gloucester Savings programme. At this stage it is expected that this will deliver a saving of £1.23 million which is in excess of the original budget target. The Council is currently in the transition period with staff numbers changing. This is therefore still an evolving position and future monitoring reports will include a final position.
- 4.3 The Together Gloucester programme has led to the Council incurring significant redundancy costs. At this stage the final amount is not known. However, as agreed by Council the costs of redundancy will be met from Capital Receipts under the flexible use of Capital Receipts regulations. The final amount will be reported in a future monitoring report as Capital expenditure but will have no impact upon the General Fund.
- 4.4 The Council has recently entered into a property deal relating to the Kings Walk Shopping Centre. This is likely to result in some additional income to the General Fund in year but at this stage the amount is not determined and so is not included within this report.

- 4.5 The 2017/18 budget includes a vacancy factor of £246k which is spread across the Council. As the current vacancies within the Council relate to the Together Gloucester reorganisation there are no vacancy savings against the vacancy factor. This is causing a budgetary pressure of the £246k which is part of the £361k forecast overspend and included in each area's forecast.

5.0 Regeneration and Economy

Regeneration and Economy	17/18 Budget	Actual	Variance	Forecast	Final Variance
Economic Development	210	109	(101)	258	48
Asset Management	891	324	(567)	929	38
Commercial Property	(1,598)	(617)	980	(1,546)	52
Parking	(1,006)	39	1,045	(964)	42
Senior Management	463	87	(375)	432	(31)
Markets and Street Trading	(324)	(59)	265	(234)	90
Total	(1,364)	(116)	1,248	(1,125)	238

- 5.1 This portfolio is currently forecasting a deficit of £238k.
- 5.2 The largest contributor to this deficit is Markets and Street Trading. Forecast income levels from rents and service charges remain lower than budgets for both the Eastgate and Hempsted Markets. However, it is hoped that income levels can be increased from the previous year and the final over spend may reduce.
- 5.3 Parking income is likely to be lower than budgeted in the year. At the time of writing the changes as a result of the parking strategy are still at the implementation stage. There has also been a loss of income as a result of the failure of the barrier system at Kings Walk. These two pressures are partly mitigated by a saving on the rent payable for Kings Walk Car Park as a result of the recent deal for the wider shopping centre.
- 5.4 Income from Commercial Properties is currently forecast to not meet budgeted targets. Any income from Kings Walk which is taken to the General Fund in year will improve the position in relation to Commercial Property.
- 5.5 The overspend on Economic Development is a timing issue relating to changes to the structure of the team as part of Together Gloucester. It is not a recurring budget issue which will create pressure in future years.

6.0 Communities and Neighbourhoods

Communities and Neighbourhoods	17/18 Budget	Actual	Variance	Forecast	Final Variance
Voluntary Sector Grants	170	15	(155)	160	(10)
Community Strategy and Other Projects	319	(4)	(323)	325	7
Licensing	(256)	(7)	249	(234)	22
Shopmobility	60	15	(44)	70	10
Health and Safety	22	21	(0)	36	15
Environmental Health	387	80	(307)	397	10
Total	701	120	(581)	754	53

- 6.1 There are currently no major variances expected within this portfolio for the year but the portfolio as a whole is currently forecast to be over budget by £53k. This is largely a result of transitional staff costs moving to the new structure across the portfolio and the impact of the 3% vacancy factor included in the Council budget. It is hoped that the portfolio will be within budget by the end of the year.

7.0 Performance and Resources

Performance and Resources	17/18 Budget	Actual	Variance	Forecast	Final Variance
Internal Audit	182	0	(182)	182	0
Financial and Corporate	1,401	469	(933)	1,241	(161)
Revenues and Benefits Admin	717	173	(544)	719	2
Housing Subsidy	(479)	(255)	224	(479)	0
IT	1,418	640	(777)	1,508	91
Human Resources	271	12	(259)	321	50
Communications	86	(12)	(98)	86	0
Legal Services	385	(2)	(387)	385	0
Contact Centre and Customer Services	401	141	(260)	457	56
Democratic Services	726	309	(417)	700	(26)
Total	5,109	1,476	(3,633)	5,121	13

- 7.1 The portfolio is expected to currently forecast to have a small overall overspend of £13k. Within this figure, however, there are a number of significant variances contributing to that overall position.
- 7.2 A large saving is expected within the area of finance and corporate costs. This area includes the new Business Support Team. The saving is created as a result of officers joining the team, from other parts of the Council, part way through the year rather than the start of the year as budgeted. As the team reaches full capacity over the coming months it will begin to spend closer to budget.
- 7.3 The contact centre and customer services are forecast to overspend by £56k. This situation is created by a reverse of the one in Business Support. This team has seen a significant reduction in numbers but later than the budget anticipated,

resulting in an overspend during the opening months. This overspend is likely to remain at year end but will not create a budget pressure in future years.

- 7.4 At this early stage in the year forecasting the final spend on IT projects is difficult. However, there are a number of purchases of new systems and software in the pipeline and so at this stage an overspend has been forecast. These budgets are closely monitored and forecasts will be updated as the year progresses. A portion of this spend is likely to be identified as capital and charged to the appropriate capital budget. This will improve the revenue outturn position.
- 7.5 The budget approved by Council in February included a £50k savings target which was to be achieved through alterations to staff terms and conditions. As a result of the Together Gloucester process these changes have not yet been implemented and as a result the forecast shows that this saving is not expected to be achieved. This may change in the coming months and forecasts will be updated as necessary.

8.0 Culture and Leisure

Culture and Leisure	17/18 Budget	Actual	Variance	Forecast	Final Variance
Museums	379	115	(264)	486	107
Guildhall	178	46	(133)	266	87
Aspire Client	227	88	(139)	227	0
TIC	(24)	74	98	(8)	16
Marketing Gloucester	367	294	(73)	368	1
Total	1,127	617	(510)	1,339	212

- 8.1 As in previous years this portfolio continues to experience budget pressures as a result of savings targets to be achieved and the challenge to raise income levels.
- 8.2 The forecast for the Museums service is currently at an overspend of £107k. At the time of writing the summer holiday period is underway and the Dinosaurs exhibition is open. It is hoped that this will have a financial impact at least similar to Robots, and this is what is included in the forecast, but that is not know at this stage. A number of changes are being made to the service, including revising the charging structure, and these are likely to result in an improved position by the end of the year.
- 8.3 The Guildhall has similar pressures and is also currently reviewing methods of income generation. It is currently forecast to be short of budget by £87k. However, it is hoped that as new income generating opportunities are explored this gap will narrow by the end of the year.
- 8.4 A small pressure is currently anticipated at the TIC as a result of predicted shortfall in profit in the shop. As this small variance has occurred for a number of years it is likely to be considered for revision in the upcoming Money Plan.
- 8.5 All of these areas are part of the new Cultural and Trading services team in the new Council structure. By working together under a newly appointed Head of Service it is hoped that benefits can be realised across the service, and the gap between income targets and actual performance will significantly narrow. The impact of this

is likely to be limited in 2017/18 but it is still hoped there will be some improvement in performance as the year progresses.

9.0 Planning and Housing

Planning and Housing	17/18 Budget	Actual	Variance	Forecast	Final Variance
Housing Strategy	22	(56)	(78)	45	22
Private Sector Housing	20	12	(8)	42	23
Homelessness	898	(72)	(970)	944	45
Planning	152	(3)	(155)	264	112
Total	1,092	(119)	(1,211)	1,295	202

- 9.1 This portfolio is currently forecast to be overspent by £202k during the year.
- 9.2 The Council is currently experiencing significant increases in costs in placing homeless families in temporary accommodation, in line with national trends. This increase is a result of having to use more expensive accommodation types to house individuals and families. A flexible homelessness prevention grant has been received from central government and much of this will be used to fund these in year costs. There is however, work underway to use some of that money to bring down the costs of accommodation provision and reduce pressures in the longer term.
- 9.3 The pressure within the Planning Service is primarily a result of the use of temporary staff to cover vacancies within the structure. As more posts are filled on a permanent basis it is hoped that these costs will reduce and bring the service closer to planned budgets.
- 9.4 Income from Planning Fess is a significant source of funding for the Service and must therefore be viewed as risk area. Current forecasts are for this income stream to achieve £620k of a £650k target but this will be monitored closely during the year. Any fluctuation in the level of income received may have a large financial impact and will be reported in future monitoring should this situation occur.

10.0 Environment

Environment	17/18 Budget	Actual	Variance	Forecast	Final Variance
Waste and Streetcare	4,514	1,407	(3,107)	4,529	15
Neighbourhood Management	45	(36)	(81)	48	3
Countryside and Allotments	80	3	(77)	88	8
Head of Service	68	18	(50)	63	(4)
Cemetery and Crematorium	(1,359)	(281)	1,078	(1,311)	48
Flooding and emergency planning	106	2	(104)	74	(32)
Total	3,454	1,113	(2,341)	3,491	37

- 10.1 This portfolio is forecast to have a small overall overspend of £37k.
- 10.2 The Amey contract has a savings target remaining of £241k and at this stage it is anticipated that the new recycling service, along with smaller service variations, are likely to lead to the majority of that savings target being reached in year. The major risk factor, as in previous years, is the level of income achieved from the sale of recyclable material. This is currently being forecast to achieve targeted levels, any shortfall in actual income received will be a cost pressure in year.
- 10.3 At this stage a shortfall against budget is currently being predicted for the Cemetery and Crematorium Service. In recent years this service has enjoyed large budget surpluses but for 2017/18 income targets are set at a higher level. This means they are more challenging to achieve and at this stage the final position is not clear. These levels will be monitored and managed throughout the year. There has also been some overtime costs incurred for staff during the transition to the new structure and these will also be managed throughout the year.

11.0 Progress against savings targets

- 11.1 Full details of the Council's progress against its savings targets are shown at Appendix 1.
- 11.2 The largest savings challenge for 2017/18 was the introduction of a £1m target to be achieved through organisational redesign. As this process is currently forecast to achieve savings of £1.23 million this provides some additional certainty to cover any savings targets which may be, or become to be, at risk during the year.

12.0 Capital Programme

- 12.1 The Capital Programme budget for the year is £8.705 (£9.672m including S106 projects). The expenditure for quarter 1, including amounts committed totals £1.844m. Quarter 1 reports continued progress on the Kings Quarter Development, £1.5m has been spent in quarter 1 with work progressing on the highways element of the project. Quarter 1 has also seen the continuation of the museum roof project.
- 12.2 The nature of capital projects means that many of them span a number of financial years, budgets are set per project any unspent budgets at the end of any one financial year may be carried forward into the next
- 12.3 A summarised table for the Capital Programme is shown as Appendix 2.

13.0 Prompt payment performance

- 13.1 The Council aims to make payments to all suppliers promptly and in accordance with contract terms. The performance on invoice payments during the quarter is below. The performance in the table below is a major improvement from 2016/17 where the average days to pay an invoice was 9, which in itself was already strong performance.

	<u>April</u>		<u>May</u>		<u>June</u>		<u>Qtr 1</u>	
Number paid within 30 days	544	96%	616	97%	645	96%	1,805	97%
Number paid over 30 days	22	4%	19	3%	24	4%	65	3%
Average Days to Pay (from receipt of invoice to payment date)	5		5		4		5	

14.0 Asset Based Community Development (ABCD) Considerations

14.1 There are no ABCD implications as a result of this report.

15.0 Alternative Options Considered

15.1 When consider how to reduce budgetary pressure or make savings officers explore a wide range of options.

16.0 Reasons for Recommendations

16.1 It is a good practice for members to be regularly informed of the current financial position of the Council. This report is intended to make members any of any significant issues in relation to financial standing and any actions that officers are taking in response to identified variances.

17.0 Future Work and Conclusions

17.1 Work will continue to reach savings targets or limit in year budget pressures. A further financial monitoring report will be produced for members at the end of the second quarter.

18.0 Financial Implications

18.1 All financial implications are contained within the report which is of a wholly financial nature.

19.0 Legal Implications

19.1 There are no legal implications from this report

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

20.0 Risk & Opportunity Management Implications

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

21.0 People Impact Assessment (PIA):

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

22.0 Other Corporate Implications

Community Safety

- 22.1 None

Sustainability

- 22.2 None

Staffing & Trade Union

- 22.3 None

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Savings Monitoring 2017/18

Appendix 1

Prior Year Savings

Service	Details: aim of the project	Target £000	Achieved £000	In Progress £000	At Risk £000	Comments	Status
Place	Amey contract review, ongoing project from 2013/14 with requirement to identify further savings	(241)	0	(160)	(81)	New recycling services is delivering increased recycling income. The final value will be known at the end of the year.	☹️
Place	Planning Services Review	(40)	0	0	(40)	Likely to be removed in next Money Plan.	☹️
Cultural and Trading	Guildhall Operational review	(55)	0	0	(55)	Forecasts for income are still similar to last year. New service area is hoped to lead to increased income.	☹️
Cultural and Trading	Museums Operational Review	(132)	0	(30)	(102)	New Cultural and Trading Services area should help to increase income received	☹️
Policy and Resources	Introduction of charges for street naming and numbering	(12)	0	(12)	0	Income is expected to be received in year	😊
Communities	Increase advertising on the website	(3)	0	(3)	0	Income is expected to be received in year	😊
Total		(483)	0	(205)	(278)		

Savings Target 2016/17

Service	Details: aim of the project	Target £000	Achieved £000	In Progress £000	At Risk £000	Comments	Status
Place	Review of garden Waste Charges	(100)	(100)	0	0	Changes to charges have been introduced and will be implemented in the October billing period	😊
Place	Introduce charges for replacement Wheelie Bins	(5)	0	0	(5)	Charges introduced?	😊
Communities	Review of Voluntary Sector Grants	(145)	(145)	0	0	Budgets have been reduced and new apportionment agreed by Cabinet	😊
Policy and Resources	Review of Car park Strategy	(150)	0	(150)	0	Charges likely to be introduced later in 2017/18	☹️
Cultural and Trading	Reduction of MGL Fee	(100)	(100)	0	0	Grant reduction agreed	😊
Policy and Resources	Remove Quedgeley Parish Council Grant	(27)	(27)	0	0	Grant reduction agreed	😊

Service	Details: aim of the project	Target £000	Achieved £000	In Progress £000	At Risk £000	Comments	Status
Policy and Resources	Reduce postage costs	(20)	0	(20)	0	Digital mail project is currently underway	☹️
Communities	Review of customer services systems	(22)	(22)	0	0	Changes have been made and saving delivered	😊
Senior Management	Review of Staff Terms & Conditions	(50)	0	(10)	(40)	Changes likely to be introduced later in the year	☹️
Senior Management	Review of City Life Magazine including advertising	(30)	(30)	0	0	Achieved in 2016/17	😊
Council Wide	Organisational Redesign	(1,000)	(1,230)	0	0	Full restructure achieved more than budgeted.	😊
Total		(1,649)	(1,654)	(180)	(45)		
Savings Brought Forward		(483)	0	(205)	(278)		
Total		(2,132)	(1,654)	(385)	(323)		

Capital Programme 2017/18**Appendix 2**

Scheme	Revised budget	
	2017/18	Forecast
Kings Quarter development	5,302,000	4,000,000
City Centre Investment Fund	649,880	255,000
HCA Regeneration Grant money	78,370	78,370
GCC Building Improvements	220,915	150,000
ICT Projects	320,700	300,000
Housing projects	1,060,370	500,000
Drainage and Flood Protection Works	193,490	125,000
Townscape Heritage Initiative - HLF	539,300	250,000
Ranger Centre Barns/Storage	67,490	67,490
Horsbere Brook Local Nature Reserve works	44,795	10,000
Play Area Improvement Programme	61,685	60,000
Crematorium Cremator Improvements	11,160	11,160
Grant Funded Projects	35,090	24,925
Elmbridge Open Space Improvements	1,990	0
Robinswood All Paths Project	24,025	10,000
GL1 Emergency Works	46,490	20,000
Retaining Wall Works	47,000	47,250
TOTAL CAPITAL PROGRAMME	8,704,750	5,909,195

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Meeting:	Cabinet	13th Sept 2017
Subject:	Discretionary Rate Relief Scheme	
Report Of:	Cabinet Member for Performance & Resources	
Wards Affected:	All	
Key Decision:	Yes	Budget/Policy Framework: No
Contact Officer:	Jon Topping, Head of Policy & Resources	
	Email: jon.topping@gloucester.gov.uk	Tel: 396242
Appendices:	Appendix 1 – Additional Discretionary Rate Relief Scheme	

1.0 Purpose of Report

- 1.1 To seek approval of this additional Discretionary Rate Relief Scheme.

2.0 Recommendations

- 2.1 .That the policy detailed at Appendix 1 be adopted.
- 2.2 That the Section 151 Officer be delegated decision powers in respect of the relief in 3.1 below. The powers will be used to
- Determine the Percentage of the rates increase for which relief is eligible
 - Determine the level of relief to be awarded

3.0 Background

3.1 Discretionary Relief Scheme

At the Spring Budget, the Government announced the establishment of a £300m discretionary fund over four years from 2017/18 to support businesses in their area. The £300m will cover the four years from 2017/18:

- £175m in 2017/18
- £85m in 2018/19
- £35m in 2019/20
- £5m in 2020/21

DCLG published a consultation of the design of the scheme and draft allocations to billing authorities on 9 March. Allocations were confirmed on 21 April in accordance with those draft allocations published as part of the consultation. On the 28 April a

Grant Determination was also circulated. The allocations for Gloucester are as follows;

2017/18 £201k
2018/19 £98k
2019/20 £40k
2020/21 £6k

Individual authorities were required to develop their own discretionary schemes to deliver targeted support to the most hard-pressed ratepayers. Government made it clear the design and administration of schemes is for authorities to decide.

Appendix 1 to this report is the proposed scheme for Gloucester City Council to ensure the allocations are distributed fully and equitably. The proposed scheme has been developed alongside all district councils in Gloucestershire.

3.2 Support for Pubs

At the Spring Budget, the Government also announced a new relief scheme for pubs that have a rateable value of below £100,000. Under the scheme, eligible pubs will receive a £1000 discount on their bill. The relief will have effect for 2017/18.

3.3 Supporting Small Businesses

At the Spring Budget, the Chancellor announced that a scheme of relief would be made available to those ratepayers facing large increases as a result of the loss of small business or rural rate relief.

On the 16 May a letter was sent to Chief Finance Officers, it included as an annex final guidance on the scheme to authorities about the operation and delivery of this policy for more complex cases. The policy at Appendix 1 incorporates this guidance.

3.4 Administration of New Reliefs

The Council is expected to deliver the scheme through the use of their discretionary relief powers under section 47 of the Local Government Finance Act 1988, as amended.

The Council will be compensated through a Section 31 grant for the cost to the authority of granting the relief – up to a maximum amount based on the authority's allocation at paragraph 3.1 above. The grants will be made quarterly in arrears for the duration of the scheme.

4.0 **Alternative Options Considered**

4.0 None considered

5.0 **Reasons for Recommendation**

5.1 To approve the implementation of additional Discretionary Rate Relief Scheme.

6.0 Financial Implications

- 6.1 As detailed in the report to ensure the distribution of allocation discretionary fund to eligible businesses.

7.0 Legal Implications

- 7.1 The Council has statutory power to award discretionary rate relief under: S44A S47 (as amended by S69 of the Localism Act 2011), S49 of the Local Government Finance Act 1988 and S42A & S42B of the Local Government & Rating Act 1997.
- 7.2. With the exception of S44a relief, the Council cannot grant discretionary relief in respect of 'excepted hereditaments'. An 'excepted hereditament' is one where the Council or precepting authority would be liable to pay the rates. Additionally, case law has established that, where a discretionary power exists, it must be applied fairly and not arbitrarily.

8.0 Risk & Opportunity Management Implications

- 8.1 There are no specific risks or opportunities as a result of this report.

9.0 People Impact Assessment (PIA):

- 9.1 There is no evidence from an initial assessment of an adverse impact on equality in relation to the equality groups.

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Discretionary Rate relief Scheme for revaluation purposes

Qualifying conditions:

- Rateable Value below £200,000
- Increase due to revaluation of 12.5%* and over on bills between 2016/17 and 2017/18 before reliefs
- Eligible ratepayer – is the ratepayer on 31.03.2017 and continues to be
- Anyone falling into an exception category will not be eligible
- The ratepayer only occupies one property, however if has multiple properties locally in Gloucestershire only then will consider.

*This figure is subject to change

Exceptions:

- Empty Properties
- Excepted hereditaments
- New occupiers on or after 1 April
- Those in receipt of any other relief i.e. Mandatory, CASC, Discretionary, SBR, Pub relief, Supporting small businesses scheme; excluding transitional relief.

Scheme Details:

- Increase to be worked out by taking the full years charge at 31.03.2017 (RV x SBR multiplier + SBR supplement if applicable) and compare to similar figure for 2017/18. This is a comparison of the net debit.
- RV increases during year – there will be no increase in relief
- RV decreases/splits and mergers during the year – the relief will be stopped from the effective date of the change.
- The amounts given for Years 2-4 will diminish at the same rate as the Government funding, but the ratepayer must have been eligible in Year 1.
- The relief paid in Year 1 will be a percentage (determined by the Section 151 officer) of the amount of increase in the net debit.

Example where all details above have been taken into account:

Net Debit 2016/17	£10,000
Net Debit 2017/18	£11,500
Increase is £1,500 (15%)	
Amount awarded £750	

- Transitional certificates applied for 2016/17 will result in the relief being recalculated
- RV's effective from 1 April – recalculate relief

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Meeting:	Cabinet	13th Sept 2017
Subject:	Forest of Dean S101 Civica Revenues & Benefits Contract Extension	
Report Of:	Cabinet Member for Performance & Resources	
Wards Affected:	All	
Key Decision:	Yes	Budget/Policy Framework: No
Contact Officer:	Stacey Jellyman, Intelligent Client Officer (Revs and Bens)	
	Email: stacey.jellyman@gloucester.gov.uk	Tel: 396014
Appendices:	None	

1.0 Purpose of Report

- 1.1 To seek approval to offer up to 3 extensions (up to one year) to the existing Revenues and Benefits S101 partnership agreement with Forest of Dean District Council in conjunction with the Civica Revenues and Benefits managed services contract with Gloucester City Council.

2.0 Recommendations

- 2.1 Cabinet is recommended to **RESOLVE** to approve the offer of three 1 (one) year extension to the Forest of Dean District Council S101 agreement for Revenues and Benefits services in order to secure the continued quality of service and enable the Forest of Dean to negotiate potential savings as part of this contract.

3.0 Background

- 3.1 In November 2012, the Forest of Dean District Council entered into a 6 year managed services partnership with Gloucester City Council pursuant to Section 101 Local Government Act 1972 to deliver the Revenues and Benefits, Welfare Rights and Fraud services through Civica UK Ltd for a fixed annual contract fee. The contract gives Forest of Dean District Council the option to extend the contract for 3 further periods of up to one year each with the approval of Gloucester City Council.

4.0 Alternative Options Considered

- 4.0 None considered

5.0 Reasons for Recommendation

- 5.1 The existing managed services agreement for Forest of Dean District Council is in place alongside the Revenues and Benefits contract for Gloucester and is a 6 year S101 contract that began in November 2012. The contract provides the Forest of Dean the option to extend the contract for a further 3 years in the following terms:

“.....Gloucester may at its sole discretion, offer up to three extensions of this agreement on the same terms by a period of up to 1 (one) year, and shall notify the Forest of any proposed extension by serving an Extension Notice and no later than 4 months prior to the date on which the Agreement would otherwise expire. The Forest shall notify Gloucester in writing within one month of receipt of an Extension Notice whether it wishes to extend this Agreement in accordance with the terms of such notice.”

Gloucester City Council exercised its option to extend their contract to October 2021 in 2015/16 as part of the budget savings approved by Council.

- 5.2 Forest of Dean District Council require the agreement of such an extension by Gloucester in order for the Forest of Dean to continue to provide quality services and further secure potential contractual savings should they wish to extend these terms.

6.0 Conclusion

- 6.1 The existing contract allows for contract extensions totalling three years. It is felt that a contract extension with Civica will provide the savings for Forest of Dean District Council without any detrimental effect on the delivery of the service during continued welfare changes.

7.0 Financial Implications

- 7.1 None

8.0 Legal Implications

- 8.1 Section 101 of the Local Government Act 1972 allows the functions of one authority to be discharged by another local authority. The current S101 agreement with the Forest of Dean expires on 31 October 2018.

9.0 Risk & Opportunity Management Implications

- 9.1 The risk of extending the contract lies with Forest of Dean District Council

10.0 People Impact Assessment (PIA):

- 10.1 There is no evidence from an initial assessment of an adverse impact on equality in relation to the equality groups.



Meeting:	Cabinet	Date:	13/08/17
Subject:	Safeguarding Policy - Children, Young People & Vulnerable Adults		
Report Of:	Cabinet Member for Communities and Neighbourhoods		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	Yes/No
Contact Officer:	Emily Jones – Community Wellbeing Officer		
	Email: emily.jones@gloucester.gov.uk		Tel: 39(6268)
Appendices:	1. Draft Safeguarding Policy		

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 To seek Cabinet's approval for an updated Safeguarding Policy

2.0 Recommendations

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

- 1) The draft Safeguarding Policy at Appendix 1 be approved, and
- 2) Delegation be provided to the relevant Corporate Director in consultation with the Cabinet Member for Communities & Neighbourhoods, to make any subsequent amendments required as a result of legislative or operational changes. The Safeguarding Policy will be reviewed annually.
- 3) That the SMT and Cabinet report template be amended to include Safeguarding alongside PIAs in section 11.

3.0 Background

3.1 The Council has a statutory responsibility and a duty of care to ensure that in discharging its functions, regard is given to the need to safeguard and promote the welfare of children and young people under the age of 18 and vulnerable adults. This includes working in line with safeguarding guidelines and reporting issues of safeguarding to the appropriate authorities and partner agencies.

- 3.2 Safeguarding is not a practice that operates in isolation; the subject cuts across every service and function that the Council undertakes and as such, should be embedded within the organisation.
- 3.3 The Safeguarding Policy aims to raise overall awareness of safeguarding, the signs of abuse and provide information on what to do if any form of abuse is identified or suspected as well as who the lead Safeguarding officers are.
- 3.4 The Safeguarding Policy has been reviewed to ensure that it reflects current legislation, countywide procedures and working practices at the Council. Attached at Appendix A is a revised policy.
- 3.5 The updated document is designed to outline the legislative requirements in respect of safeguarding and the duties that are placed on the Council in this regard. It also specifies the duties and responsibilities of various officers of the Council in respect of safeguarding.
- 3.6 Training is an important aspect of safeguarding and it is intended that all staff should have access to basic information on safeguarding with specialist courses being provided as necessary. As the duties also extend to elected Members, it is also intended to hold periodic awareness sessions with Councillors. The Council, through the Gloucestershire Safeguarding Boards, has access to a variety of training courses. The City Council will also encourage and, where possible, help to facilitate, Safeguarding training for those who work with us from the Voluntary and Community Sector (VCS).
- 3.7 An important part of safeguarding work is participation in County-wide partnerships where good practice can be shared and also ensures that all partners are working to similar standards. The Council adheres to agreed information sharing protocols.
- 3.8 Subject to approval, it is intended to promote awareness of the Safeguarding Policy with staff via the internal communications and more formally through our Net Consent automated policy governance system which requires staff to understand and accept the policy. The Council will also continue to coordinate and champion safeguarding through its regular internal 'Safeguarding Leads' meetings.
- 3.9 All council policies should include a safeguarding consideration, where necessary. To ensure that Safeguarding is always considered, it is proposed that the template for SMT and Cabinet reports is amended so that section 11 refers to "People Impact Assessment (PIAs) and Safeguarding" in order to highlight this need. Support with PIAs and Safeguarding considerations can be sought from the Equalities and Safeguarding leads on the Community Wellbeing Team.
- 4.0 Asset Based Community Development (ABCD) Considerations**
- 4.1 Safeguarding is everyone's responsibility and this Policy recognises the role of all staff, particularly those who work directly with and in our communities, in raising awareness of safeguarding practices through ABCD approaches.

- 4.2 The Safeguarding Policy particularly recognises that Members are uniquely placed to support the safeguarding of children and vulnerable adults within their communities, and encourages their role in doing so.

5.0 Future Work and Conclusions

- 5.1 Future work will be required to ensure that all staff receive safeguarding training, and understand the procedures for reporting safeguarding concerns.
- 5.2 Future work with HR will ensure that all new starters receive Safeguarding training as part of their induction.

8.0 Financial Implications

- 8.1 No financial implications have been identified in respect of this report or the attached Safeguarding Policy.

9.0 Legal Implications

- 9.1 This report and attached Safeguarding Policy reflects the legislative requirements placed on the Council in respect of safeguarding, namely the Children's Act 2004 and the Care Act 2014.

10.0 Risk & Opportunity Management Implications

- 10.1 The most significant risk is that of failing in our Safeguarding duty, should the Policy and associated staff awareness training not be implemented.

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 Safeguarding runs through various strands of Community Safety, including the casework carried out by Project Solace, helping to inform and support the work that we carry out to meet our statutory obligations under the Crime and Disorder Act 2011.

Sustainability

- 12.3 The Safeguarding Policy will be sustainably implemented through staff training and awareness, led by the lead officers.

Staffing & Trade Union

- 12.4 None identified.

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Gloucester City Council

Safeguarding Policy

September 2017

Gloucester
City Council

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1. Introduction

Safeguarding means protecting people's health, wellbeing and human rights and enabling them to live free from harm, abuse and neglect. It is primarily about protecting vulnerable adults, young people or children from abuse or neglect. It means making sure people are supported to get good access to health care and stay well.

2. Purpose

The purpose of this policy is to ensure there is an overarching approach to Safeguarding across the organisation and that all employees, elected Members, members of the Voluntary and Community Sector and contractors delivering services on the Council's behalf are aware of their legal obligations to safeguard children, young people and vulnerable adults.

The safeguarding of children and young people and the safeguarding of vulnerable adults encompasses the following types of harm:

- Safeguarding Children and Young People
- Child Sexual Exploitation
- Safeguarding Adults with Care and Support Needs (Vulnerable Adults)
- Domestic Abuse (including physical, financial, sexual, psychological, emotional and coercive control)
- Stalking
- Modern Slavery/Human Trafficking/Illegal Workers
- Honour Based Violence
- Forced Marriage
- Female Genital Mutilation
- Cyber bullying
- Self neglect

3. The Council's Role and Responsibilities

The council has a statutory responsibility and a duty of care to cooperate and report issues relating to safeguarding to the appropriate authorities and partner agencies.

This policy aims to raise overall awareness of safeguarding, the signs of abuse and information on what to do if any form of abuse is identified or suspected. Safeguarding is not a practice that operates in isolation; the subject cuts across every service and function that the council undertakes and as such, is embedded within the organisation.

Safeguarding Children

Local Authorities have a duty under the Children Act 2004 to ensure that they consider the need to safeguard and promote the welfare of children when carrying out their functions.

The council is a member of the Gloucestershire Safeguarding Children's Board (GSCB) and has a role in identifying children, young people and vulnerable adults who may be at risk and alerting the appropriate services. All staff must ensure that they are aware of the safeguarding procedures in place within the organisation and the staff members responsible for safeguarding issues. All staff members will receive safeguarding training at induction.

Safeguarding Vulnerable Adults

The council's role for safeguarding vulnerable adults is governed by the Care Act 2014 and the responsibilities apply to adults who:

- Have care and support needs
- Are experiencing or are at risk of abuse or neglect
- Are unable to protect themselves from either the risk of, or the experience of abuse or neglect

4. Definitions and Types of Abuse

Children and Young People

In accordance with guidance provided by **Working Together to Safeguard Children 2010** and based on the **Children Act (1989)** and **(2004)** the terms children, child, young person or young people shall for the purposes of this policy be deemed to mean:

"Anyone who has not yet reached their 18th birthday. The fact that they have reached 16 years of age; are living independently or in further education; are a member of the armed forces; in hospital or in custody in the secure estate for children and young people, does not change his or her status or entitlement to services or protection under the Acts and this policy".

A child may be at risk of abuse in many ways:

TYPE	DEFINITION	SIGNS
Emotional	The persistent emotional maltreatment of a child such as to cause severe and persistent effects on the child's emotional development.	Conveying to children that they are worthless or inadequate; imposing age or developmentally inappropriate expectations, serious bullying, exploitation, isolation, segregation
Sexual	Forcing or enticing a child or young person to take part in sexual activities, whether or not the child is aware what is happening,	Inappropriate sexual behaviour, use of language, fear of adults, recoiling from physical contact.

	including use of images through social media or other IT.	
Neglect	The persistent failure to meet a child's basic physical and/or psychological needs, likely to result in the serious impairment of the child's health or development.	Inadequate food, clothing or shelter. Inadequate access to appropriate medical care or treatment, isolation, truanting, lateness
Physical	May involve hitting, shaking, throwing, poisoning, burning or scalding, drowning, suffocating or otherwise causing physical harm to a child.	Unexplained bruising, burns, fractures, weight gain or loss, repeat illness.

Vulnerable Adults

A vulnerable adult is any person aged 18 or over, who:

- Has needs for care and support (whether or not the local authority is meeting any of those needs) **and**:
- Is experiencing or at risk of abuse or neglect **and**
- As a result of those care and support needs is unable to protect themselves from either the risk of, or the experience of abuse or neglect

A vulnerable adult may be at risk of abuse in many ways:

TYPE	DEFINITION	INDICATORS
Physical	The non-accidental use of physical force that results (or could result) in bodily injury, pain or impairment including: assault, hitting, slapping, pushing, misuse of medication and restraint.	Unexplained bruising, cowering or flinching, bruising consistent with being hit, unexplained burns, unexplained fractures.
Domestic Abuse	An incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse by someone who is or has been an intimate partner or family member	Unexplained bruising, cowering or flinching, bruising consistent with being hit.

	regardless of gender or sexuality.	
Sexual	Direct or indirect involvement in sexual activity without consent.	Incontinence, difficulty/discomfort in walking, excessive washing, sexually transmitted diseases, bruising/bleeding in genital areas, bruising, urinary infections
Emotional/Psychological	Acts or behaviour which impinge on the emotional health of, or which causes distress or anguish to individuals.	Disturbed sleep, anxiety, confusion, extreme submissiveness or dependency, sharp changes in behaviour, loss of confidence or appetite.
Neglect & Acts of Omission	Ignoring or withholding physical or medical care needs which result in a situation or environment detrimental to the individual.	Ignoring medical, emotional or physical care needs (incl. dressing), failure to provide access to appropriate health care, withholding medication, adequate nutrition and heating.
Financial & Material Abuse	Unauthorised, fraudulent obtaining and improper use of funds, property or any resources of an adult at risk. Scamming and coercion in relation to an adult's financial affairs.	Unexplained or sudden inability to pay bills, unexplained withdrawals of money from accounts, personal possessions going missing, unusual interest by a friend/relative/neighbour in financial matters.
Discriminatory (including hate crime)	When values, beliefs or culture result in a misuse of power that denies main stream opportunities to some groups or individuals. This includes discrimination on the grounds of race, faith or religion, age, disability, gender, sexual orientation and political views, along with racist, sexist, homophobic or ageist comments or jokes, or	Inciting others to commit abusive acts, lack of effective communication, bullying.

	comments and jokes based on a person's disability or any other form of harassment, slur or similar treatment.	
Modern Slavery	Encompasses slavery, human trafficking, forced and compulsory labour and domestic servitude.	Poverty, isolation, drug and alcohol misuse
Institutional/ Organisational	Where the culture of the organisations places the emphasis on the running of the establishment above the needs and care of the person.	Lack of care plans, contact with the outside world not encouraged, no flexibility or lack of choice.
Self-neglect	Neglecting to care for one's personal hygiene, health or surroundings and includes behaviour such as hoarding.	A deterioration in physical appearance, lack of grooming, rapid weight gain/loss.

There are a number of specific acts that constitute abuse which could affect both adults and children;

Female Genital Mutilation (FGM)

FGM is a collective term used for illegal procedures, such as female circumcision, which include the partial or total removal of the external female genital organs, or injury to the female genital organs for a cultural or non-therapeutic reason.

Honour Based Violence (HBV)

HBV is abuse in the name of honour, covering a variety of behaviours (including crimes), mainly but not exclusively against females, where the person is being punished by their family and/or community for a perceived transgression against the 'honour' of the family or community, or is required to undergo certain activities or procedures in 'honour' of the family.

It is a form of domestic abuse which relates to a victim who does not abide by the 'rules' of an honour code. This will have been set at the discretion of relatives or community; the victims are punished for bringing shame on the family or community.

Forced Marriage

In a forced marriage you are coerced into marrying someone against your will. You may be physically threatened or emotionally blackmailed to do so. It is an abuse of human rights and cannot be justified on any religious or cultural basis.

It is not the same as an arranged marriage where you have a choice as to whether to accept the arrangement or not. The tradition of arranged marriages has operated successfully within many communities and countries for a very long time.

Child Sexual Exploitation (CSE)

‘Sexual exploitation of children and young people under 18 involves exploitative situations, contexts and relationships where young people (or a third person or persons) receive ‘something’ (e.g. food, accommodation, drugs, alcohol, cigarettes, affection, gifts, money) as a result of them performing, and/or another or others performing on them, sexual activities.

Child sexual exploitation can occur through the use of technology without the child’s immediate recognition; for example being persuaded to post sexual images on the Internet/mobile phones without immediate payment or gain.

In all cases, those exploiting the child/young person have power over them by virtue of their age, gender, intellect, physical strength and/or economic or other resources. Violence, coercion and intimidation are common, involvement in exploitative relationships being characterised in the main by the child or young person’s limited availability of choice resulting from their social/economic and/or emotional vulnerability’.

Stalking

The Protection of Freedoms Act 2012 defines “stalking” as an offence. However, there is no legal definition, but examples include: following or spying on a person or forcing contact with the victim through any means including social media. Any of these examples carried out repeatedly or persistently can cause significant alarm or distress.

Prevent

Prevent is a government strategy which aims to raise awareness and resilience to radicalisation. It recognises that children and vulnerable adults can be susceptible to extremist views and coerced into criminal behaviour. At the heart of Prevent is safeguarding children and adults and providing early intervention to protect and divert people away from being drawn in to terrorist activity.

Modern Slavery

There are many different characteristics that distinguish slavery from other human rights violations, however only one needs to be present for slavery to exist. It involves people being forced to work through mental or physical threat, owned or controlled by an ‘employer’ usually through mental or physical abuse or the threat of abuse, dehumanised and being treated as a commodity or bought and sold as ‘property’.

Human Trafficking

Takes place when a victim is moved from one place to another for the purpose of exploitation, this could be through sexual exploitation, domestic servitude, forced labour, forced criminality or organ harvesting. The trafficker is able to control and exploit through violence, coercion or deception.

Cyber Crime

Cyber crime is defined as criminal activity carried out by means of computers or the internet. Criminals are increasingly exploiting the speed, convenience and anonymity of the internet to commit a diverse range of criminal activities without physical or virtual borders. These crimes can cause serious harm and pose significant threats to victims worldwide.

Hate Crime

The law defines a hate crime as an act of violence, hostility and intimidation against someone because of their identity or because they are seen as being different. Hate incidents also happen because someone thinks you are different. Victim Support advises that “they may not be a crime but can feel like it”.

5. Responsible Leads

Designated Safeguarding Lead

Gloucester City Council has a Designated Safeguarding Lead and an Operational Safeguarding Lead who are responsible for championing the importance of safeguarding and promoting the welfare of children, young people and vulnerable adults. Their role is also to support staff and provide guidance and advice to aid implementation of this policy and in make a referral. In the event of concerns arising in relation to a member of staff or a volunteer then the Human Resources Manager should be notified.

Safeguarding Lead: Anne Brinkhoff, Corporate Director

Operational Lead: Emily Jones

Corporate Leadership Team (CLT)

Gloucester City Council’s CLT will ensure that:

1. The Council meets its legal obligations.
2. Where applicable, the safeguarding of children, young people and vulnerable adults is considered in strategies, plans and services.
3. The best safeguarding practices are embedded and maintained across all services to ensure continuous improvement and compliance with national and local policies.
4. All safeguarding matters relating to safeguarding are expedited in a timely manner and treated seriously.

5. Support staff and members on all aspects of Safeguarding and ensure procedures are adhered to.

Service Managers

Gloucester City Council's service managers will ensure that:

1. The safeguarding policy is adhered to across the organisation
2. Staff complete and implement the appropriate safeguarding training
3. Staff handling safeguarding issues are fully supported
4. They take responsibility for the quality of safeguarding children, young people and vulnerable adults in their service area
5. All staff and volunteers working with children, young people and vulnerable adults are subject to the Disclosure and Barring checks appropriate to their role and legislative requirements.

Human Resources

Gloucester City Council's Human Resource Business Partner will ensure that:

1. The relevant policies are in place e.g. Safer Recruitment and Disciplinary Procedures
2. Managers and members are supported in the use of these policies directly and indirectly associated with safeguarding
3. Provide support with the pre-employment checks (including through the Disclosure and Barring Service).
4. All staff are trained in safeguarding policies and procedures during induction.

Staff

Gloucester City Council's Staff will:

1. Treat all safeguarding matters seriously
2. Report concerns as per the reporting procedure and complete the relevant on-line form
3. Be aware of the policies.
4. Complete safeguarding training relevant to their role

Elected Members

Elected members are uniquely placed to support the safeguarding of children and vulnerable adults within their community. They can also provide effective leadership to ensure that the council is fulfilling its corporate responsibility. Elected members should always:

1. Report their concerns about a child or vulnerable adult's welfare or someone else's behaviour in regards to a child or vulnerable adult as outlined in this policy
2. Seek advice from or raise concerns with the Lead Safeguarding Officer as and when necessary

6. Who the Safeguarding Policy Affects

In addition to employees and elected Members of the Council, this policy shall also apply to the following areas:

Procurement

Any contracts awarded with external agencies for the provision of goods and services must make specific reference to safeguarding and the duties imposed on staff. Steps must be taken to ensure the safeguarding of children, young people and vulnerable adults is commensurate with the type of service being provided on behalf of, or in partnership with the Council.

Contractors

The Council will ensure that:

1. All contractors providing services directly related to children, young people and vulnerable adults have a safeguarding policy and practices which complement the council's requirements related to safeguarding
2. Contractors providing a service to the council (such as maintenance work at a council property) will be made aware of the council's procedures and policies
3. Council staff will ensure that relevant safeguarding practices are adopted by the contractor

Partners

All partners working with the council must have regard to safeguarding. For joint projects, partner agencies will be required to pass a copy of their safeguarding policy to the council to ensure it aligns with the council's safeguarding requirements or alternatively, where no such policy exists, the partner will be required to adopt this policy for the duration of the project. Taxi drivers licensed by the council must attend specific safeguarding training.

Voluntary and Community Sector

Any volunteers or community groups operating either in their own right as individuals or as part of a larger organisation on behalf of the council working with children, young people and/or vulnerable adults will be required to undertake a Disclosure and Barring Service check and will be made aware of the council's Safeguarding Policy as part of their overall induction.

Modern Apprentices, Work Experience and Workers under the age of 18

Staff will need to be aware that the above duty will apply to their interaction with work experience and modern apprentice workers under the age of 18. Such workers would still be deemed as children under this policy, whilst also themselves being responsible under the

duty imposed by Section 11 of the Children Act (2004). It will be necessary to consider the impact of this in all risk assessments carried out in relation to this member of staff.

If a work experience placement involves working with a member of staff off site or working with a member of staff on their own for longer than half a day, the students' parents or guardians should be informed prior to the work experience placement. In addition when the student goes off-site the employee must advise a Senior Officer where they are going, the reason for the visit and how long the visit will take.

7. Safeguarding Practices

Safer Recruitment

Gloucester City Council operates safer recruitment principles which are followed for all staff appointments.

Training

Line managers are responsible for identifying that members of staff in relevant posts have the appropriate level of training for their role. All staff and volunteers working with children, young people and vulnerable adults must attend safeguarding training appropriate to their role.

Safeguarding Allegations against a Member of Staff

The Council takes seriously any allegations or complaints about the conduct of staff and volunteers in respect of their contact with children, young people and vulnerable adults. All allegations or complaints received by the Council will be investigated fully, and where applicable action will be taken against the member of staff or volunteer via the disciplinary procedure. If deemed necessary the member of staff or volunteer will be suspended whilst the investigation takes place. The decision to suspend lies ultimately with the Corporate Director with responsibility for Safeguarding.

In the event of a serious allegation against a member of staff or volunteer, the Council will involve the Local Authority Designated Officer (LADO) employed by Gloucestershire County Council if it involves a child and the Head of Safeguarding if it involves an adult.

Support for Staff/Volunteers

Support will be provided for any member of staff or volunteer subject to an allegation as indicated in the Council's disciplinary procedure.

The Council assures all staff and volunteers that it will fully support and protect anyone who in good faith (without malicious intent) report his or her concerns about a colleague's practice or the possibility that a child may be being abused or bullied.

The person who receives information concerning a suspected case of abuse by another member of staff or volunteer should make a full record of what has been said as soon as possible and pass the information on to their Line Manager or Head of Service.

8. Safeguarding Procedure

Listening to Children and Vulnerable Adults

As adults with trust and influence, council staff are in a powerful position to recognise and receive information about abuse. However, it is not their responsibility to decide if a child or vulnerable adult is being abused; their role is to act on their concerns.

If a child tells a member of staff about potential or alleged abuse:

- Stay calm.
- Listen carefully to what they have to say, without making any judgement.
- Try not to ask questions, but if you have to, make sure they are open-ended questions to clarify understanding and not to probe or investigate.
- Do encourage them to talk.
- Do not give an opinion or offer advice.
- Be honest with them about what you can and cannot do.
- Tell them that you are not able to keep what they have told you secret.
- Tell them that you will try to find them the help they need.
- When they have finished, make a detailed note of what they have said, using their words
- where possible, and then sign and date the record and pass that information on to the
- nominated safeguarding lead.
- Do not contact or confront the individual who is alleged to be responsible.
- Re-assure the child / young person / vulnerable adult that they have done the right thing.
- Maintain confidentiality and do not discuss with others.

What to do if you have concerns

It is not the responsibility of an employee to take individual responsibility for deciding whether or not abuse is actually taking place. However, there is a responsibility to protect children and vulnerable adults in order that appropriate agencies (e.g. local social services) can then make enquiries and take any necessary action.

The council recognises that the decision to report a concern can be a difficult one to make, not least because of the fear of reprisal from those responsible for the malpractice.

In being vigilant of child and vulnerable adult protection it is crucial that all employees with responsibility for care are aware of the steps used to recognise signs of abuse. In these situations, or where concerns still exist, any suspicion, allegation or incident of abuse must be reported to one of the Council's Safeguarding Lead Officers as soon as possible.

Once the incident/allegation has been reported it is the responsibility of the council's Safeguarding Lead Officer to inform the appropriate agency without delay.

Dealing with Allegations Against Staff

Should an individual member of staff become aware of an allegation (against a colleague) of an incident of child abuse taking place, or having taken place, they should follow the procedure below:

- Take the allegation seriously. It is your duty to consider any allegation to be potentially dangerous to the child and therefore report it
- As part of your report, make a written record of any details of which you are aware
- Report the allegation to the Safeguarding Lead Officer giving details of the allegation, how you became aware of it and any other relevant details. Try not to cloud your report with your opinions or judgements
- Do not judge or investigate. As an employee, it is important not to lose focus of your role. By reporting an allegation quickly, any necessary investigations and/or judgement can be made by trained professionals, i.e. social services and/or the police.

Maintain Confidentiality

It is extremely important that any allegations are not discussed (unless absolutely necessary) as any breaches could be damaging to the child or vulnerable adult and to any investigation which may follow. Any requests for information from members of the public (including parents, guardians or carers) or the media should be directed to the Safeguarding Lead Officer.

Support

Consideration should be given to the kind of support that children, parents and members of staff may need. Use of help lines, support groups and open meetings will maintain an open culture and help the healing process.

Allegations of previous abuse

Allegations of abuse may be made some time after the event (e.g. by an adult who was abused as a child or by a member of staff who is still currently working with children).

Where such an allegation is made, the person should follow the procedure as detailed above contacting the safeguarding lead who would then notify the police.

What must I do?

Immediately share your concerns verbally with the designated safeguarding lead officer:
Anne Brinkhoff, Corporate Director 01452 396745

Children

If appropriate they will complete a safeguarding referral with you. Speak to social care. If you think a child is at immediate risk of significant harm contact the Children's Helpdesk on 01452 426565. The referral must be made on a Multi Agency Service Request Form (MARF) found on the Gloucestershire Social Care webpage: <http://www.gscb.org.uk/frequently-used-forms/>

If you have concern but are not really too sure, ring a Community Social Worker or the Early Help Partnership on 1452 427877 or 01452 328048.

Vulnerable Adults

Adult Helpdesk 01452 426868 or when out of hours the Emergency Duty Team 01452 614758. The Safeguarding Adults team secure generic email address is: safeadults@gloucestershiregcsx.gov.uk

Modern Slavery Concerns

As a public authority, we have a Statutory Duty to notify the Home Office to help build a clearer picture of this hidden crime.

If the victim is under 18 years, no consent is needed.

If the victim is over 18 years, consent should be sought. If it is not obtained, the Home Office will not investigate but they will refer to the local police who will assess the situation and follow up if appropriate. The report to the Home Office should be made on form MS1 which can be found here:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/508818/Duty_to_Notify_MS1_Form_Version_2.0_.PDF

Hate Crime

Hate crimes and incidents should be reported to either the Police on 101, or 999 in an emergency, to Victim Support on 0800 077 8460 or you can text HATE to 80800 and someone will call back within 2 days. Alternatively, reports can be made to Crimestoppers on 0800 555111

Prevent

Prevent concerns should be reported to the local police force by calling 101, or in an emergency 999. You can also report concerns online and get more information at www.preventtragedies.co.uk

Information for social services or the police about suspected abuse:

To ensure that this information is as helpful as possible, a detailed record should always be made at the time of the disclosure/concern, which should include the following:

- The name, age and date of birth of the child or vulnerable adult.

- Their home address and telephone number.
- Whether or not the person making the report is expressing their own concerns or those of someone else.
- The nature of the allegation. Include dates, times, any special factors and other relevant information.
- Make a clear distinction between what is fact, opinion or hearsay.
- A description of any visible bruising or other injuries. Also any indirect signs, such as behavioural changes.
- Details of witnesses to the incidents.
- The child's account, if it can be given, of what has happened and how any bruising or other injuries occurred.
- Have the parents been contacted?
- If so, what has been said?
- Has anyone else been consulted? If so, record details.
- If the child was not the person who reported the incident, has the child been spoken to? If so, what was said?
- Has anyone been alleged to be the abuser? Record details.
- Where possible referral to the police or social services should be confirmed in writing within 24 hours and the name of the contact who took the referral should be recorded.

Other Useful Numbers

Gloucestershire Domestic Abuse Support Service	0845 602 9035
Gloucestershire Rape and Sexual Abuse Centre	01452 526770
Family Information Service	0800 542 0202
Police Non Emergency	101
Police Emergency	999
NSPCC	0808 800 5000
Childline	0800 1111
Crimestoppers	0800 555 111
Victim Support	01452 317444
Age UK	01452 422660
Samaritans	01452 306333
Modern Slavery National Helpline	0800 121 7000



Meeting:	Cabinet	Date:	13th September 2017
Subject:	Health and Safety Policy		
Report Of:	Cabinet Member for Performance & Resources		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Lloyd Griffiths – Head of Communities		
	Email: Lloyd.griffiths@gloucester.gov.uk		Tel: 39(6355)
Appendices:	1) Health & Safety Policy		

FOR GENERAL RELEASE

1.0 Purpose of Report

- 1.1 To implement an updated and reviewed Corporate Health & Safety Policy.

2.0 Recommendations

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

- (1) The attached Health & Safety Policy ('the Policy') be approved
- (2) To note the proposed governance arrangements in respect of the Policy

3.0 Background and Key Issues

- 3.1 The delivery of public services will always involve a degree of potential risk. It is essential however that Councils where practical eliminate such risk or minimise them in a proactive manner.
- 3.2 An effective health & safety management system underpinned by a Health & Safety Policy and robust governance arrangements is a method by which issues can be placed in an agreed framework to identify, analyse, control and monitor risks.
- 3.3 Having a policy that sets clear direction and responsibility for the organisation to follow is one of the key elements of health & safety management. The proposed Health & Safety Policy is attached at Appendix 1.

- 3.4 The Council's Together Gloucester transformation programme has introduced a more generic, flexible and agile staffing structure and the governance arrangements reflect the current staffing arrangements. One key change is that the Council's Corporate Health & Safety lead will report directly into the Senior Management Team on a quarterly basis ensuring there is strategic oversight and corporate leadership of Health & Safety.
- 3.5 The Managing Director has overall responsibility for health & safety and must have an effective management structure and arrangements in place to deliver the policy. The Corporate Directors and Heads of Service will be responsible for providing leadership and implementing the policy within their portfolio responsibilities.
- 3.6 Structural arrangements will be as follows:
- 1) Quarterly Strategic Corporate Health & Safety Management Meeting with membership consisting of –
 - Corporate Director
 - Head of Communities
 - Officer with responsibility for corporate health and safety
 - Senior Manager x 2
 - 2) Quarterly Operational Health & Safety Management Meeting with membership consisting of –
 - Officer with responsibility for corporate health and safety
 - Senior Manager x 2

The Officer responsible for corporate health and safety will report through both forums to SMT, then on to Trade Union meetings.

4.0 Alternative Options Considered

- 4.1 Retaining existing health & safety arrangements is not considered appropriate given the need to ensure that corporate health & safety has both strategic oversight and corporate leadership. In addition existing arrangements are based around previous Council staffing arrangements and do not reflect the new Together Gloucester structure.

5.0 Reasons for Recommendations

- 5.1 To ensure corporate health and safety is considered at a strategic level and has corporate leadership.
- 5.2 To illustrate compliance with health & safety legislation and provide clarity around health & safety responsibilities within the Council.

6.0 Future Work and Conclusions

- 6.1 Subject to approval the Health & Safety Policy will be communicated to all staff via informal communications and more formally through our Net Consent automated policy governance system which requires staff to understand and accept the policy. This supports the policy in terms of responsibilities at all levels of employees throughout the Council.
- 6.2 Key contacts for corporate health & safety advice will be communicated to all staff and key partners.
- 6.3 It is planned to hold a series of workshops in Autumn 2017 in order to capture and identify any gaps regarding wider health & safety statutory duties, and implement support required at individual service level. Programmes of training, advice and process transformation can then be implemented.
- 6.4 Work will also be undertaken to ensure that health & safety training becomes part of the induction process and on the introduction of new legislation, systems, equipment or methods of work.

7.0 Financial Implications

- 7.1 Financial Services have been consulted in the preparation this report and no financial implications have been identified.

8.0 Legal Implications

- 8.1 The Health & Safety at Work (etc) Act 1974 requires organisations with more than five employees to have an up to date Health & Safety Policy.
- 8.2 The Management of Health & Safety at Work Regulations 1999 impose further responsibilities on organisations to have in place effective arrangements for the management of health & safety.
- 8.3 Where an accident or incident is reportable under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013, the Council must report to the Health & Safety Executive and cooperate with any investigation where deemed necessary.

9.0 Risk & Opportunity Management Implications

- 9.1 Effective health & safety arrangements will contribute towards –
- Providing a high quality service
 - Achievement of the Council's strategic and operational objectives
 - Providing a safe & healthy working environment
 - Protection of the Council's assets
 - Ensuring compliance with statutory requirements
 - Minimising financial losses which arise from unplanned events

- Ensuring a systematic approach to the identification of risks and the allocation of resources to control them
- Supporting of quality initiatives aimed at continuous improvement

10.0 People Impact Assessment (PIA):

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

11.0 Other Corporate Implications

Community Safety

- 11.1 N/A

Sustainability

- 11.2 N/A

Staffing & Trade Union

- 11.3 Subject to approval it is intended to present this report and the attached policy at the next available Trade Union meeting.

Press Release drafted/approved

- 11.4 N/A

Background Documents:

None

Health and safety

Applicable To	All staff
Effective Date	14 th September 2017
Current Policy Date	10 th October 2016
Next Review Date	14 th September 2019
Review Cycle	2 years
Policy Owner	Lloyd Griffiths – Head of Communities
Accountable Person	Jon McGinty – Managing Director

Foreword

Health and safety at work is everybody's business and we each have a role to play in securing compliance with relevant standards and minimising the risks to ourselves, our colleagues, visitors and customers. This document outlines your role and what you can expect from leadership and management within our Council.

Gloucester City Council is striving to deliver effective and efficient services. Health and safety and successful organisation performance are complementary and we are committed to managing health and safety at work as an integral part of our business. We will foster and promote a positive and caring attitude to health and safety in the work place.

We will achieve this by looking after our organisation, looking after our people and looking after our reputation.

We will communicate our commitment to our staff, visitors, customers and partners and encourage their participation to ensure we provide a safe working environment.

We will seek opportunities to continuously improve our health and safety at work.

'Good health and safety is good business'.

Jon McGinty
Managing Director

David Norman
Cabinet Member for Performance and
Resources

1.0 STATEMENT OF INTENT

- 1.1 Gloucester City Council ('the council') is fully committed to achieving high standards of health and safety to protect the well being of employees, residents and anyone else who may be affected by the council's activities.
- 1.2 The council recognises and fully accepts its responsibility as an employer to ensure that all its activities are conducted without risks to the health and safety of employees, customers and others.
- 1.3 The council will endeavour to identify hazards and control risks to health and safety by risk assessment and implementing suitable risk control procedures. It will provide suitable equipment and materials, health and safety training, instruction, information and supervision.
- 1.4 The council will ensure that health and safety is given the same prominence as the council's other functions. This includes the provision of adequate resources including staffing levels, time and finance to maintain the health and safety of Gloucester City Council employees.
- 1.5 All Gloucester City Council employees have an important role to play in ensuring high standards in health and safety performance. They are encouraged to identify hazards, raise concerns about health and safety issues, give their opinions on suitable solutions to health and safety problems, participate in training and contribute to risk assessment and risk control procedures.
- 1.6 Health and safety is a standing item at trade union to enable regular safety updates and provide a forum for consultation, joint working and employee engagement.
- 1.7 All Gloucester City Council employees, trainees, contract workers and voluntary workers are required to read and follow this health and safety policy.
- 1.8 The health and safety policy will be reviewed at intervals of no more than two years.

SIGNED

Jon McGinty, Managing Director
for GLOUCESTER CITY COUNCIL

14th September 2017

2.0 ORGANISATION

2.1 Overall and final responsibility for health and safety rests with the Managing Director. The day to day responsibility for ensuring this policy is put into practice rests with senior management. Specific tasks are allocated to individuals by service area. All employees have to co-operate with Team Leaders and Managers on health and safety matters.

2.2 Specific roles and responsibilities are outlined below:

2.2.1 **Managing Director** – ultimately responsible for health, safety and welfare within Gloucester City Council. Specific responsibilities include:

- (i) Publishing Gloucester City Council's health and safety policy and ensuring it is reviewed regularly;
- (ii) The effective evaluation of health and safety within the council by a programme of audits of the council's health and safety management system;
- (iii) Ensuring that systems are in place to identify and control workplace hazards by the implementation of a thorough risk assessment regime;
- (iv) Providing adequate resources in time, finance and facilities to ensure, so far as reasonably practicable, the health, safety and welfare of the council's employees and others who may be affected by its activities;
- (v) Providing suitable information, instruction, training and supervision to employees to ensure, so far as reasonably practicable, their health, safety and wellbeing;
- (vi) Appointing one of the Council's Corporate Director's with responsibility for health and safety matters, and
- (vii) To always set a good example

2.2.2 **Corporate Directors** – responsible to the Managing Director for ensuring that appropriate arrangements are in place for the health, safety and welfare of employees within their service areas and others who may be affected by their work activities. Specific responsibilities include:

- (i) Ensuring that all managers have implemented the health and safety policy within their operational area;
- (ii) Ensuring that the council's health and safety policy is read by all employees within their service areas, including specific sections relevant to particular areas of work;
- (iii) Addressing health and safety implications of SMT decisions;
- (iv) Ensuring each service within their portfolio responsibilities carries out an annual review of health and safety and produce an annual plan to continue to improve health, safety and welfare standards, and
- (v) To always set a good example

2.2.3 **Corporate Director with managerial responsibility for health and safety** – appointed by the Managing Director. Specific responsibilities, in addition to those outlined above, include:

- (i) Reviewing the council's health and safety performance through annual audit;
- (ii) Providing advice and assistance to the Managing Director and SMT, in conjunction with lead officer with responsibility for Corporate Health & Safety;

- (iii) Informing the Managing Director and SMT of any significant health and safety failures and of the outcomes into the investigations into their cause, and
- (iv) Ensuring that health and safety risk management systems are in place and remain effective

2.2.4 Head of Communities – specific responsibilities to the Corporate Director with managerial responsibility for health and safety. These will be carried out with the assistance of the Community Wellbeing Manager and Community Wellbeing Officer (Environmental Health) responsible for health and safety:

- (i) Advise the corporate director on all aspects of health and safety;
- (ii) Ensure the corporate director is kept informed of any significant health and safety failures and the outcomes of the investigations into their causes;
- (iii) Advise the director on the possible health and safety implications of management team decisions;
- (iv) Advise on the content of the health and safety policy;
- (v) Produce and review corporate policy regarding specific health and safety issues with council wide implications;
- (vi) Produce an annual health and safety management statement which sets out the council's priorities for the year ahead;
- (vii) Develop effective health and safety management systems including policies, procedures and guidance notes;
- (viii) Confirm that health and safety risk management systems are in place and effective, evidenced by annual audits;
- (ix) Act as a focal point for the council's dealings with the Health and Safety Executive (HSE);
- (x) Ensure that meaningful consultation on strategic health and safety issues takes place with trade union and employee health and safety representatives, and
- (xi) To always set a good example

2.2.5 Managers – All managers, team leaders and those in supervisory roles are responsible to the Corporate Directors, where appropriate through their respective line management chain, for the health and safety of council employees and others who may be affected by service activities. Particular emphasis should be placed on supervision where out of hours activities take place e.g. events, concerts, lone working and site visits. Specific responsibilities include:

- (i) Ensuring the health and safety policy is implemented within their service;
- (ii) Ensuring that a copy of the corporate health and safety policy is provided to employees and other workers acting on behalf of their service;
- (iii) Ensuring that risk assessments are carried out, the significant findings recorded and the identified controls put in place. Risk assessments must be reviewed at least annually and/or if the nature of the work changes;
- (iv) Addressing the health and safety implications of management team decisions;
- (v) Making health and safety a permanent item at team time and other service meetings;
- (vi) Ensuring meaningful consultation on health and safety issues takes place with union and safety representatives
- (vii) To always set a good example

2.2.6 Gloucester City Council employees – employees, including zero hours employees, of all levels to make themselves aware of the contents of the health and safety policy. Specific responsibilities include:

- (i) To observe health and safety rules and/or instructions at all times;
- (ii) Not to endanger themselves or others by their own acts or omissions;
- (iii) Refrain from intentionally or recklessly interfering with or misusing anything provided in the interests of health and safety;
- (iv) Wear and use appropriate personal protective equipment (PPE) in the approved manner, where required or instructed to do so;
- (v) Report all accidents, incidents, dangerous occurrences and near misses to their manager or supervisor without delay;
- (vi) Report all potential hazards, unsafe or potentially unsafe practices, damaged equipment or facilities and health and safety concerns to their manager or supervisor without delay;
- (vii) To actively support and co-operate with their employer in managing health and safety, and
- (viii) To always set a good example

2.2.7 Members of the cabinet and other elected members – responsibilities include:

- (i) To observe health and safety rules and/or instructions at all times;
- (ii) Ensure that members' recommendations and decision making takes into account health and safety risks;
- (iii) Report all accidents, incidents, dangerous occurrences and near misses without delay;
- (iv) Report all potential hazards, unsafe or potentially unsafe practices, damaged equipment or facilities and health and safety concerns without delay, and
- (v) To always set a good example

In addition, elected members must be provided with suitable and sufficient information to enable them to give due regard to health and safety matters when making decisions.

3.0 ARRANGEMENTS

3.1 This section refers to council wide health and safety arrangements. It does not contain detailed information on specific arrangements for each service area which are held by the relevant managers.

3.2 Governance arrangements

3.2.1 To ensure the council is managing health and safety effectively, the following arrangements are in place:

- (i) SMT
 - Approves corporate health and safety policies and procedures
 - Ensures effective implementation across the council both corporately and at directorate level
- (ii) Strategic Health and Safety Management Group
 - Provides overview of health and safety performance across the council

- Makes recommendations to SMT for new or changed corporate health and safety policies

(iii) Operational Health and Safety Management Group

- Focus on monitoring performance and discussing health and safety issues across the council
- Reviews draft policies and procedures before making recommendations to the Strategic Health and Safety Management Group to adopt them

3.3 Health and safety training

- 3.3.1 Good quality training will be delivered to managers to ensure that employees are able to stay safe and free from work related illness and injury whilst at work.
- 3.3.2 Managers, Team Leaders and those with supervisory responsibility must identify health and safety training needs of employees to enable them to carry out their work in a safe manner. Information from risk assessment, health and safety audit and health and safety guidance are all useful in enabling managers to identify training that is suitable and sufficient for the particular workplace and service.
- 3.3.3 Training should be delivered at induction and on the introduction of new legislation, systems, equipment, substances or methods of work.
- 3.3.4 Training must be delivered by people who are competent in the relevant discipline and in a way that is understandable to those receiving the training.
- 3.3.5 Managers must keep accurate records of employee training and ensure that refresher sessions are provided in a timely manner.

3.4 Monitoring and audit

- 3.4.1 Directorates and services should monitor their health and safety performance on all that they do to ensure that health and safety management systems are working effectively.
- 3.4.2 To assist with monitoring, managers should use appropriate systems that include:
- (i) Health and safety inspections – to be carried out as appropriate
 - (ii) Health and safety audits – to be carried out annually by the Community Wellbeing Officer (Environmental Health) responsible for health and safety
 - (iii) Monitoring of accidents and incidents – to identify trends and corrective action needed. These should be carried out by managers in each service area and the Community Wellbeing Officer (Environmental Health) responsible for health and safety will carry out the council wide overview

3.5 Accident reporting and investigation

- 3.5.1 All accidents, violent incidents, dangerous occurrences and near miss incidents involved the council's employees, premises or other people affected by the council's operations, are to be reported without delay. Managers should complete the council's accident/incident report form and submit to the Environmental Health Practitioner

responsible for health and safety. The service must also retain their own record of the incident/accident.

- 3.5.2 The Community Wellbeing Officer (Environmental Health) responsible for health and safety will make an assessment and investigate, where necessary. Where an accident or incident is reportable under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR), the Environmental Health Practitioner responsible for health and safety will make the report to the HSE and co-operate with any investigation they deem necessary.
- 3.5.3 Regardless of whether the accident/incident/near miss is reportable under RIDDOR, managers are to investigate the circumstances surrounding it. Where appropriate, the Environmental Health Practitioner responsible for health and safety may undertake an investigation. In any case, the manager can rely on assistance from the Community Wellbeing Officer (Environmental Health) responsible for health and safety, who will lead on the investigation where appropriate. Where possible, the cause should be determined and recommendations made and implemented on how to prevent a recurrence.
- 3.5.4 Accident/incident/near miss reports and supporting information (e.g. witness statements, sketches, photographs) should be kept for at least three years or, if the injured person is less than 18 years of age, until they reach 21 years, whichever is the longer.

3.6 Fire and emergency procedures

- 3.6.1 All council workplaces will have written risk assessments and procedures to deal with accidents, fire, bomb threats and other emergencies. All employees are to be made aware of these procedures and their role in carrying them out.
- 3.6.2 There must be adequate arrangements in place to ensure the effective operation of emergency evacuation procedures. This includes the identification and training of sufficient fire wardens and maintenance of personal evacuation plans for employees who have difficulty in evacuating the building.
- 3.6.3 All employees to be aware of the fire and evacuation procedures for their workplace and are to take part in at least one fire evacuation drill per year.
- 3.6.4 A fire precautions log book will be maintained at each workplace building. It will contain records of inspections, tests, results of fire drills and remedial action.
- 3.6.5 The use of any fire extinguisher is to be reported to the relevant manager or supervisor without delay. It must be recharged or replaced as quickly as possible.
- 3.6.6 Detailed fire and emergency arrangements will be displayed at each workplace.

3.7 Buildings and security

- 3.7.1 All council workplaces have written risk assessments, management plans and procedures to deal with the hazards of asbestos, *legionella* and fire safety. These are co-ordinated by the assets and property service. All employees must be aware of these procedures and their role in carrying them out.

- 3.7.2 Building managers have overall responsibility for premises security however in the event of out of hours activity responsibility will fall to the operations manager or similar person in charge to secure the premises at the end of an event.
- 3.7.3 Where building works are to be carried out, the responsibility for contractor safety and behaviour will lie with the manager of the procuring service, building manager or the manager of assets and property, dependant on who procures the works.
- 3.8 **Communication and consultation with employees and trade union/ employee health and safety representatives**
- 3.8.1 Effective communication and consultation between management and staff is a key factor in ensuring the health, safety and welfare of all employees.
- 3.8.2 To ensure that meaningful consultation on health and safety issues takes place, health and safety must be a standing item at Trade Union consultation meetings. These are attended by representatives from a recognised trade union/s, the Environmental Health Practitioner responsible for health and safety and a representative from SMT.

Revision History		
Version	Made By	Effective Date
1.0	Ed Pomfret	March 2012
1.1	Ed Pomfret	1 October 2014
1.2	Ed Pomfret	10 October 2016
1.3	Lloyd Griffiths	13th August 2017



Meeting:	Cabinet	Date:	13th September 17
Subject:	Regeneration at Kings Quarter		
Report Of:	Cabinet Member for Regeneration and Economy		
Wards Affected:	Westgate		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Philip Ardley, Consultant - Asset Management Tel: 396107 Email: philip.ardley@gloucester.gov.uk		
Appendices:	1. Executive Summary for Business Plan 2. Development Brief 3. Full Business Plan (Exempt)		

GENERAL RELEASE

1.0 Purpose of Report

To note the progress made for the new Kings Quarter regeneration project and to agree to progress the procurement of a hybrid planning application.

2.0 Recommendations

2.1 Cabinet is asked to **NOTE** the progress made with the Kings Quarter regeneration and, in particular, that:

(1) LDA Design and Jones Lang LaSalle have produced a first edition of a Business Plan in accordance with the report to Cabinet of 21st June 2017.

(2) These Consultants have also prepared a Development Brief as a prelude to a planning application for Kings Quarter which is on target to be submitted in early Summer 2018.

2.2 Cabinet is asked to **RESOLVE** that the Business Plan is approved in principle subject to ongoing consultation and that the procurement of the necessary planning team and associated enabling works be competitively tendered as soon as possible.

3.0 Background

3.1 This report provides a summary of progress since the last report to Cabinet on 21st June 2017.

- 3.2 The Council appointed LDA Design and Jones Lang LaSalle in December 2016 to progress the delivery of the council's number one priority regeneration project known as Kings Quarter. The appointment focused on the provision of a targeted and dedicated project management resource supported by urban design, planning and commercial advisors. This resource is based within the Council's regeneration team two days a week and works on the project remotely for a further third day.
- 3.3 The agreed project programme is extremely challenging with an expectation that the Business Plan was produced in July 2017 with the intention of submitting this to Cabinet on 13th September 2017.
- 3.4 Subject to approval and recommendations a planning team would be procured with the aim of submitting a comprehensive application in the early summer of 2018. Following determination this could enable works and demolition to commence in the late autumn of 2018 and construction to commence in the spring of 2019.
- 3.5 We are currently on target and since January the project lead with support from the regeneration team has completed a number of key work streams. These include creating a comprehensive database of all relevant existing technical and policy information pertaining to Kings Quarter and conducting one to one meetings and interviews with key stakeholder groups including county and internal council officers. Meetings have been held with external influencers and stakeholders including GWR, Network Rail and the Homes and Communities Agency.
- 3.6 A commercial retail assessment to confirm the demographic and profile of existing shoppers within the city and to advise on the future shopping potential has been completed by FSP Retail Limited. The results and recommendations have been incorporated into the Business Plan attached at Appendix 3.
- 3.7 We are working to deliver a report to investigate the next 15 years parking capacity for the city and provide a breakdown of forecast annual supply and demand. Any shortfall will be highlighted based on the timing of possible closure of existing car parks and the delivery of new developments.
- 3.8 In order to assist possible future funding, LDA Design have initiated and progressed drafting of a Homes and Communities Agency Funding Agreement to help provide further capacity and enabling funding as well as acquisition costs for land assembly. They are also updating a grant funding application for the GFirst Local Enterprise Partnership Growth Fund to enable submission in autumn 2017, once a new funding round is reopened.
- 3.9 The creation of a parameter plan has been brought forward and much of the work completed which will establish the design and delivery principles and drivers for Kings Quarter outlined in the Development Brief attached as appendix 2. The key constraints and infrastructure requirements and costs required to bring forward development at Kings Quarter can now start to be accurately modelled. This will enable the completion of a high-level appraisal of the viability of the scheme, and therefore allow the finished business plan to provide advice on delivery models. Internal workshops with key council officers have been set up in order to ensure that all aspects of the council are involved in the planning approach.
- 3.10 LDA and Jones Lang LaSalle have undertaken market research on the prospects for a food hub and twenty first century market for Kings Quarter. This includes a review

of the potential for temporary uses to help establish King's Square and the adjoining area as a destination in its own right.

- 3.11 Jones Lang LaSalle are continuing to provide market knowledge and advice to support council officers in negotiations with potentially significant office occupier interest. Additionally they have started negotiations with landowners identified as critical to the overall land assembly. The aim is to possibly agree heads of terms by the end of 2017. Commercial advice is being provided on the decanting implications for existing tenants.
- 3.12 The recent acquisition by the City Council of a long lease for the Kings Walk shopping centre has added impetus to the Kings Quarter proposals and our asset managers, Reef Estates, have been invited to join the Kings Quarter monthly project meetings.

4.0 Reasons for Recommendations

- 4.1 To fully consider the business plan and enable an in principle decision to be taken for the City Council to commence the procurement process for a planning application.
- 4.2 Key considerations within the Business Plan which Cabinet are being asked to approve are as follows:
 - 4.2.1 A true mixed use scheme is proposed with a greatly reduced emphasis on A1 retail space following recommendations from the FSP retail research.
 - 4.2.2 The competitive procurement of a planning consultancy team with final costs for the planning application to be reported back to Cabinet for approval.
 - 4.2.3 The indicative timetable for the planning and initial development phases as set out in the executive summary.
 - 4.2.4 A phased block approach thereby creating considerable flexibility ie. not all eggs in one basket.
- 4.3 The departure from the adopted "retail led" planning policy will need to be carefully managed and communicated.
- 4.4 The present specialist advice from research and the retail consultants recommends that no additional new retail units can be justified and this is a departure from the current retail capacity figures in the Joint Core Strategy.
- 4.5 Any development should seek to provide a solution to improving access and integration with the railway station and hospital.
- 4.6 The consultants advise that market demand and financial viability places the order of preference for uses as housing, car park, food & beverage, retail, hotel and office.
- 4.7 The overall development of Kings Quarter will require some form of public sector support to achieve the Council's objectives.

- 4.8 Flexibility is the key to a changing retail and development market climate and the planning process must maintain this flexible “block approach”.
- 4.9 The delivery actions identified by the consultants are likely to incur an overall expenditure of circa £600,000 to achieve the planning application and determination.

5.0 Future Work and Conclusions

- 5.1 If the recommendations are approved, officers will continue to work with LDA Design and Jones Lang LaSalle to finalise a deliverable Business Plan for Kings Quarter. In addition, the procurement of a planning team and initial enabling works will be undertaken leading to a planning application in 2018. Further progress reports on Kings Quarter will continue to be provided.

6.0 Legal Implications

- 6.1 None noted to date.

7.0 Financial Implications.

- 7.1 The three year budget for the Kings Quarter enabling consultancy work was approved by Cabinet on 22nd June 2016 for £150,000 per annum and we are currently within that budget. A further budget of £600,000 for the planning application needs to be identified.

8.0 Risk & Opportunity Management Implications

- 8.1 The key risk in the Kings Quarter scheme at this stage is the failure to procure a suitable project development partner and funding to take the project forward.

9.0 People Impact Assessment (PIA):

- 9.1 At present, there are no adverse impacts identified for any of the Protected Characteristic groups; as the regeneration of Kings Quarter progresses, Impact Assessments may be required to ensure that those who require parking and access to the Kings Quarter area are given due consideration.

10.0 Other Corporate Implications

Community Safety

- 10.1 Safety of the public will be managed during the Kings Quarter regeneration by the City Council and their appointed Construction Design Management health & safety advisor in association with the main contractor.

Sustainability

10.2 None specific to this report, although sustainability will be considered when specifying products, and in construction methods.

Staffing & Trade Union

10.3 None.

Background Documents:

None.

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