



## Overview and Scrutiny Committee

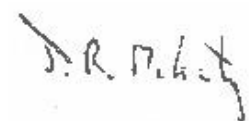
**Meeting: Monday, 8th January 2018 at 6.30 pm in Civic Suite, North Warehouse, The Docks, Gloucester, GL1 2EP**

<b>Membership:</b>	Cllrs. Coole (Chair), Ryall (Vice-Chair), Finnegan (Spokesperson), Pearsall, Hilton, Lewis, Wilson, Dee, Hampson, Hawthorne, Melvin, Smith, Patel, Pullen and Taylor
<b>Contact:</b>	Simon Byrne Democratic and Electoral Services Officer 01452 396127 simon.byrne@gloucester.gov.uk

## AGENDA

<b>1.</b>	<b>APOLOGIES</b>  To receive any apologies for absence.
<b>2.</b>	<b>DECLARATIONS OF INTEREST</b>  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.
<b>3.</b>	<b>DECLARATION OF PARTY WHIPPING</b>  To declare if any issues to be covered in the Agenda are under party whip.
<b>4.</b>	<b>MINUTES</b> (Pages 5 - 26)  To approve as a correct record the minutes of the meetings held on 27 <sup>th</sup> November 2017 and 4 <sup>th</sup> December 2017.
<b>5.</b>	<b>PUBLIC QUESTION TIME (15 MINUTES)</b>  To receive any questions from members of the public provided that a question does not relate to: <ul style="list-style-type: none"><li>• Matters which are the subject of current or pending legal proceedings, or</li><li>• Matters relating to employees or former employees of the Council or comments in respect of individual Council Officers</li></ul>
<b>6.</b>	<b>PETITIONS AND DEPUTATIONS (15 MINUTES)</b>  To receive any petitions and deputations provided that no such petition or deputation is in relation to: <ul style="list-style-type: none"><li>• Matters relating to individual Council Officers, or</li></ul>

	<ul style="list-style-type: none"> <li>• Matters relating to current or pending legal proceedings</li> </ul>
<b>7.</b>	<b>OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME AND COUNCIL FORWARD PLAN</b> (Pages 27 - 46)  To receive the latest version of the Committee's work programme and the Council's Forward Plan.
<b>8.</b>	<b>AMEY MANAGEMENT UPDATES: SUPERVISION OF THE GROUNDS CREW AND GROUNDS MAINTENANCE SCHEDULE</b> (Pages 47 - 54)  To consider the reports of the Cabinet Member for Environment.
<b>9.</b>	<b>INITIAL REPORT ON THE PEER REVIEW</b> (Pages 55 - 80)  To receive initial feedback from the Local Government Association Peer Challenge.
<b>10.</b>	<b>SHOPMOBILITY CONSULTATION</b> (Pages 81 - 92)  To consider the report of the Cabinet Member for Communities and Neighbourhoods in relation to proposed changes to the fees and charges for the Shopmobility service.
<b>11.</b>	<b>FESTIVALS AND EVENTS PROGRAMME</b>  A verbal update on the 2018-19 Festival and Events Programme.
<b>12.</b>	<b>THE FLEECE INN- GLOUCESTER</b> (Pages 93 - 98)  To consider an update on the development of the Fleece Hotel.
<b>13.</b>	<b>DATE OF NEXT MEETING</b>  15 <sup>th</sup> January 2018 at 6.30pm in the Civic Suite, North Warehouse.



**Jon McGinty**  
**Managing Director**

**Date of Publication: Friday, 29 December 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.

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For further details and enquiries about this meeting please contact Simon Byrne, 01452 3961276, [simon.byrne@gloucester.gov.uk](mailto:simon.byrne@gloucester.gov.uk).

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

### **FIRE / EMERGENCY EVACUATION PROCEDURE**

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



## OVERVIEW AND SCRUTINY COMMITTEE

**MEETING** : Monday, 27th November 2017

**PRESENT** : Cllrs. Coole (Chair), Ryall (Vice-Chair), Finnegan (Spokesperson), Hilton, Lewis, Wilson, Dee, Melvin, Smith, Patel, Pullen, Taylor, Hanman, Morgan and Stephens

### **Others in Attendance**

Councillor D. Norman MBE, Cabinet Member for Performance and Resources

Councillor Jennie Watkins, Cabinet Member for Communities and Neighbourhoods

Jonathan Lund, Corporate Director

Jon Topping, Head of Policy and Resources

Ruth Saunders, Community Wellbeing Manager

Lloyd Griffiths, Head of Communities

**APOLOGIES** : Cllrs. Hampson, Hawthorne and Pearsall.

### **61. DECLARATIONS OF INTEREST**

61.1 Councillor Melvin declared an interest in agenda item 12 and advised that she would take no part in the discussion.

### **62. GOVERNANCE REVIEW: GLOUCESTERSHIRE AIRPORT**

71.1 The Committee considered the report of the Cabinet Member for Performance and Resources, Councillor D. Norman, – an update on the work undertaken following consideration of the Treasury Management Matter by the Council in April 2017. Councillor Norman informed the Committee that an action plan was being developed as a result of the governance review.

71.2 Councillor Hilton, who stated that he had served on the board previously, queried why, under the new structure, would the number of councillors be reduced and the number of non-executive directors increased. He also asked what the level of redundancies was. Councillor Norman stated that the board required more professional knowledge and support to take the board forward. He advised that the decision had been taken by both Cheltenham Borough Council and Gloucester City Council. He further stated that a

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greater level of expertise (in, for example, planning and investments) was necessary. The Head of Policy and Resources, Jon Topping, advised that the board had recommended this as well as the recent governance review. In relation to redundancies, he advised that he was not aware of redundancies. Councillor Hilton suggested it would be helpful to receive feedback on the airport's performance.

71.3 Councillor Morgan queried the level of financial exposure for both councils to which Jon Topping responded that £200k had been drawn down from both Cheltenham Borough and Gloucester City. Councillor Wilson questioned whether this was the previously anticipated position. Jon Topping advised that it was, in fact, less than was previously thought.

71.4 Councillor Dee shared his view that it was evident that the airport was developing and highlighted, by way of example, the air-traffic control school. Councillor Stephens suggested the new Managing Director of the airport could give an update on its performance.

71.5 The Chair thanked the Cabinet Member and the Head of Policy and Resources for their time and presentation.

71.6 **RESOLVED** – That the GAL Governance Review be noted.

## **63. DECLARATION OF PARTY WHIPPING**

62.1 There were no declarations of party whipping.

## **64. MINUTES**

63.1 That the minutes of the meeting held on the 2<sup>nd</sup> October 2017 be confirmed as a correct record and signed by the Chair.

## **65. PUBLIC QUESTION TIME (15 MINUTES)**

64.1 Mark Wallace, a Gloucester resident, in relation to agenda item 10 asked:

- Whether the Council had considered a number of missing behaviours from the draft Order. He highlighted his knowledge of other Councils including such matters as spitting and urinating;
- If there would consideration of pavement parking;
- Why the area to be covered by the Public Spaces Protection Order did not include Kingsholm; and
- Whether the 'Direction to leave' element of the draft Order would be reconsidered given the inability to delegate to civilians.

64.2 Councillor Jennie Watkins (Cabinet Member for Communities and Neighbourhoods) highlighted that it was a consultation and it was possible other elements could be agreed. She further advised that the question on pavement parking could be looked at as part of the consultation.

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- 64.3 Councillor Watkins acknowledged that displacement could present a challenge with regard to the non-inclusion of Kingsholm in the draft Order although did advise that an element of the area was included. She stated that she would be happy to discuss this with Members. She further advised, in response to Mr Wallace's final question, that the Council did have the ability to delegate powers to City Officers.

**66. PETITIONS AND DEPUTATIONS (15 MINUTES)**

- 65.1 There were no petitions or deputations.

**67. OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME AND COUNCIL FORWARD PLAN**

- 66.1 The Committee considered the Work Programme and the Council Forward Plan.
- 66.2 The Chair updated the Committee that ASIST training had been arranged for February.
- 66.2 Councillor Stephens advised the Committee that the introduction of Universal Credit to Gloucester had been discussed at the Audit and Governance Committee. He stated that he felt that it would be appropriate for the Overview and Scrutiny Committee to examine the roll-out of Universal Credit and questioned whether it would be brought onto the Work Programme given that the Cabinet Member for Performance and Resources confirmed at Council that it would be.
- 66.3 The Chair advised that discussions had taken place with Officers and that a session would be organised in time to make recommendations. Councillor Patel asked for clarification as to what the session would report. In response, the Chair advised that by January 2018 a plan would be in place and that the scrutiny work would be working with partner organisation to reduce the impact on residents.
- 66.4 Councillor Stephens stated that while he was grateful for the report at the Audit and Governance Committee, he believed that a briefing would be insufficient and suggested calling Officers from Gloucester City Homes, the Law Centre, the Department for Work and Pensions, the Citizen's Advice Bureau and others.
- 66.5 Councillor Hilton suggested it would be advisable to schedule a discussion in six months' time on the progress of the City Plan and the Joint Core Strategy. Councillor Stephens concurred adding that the Joint Core Strategy required a review of retail policy which had begun.
- 66.6 The Chair raised the fact that it would be advisable to examine proposed changes to the charging structure for Shopmobility which was agreed by the Committee.
- 66.7 **RESOLVED** –To amend the Work Programme as follows:

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- Include Shopmobility in the meeting scheduled for 8<sup>th</sup> January 2018;
- Add a special meeting to scrutinise the roll-out of Universal Credit in the City; and
- Add Progress on the City Plan and Joint Core Strategy to a Committee Meeting in June 2018.

#### **68. QUARTER 2 FINANCIAL MONITORING**

- 67.1 The Committee considered the report of the Cabinet Member for Performance and Resources concerning Quarter 2 Financial Monitoring.
- 67.2 The Chair welcomed the Cabinet Member for Performance and Resources, Councillor D. Norman and the Head of Policy and Resources, Jon Topping to the meeting. Councillor Norman provided an overview of the report and invited discussion.
- 67.3 Councillor Stephens questioned how the saving of £230k had been made as there had been no prior indication. He further queried what the current vacancy rate was. Jon Topping advised that the saving was a result of overachievement in the Together Gloucester process and that vacancies were not held permanently. He advised that there was a small number of vacant posts and would provide this information to Members.
- 67.4 Councillor Stephens raised the fact that frontline staff had left posts and questioned whether necessary work was not being done due to staff savings. By way of example, Councillor Stephens reported that when he had enquired about fly-tipping, he was told that there was a lack of staff. Councillor Norman responded that between six and nine months into the process, there would be an opportunity for the senior leadership team to assess progress going forward.
- 67.5 Councillor Pullen expressed concern that the Regeneration and Economy portfolio forecasted an increased deficit. Jon Topping advised that the change was forecasts for markets and street trading but further advised that it was approaching full occupation. The Corporate Director, Jonathan Lund, advised that six were unoccupied but that four of those had been let and were awaiting occupation.
- 67.6 Councillor Stephens stated that he was concerned that Members had not been informed of measures to mitigate a deficit increase. Jon Topping advised that this work was going and, as part of the whole Council, wished to achieve a balanced position.
- 67.7 With regard to the underspend in Democratic Services, Councillor Hilton queried whether it would be useful for the General Purposes Committee to report on preparedness for an election and to review electoral procedures. He further shared his view that skilled staff were required and the Council needed to be sure an election could be delivered.



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- 67.8 Councillor Norman stated that the recruitment process was in progress. He advised the Committee that there had been a number of applicants, that other members of the team would be trained and he was confident in senior members of the team. He further stated that, in order to conduct a review of the kind Councillor Hilton had suggested, it would have to be agreed by the Chair and Vice-Chair of the General Purposes Committee.
- 67.9 **RESOLVED** – That the Chair liaise with the General Purposes Committee to review electoral procedures and processes.
- 67.10 In response to a question from Councillor Smith regarding whether Performance and Resources budgets were to facilitate the restructure or were to come out of the restructure, Jon Topping advised that the restructure had saved more than targeted.
- 67.11 Councillor Stephens noted that customer services were forecast to overspend and asked that the Committee be informed, when the Customer Services Transformation Manager had completed his work, what changes would be made. He further noted that the number of apprentices was less than had been budgeted for, that this was unfortunate and asked how many apprentices the Council employed.
- 67.12 Councillor Norman advised that the Customer Service Transformation Manager had started his work recently and would be looking at how the service moved forward. With regard to apprenticeships, Jon Topping stated that he would circulate the number of apprentices employed at the Council. He further advised that there would be an increase in this number and that the process was in train.
- 67.13 In relation to the Culture and Leisure portfolio, Councillor Hilton questioned what plans there were to deal with the overspend and requested a response on the storage of collections i.e. whether it was in a controlled environment and if it was being funded properly.
- 67.14 Councillor Norman advised that there was a new team of staff in place which would need time going forward to reduce the costs of the service and that he was confident that this would happen. With regard to the collections, he stated that Cabinet colleagues could provide an answer to this.
- 67.15 In response to an intervention from the Chair that the Culture and Leisure portfolio was a persistent offender in terms of overspending, Jon Topping suggested that there was a need to see the new Culture team bed in. He added that if it was not realistic, then it would be natural to revise it.
- 67.16 With regards to the Planning and Housing portfolio, Councillor Stephens expressed a great deal of concern about homelessness and the spending of close to £1m. He suggested that much of this was the increasing numbers of homeless people being placed in hotels and outside the Council area. He held that it was necessary to look at solutions to this in greater detail. Council Norman stated that this had been considered at Council and that his Cabinet colleague was examining it.

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67.17 Councillor Hilton stated that the planning overspend of £65k appeared to be a heavy cost and queried how this was the case. He further shared his view that retaining staff should be a priority as stability was needed at the top of the planning department. Councillor Pullen also asked if the Council had the capacity to realistically deliver major projects. In response, Jon Topping advised that there had been a period where it was necessary to employ specialist temporary consultant staff who had technical knowledge. He also advised that the projects to which Councillor Pullen referred were in progress and that a new Head of Place had been recruited.

67.18 **RESOLVED** – That the Quarter 2 Financial Monitoring report be noted.

## **69. MARKETING GLOUCESTER PERFORMANCE MONITORING**

68.1 The Chair welcomed Jason Smith, Chief Executive of Marketing Gloucester (MGL), to the meeting who provided an overview of the Marketing Gloucester Performance Monitoring report.

68.2 He informed the Committee that the articles of association had been refreshed and that a Contract for Services between the City Council and MGL had been drawn up. He further restated MGL's purpose of generating income and delivering both Civic and public events.

68.3 The Committee was advised that MGL was paid £464k by the City Council last year; that this had been reduced by £100k in the year 2017/18 and the next year would see the same further reduction. Mr Smith stated that he expected MGL to deliver the same level of service with the reduced funding. Comment and discussion from the Committee was then invited.

68.4 With regard to an intervention from Councillor Hilton on how to solve potential conflicts between the culture board and MGL, the Corporate Director Jonathan Lund stated that such a perceived conflict did not materially exist. By way of example, he highlighted the fact that the culture board's function was not to deliver events.

68.5 Councillor Pullen shared his view that the City events programme had a number of good events but highlighted his belief that the performance management report required more detail and the measurement of tangible outcomes. Councillor Stephens shared Councillor Pullen's thoughts and suggested that a performance management framework be put in place with associated Key Performance Indicators. He stated that there had been movement on this but more was required.

68.6 Mr Smith confirmed that there were plans to produce more in terms of performance monitoring while the current report had highlighted some detail such as footfall. He stated that some matters were more difficult to measure given the intangible nature of much of MGL's work. With regard to the level of tourism brought to the City, Mr Smith advised that there would be independent consultants to measure the impact of tourism and numbers of

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people entering Gloucester. He also informed the Committee that MGL had been successful in bidding for promotion of the City in the US market.

- 68.7 Councillor Patel shared his view that MGL's comprehensive programme and report was impressive and that it had offered a great deal to the local economy. In response to Members' queries on performance management, Councillor Patel questioned whether this was realistically possible given the diverse nature of MGL's work.
- 68.8 The Chair thanked Mr Smith for his presentation.
- 68.9 **RESOLVED** – That the Marketing Gloucester Performance Monitoring Report be noted.

## **70. PUBLIC SPACE PROTECTION ORDERS**

- 69.1 The Committee considered the report of the Cabinet Member for Communities and Neighbourhoods, Councillor Jennie Watkins, concerning the introduction of Public Space Protection Orders (PSPOs).
- 69.2 Councillor Watkins advised that there had been calls by some businesses for PSPOs to be introduced for some areas. She confirmed that no decision had yet been taken and that a consultation process would take place in early 2018. Councillor Watkins confirmed that there was no proposal to include rough sleeping under the PSPO and that she would welcome feedback from Members.
- 69.3 Councillor Pullen shared his belief that the consultation should engage young people of Gloucester, a number of which go to the City centre for positive reasons. Councillor Watkins agreed that this was a point worth noting.
- 69.4 Councillor Hilton stated that he was pleased that this matter was progressing but that he was keen to see something done in his Kingsholm ward as it had, in his, view similar issues to the City centre. The possibility of displacement from the centre into neighbouring areas was also raised by Councillor Hilton. He highlighted there being issues in the Rose Garden where young people were causing problems and shared his view that this warranted special attention.
- 69.4 The Head of Communities stated PSPOs are evidence based and therefore, in order for it to be implemented in a particular area, it would have to be justifiable. Councillor Watkins welcomed feedback from Members and confirmed that she did recognise the question of displacement from the City centre. With regard to community engagement Councillor Watkins stated that other wider social issues must be looked at but that a PSPO with the ability to disperse would help. In response to a query from the Chair, the Community Wellbeing Manager, Ruth Saunders confirmed that the area would include the Rose Garden and that the exact boundary was to be agreed. It was recommended by the Committee that the Cabinet member

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liaise with Members for Kingsholm to confirm the boundary prior to the consultation. Councillor Morgan further suggested that some of the land off Worcester Street be included given there had been issues with street drinking.

- 69.5 Councillor Patel informed the Committee that there had been issues with street drinking close to Barton Street. Additionally, he asked whether PSPOs can be used in relation to sex workers. The Head of Communities suggested that a different PSPO would be required to cover sex work.
- 69.6 In response to concern from the Chair that there may not be sufficient time to include recommendations to Cabinet, Councillor Watkins reiterated the fact that Members were welcome to take part in the consultation themselves.
- 69.7 Councillor Smith queried what clear evidence had been gathered to form the basis of the PSPO proposal as opposed to anecdotal accounts and raised the difficulties with interpretation of such terms as nuisance, alarm, distress etc. The Head of Communities agreed that Councillor Smith's point on interpretation was a valid one and that the training of Officers will be of paramount importance. With regard to the query about the evidence base, Councillor Watkins informed the Committee that evidence had come from the police and work around the day and night time economy.
- 69.8 Councillor Pullen stated that he was pleased that the PSPO would not directly target rough sleepers although he did bring point 8 of the draft order to attention of the Committee. He questioned whether this would result in the belongings of rough sleepers such as blankets being inhumanly taken. Councillor Watkins said she would investigate a facility whereby belongings could be collect after a note being left.
- 69.9 Councillor Lewis highlighted the evidence based nature of such a proposal. He further acknowledged that displacement was inevitable but that the Council did have to start somewhere.
- 69.10 In response to a question from Councillor Finnegan regarding staffing levels, the Head of Communities stated that this would be covered through partnership across various agencies.
- 69.11 The Chair thanked Members for their contributions and encouraged all to feed into the consultation process.

## 71. EXCLUSION OF THE PRESS AND PUBLIC

- 70.1 **RESOLVED** - That the press and public be excluded from the meeting during the following item of business on the grounds that it is likely, in view of the nature of business to be transacted or the nature of the proceedings, that if members of the press and public are present during consideration of this item there will be disclosure to them of exempt information as defined in Paragraph 3 of Schedule 12A of the Local Government Act 1972 as amended.

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**72. DATE OF NEXT MEETING**

72.1 4<sup>th</sup> December 2017 at 6:30pm in the Civic Suite, North Warehouse.

**Time of commencement: 6.30 pm hours**

**Time of conclusion: 8.20 pm hours**

**Chair**

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## **OVERVIEW AND SCRUTINY COMMITTEE**

**MEETING** : Monday, 4th December 2017

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

### **Others in Attendance**

Anne Brinkhoff, Corporate Director  
Andrew Cummings, Finance  
Jon Topping, Head of Policy and Resources  
Simon Byrne, Democratic and Electoral Services Officer

**APOLOGIES** : Cllrs. Hampson

### **1. DECLARATIONS OF INTEREST**

1.1 There were no declarations of interest.

### **2. DECLARATION OF PARTY WHIPPING**

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

### **3. PUBLIC QUESTION TIME (15 MINUTES)**

3.1 There were no public questions.

### **4. PETITIONS AND DEPUTATIONS (15 MINUTES)**

4.1 There were no petitions or deputations.

### **5. DRAFT MONEY PLAN 2018-23 AND BUDGET PROPOSALS 2018-19**

5.1 The Chair invited the Leader of The Council, Councillor James and the Cabinet Member for Performance and Resources, Councillor D. Norman to address the Committee.

5.2 Councillor James provided an overview of the draft Money Plan and Budget Proposal stating that the Council had made savings of £1.6 million in the

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year 2017/18 which had built on savings of £10 million in previous years. He confirmed that, as it stood, the Money Plan and Budget Proposal were drafts and subject to being updated once details of the Local Government settlement were released.

- 5.3 He advised the Committee that, due to an overachievement with regard to savings targets in the previous year, the proposed savings for the year 2018/19 were £200k. Next year's savings would relate to changes in the way of working with MGL and the Voluntary Sector as well as the first expected income from the Council's Property Investment Strategy.
- 5.4 Councillor James confirmed that the budget included both revenue and the capital programme, in which the completion of the new Bus Station in 2018 had been budgeted for. He further advised that The Kings Walk property deal had had a significant impact on long term revenue planning. As such, the Council was able to introduce a revenue saving of £0.505 million - the net benefit of rental arrangements. This deal had also strengthened the Council's cash position and the savings requirement had been reduced by £450k.
- 5.5 Councillor Norman continued to present an overview of the Money Plan and proposed Budget stating that Local Government across the country faced a difficult financial outlook and pressures were set to continue.
- 5.6 He advised that the New Homes Bonus was a risk of which to be aware and that the Cabinet was concerned that Central Government would make further changes to the level of deadweight.
- 5.7 Councillor Norman expressed the view that the future of Local Government finance must be built on partnership working and shared services with both first-tier and second-tier authorities where appropriate. He stated that delivering services to residents was a challenge under current financial pressures but a challenge the Council approached positively to deliver the best possible.
- 5.8 In response to an intervention from Councillor Wilson regarding discrepancies in the General Fund reserve, Jon Topping (Head of Policy and Resource) explained that the introduction by Central Government of deadweight had affected this and that more would be gained from the New Homes Bonus when, for example, new student accommodation was completed. He also stated that the Council was financially stronger as the earmarked reserves had been built to a greater level and, with the King's Walk deal, greater reserves would be in place.
- 5.9 Councillor Pullen asked where plans stood in relation to the reduction or changing of service delivery. He further enquired, in relation to the Leader of the Council stating that it was an aim for communities to be more self-empowered, what exactly were communities expected to do themselves.
- 5.10 Councillor James responded that the service planning process would make changes or otherwise to service delivery clearer. With regard to Councillor



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Pullen's second question, he shared the view that, for example, better use of digital platforms would mean resources would be better directed towards those most in need; that supporting social enterprise would have a role; that the aim was not intended as prescriptive and he would be happy to listen to the ideas of residents.

- 5.11 Councillor Hilton stated that there appeared to be no indication on a transfer to alternative Council premises or any monies allocated. He additionally enquired as to plans to reduce reliance on the New Homes Bonus forecast.
- 5.12 In response, Councillor James stated that an accommodation review with monies was included in the draft plan and that the plans on reducing reliance on the New Homes Bonus were prudent and reflected in the draft proposals.
- 5.13 Councillor Stephens asked that the position on prices inflation being included on selected fees and charges be clarified and whether it would apply beyond 2018/19. He also expressed the view that the proposed budget assumed that all savings would be achieved but that he did not believe this was possible. He asked Councillor James how confident he was that the savings would be delivered.
- 5.14 Councillor James responded that the prices inflation to which Councillor Stephens referred would not necessarily apply to all fees and that it would be examined by individual officers in individual areas. He further stated that all budget savings could not be guaranteed but that a new management team was in place and that there was every chance of success.
- 5.15 Councillor Stephens asked whether the rental income in the King's Walk budget was dependent on potential rental voids. Councillor James responded that the income did take into account expected vacancies.
- 5.16 The Chair thanked Councillors James and Norman for their presentation and invited Cabinet Members to present their respective portfolios.

#### Regeneration and Economy Portfolio

- 5.17 Councillor James highlighted the following anticipated financial pressures:
- The cost of maintaining Council buildings, including associated service charges, had increased in recent years. He stated that it was therefore prudent to include an additional £50k into the asset management service to meet these pressures;
  - Whilst there had been significant focus on recruiting stallholders for the markets, increased income would not be seen immediately;
  - Given the launch of the Gloucester BID would see significant inward investment into the City, the Council itself was obliged to meet its share of the cost to a total of £30k which was provided for in the proposed Money Plan.

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- 5.18 Councillor Pullen stated that he understood that there had been issues with the markets and that these were being attended to but queried how subsequent changes would be reflected in the Money Plan. In response, Jon Topping stated that when changes were in place, the plan would be adjusted.
- 5.19 Councillor Pullen further enquired as to what contingencies there were in place for an increase in repair charges. Councillor James highlighted the extra funds placed into asset management and Jon Topping advised that £400k was an earmarked reserve for repairs.
- 5.20 Councillor Patel shared his view that it was pleasing to see improvement in the markets in the City and that a great deal of effort had been made by the team.
- 5.21 With regard to budget savings and the subsequent impact on services relevant to Regeneration and Economy, Councillor James advised that additional savings of £230k had been realised from the Together Gloucester re-organisation in excess of the £1m target. He further advised that this had been held in reserve throughout 2017/18 to mitigate transitional costs and could be released as a saving for 2018/19 as all the new teams were now in place.
- 5.22 Additionally, Councillor James informed the Committee that the introduction of a Property Investment strategy and potential investment levels of £80m had been approved by the Council. It was hoped that the first investments would be made during the 2018/19 year and, as such, a modest savings target of £50k as income from the strategy was introduced.
- 5.23 Councillor James advised that the King's Walk deal would provide a net income for 2018/19 of £505k and that this had been provided for in the budget. This was forecast to increase in two years as rent levels would increase with the planned investment.
- 5.24 This increase in funding to the Council would allow a sinking fund to be built up and this was forecast to be at over £10m by the end of this Money Plan and would protect the Council against future capital requirements and rent fluctuations.
- 5.25 Councillor James further informed the Committee that the contract for the partial occupation of North Warehouse by Regus included the potential for the Council to receive income on a profit share basis. The Council had now reached the point where income had begun to be received and a target of £50k had been included in the Money Plan.
- 5.26 The Chair thanked Councillor James for his presentation.

Performance and Resources Portfolio

- 5.27 Councillor Norman outlined the anticipated financial pressures as follows:

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- The Bank of England had recently approved the first interest rate rise to 0.5% and whilst the Council's long term borrowing was at fixed rates, it would be advisable to include a provision of an extra £50k in the budget for interest costs;
  - The largest sums which formed part of the Council budget were Housing Benefit and Housing Subsidy. The reclaiming of Housing Benefit overpayments resulted in a partial subsidy credit yet this would be lost as increasing numbers moved to the Universal Credit system. As such, an initial assessment of £50k lost income was been included in the Money Plan; and
  - Digital transformation would allow the authority to provide services to residents in a modern and efficient manner yet IT revenue budgets were not sufficient to allow the necessary investment. An additional £100k per annum, therefore was included in the Money Plan, representing an additional £500k investment over the life of the plan.
- 5.28 The primary saving in this portfolio was the returns from the investment the Council made with the CCLA – a diversified, low risk property fund which provided a good return and therefore considered a good new income stream. The investment allowed the Council to introduce a saving of £450k into the Money Plan.
- 5.29 With regards to the four year Local Government settlement, Councillor Wilson sought confirmation that there would be no change as the Chancellor of the Exchequer had suggested. Councillor Norman stated that it was possible that there would be changes and it was necessary to be prepared for that possibility.
- 5.30 In response to a query from Councillor Hilton as to where the £90k net figure in relation to Democratic Services came from, Accountancy Manager Andrew Cummings confirmed that this was a net budget which remained from the previous year and included, for example, the annual canvass and the day to day work of the team. He further confirmed that the correct gross and net figures would be corrected in the final budget.
- 5.31 Councillor Hilton continued by querying what the chances of a dividend from Gloucestershire Airport were in the next five years to which Councillor Norman stated that, as ever, the Council was hopeful a dividend could be achieved. Councillor Hilton further queried what the value of the airport's pension deficit. Jon Topping confirmed that the value was £2.5 million, that contributions had increased significantly in order to have it paid off as soon as possible and that financial assumptions could change.
- 5.32 Councillor Stephens enquired as to the progress of the accommodation review and queried why there had been no detailed business case on moving Council premises and shared the view that the Cabinet needed to consider other alternatives.

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- 5.33 Councillor Norman confirmed that the Cabinet had discussed alternatives but were in the process of a negotiation. He further confirmed that no arrangement would be entered into without a compelling business case. He advised the Committee that the County Council were amenable to the City Council occupying premises and that both parties would benefit from closer working.
- 5.34 Councillor Melvin expressed concern that the Council were paying for premises which were two-thirds vacant but that the relevant Officers should be allowed to fulfil their duties in exploring options. The Spokesperson for the Committee concurred that the Cabinet Member be allowed to continue his work.
- 5.35 The Chair thanked Councillor Norman for his time and presentation.

#### Culture and Leisure Portfolio

- 5.36 Councillor Norman conveyed Councillor Noakes' apologies that she could not attend the meeting. He continued by stating that he would read a statement prepared by Councillor Noakes for the benefit of the Committee and suggested that, were there to be any further queries, Members write to Democratic Services or request Councillor Noakes' attendance at a future meeting.
- 5.37 The anticipated financial pressures for the year ahead were outlined as follows:
- Particular attention to the Museums Service was required so as to foster good relationships with funding bodies such as the Heritage Lottery Fund. It would be particularly necessary to develop new approaches to audience development, participation and income generation.
  - The Business Plan for the Blackfriars Priory was due to be renewed and would be incorporated into the new Venues Development Plan.
  - In recent years, the Tourist Information Centre had not met the profit target. The target was over ambitious and detracted from the otherwise significant achievement of having won the gold national award and 'Winner of Winners'. As such, an income target reduction of £10k was included in the draft budget. Relocation of the Tourist Information Centre was also to be considered to further reduce operating costs.
  - The transfer of the Gloucester Life Museum to the Gloucester Historic Buildings Trust continued to be explored as the Trust was considered a suitable steward for the city heritage asset. Were the proposal to go

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ahead, it would have a beneficial impact on the operating budget of the museums service.

- 5.38 The development plan for the Council's food and beverage operations was expected to generate increased footfall, spend and income. The Council had been successful in a bid for £1.49m from the Great Place scheme organised by the Arts Council, Heritage Lottery Fund and Historic England. The grant had helped establish delivering the cultural strategy to provide further funding and work was underway. A further £200k was secured from the Paul Hamlyn Foundation and would assist artistic and cultural development.
- 5.39 It was confirmed also that there had been no change in the priorities of the portfolio as a result of the Draft Money Plan. What had changed was the grant to Marketing Gloucester identified at last year's budget.
- 5.40 In relation to the possibility of the Life Museum transfer, Councillor Stephens asked whether there was a contingency plan should the transfer not go ahead. Jon Topping confirmed that there were funds set aside for unexpected events and shared the view that it would be beneficial both culturally and financially were the transfer to go ahead.
- 5.41 Councillor Wilson queried whether the Council was pushing Aspire too close to the point of financial difficulty. Jon Topping responded that a plan was in the process of being developed for efficiencies and income growth.
- 5.42 Councillor Hilton asked whether the Council had made sure that, if there was no accreditation with regard to the Gloucester Historic Buildings Trust, will the relevant buildings be safe. He raised the point that previously, discussion had been about restoration through developers and queried whether the Council would hand the Life Museum to the Trust and, if so, what impact would this have on future budgets.
- 5.43 Councillor James advised that the proposal was to transfer the building to the Gloucester Historical Buildings Trust and that the Board would look at its remit upon receiving advice. He noted that the Trust had not taken on such a project in a number of years. He suggested that were they to do so, it would be a worthwhile piece of work.
- 5.44 The Chair thanked Councillor Norman for presenting the Culture and Leisure portfolio.

#### Environment Portfolio

- 5.45 Councillor Cook provided an overview of anticipated financial pressures for the coming year as follows:
- The Amey contract continued to be the greatest financial pressure financial monitoring suggested that the performance of the new Waste and Recycling service would lead to the contract being on budget for the first time since the introduction of savings targets. As recycling income was a fluctuating market, work to identify further

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efficiencies within the Contract would continue. Councillor Norman also brought to the Committee's attention the fact that the contract was due to expire in 2022 and that it was necessary for the Council to develop a clear understanding of its commercial and strategic options over the next 24 months to enable the most appropriate option to be pursued in 2020/21 ready for mobilisation in 2022.

- In recent years, levels of income at the Cemetery and Crematorium had been above those required by the budget and savings were introduced to raise these targets. In 2017/18 income levels were more in line with budgets and presented a challenging target over the rest of the financial year.
- 5.46 Councillor Cook advised that there were no proposed new savings for the Environment portfolio having achieved significant savings over recent years. He did, however, add that officers would continue to look for efficiencies where possible.
- 5.47 Following a number of years of new and increased targets, Councillor Cook stated that there were no new income streams notwithstanding the fact that officers were clear in their understanding that opportunities to raise additional income should always be considered.
- 5.48 Councillor Cook further advised the Committee that the main priorities for his portfolio continued to be, strengthening the systems of performance management and reporting; exploring emerging opportunities for efficiency savings and additional income; exploring the commercial and strategic options in respect of the end of the current Amey Contract and the efficient delivery of the Council's high profile public facing services.
- 5.49 Councillor Stephens congratulated Councillor Cook on the remedial action taken with regard to the Amey contract and that he hoped preparations for the next contract would reflect lessons learnt.
- 5.50 Councillor Melvin also conveyed her thanks to Councillor Cook and queried what contingency was available for servicing new areas. Councillor Cook confirmed that this was 'part-and-parcel' of the contract.
- 5.51 Councillor Patel asked what the source of the sponsorship income was and Andrew Cummings advised that the income was as a result of advertising on roundabouts and 'Welcome to Gloucester' signs.
- 5.52 The Chair thanked Councillor Cook for his presentation.

#### Communities and Neighbourhoods Portfolio

- 5.53 Councillor Watkins stated that there were no identifiable major financial pressures anticipated. She did, however, advise that the removal of the savings target for the Shopmobility Service had ensured that this service, which had been a financial pressure for a number of years, now operated within the financial targets set by full Council. She further advised that this would continue to be monitored and reviewed.

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- 5.54 Councillor Watkins informed the Committee that the taxi marshal service now had a funding package agreed, including support from the Gloucester BID, which had allowed this service to continue. This service required just a £3k a year contribution from the Council and was therefore included in the Money Plan.
- 5.55 Councillor Watkins advised that the Communities and Neighbourhoods team was in the second year of savings in relation to the reduction of Voluntary and Community Service (VCS) grants. She advised that this required a £50k as part of the 2018/19 budget. She further advised that the grants process and guidelines had been revised to make them simpler. Additionally, the principles and decision making criteria were likely to remain similar.
- 5.56 Councillor Watkins also informed the Committee of the intention to reduce the budget of the Member Allocation Fund to £500 per Member with a view to members providing seed corn funding in line with ABCD principles.
- 5.57 Councillor Hilton raised the fact that the Members Allocation Fund had been consistently revised downwards and queried whether it should be cancelled and have applications made directly to the Gloucester Lottery Fund. He shared the view that the allocation remain at £1k or be discontinued.
- 5.58 Councillor Patel concurred with Councillor Hilton and suggested it was timely to review the fund and its processes.
- 5.59 Councillor Stephens stated that the fund was useful and there should be a better mechanism than a comparatively small fund. Councillor Pullen suggested that, given there had been a reduction in the allocation, it would be sensible that Members were provided with guidance on what it could be used for.
- 5.60 Councillor Lewis stated that some Members pool their funds so as to provide an equal spread. He further stated that the fund did still have real value and had worked in Quedgeley.
- 5.61 Councillor Watkins acknowledged that there was disagreement about the value of allocating funding and would seek feedback from Members. She advised that great efforts had been made to streamline the process and that the Members Allocation Fund allowed for a better geographical spread rather than a centralised administration.
- 5.62 Councillor Wilson queried whether the effect of the reduction in Voluntary Sector Grants on voluntary service provision had been examined.
- 5.63 Councillor Watkins advised that the Council were in contact with the relevant organisations. She further stated that the savings were part of a two year savings plan and the organisations were therefore aware. She stated that whilst it was possible there was negative feedback, she was not aware of any specifically.

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- 5.64 Councillor Watkins stated that, whilst there were no specific changes in priority as a result of the Draft Money Plan, priorities for the portfolio remained largely the same. She stated the Council's desire that Shopmobility be made more sustainable as well as working towards Purple Flag status. Councillor Watkins also indicated that tackling poverty would be a key priority for Communities and Neighbourhoods and that the team would work towards physical regeneration helping social regeneration.
- 5.65 The Chair thanked Councillor Watkins for her presentation.

#### Housing and Planning Portfolio

- 5.66 Councillor Organ provided an overview of anticipated financial pressures as follows:
- The City Plan was being taken forward to its final stages of preparation. There were various different pieces of evidence that needed to be completed to justify the plan, as well as examination which could be costly. A budget of £72k was included within the budget to allow for this.
  - A significant increase in both demand for, and the cost of, the provision of temporary accommodation to prevent homelessness was identified as a significant pressure particularly given the Council's ability to only reclaim a proportion of this back through the benefits system. In order to build greater support for the Council's base housing service, the budget made an additional allowance of £100k per annum.
  - For the JCS, there was a need to undertake a review of housing supply to address a 1,000 dwelling shortfall which was not possible to allocate through the recently adopted JCS. There was also a need to undertake a review of retail policy for all three authorities. The budget for 2018/19 therefore removed the existing budget allocated to the JCS and added a provision of £60k for this additional work.
- 5.67 Councillor Organ informed the Committee that there were no specific savings identified for the Housing and Planning portfolio but that he was continually exploring how the resilience of the service can be strengthened and where savings can be made.
- 5.68 He outlined that officers had been requested to explore the potential for the creation of shared Development Management and Planning Policy services between the three JCS authorities. He further advised that officers would conduct a process and efficiency review of Development Management to gain a better understanding of the actual costs of determining planning applications and the level of subsidy the Council provides on different types of applications.



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- 5.69 Councillor Organ also advised the Committee that there was a review of the use of Discretionary Housing Payments (DHP) to ascertain how this money could be used better to support people at risk of homelessness.
- 5.70 In terms of new income streams that had been identified, Councillor Organ stated that legislation that would allow planning authorities to increase their fees by 20% was anticipated. He further advised that recent homelessness legislation had placed additional pressures on the Council and Central Government funding of approximately £50k per annum for the next three years was expected to help meet these new costs.
- 5.71 Councillor Lewis enquired as to Homes in Multiple Occupancy (HMOs) are calculated and whether there were any further opportunities for income generation in this respect. The Corporate Director, Anne Brinkhoff, confirmed that she would provide this information to Members.
- 5.72 Anne Brinkhoff advised that there would be a review of the Council's homelessness service, that there were efforts to move people through the process more speedily and that new homes were required.
- 5.73 Councillor Hilton shared the view that reviewing the processes for development control was a productive course of action but expressed reservations that advice given by development control officers should be chargeable and, as such, the officers must be independent. He further queried whether any funding was available for updating the Geographic Information System (GIS).
- 5.74 Jon Topping advised, with regard to the GIS, that Business Support had new officers to update the system. Anne Brinkhoff further advised that, whilst it had not been identified as a pressing priority, if, as anticipated, planning fees were to increase, it was possible the GIS could see some further investment.

**5.75 SUSPENSION OF COUNCIL PROCEDURE RULE 6**

**On the motion of the Chair, and in accordance with the Constitution, the Committee resolved that the meeting be extended beyond two hours.**

- 5.76 Councillor Pullen raised concerns about the housing overspend in the context of placing those in need of temporary accommodation outside of the City. He questioned what was going to be put in place to prevent this problem from continuing. He further asked what would be done to increase the budget in this regard.
- 5.77 Jon Topping recognised that there was significant pressure in this area and that it would warrant further examination. Anne Brinkhoff stated that the Council did make good efforts to avoid placing individuals and families out of the City.

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- 5.78 Councillor Patel suggested that the provision of more homes was not the only answer and that there had been unfair criticism of the Council in this respect. He stated that he was pleased to see cohesive multi-agency working and that there had been a good level of spending on housing and homelessness.
- 5.79 In response to a query from Councillor Melvin in relation to planning fines income, Andrew Cummings advised that enforcement and fines income contributes to overall planning costs. He further advised that, in respect of legal fees, routine fees would be charged to One Legal whereas fees arising from major applications (whether planning or legal) would be charged to planning.
- 5.80 Councillor Stephens shared his view that there was a serious problem with housing supply and that it was imperative that it be dealt with as a matter of urgency.
- 5.81 Councillor Organ reiterated his understanding that there was a problem that needed to be addressed and that efforts to secure private investment for housing were ongoing. He informed the Committee that a review of housing and homelessness would be undertaken as well as efforts to reduce the numbers in temporary accommodation. He indicated, by way of example, the regeneration projects in Matson, Podsmead and Coney Hill as well as the progress made with the JCS.
- 5.82 Councillor Stephens further expressed the view that it was unacceptable for homeless families to be placed outside of the City and that substantial investment was necessary to solve the housing problem.
- 5.83 The Chair thanked Councillor Organ for his presentation.
- 5.84 RESOLVED – That the Draft Money Plan for 2018-23 and Budget Proposals for 2018-19 be noted.**

**6. DATE OF NEXT MEETING**

- 6.1 8<sup>th</sup> January 2018 at 6.30pm.

**Time of commencement: 6.30 pm hours**

**Time of conclusion: 8.45 pm hours**

**Chair**

# Gloucester City Council

## Overview and Scrutiny Committee Work Programme

### Updated 29 December 2017

Item	Format	Lead Member (if applicable)/Lead Officer	Comments
<b>8 January 2018</b>			
Amey Management Update on Supervision of the Grounds Crew  Amey Management Update on Grounds Maintenance Schedule	Presentation/Written report	Cabinet Member for Environment	Requested by the Committee
Report on the Peer Review	PresentationWritten report	Leader of the Council	Requested by the Committee
Shopmobility Consultation	Written Report	Cabinet Member for Culture and Leisure	Requested by Committee
Festivals and Events Programme  Summary of decision: To seek approval for the 2018-19 Festival and Events Programme.  Wards affected: All Wards	Verbal Update	Cabinet Member for Culture and Leisure	Requested by Committee
The Fleece Inn- Gloucester  Summary of decision: To provide an update on the development of the Fleece Hotel  Wards affected: Westgate	Written report	Cabinet Member for Regeneration and Economy	Requested by Committee
<b>29 January 2018</b>			

Item	Format	Lead Member (if applicable)/Lead Officer	Comments
Community Safety Partnership	Written Report	Emily Jones	Requested by Committee
Task and Finish Group Update	Verbal Update		Requested by Lead Members
<b>No Current Date for Item</b>			
Deriving Social Benefit from Regeneration  Summary of decision: To update Members on current progress and future plans to ensure a positive impact of regeneration and economic growth for disadvantaged communities within the City.  Wards affected: All Wards	Written Report	Anthony Hodge/ Anne Brinkhoff	Requested by Lead Members of Overview and Scrutiny 30/5/17
Progress on the City Plan and Joint Core Strategy	Written Report	Cabinet Member for Planning and Housing	Requested by Committee for June 2018
Review of Green Travel Plan	Written report	Cabinet Member for Environment	Requested by Committee for September 2018
GCC Annual Performance Monitoring	Written Report	Cabinet Member for Performance and Resources	Part of Committee's Rolling programme of work

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

# FORWARD PLAN

## FROM JANUARY TO DECEMBER 2018

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

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

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

### Cabinet Members

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

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

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

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

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

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

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

## CONTACT:

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

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

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

Tanya Davies, Policy and Governance Manager on 01452 396125 or send an email to [tanya.davies@gloucester.gov.uk](mailto:tanya.davies@gloucester.gov.uk).

SUBJECT (and summary of decision to be taken)		PLANNED DATES	DECISION MAKER & PORTFOLIO	NOTICE OF PRIVATE BUSINESS (if applicable)	RELATED DOCUMENTS (available on request, subject to restrictions on disclosure)	LEAD OFFICER (to whom Representations should be made)
<b>JANUARY 2018</b>						
BPF	<b>Local Council Tax Support scheme review 2018/19 Report</b>  <u>Summary of decision:</u> To advise members of the requirement to review the Local Council Tax Support scheme (LCTS) 3 years of the Act taking effect and consider its impact locally, following the consultation results.  <i>Wards affected: All Wards</i>	10/01/18  25/01/18	Cabinet  Council Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk

	<p><b>Purple Flag Action Plan Report</b></p> <p><u>Summary of decision:</u> To review and approve the action flag in relation to the achieving purple flag status.</p> <p><i>Wards affected: Westgate</i></p>	10/01/18	Cabinet Cabinet Member for Communities and Neighbourhoods			Ismael Rhyman, City Centre Improvement Officer ismael.rhyman@gloucester.gov.uk
Page 32	<p><b>Government's National Litter Strategy</b></p> <p><u>Summary of decision:</u> To consider the Council's response to the Government's National Litter Strategy</p> <p><i>Wards affected: All Wards</i></p>	10/01/18	Cabinet Cabinet Member for Environment			Meyrick Brentnall, City Improvement and Environment Manager Tel: 01452 396829 meyrick.brentnall@gloucester.gov.uk
	<p><b>Green Travel Plan Progress Report 2017 and Update</b></p> <p><u>Summary of decision:</u> Annual update on initiatives in the Green Travel Plan</p> <p><i>Wards affected: All Wards</i></p>	10/01/18	Cabinet Cabinet Member for Environment			Lloyd Griffiths, Head of Communities lloyd.griffiths@gloucester.gov.uk



**FEBRUARY 2018**

BPF	<p><b>Council Tax Setting 2018/19</b></p> <p><u>Summary of decision:</u> To seek approval for the resolutions relating to the setting of Council Tax for 2018/19</p> <p><i>Wards affected: All Wards</i></p>	<p>7/02/18</p> <p>22/02/18</p>	<p>Cabinet</p> <p>Council Cabinet Member for Performance and Resources</p>			<p>Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>
<p>BPF</p> <p>Page 33</p>	<p><b>Procurement of the Parking Management Contract</b></p> <p><u>Summary of decision:</u> To consider the procurement of the parking management contract.</p> <p><i>Wards affected: All Wards</i></p>	<p>7/02/18</p>	<p>Cabinet</p> <p>Cabinet Member for Regeneration and Economy</p>			<p>Mark Foyn, Property Commissioning Manager mark.foyn@gloucester.gov.uk</p>
	<p><b>Festivals and Events Programme Report</b></p> <p><u>Summary of decision:</u> To seek approval for the 2018-19 Festival and Events Programme.</p> <p><i>Wards affected: All Wards</i></p>	<p>7/02/18</p>	<p>Cabinet</p> <p>Cabinet Member for Culture and Leisure</p>			<p>Jill Shonk, Head of Cultural and Trading Services jill.shonk@gloucester.gov.uk</p>

**MARCH 2018**

	<b>Pay Policy Statement 2018-19</b>  <u>Summary of decision:</u> To seek approval for the annual Pay policy Statement 2018-19 in accordance with Section 38 of the Localism Act 2011.  <i>Wards affected: All Wards</i>	22/02/18  7/03/18	Council  Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
Page 34	<b>Treasury Management Strategy</b>  <u>Summary of decision:</u> To seek approval for the Treasury Management Strategy.  <i>Wards affected: All Wards</i>	7/03/18  22/03/18	Cabinet  Council Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk

	<p><b>Financial Monitoring Quarter 3 Report</b></p> <p><u>Summary of decision:</u> To receive an update on financial monitoring information for the third quarter 2017/18.</p> <p><i>Wards affected: All Wards</i></p>	7/03/18	Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
Page 35	<p><b>Regeneration of the Former Fleece Hotel Site</b></p> <p><u>Summary of decision:</u> To consider the proposals received and identify a preferred partner.</p> <p><i>Wards affected: Westgate</i></p>	7/03/18	Cabinet Cabinet Member for Regeneration and Economy			Jonathan Lund, Corporate Director jonathan.lund@gloucester.gov.uk

<p><b>Deriving Social Benefit from Regeneration Report</b></p> <p><u>Summary of decision:</u> To update Members on current progress and future plans to ensure a positive impact of regeneration and economic growth for disadvantaged communities within the City.</p> <p><i>Wards affected: All Wards</i></p>	<p>7/03/18</p>	<p>Cabinet Cabinet Member for Regeneration and Economy, Cabinet Member for Communities and Neighbourhoods</p>			<p>Anne Brinkhoff, Corporate Director, Anthony Hodge, Head of Place anne.brinkhoff@gloucester.gov.uk, Tel: 01452 396034 anthony.hodge@gloucester.gov.uk</p>
<p><b>Review of the Economy Development Strategy Report</b></p> <p><u>Summary of decision:</u> To conduct a review of the current Economic Development Strategy.</p> <p><i>Wards affected: All Wards</i></p>	<p>7/03/18</p>	<p>Cabinet Cabinet Member for Regeneration and Economy</p>			<p>David Evans, City Growth and Delivery Manager david.evans@gloucester.gov.uk</p>



	<p><b>Public Art Strategy</b></p> <p><u>Summary of decision:</u> To seek approval to adopt a public art strategy for Gloucester.</p> <p><i>Wards affected: All Wards</i></p>	9/05/18	Cabinet Cabinet Member for Culture and Leisure			David Evans, City Growth and Delivery Manager david.evans@gloucester.gov.uk
<b>JUNE 2018</b>						
Page 38	<p><b>2017-18 Financial Outturn Report</b></p> <p><u>Summary of decision:</u> To update Cabinet on the Financial Outturn Report 2017-18.</p> <p><i>Wards affected: All Wards</i></p>	13/06/18	Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
	<p><b>Treasury Management Six Monthly Update 2017/18</b></p> <p><u>Summary of decision:</u> To update Cabinet on treasury management activities.</p> <p><i>Wards affected: All Wards</i></p>	13/06/18	Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk

Page 39	<p><b>Strategic Risk Register</b></p> <p><u>Summary of decision:</u> To update Members on the Council's Strategic Risk Register</p> <p><i>Wards affected: All Wards</i></p>	13/06/18	Cabinet Cabinet Member for Performance and Resources			Stephanie Payne, Group Manager, Audit, Risk and Assurance Tel: 01452 396432 stephanie.payne@gloucester.gov.uk
	<p><b>Gloucester Culture Trust Update Report</b></p> <p><u>Summary of decision:</u> To provide Members with an update on the work undertaken by the Gloucester Culture Update</p> <p><i>Wards affected: All Wards</i></p>	13/06/18	Cabinet Cabinet Member for Culture and Leisure			Jonathan Lund, Corporate Director jonathan.lund@gloucester.gov.uk
	<b>JULY 2018</b>					
	<p><b>City Centre Investment Fund Allocations and Update</b></p> <p><u>Summary of decision:</u> To update Members on the progress towards the delivery of the City Centre Investment Fund</p> <p><i>Wards affected: Westgate</i></p>	11/07/18	Cabinet Cabinet Member for Regeneration and Economy			Anthony Hodge, Head of Place Tel: 01452 396034 anthony.hodge@gloucester.gov.uk

	<p><b>Social Impact Bond- Mid Term Update</b></p> <p><u>Summary of decision:</u> To receive an mid- term update on the Gloucestershire Social Impact Bond/.</p> <p><i>Wards affected: All Wards</i></p>	11/07/18	Cabinet Cabinet Member for Housing and Planning			Helen Chard, Housing Manager Tel: 01452 396534 helen.chard@gloucester.gov.uk
<b>AUGUST 2018- No meetings</b>						
<b>SEPTEMBER 2018</b>						
Page 40	<p><b>Financial Monitoring Quarter 1 Report</b></p> <p><u>Summary of decision:</u> To receive an update on financial monitoring information for the first quarter 2018/19</p> <p><i>Wards affected: All Wards</i></p>	<p>3/09/18</p> <p>12/09/18</p>	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
<b>OCTOBER 2018</b>						





	<p><b>Regulation of Investigatory Powers Act 2000 (RIPA) - Review of Procedural Guide</b></p> <p><u>Summary of decision:</u> To request that Members review and update the Council's procedural guidance on RIPA.</p> <p><i>Wards affected: All Wards</i></p>	7/11/18	<p>Council</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>
Page 42	<p><b>Financial Monitoring Quarter 2 Report</b></p> <p><u>Summary of decision:</u> To receive an update on financial monitoring information for the second quarter 2018/19</p> <p><i>Wards affected: All Wards</i></p>	<p>29/10/18</p> <p>7/11/18</p>	<p>Overview and Scrutiny Committee</p> <p>Cabinet</p>			<p>Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>

	<p><b>Growing Gloucester's Visitor Economy</b></p> <p><u>Summary of decision:</u> To provide Cabinet with an update on the annual review of the Visitor Economy Strategy.</p> <p><i>Wards affected: All Wards</i></p>	5/12/18	<p>Cabinet Cabinet Member for Culture and Leisure</p>			<p>Jill Shonk, Head of Cultural and Trading Services jill.shonk@gloucester.gov.uk</p>
Page 43	<p><b>Strategic Risk Register</b></p> <p><u>Summary of decision:</u> To update Members on the Council's Strategic Risk Register</p> <p><i>Wards affected: All Wards</i></p>	5/12/18	<p>Audit and Governance Committee</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Stephanie Payne, Group Manager, Audit, Risk and Assurance Tel: 01452 396432 stephanie.payne@gloucester.gov.uk</p>
	<p><b>Draft Budget Proposals (including Money Plan and Capital Programme)</b></p> <p><u>Summary of decision:</u> To update Cabinet on the draft budget proposals</p> <p><i>Wards affected: All Wards</i></p>	5/12/18	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>

	<p><b>Treasury Management Six Monthly Update 2017/18</b></p> <p><u>Summary of decision:</u> To update Cabinet on treasury management activities.</p> <p><i>Wards affected: All Wards</i></p>	5/12/18	Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
Page 44	<p><b>Financial Monitoring Quarter 2 Report</b></p> <p><u>Summary of decision:</u> To receive an update on financial monitoring information for the third quarter 2018/19</p> <p><i>Wards affected: All Wards</i></p>	5/12/18	Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
BPF	<p><b>Local Council Tax Support Scheme</b></p> <p><u>Summary of decision:</u> To advise members of the requirement to review the Local Council Tax Support Scheme (LCTS)</p> <p><i>Wards affected: All Wards</i></p>	5/12/18	Council  Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk

**ITEMS DEFERRED- Dates to be confirmed**

KEY	<p><b>Disposal of HKP Warehouses</b></p> <p><u>Summary of decision:</u> To seek approval to dispose of the HKP Warehouses for alternate use.</p> <p><i>Wards affected: Westgate</i></p>		Cabinet Cabinet Member for Performance and Resources			Jonathan Lund, Corporate Director jonathan.lund@gloucester.gov.uk
KEY Page 45	<p><b>Review of Shopmobility Fee Schedule</b></p> <p><u>Summary of decision:</u> To seek approval to review the current charging schedule for the Shopmobility Service</p> <p><i>Wards affected: All Wards</i></p>	8/11/17	Cabinet Cabinet Member for Culture and Leisure			Lucy Chilton, Visitor Experience Manager Tel: 01452 396570 lucy.chilton@gloucester.gov.uk
KEY	<p><b>Gloucester Social Enterprise Partnership</b></p> <p><u>Summary of decision:</u> To develop a Gloucester Social Enterprise Partnership</p> <p><i>Wards affected: All Wards</i></p>		Cabinet			

KEY	<p><b>Housing Development Company</b></p> <p><u>Summary of decision:</u> To seek approval to establish a housing development company.</p> <p><i>Wards affected: All Wards</i></p>		Cabinet Cabinet Member for Regeneration and Economy			Jon McGinty, Managing Director jon.mcginty@gloucester.gov.uk
Page 46	<p><b>Energy Savings Projects Report</b></p> <p><u>Summary of decision:</u> To update Cabinet on the City Council Energy Costs and Reduction Projects.</p> <p><i>Wards affected: All Wards</i></p>		Cabinet Cabinet Member for Environment			Meyrick Brentnall, City Improvement and Environment Manager Tel: 01452 396829 meyrick.brentnall@gloucester.gov.uk
	<p><b>Air Quality Management Areas</b></p> <p><u>Summary of decision:</u> To seek approval to review the air quality management areas within the City.</p> <p><i>Wards affected: All Wards</i></p>		Cabinet Cabinet Member for Environment			Wayne Best, Environmental Protection Service Manager wayne.best@gloucester.gov.uk



<b>Meeting:</b>	<b>Overview and Scrutiny</b>	<b>Date:</b>	<b>8<sup>th</sup> January 2018</b>
<b>Subject:</b>	<b>AMEY SUPERVISION AND ALLOCATION OF OPERATIONAL RESOURCES</b>		
<b>Report Of:</b>	<b>Cabinet Member for Environment</b>		
<b>Wards Affected:</b>	<b>All</b>		
<b>Key Decision:</b>	<b>No</b>	<b>Budget/Policy Framework:</b>	<b>No</b>
<b>Contact Officer:</b>	<b>Meyrick Brentnall, City Improvement and Environment Manager</b>		
	<b>Email: Meyrick.Brentnall@gloucester.gov.uk</b>		<b>Tel: 6829</b>

## FOR GENERAL RELEASE

### 1.0 Purpose of Report

- 1.1 Overview and Scrutiny Committee received a report on Monday 10<sup>th</sup> July 2017, summarising Amey's annual performance monitoring.

### 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.

### 3.0 Background and Key Issues

- 3.1 The Streetcare Strategic Partnership delivers a holistic bundled Streetcare service including;

- Refuse collection and recycling;
- Trade waste collections;
- Street Cleansing;
- Grounds Maintenance;
- Park and Open Space Management;
- Public convenience cleaning;
- Vehicle and equipment maintenance.

- 3.2 Services are provided across the City to approximately 55,000 properties. Each year the service will undertake approximately 2.9 million recycling and food waste collections, 1.43 million refuse collections and 470,000 green waste collections. In addition, more than 1,000 streets are cleansed and grass is cut at more than 1,470 sites.
- 3.3 The strategic outputs for the service are based on the aims of the Authority that seek to improve the Authority's services so as to deliver sustainability and increase use, through improved management and maintenance of public space in the City, these are referred to as the City's "Liveability aims".
- 3.4 The contract commenced in 2007 for a fifteen year period.

#### **4.0 Performance and Achievement**

- 4.1 At an operational level, issues are dealt with by Amey and are completed within the agreed timescale. There is regular daily dialogue between Amey Managers / Supervisors and Officers from across Neighbourhood Services, indeed City Council staff are now based at Eastern Avenue in a shared office with Amey staff. This action is aimed to improve communication and transparency in the management of the service.
- 4.2 To ensure operational issues are more formally monitored, there are fortnightly Operational Meetings for each of the two main service areas, Waste and Recycling and Street Cleansing and Grounds Maintenance. These meetings are used to discuss issues that have arisen and to agree specific works or activities. Meetings also review planned schedules of work and agree any required changes.
- 4.3 A monthly Partnership meeting takes place that review the contract performance and consider any policy changes that have been raised at the operational meeting.
- 4.4 The Streetcare Strategic Partnership Board is chaired by the Cabinet Member for Environment.

#### **4.5 The Terms of Reference of the Streetcare Strategic Partnership are:**

- 4.5.1 To act as Champions for the Streetcare Partnership;
- 4.5.2 To give strategic direction;
- 4.5.3 To ensure effective service planning;
- 4.5.4 To ensure good performance;



4.5.5 To act as a forum for consultation.

- 4.6 Operational resources on this resource based contract have been agreed by the City Council and Amey and reflect earlier agreed savings in the Streetcare service

## **5.0 Streetcare Supervision/Inspection and Auditing**

- 5.1 Amey's approach to monitoring and supervision reflects a core principle that supervision takes place on the job with supervisors seeing crews in their working environment. It is believed that this approach contributes to a behavioural safety culture where all employees understand their contribution to health and safety and a "right first time, every time" approach to service delivery.
- 5.2 In addition to monitoring by client officers including health and safety inspections, Amey undertake the following monitoring;
- 5.2.1 Amey Health and Safety Audits (monthly) undertaken by Amey Health and Safety Manager;
  - 5.2.2 Gate checks undertaken by Amey Managers and Amey Transport Compliance (weekly);
  - 5.2.3 Quality inspections by Managers and Supervisors (weekly – 10 per Inspector);
  - 5.2.4 Visible Felt Leadership by Managers / Senior Managers / Executive Board (monthly);
  - 5.2.5 Depot inspections by Managers and Supervisors (daily).
- 5.3 Since the last report to Overview and Scrutiny Committee in July 2017, a management review has taken place and, as a direct result the Gloucester Amey structure has been strengthened by the appointment of a Senior Administrator based at Eastern Avenue.

- 5.4 In addition, Amey have reviewed the earlier joint decision taken with the Council in 2012 to achieve savings through the appointment of a part time Service Manager. In October 2017, Kristine Stokes commenced her appointment as Principal Operations Manager. This is a full time role, permanently based at Eastern Avenue Depot.

<b>Meeting:</b>	<b>Overview and Scrutiny</b>	<b>Date:</b>	<b>8<sup>th</sup> January 2018</b>
<b>Subject:</b>	<b>AMEY Redesign of Grounds Maintenance Contract</b>		
<b>Report Of:</b>	<b>Cabinet Member for Environment</b>		
<b>Wards Affected:</b>	<b>All</b>		
<b>Key Decision:</b>	<b>No</b>	<b>Budget/Policy Framework:</b>	<b>No</b>
<b>Contact Officer:</b>	<b>Ismael Rhyman, Neighbourhoods Manager</b>		
	<b>Email: Ismael.rhyman@gloucester.gov.uk</b>	<b>Tel: 6784</b>	

## FOR GENERAL RELEASE

### 1.0 Purpose of Report

- 1.1 The Overview and Scrutiny Committee requested an update as to how the grounds maintenance contract was to be rolled out this summer. This report details what led up to the maintenance programme of last summer and how this has changed to address concerns expressed by Councillors and members of the public while still keeping within ambitious spending requirements.

### 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.

### 3.0 Background and Key Issues

- 3.1 In the Winter of 2016/17 Amey in partnership with City Council officers endeavoured to re-design the grounds maintenance contract in order to save in the region of £125,000. This saving would be achieved against the current annual budget for ground maintenance.
- 3.2 A decision was taken early on to not employ seasonal labour, which negated the need for expensive redundancy payoffs and allowed experienced staff to be retained. A basic schedule was then designed around this resource which allowed for the high profile 'arterial' routes to be maintained on a traditional approximately 12 cut per annum cycle (once every 3 weeks). The urban routes (less high profile) were to be cut every 6 weeks. Sports pitches and large areas of open space cut by the large tractor were to remain as before. Strimming was to be kept to a minimum

with trees being excluded (strimming damages trees) street furniture, posts, fences etc were reduced to 2 visits a year

- 3.3 The schedule was implemented spring 2017 and a number of flail mowers were leased to enable longer grass to be cut. As the start of the season was relatively dry, the grass grew slower than normal and we went into April with a modest number of complaints. As the season progressed however, and grass that had been traditionally cut roughly once every three weeks was looking long and members of the public were beginning to complain. Issues were compounded by the gangs not being able to keep up with the schedule they had been allocated, resulting in longer periods of grass being uncut. Often this was not excessive but when cutting dates were not met it further aggravated people. Complaints were not universal and indeed some people did express a preference for the 'wilder' look exhibited in some areas especially in more mature areas of grass with poor nutrient levels and where wild flowers were allowed to bloom.
- 3.4 To bring the issue under control an outside contractor was engaged to help catch up, and extra resource was re-deployed. This resulted in the schedule being brought down to a cut every 4 weeks. Complaints rapidly decreased at this point.
- 3.5 Also of concern over the summer months was the backlog of hedges and scrub growth that was not kept off footpaths and cycleways that were under the City Council's remit.

#### **4.0 The 2018 Proposal**

- 4.1 The first point to make is, rather than look at the problem from a staffing point of view i.e. how many staff can we afford and what can we do with them, the issue was examined from the point of view as to what people's expectations were and how we could best accommodate those in the most efficient manner.
- 4.2 We were also keen to engage the knowledge and experience of the grounds staff, and right from the beginning they were put on the project team. To further encourage team building and motivation it was decided from the outset that the City would be divided into a number of areas. There would then be dedicated teams who broadly had 'their patch' to look after. The purpose was to allow local knowledge to build up, and engender a sense of pride in the work undertaken.
- 4.3 Monthly meetings were scheduled where City staff, Amey management and grounds maintenance operatives met. Large scale maps were produced and google maps were extensively utilized. At these meetings every area of open space was looked at and a management regime identified. Some sites were identified to be cut

as 'normal' (approx. 12 cuts a year) others it was clear that with modest infrastructure changes, larger more efficient machines could be utilised allowing the normal regime to be implemented with less input. Some sites, for example under dense tree canopy or where there were clear habitat imperatives were identified for a less intensive wildlife cut.

- 4.4 It was decided that strimming will be increased from last year's frequency but trees will still be left untrimmed. The proposal is for a trim to take place every other grass cut on City Council land areas with Gloucester City Homes cutting and strimming regimes not changing from previous years.
- 4.5 With regard to hedge work it is clear that there is a significant legacy of hedge work that is coming increasingly difficult to manage. These have been managed in a traditional manner, essentially by hand. We have over the winter months procured mini tractor with side arm flail that will allow large lengths of hedge and scrub to be 'hit' over the winter months. This should allow summer cut backs, which due to bird nesting, generally has to be done by hand to be kept to a minimum.
- 4.6 Looking forward it is clear there are further efficiencies that can be made as investment from the ESIF and other bids creates larger areas of habitat/flood relief, taking land out of traditional management. Further land will be taken out of management as other models for park management take hold including take up by communities and the private sector.

## **5.0 Conclusions**

- 5.1 It was apparent that the less frequent mowing regime implemented in the summer of 2017 was unpopular with a large number of people. This was not, however, universal and some did enjoy the wilder look afforded by longer grass and wildflowers. To address these concerns therefore, working with the City we have produced a more sophisticated schedule that is more efficient in its use of manpower and machines. It should also satisfy those that wish to see grass kept short and tidy but allow for some more appropriate areas to be managed in a less intensive manner. Coupled with other savings for example from waste management it is hoped to deliver a grounds maintenance service that satisfies the public but keeps within ambitious savings requirements

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# **Gloucester City Council Corporate Peer Challenge**

**Feedback from the peer challenge team  
14-17 November 2017**

# The peer challenge team

- Karime Hassan, Chief Executive, Exeter City Council
  - Councillor Linda Robinson, Leader of Wychavon District Council
  - Lucie Breadman, Assistant Director Community Services, Colchester Borough Council
  - Shirlene Adam, Strategic Director – Operations, Taunton Deane Borough Council and West Somerset Council
  - Denise Edghill, Head of Economic Development and Skills, Southampton City Council
  - Chris Bally, Assistant Chief Executive and Chief Information Officer, Suffolk County Council
  - Amy Haldane, Local Government Association
  - Andrew Winfield - Peer Challenge Manager, LGA.
-



# The purpose of peer challenge

Peer challenges are improvement-focused and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement focus. The peers used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read. The team provide feedback as critical friends, not as assessors, consultants or inspectors.

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# The process of peer challenge

- Peers reviewed a range of information to ensure we were familiar with the council, the challenges it is facing and its plans for the future
- We have spent 4 days onsite at Gloucester during which time we:
  - Spoke to around 150 people including a range of council staff together with councillors and external stakeholders
  - Gathered information and views from around 40 meetings along with additional research and reading
- Feedback session at end of onsite visit, followed by a report and follow up activity

# Your scope for the peer challenge

- Progress since 2013 peer challenge
- Partnership arrangements
- Social benefits from physical regeneration
- Capacity to deliver projects and transformation
- Business continuity resilience and emergency planning capacity

# Scope for the peer challenge

The scope is contained in the core components considered by all corporate peer challenges:

1. Understanding of the local place and priority setting
2. Leadership of Place
3. Financial planning and viability
4. Organisational leadership and governance
5. Capacity to deliver

# Our feedback

What you are going to hear is what we have gathered, read, heard and understood during our work at Gloucester

The value of the process is to look forward and consider future opportunities

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## At the peer challenge in 2013

- Council not regarded as a dependable partner
- Finances were “precarious”
- Silo working
- Decision-making arrangements were ineffective and, at times, dysfunctional
- Members stepping into space vacated by officers
- Member and officer relations were strained
- Culture of the council was not healthy
- Dated IT

**Now all the above has been turned around**

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# 2013-2017 'chalk and cheese'

## Some positive comments

- Staff
    - I'm really proud of how my team have responded to the challenge
    - We recognise that Together Gloucester is not perfect and will need to shift
    - Bear with us, we're going in the right direction
  - Members
    - The leadership is able, committed and broadly doing a good job
    - It is now a much better place
  - Partners
    - Good and effective partner – great to work with
    - Members at Gloucester City are really strong and capable – amazing
    - Culture of trust now in place
    - Brilliant at delivery
    - No concerns about business continuity
-

# Understanding of local place and priority setting - strengths

- Council Plan and Vision developed through consultation, partnership working, political priorities and customer insight
  - Evidence of other plans and strategies (Regen. & Economic Dev. and Cultural vision) underpinned by data and knowledge of local place
  - Leadership Vision 2050 – Gloucestershire leaders and partners coming together to consider a future shared vision for the Place
  - The council has strong and supportive partnerships to collaborate with in shaping place
  - Joint Core Strategy – Place based approach for economic, housing and transport needs for the area providing some real opportunities for the future
  - The concept of Asset Based Community Development is supported universally by staff and partners
-



# Understanding of local place and priority setting – areas for consideration

- Build on vision and key strategies to provide a consistent narrative so all audiences understand what council is working to achieve
  - The strategies and plans do have measures and actions which will enable progress and outcomes to be monitored. Important to give this prominence and share with partners and the public
  - Data – especially customer insight data - will be important to target future activity and resources. This will require capacity that could be developed with principal partners where interests overlap
  - ABCD would benefit from interpretation and understanding for all service areas and partners
  - Future work to consider how the regeneration aims can benefit the council's desired social outcomes would be beneficial, especially for those more deprived neighbourhoods. This could be a key feature for the next phase of regeneration building on the successful platform now created.
-

## Leadership of place - strengths

- Regeneration has been a clear priority and has delivered an impressive body of work and achieved critical mass. The city is becoming a destination in its own right with an increased sense of pride.
  - Strong track record of delivery with a proven ability to secure funding and bring forward developments. The council is now seen as an effective partner.
  - Efforts to bring forward city centre sites through private sector partners had stalled for a range of reasons. However, the council has demonstrated leadership by finding a way to unlock private sector funding through an innovative approach. This was only made possible through council leadership and intervention. This model provides confidence for development partners.
-

## Leadership of place - strengths

- Housing (regeneration and new developments) outside the immediate city centre have both a good record of delivery (bringing a sizeable urban extension with social and community infrastructure) and with £1.5m targeted funding for continued estate regeneration
- The council has demonstrated strong partnerships and collaboration in pursuance of its core strategy and has a maturing relationship with Cheltenham and Tewkesbury
- The new culture portfolio recognises the increasing importance of adding depth to the city's overall offer - the emerging partnership working with culture and heritage sectors is positive.

# Leadership of place – areas for consideration

- The ability to deliver physical regeneration is manifest and the Council recognises the need to go further to realise wider social outcomes for residents, businesses and visitors to the city
  - Driving up GVA, growth and income levels is a priority within a context of severe risks of labour and loss of young people from the area. We have not seen sufficient evidence of the local employment being well enough aligned to current and future workforce requirements. The council will need to decide whether to fill the void in skills and labour market interventions which is not being driven by others.
  - Relationships between Marketing Gloucester and the Culture Trust could be strengthened to improve the alignment of outcomes
-

## Leadership of place – areas for consideration

- The County Council spends £85m on social care in Gloucester – this frames the potential for developing joint work on social impact
  - Opportunities include:
    - Future work on ABCD could be better aligned with the work of partners, e.g. the Gloucestershire Council Enabling Active Communities Strategy
    - There is scope for a Gloucester-specific approach; e.g. piloting projects for wider rollout across County; convening partners from VCS. Partners have expressed a willingness to open that dialogue.
    - The proposed office relocation presents an opportunity to improve outcomes for residents and customers.
    - Leadership Vision 2050 underlines the importance of the city ambitions within the emerging context of a wider place shaping and the fundamental economic role that Gloucester can play.
    - There is an opportunity to further optimise additional income and social gains through planning and procurement, e.g. s106; employment & skills plans, social value act etc.
-

# Financial planning and viability - strengths

- Council has moved from financially “precarious” in 2012 to now providing a strong and stable foundation
  - Reserves built up from very low to healthy levels
  - Council has addressed financial funding gaps over many years by successfully delivering savings
  - Members now receiving regular monitoring reports and have confidence in council finances
  - Additional provision in 2018/19 is proposed for transformation work
  - Significant investment made to ensure business continuity and resilience against future data breaches
  - ASPIRE Trust has delivered significant financial benefit

## Financial planning and viability- strengths

- Public consultation on proposed budget demonstrates will to engage and discuss spending plans
- Five year Money Plan promotes longer-term thinking
- Property investment strategy is a bold move to develop new income streams

# Financial planning and viability- areas for consideration

- Service responsibility for budgets and budget monitoring needs to be clearer. Opportunity following service planning process to strengthen this.
  - With longer-term prospects of New Homes Bonus looking increasingly uncertain it may be worth considering reducing budget reliance
  - Plans to set aside resources for transformation are a good start but are they sufficient?
  - Business rates are a volatile area and there is a need to consider level of contingency
  - Develop the 'commercial' design principle further as part of the Together Gloucester work
  - There is an opportunity to be more explicit and visible in capital and revenue plans to connect to corporate plans, priorities and programmes.
-



# Organisational leadership and governance - strengths

- Strong working relationships between officers and Cabinet members. Significant improvements since 2012.
- Fortnightly 'Leadership' meeting provides opportunity for political and managerial leaders to share and develop forward programme and anticipate issues
- Group Leader meetings have been reinstated and are valued
- Updated Constitution contributing towards greater confidence in governance arrangements. This means members can now step back from space they occupied in 2014.
- Important work begun on behaviours and values to guide council activity and interaction
- Communication products seen are of high standard and professional communications support offers future opportunities

# Organisational leadership and governance – areas for consideration

- Lack of clarity on longer-term Together Gloucester transformation programme and implications for staff, members and council
- New managers require support and training to develop organisational governance skills
- Staff uncertainty and apprehension identified. Confirmed in staff survey.
- Communications felt to be more reactive than proactive. Some direction and fine tuning with provider would be beneficial.
- Contacts between officers and all Members have been affected by implementation of Together Gloucester – expectations need to be recalibrated in light of the restructure

## Capacity to deliver - strengths

- Passionate and dedicated staff with good ideas, optimism and commitment to Gloucester – accepted the need for change
  - “Good and effective partner” across the board– County Council; Districts & Boroughs; Aspire; Marketing Gloucester; Environmental Groups; VCS...
  - Vision for Change – ambitious and “brave”
  - ‘Together Gloucester’ programme articulated and recognised by staff and acknowledged by partners
  - Clear financial and milestone targets for structural change
    - Delivered at pace
    - Innovative design approach
-

# Capacity to deliver - strengths

- Plans in place around key processes
    - Performance management
    - Talent Management
    - Behaviour Framework
    - Service Plans
    - Organisational Development
  - Positive, open and honest relationship with County Council
    - Local partners recognise the value of the partnership
    - County Council recognise value
    - Opportunity in future; property and co-location; IT – revisit at contract end?
  - Shared MD post – builds relationships; informal influence; Gloucester voice on Commissioning Board; ‘oils the wheels’ – only 2 years in!
-

# Capacity to deliver – areas for consideration

- Wider components of transformation and inter-dependencies less understood and requires leadership, planning and investment (temporary)
  - Technology, Channel Shift and Digital, Accommodation, Organisational Development & People – “started the journey of cultural change, but lots to do”
- Reception of Together Gloucester is mixed and is affecting morale
  - Crucial period – transitioning from old to new – the end of the beginning!
  - Some staff embracing the opportunity
  - Others struggling and need support
    - Need clarity of roles
    - Support to change systems and processes
    - How to ‘stop’ doing things

# Capacity to deliver – areas for consideration

- Need to manage expectations – reduction in capacity means that there is less resource to respond as quickly as before. Need to communicate to:
  - Customers
  - Councillors
  - Staff
- Partnerships and contracts
  - Build on the partnership reputation – discussion about strategic intent – what do we want to achieve from our partnerships...collectively
  - Contract management and monitoring needs to be clarified and strengthened
- Specific areas of risk in terms of capacity and skills now
  - Planning & Land Charges
  - Customer Services
  - Opportunity to generate income

# Next big things?

- Together Gloucester – complete the journey
  - Communication and engagement important
  - Collaboration– strong grounding
    - Next step around relationship with the County Council
    - Opportunity to work with Districts and Boroughs on areas of common interest / themes
  - Gloucester's role in the region
  - Define USP for future growth and social benefit
  - Vision 2050 – a strong Gloucester is important
-

# Next steps

- Opportunity for questions and discussion now
- Feedback report to follow
- LGA support
- Productivity programme
- Follow up visit to be scheduled





<b>Meeting:</b>	<b>Overview &amp; Scrutiny Cabinet</b>	<b>8<sup>th</sup> January 2018 7<sup>th</sup> February 2018</b>
<b>Subject:</b>	<b>Shopmobility Fees and Charges</b>	
<b>Report Of:</b>	<b>Jennie Watkins, Cabinet Member for Communities and Neighbourhoods</b>	
<b>Wards Affected:</b>	<b>All</b>	
<b>Key Decision:</b>	<b>No</b>	<b>Budget/Policy Framework: No</b>
<b>Contact Officer:</b>	<b>Lucy Chilton – Visitor Experience Manager</b>	
	<b>Email: <a href="mailto:lucy.chilton@gloucester.gov.uk">lucy.chilton@gloucester.gov.uk</a></b>	<b>Tel: 396570</b>
<b>Appendices</b>	<b>People Impact Assessment</b>	

## FOR GENERAL RELEASE

### 1.0 Purpose of Report

- 1.1 To propose a new fees and charges structure for the city's Shopmobility service and seek authority to undertake a public consultation based on the proposals.

### 2.0 Recommendations

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

- (1) To approve in principle the proposed service charges set out in paragraphs 3.8, 3.10 and 3.11.
- (2) To agree in principle that charges are reviewed annually and increased to keep pace with cost of living indicators.
- (3) To authorise the Visitor Experience Manager to proceed with public consultation based on the new pricing structure proposals.

### 3.0 Background and Key Issues

- 3.1 The Shopmobility service was provided free of charge until 2010. In 2012 charges were introduced for the first time and they have not been reviewed or revised since then.
- 3.2 In 2016, the Shopmobility service cost £57,000 to operate. This figure consisted of all running costs net of income achieved through membership and daily hire. A proposal to operate the service via a third party social enterprise had to be

discontinued due to concerns about the sustainability of the service under that arrangement.

- 3.3 In the 2017/18 budget, the £50,000 savings target has been removed. This does not mean that the service can continue to operate with its current offer, it is vital that the service becomes more commercial in its operation to ensure its longevity at a time where the authority continues to face financial pressures.
- 3.4 The Shopmobility service operates as a membership scheme. Members pay £24 per year and enjoy free use of the equipment during their membership. Non-members currently pay a daily rate of £3.00 to use the Shopmobility service scooters. The majority of members qualify for VAT exemption which reduces the annual membership fee to £20. If a member were to utilise the service 6 days a week, this would equate to just 7p per hire.
- 3.5 There are currently 197 members. Active recruitment to membership stopped in 2016 during the discussions about third party management of the service. Previously membership had been at 300 members.
- 3.6 The service also offers long-term wheelchair hire for those wanting to hire a wheelchair overnight, or for a longer period. At present, the service charges £3 for an overnight hire and £10 for a Friday to Monday hire. Long term hire of electric scooters is currently under development.
- 3.7 This report seeks to present proposals for changes to the pricing structure so that the Council's service will continue to provide excellent value for money and deliver an important community service, but at a more sustainable cost to the Council.
- 3.8 It is proposed that the annual membership charge remains the same, £24 per year. Instead of members qualifying for free use of the service, members will be entitled to a 66% discount compared to those paying the daily rate. The daily charge to service users under the revised charging structure will be £2.00.
- 3.9 In 2016/17, there were 6841 annual member visits. If each pays the new £2.00 rate the additional income would be £13,682.
- 3.10 It is proposed that the daily hire charge for a non-member is £6. In 2016/17, there were 1882 non-member daily visits. The proposed increase could bring in an additional £5646.00.
- 3.11 Long term hire customers will need to become members to utilise the service and charges are also proposed to increase as follows:

<b>Wheelchair Hire Only</b>	<b>New</b>	<b>Old</b>
Overnight hire	£5	£3
Weekend hire (Fri-Mon)	£12	£10
Week hire (7 days)	£20	£15.
1 monthly	£50	£35

3.12 For comparison purposes the table below compares the proposed pricing for Gloucester with other regional Shopmobility schemes:

Place	Provider	Membership Fee	Member Day Rate	Non-Member Day Rate	Long term hire( <b>per night unless stated otherwise</b> )	Free Parking	Typical cost (membership plus 35 days)
Gloucester	LA	£24.00	£2.00	£6.00	£5	Yes	£94
Cheltenham	LA	£25.28	Free	£6.76	£14.14 per week	No	£25.28
Exeter	Charity	n/a	n/a	£6.50	£10	Yes	£227.50
Hereford	Charity	£10.00	£4.40	£7.50	Membership +£4.40	No	£164.00
Swindon	LA	£15.00	£1.00	£6.00	n/a	Yes	£50.00
Worcester	Charity	£10.00	£3.00	£7.00	n/a	Yes	£115.00
Yeovil	Charity	£10.00	£4.00	£5.00	£10	No	£150.00

3.13 The final column (typical cost) is based on each member using the service 35 times in the course of a year. This typical usage is calculated on the basis that 197 current users have made 6841 daily hires in the past year.

3.14 Cheltenham Shopmobility are currently undergoing a review of their charges and have indicated that they too will be introducing a pay per use for members.

#### 4.0 Asset Based Community Development (ABCD) Considerations

4.1 Putting the service in a stronger financial position will enable staff to be more proactive and build stronger links with Social Enterprises, the Voluntary Sector, a new focus on the “Friends” group and a push at greater ABCD.

4.2 The service will also work to recruit a number of volunteers to help assist the service and will provide capacity to develop the Shopmobility further.

#### 5.0 Alternative Options Considered

5.1 A range of alternatives were considered and are listed below along with the reasons why they were discounted:

5.2 Option 1 – Do not make any changes to the hire costs. In the present financial climate, the cost of the service is not sustainable and the extent of the current subsidy is hard to justify.

5.3 Option 2 – Increase the membership charges to cover costs. A substantial increase in membership would be required to make the service break even. Such an increase would have an impact on affordability.

5.4 Option 3 – Cease the membership scheme and only offer a daily rate. This would bring in a higher level of income as each user would pay per use. There are some users who utilise the service on a daily basis (6 days a week) and going from paying £20/£24 per year to paying over £1800 based on £6 a time isn't an affordable route to pursue.

- 5.5 Option 4 – Explore alternative management options. The Council has unsuccessfully explored a shared service with Cheltenham Borough Council, looked to transfer the asset to the community and also attempted to put the service out to tender. Before such options are reconsidered it will be necessary to revise the pricing structure and become more commercial in terms of service management and operation.
- 5.6 Option 5 – Close the service. This is an option that has not been considered due to the negative impact that would have on its users. Whilst this would achieve a deliverable saving to the council, it would leave many residents of Gloucester with a permanent or temporary disability with greater difficulty in maintaining a level of independence that is crucial to their general wellbeing.

## **6.0 Reasons for Recommendations**

- 6.1 If the Shopmobility service restructures its charges and reviews them annually, income and financial sustainability will significantly improve.
- 6.2 An increase in charges alone will not achieve the level of income required to allow the service to be self sufficient so there needs to be additional service developments that increase income or reduce costs.
- 6.3 In August 2017, the service was equipped to take card payment. All previous sales had to be made by cash.
- 6.4 Past practise of issuing invoices to members will cease and in future all payments relating to the service will be taken on-site (the potential for on-line payments will also be pursued) This change will reduce processing costs.
- 6.5 A comprehensive overhaul of how the service is marketed and branded and new arrangements for facilities and equipment repair and maintenance needs to be undertaken. This is especially true if we are to generate additional income and sponsorship to support the service in the future.
- 6.6 Consideration needs to be given to exploring the potential for new 3<sup>rd</sup> party agreements with external operators where the service benefits from commission on sales.
- 6.7 There are a number of advertising/sponsorship opportunities available within the service. Once the new charges are implemented, the service will look to utilise the exterior space on the building and available space to advertise on the equipment.
- 6.8 So although the proposed revised charges will achieve an increase in income, the other actions listed above will allow the service to become more efficient, effective and financially sustainable.

## **7.0 Future Work and Conclusions**

- 7.1 The proposed new charges will need to be subject to a period of public consultation. The consultation will start immediately and will last approximately 6-8 weeks.

- 7.2 The results of the consultation will be reported to Cabinet in January with recommendations for formal adoption and immediate implementation thereafter.
- 7.3 The service developments outlined in paragraphs 6.5-6.7 will feature in the Visitor Experience Service Plan.

## **8.0 Financial Implications**

- 8.1 The current Council approved Money Plan includes an assumption that fees and charges for Council Services will rise on an annual basis. This review of charges would bring Shopmobility in line with that assumption.
- 8.2 The Council currently subsidises the Service by over £50k a year and has continued to do so even in the light in significant reductions in available resources across the Council. This increase in charges, assuming it is not accompanied by a corresponding fall in demand, will help to decrease the level of subsidy required and contribute to Council savings targets.

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

## **9.0 Legal Implications**

- 9.1 When considering changes to a service, including fees and charges, the Council has to comply with its duty under Section 3 of the Local Government Act 1999. Section 3(2) imposes a general duty which requires the Council to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness. In deciding how to fulfil the duty there is a requirement to consult those persons referred to in the Act which includes representatives of council tax and non-domestic rates payers and persons who use or are likely to use the service. The Council must also have regard to guidance on this duty issued by the Secretary of State.
- 9.2 The Council must also have regard to the Public Sector Equality Duty contained in Section 149 of the Equality Act 2010. The Council will need to undertake an impact assessment to assess the likely or actual effects of proposed changes in the service on persons who share a protected characteristic (as defined by the Act).
- 9.3 Shopmobility is a discretionary service in respect of which the Council has power to set charges locally on a cost recovery basis.

## **10.0 Risk & Opportunity Management Implications**

- 10.1 There is a risk that existing customers may not wish to pay the new charges. However when membership was first introduced there was a slight reduction in customers but this soon recovered to historic levels and has remained constant over the last 4 to 5 years. Having benchmarked against other Shopmobility services the proposed charges are similar to what others charge and it is unlikely that there would be a significant reduction in customer numbers.

## **11.0 People Impact Assessment (PIA) and Safeguarding:**

- 11.1 The Council is committed in having an operation Shopmobility service within the city but at the same time the service needs to be managed effectively and within budget. The charges proposed will generate increased income but will remain at an affordable level for its users. As long as the service continues, people with

temporary or permanent disabilities are not disadvantaged in accessing the city centre.

11.2 A full PIA has been completed and is appended to this report.

11.3 The full PIA will be updated once public consultation is complete.

## **12.0 Other Corporate Implications**

### Community Safety

12.1 The Shopmobility service is a member of City Safe.

### Sustainability

12.2 Increased income will ensure sustainability of the service and will ease the financial burden on the City Council.

### Staffing & Trade Union

12.3 The City Council has recently undergone a council-wide restructure of which permanent staff were appointed to deliver the Shopmobility service.

# Shopmobility Pricing Review

Have your say....



## Introduction

Gloucester Shopmobility, run by Gloucester City Council has been offering an important service to visitors and residents of Gloucester for 27 years. It is a valuable and well-used service in the centre of Gloucester that operated free of charge until 2012 when fees were introduced; these fees have remained unchanged. Bearing in mind the now outdated charges and following a failed transfer to a commercial operator in 2016, the Council needs to take steps to make this optional service sustainable. This will allow it to continue into the future.

## What are other providers doing and how do our new charges compare?

To help inform our proposals we looked at other Shopmobility services in the area. Many have remodelled their service to make it viable, now and in years to come. We also compared their charges with those we're proposing. If our new charges are agreed we would still be offering one of the most competitively priced services in the region.

## What are our proposals?

This table shows the current and proposed hire costs of our electric scooters and wheelchairs:

Electric Scooter Hire	Current	Proposed
12 month membership	£24	£24
Membership daily fee (pay per use)	£0	£2
Non-member daily fee (visitor)	£3	£6
Wheelchair Hire		
Overnight	£3	£5
Weekend (Friday-Monday)	£10	£12
Weekly (7 days)	£15	£20
Monthly	£35	£50

As a local authority, we think it's important to consult with our users on proposed changes. In this case we want to ensure the service is still affordable and know your thoughts and views. This will help shape the future service offer.

### **About You and Equality Monitoring**

**Name:**

**Address:**

**Telephone:**

**Email:**

**Age group:** 16-24 ☐ 25-29 ☐ 30-34 ☐ 35-39 ☐ 40-44 ☐ 45-49 ☐  
55-59 ☐ 60-64 ☐ 65-69 ☐ 70-74 ☐ 75-79 ☐ 80+ ☐

**Are you?** Male ☐ Female ☐ Prefer not to say ☐

**Do you consider yourself to be disabled?** Yes ☐ No ☐ Prefer not to say ☐

**Disability type:** Mobility ☐ Hearing ☐ Eyesight ☐ Using hands/fingers ☐  
Learning difficulty ☐ Mental health ☐ Other

#### **Ethnicity:**

##### **White**

English ☐ Welsh ☐ Scottish ☐ Northern Irish ☐ Irish ☐ Gypsy/Irish Traveller ☐

##### **Mixed/multiple ethnic groups**

White/Black Caribbean ☐ White/Black African ☐ White/Asian ☐ Other ☐

##### **Asian/Asian British**

Indian ☐ Pakistani ☐ Bangladeshi ☐ Chinese ☐ Other ☐

##### **Black/African/Caribbean/Black British**

African ☐ Caribbean ☐ Other ☐

##### **Other ethnic group**

Arab ☐ Other ☐

##### **Religion and/or belief:**

No religion ☐ Buddhist ☐ Christian ☐ Hindu ☐ Jewish ☐ Muslim ☐

Sikh ☐ Any other religion ☐ Prefer not to say ☐



### Questions

**What type of Shopmobility user are you?**

Occasional User

☐

Member

☐

**Which service do you mainly use?**

Scooters

☐

Wheelchairs

☐

**For how long have you used this service?**

0-6 months

☐

6-12 months

☐

1-2 years

☐

3-5 years

☐

5-10 years

☐

10-15 years

☐

15-20 years

☐

20+ years

☐

**How often do use this service?**

Daily

☐

Weekly

☐

Bi-Weekly

☐

Monthly

☐

Ad-hoc

☐

**Bearing in mind the need to make this service financially viable so it can continue into the future, how likely would you be to continue using the Shopmobility service if the proposed new charges go ahead? (1= Not at all, 5=Yes I will continue to use the service)**

1

2

3

4

5

If scoring between 1 and 3, please use the space below to explain your reasons:

**If the new charges were implemented would you continue to use the service as regularly as you do now? (1= Significantly decrease in use, 5= Will continue to utilise the service to the same levels)**

1

2

3

4

5

If scoring between 1 and 3, please use the space below to explain your reasons:

**Is there anything you feel we haven't considered and should take into account when making a decision about this proposal? Please comment below:**

**Do you hire equipment from any other Shopmobility provider?**    Yes ☐    No ☐

**If yes, please state the town/city?**

**What is it that other Shopmobility services offer that are better than the Gloucester branch? Is there anything we can learn and implement here in Gloucester?**

**We would like to hear if any of our users or non-users have any ideas to improve the Shopmobility service?**

**We would like to take this opportunity to assess other areas of the service. Please rate the following:**

(1 – Very poor to 5 – Excellent)

Area	Score					Additional comments
Speed of service	1	2	3	4	5	
Quality of service	1	2	3	4	5	
Quality of equipment available	1	2	3	4	5	
Opening hours	1	2	3	4	5	
Quality of the venue	1	2	3	4	5	
Shopmobility location	1	2	3	4	5	

**Where should the Gloucester Shopmobility service be located? Do you have any better suggestions than the current location?**

**Date of completion:**

Thank you for taking the time to complete this questionnaire. We value your opinions and hope to protect this Shopmobility service in the future.

Please send your completed questionnaire to Lucy Chilton, Visitor Experience Manager, Gloucester Shopmobility, Hampden Way, Gloucester, GL1 1SX, alternatively, pop your completed questionnaires into the feedback box at Shopmobility.

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<b>Meeting:</b>	<b>Cabinet Overview and Scrutiny</b>	<b>Date:</b>	<b>6<sup>th</sup> December 2017 8<sup>th</sup> January 2018</b>
<b>Subject:</b>	<b>Regeneration of the former Fleece Hotel Site, Gloucester</b>		
<b>Report Of:</b>	<b>Cabinet Member for Regeneration &amp; Economy</b>		
<b>Wards Affected:</b>	<b>Westgate</b>		
<b>Key Decision:</b>	<b>No</b>	<b>Budget/Policy Framework:</b>	<b>No</b>
<b>Contact Officer:</b>	<b>Jon McGinty, Managing Director</b>		
	<b>Email:</b>	<b><a href="mailto:jon.mcginty@gloucester.gov.uk">jon.mcginty@gloucester.gov.uk</a></b>	<b>Tel : 396200</b>
<b>Appendices:</b>	<b>1. Fleece Quarter Plan 1</b> <b>2. Fleece Quarter Ownership Plan</b>		

## FOR GENERAL RELEASE

### 1.0 Purpose of the Report

- 1.1 This report seeks Cabinet approval to take the Fleece site to the open market to secure a partner to deliver a regeneration scheme that safeguards its future. This follows the completion of detailed due diligence which provides valuable information as to the condition of the building and works needed to bring it back into use. The intended future use of the buildings is not specified, but any scheme needs to act as a link between Westgate Street and the Blackfriars area and allow the public, in some form, to be able to enjoy access to the heritage assets on the site.

### 2.0 Recommendations

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

- 1) Officers are instructed to prepare a development brief for the Fleece site that sets the parameters for the development scheme, in consultation with the Cabinet Member for Regeneration & Economy
- 2) A soft market testing and appropriate tender exercise, based on the brief, be undertaken by the Managing Director in consultation with the Cabinet Member for Regeneration & Economy, to test the

commercial appetite for the various options for the site and to secure an investor/developer partner

- 3) A further report be brought back to Cabinet in March 2018, detailing the basis of the proposals received and identifying a preferred partner

### **3.0 Background and Key Issues**

- 3.1 The former Fleece Hotel site is a centrally located city centre site lying within the City Centre Conservation Area. The site includes nationally important designated heritage assets (in a varying state of condition and use), the most important of which is the Grade 1 listed 12<sup>th</sup> century vaulted undercroft. Some other parts of the complex are Grade 2 listed. The site is adjacent to the Longsmith Street multi-storey car park and a surface car park, Ladybellegate Street. The majority of the site is in the ownership of the City Council (please refer to ownership plan).
- 3.2 The Fleece Hotel was first opened in 1497 as one of the three major inns of Gloucester to house pilgrims visiting the tomb of Edward II of England. The 12th century undercroft, known as the "Monk's Retreat" was originally part of a merchant's house, and was incorporated into the structure. By 1455, it was a property owned by Gloucester Abbey, and was developed into an inn by the Abbey during the 16th century. It was first recorded as the Golden Fleece Inn in 1673. The building was made part Grade 1 listed in January 1952, with other parts of the building made Grade 2 listed in December 1998.
- 3.3 The site ceased to operate as a hotel in 2002 and was purchased by the South West Regional Development Agency (SWRDA). Limited physical works were undertaken by SWRDA during their ownership and the property passed to the City Council when the Agency was disbanded in 2011. The Council almost immediately invested £350,000 in stabilisation works to protect the historic fabric of the buildings.
- 3.4 The site was taken to the market in 2014 but this was not successful in securing a development partner. The YMCA had expressed interest in converting the buildings into a hostel but did not have the funding to proceed.
- 3.5 It is believed that the unknown cost of restoration of the heritage assets was a significant factor in why a development partner was not secured. In addition, the economy at that time was still in the fairly early stages of recovery from a long and deep recession and investor confidence in the city was not at the level it is today. Since then, the Council has taken further steps to de-risk the site.
- 3.6 Through the Government's Growth Deal, the City Council was able to deliver detailed intrusive survey work of the site to understand the issues that the buildings face in terms of their condition. This information is vital to a potential developer to help understand risk and cost. This includes:

- Archaeological Impact Assessment & Deposit Model
  - Draft Conservation Plan
  - The Great Inn Draft Conservation Plan
  - Measured Survey Drawings of All Buildings on Site
  - Interim Dendrochronology Report
  - Project Outputs Table
  - Interpretation Model
- 3.7 Some of this survey work will only remain valid for a relatively short period of time. To maximise the benefit from this piece of work, it would be advantageous to promote the site for potential regeneration interest sooner rather than later. The Council has received a number of enquiries from interested parties and it is felt that taking the site through an open marketing exercise is the best way to enable the Council to secure the best scheme for the city. It is not proposed that the Council is prescriptive in which use(s) the site is put to but they could include a boutique hotel, residential, food and beverage, specialist retail, office and cultural uses. A key requirement of proposals at this location is that they enable the public in some form to be able to access and enjoy the heritage of the site, as well as promoting linkages between the docks and the city centre.
- 3.8 The Fleece site, edged red on the enclosed plan as “1”, has huge potential to be sensitively redeveloped whilst retaining and reusing designated heritage assets and surrounding historic character. There is a real opportunity to transform and deliver a key site within the historic core which will positively contribute to the city’s ongoing regeneration programme.
- 3.9 Considerable thought and effort has been put into understanding the best way forward for this site, including an exercise involving up and coming professionals from across local government, who visited Gloucester in May 2017, as part of the Local Government Challenge Programme. They were asked to consider how they would regenerate The Fleece site in a way that met the Council’s objectives. Whilst this work was based upon a council/community-led approach, it may still be relevant and can be referenced in the development brief and discussed with potential partners. In the event that the marketing exercise does not generate a scheme or partner of suitable quality this alternative approach can be revisited in greater detail.
- 3.10 Whilst it will be for the partner to bring forward proposals that are deemed to be both fundable and appropriate for Gloucester, there is potential to deliver:
- a new destination within the city centre which functions as a strategic link between the Cathedral and the Docks, taking advantage of its proximity to the core retailing on the gate streets, its built heritage, historic character and proximity to the water front;
  - a vibrant mixed use scheme which could include small scale retail, food and drink, leisure, hotel, office and residential opportunities which

collectively respects and complements the historic grain of the area, its historic lanes, listed buildings and intimate open space;

- a scheme which will bring back to life an important heritage asset which has a significant place in the story of Gloucester, as well as in a national context.
- A scheme which will raise the profile and enhance the setting of the historic Blackfriars Priory.

- 3.11 A number of the enquiries that the Council has received have sought to include the Longsmith Street car park within the development scheme to enhance the setting of the site and improve viability. The car park is coming towards the end of its expected life and does not offer the modern customer experience we would wish for our visitors or make a positive contribution to the city centre environment. It is therefore recommended that the Council consider and positively encourage proposals which also include the Longsmith Street car park (Area 2) within the Fleece development as well as those based purely on the Fleece site (Area 1). The car parking capacity at Longsmith Street will most likely need to be provided elsewhere and Members will be aware that a Car Parking Strategy is currently being finalised that will address this issue. Should the developer partner for The Fleece wish to include Longsmith car park, the Council would welcome proposals to relocate the parking provision.
- 3.12 Potential partners may also wish to consider the possibilities surrounding the Ladybellegate car park, Area 3, which whilst not in public ownership in its entirety, does provide the potential to add value in terms of context and scene setting.
- 3.13 Whilst a traditional development agreement should not be entirely ruled out, historically this has not proven to be the most effective means of ensuring delivery. A partnership approach based on joint risk and reward, using a combination of private sector and public sector funding, similar to that which is delivering the Bakers Quay scheme, may be more appropriate. This may include an investment, subject to a further approval, by the City Council and involve discussions with other funding bodies such as the Homes and Communities Agency.
- 3.14 The Development Brief, together with all the associated due diligence reports, will be made available to interested parties early in 2018.

#### **4.0 Alternative Options Considered**

- 4.1 Doing nothing does not meet our requirement to safeguard and bring back into use buildings of historic importance. An alternative would be to simply offer the Fleece for sale. This was discounted on the basis that such an approach would not guarantee delivery of a regeneration scheme. The Council could act alone as the developer but doing so would involve a multi-million pound commitment as well as significant Officer resource and would



not bring the benefits of private sector capital or innovation. A community-led approach has been considered but the scale and complexity of the project is likely to be too great for this to happen within a reasonable timescale.

## **5.0 Reasons for Recommendations**

- 5.1 There is an urgent need to bring The Fleece site, which includes some very important heritage assets, back into active use. This will preserve those assets for future generations and contribute to the vibrancy and vitality of Westgate Street in particular and the city centre in general. It is felt that with the detailed survey work now complete and investor confidence in the city at unprecedented levels, now is the right time to take the site to the market. An open process is considered to be the best way to demonstrate transparency with a public asset and to attract the widest range of interest to secure the right scheme for the site. The Council will also positively encourage those that have already shown interest and real commitment to this site and a willingness to bring a scheme forward that is in the best interests of Gloucester.

## **6.0 Future Work and Conclusions**

- 6.1 This approval, if given, will commence detailed work around delivery. Potential investors will need to be identified and negotiations undertaken, within the parameters of the Public Procurement Regulations. It is likely that funding discussions will need to be considered including potential engagement with the Homes and Communities Agency.

## **7.0 Asset Based Community Development (ABCD) Implications**

- 7.1 Initially the commercial work surrounding creating the product and delivery will not have any ABCD implications. But as the delivery and development process gain momentum, there will be opportunities to consider how local communities can engage and benefit from not only the construction phase, but also the sustainable opportunities created post construction.

## **8.0 Financial Implications**

- 8.1 There are no specific financial implications as a result of this report, the actions in the recommendations will be met from current resources. Any additional funding requirements will be subject to a further report.

## **9.0 Legal Implications**

- 9.1 The regeneration and development of land can fall within the remit of the Public Contracts Regulations 2015 especially where the public body has influence over the content of the development. Advice will be given to officers as to the procurement procedures that are necessary following the completion of the soft market testing.

- 9.2 If the Council is considering a disposal of the Fleece/site, whether by way of a freehold or leasehold disposal, it has power to do so under Section 123 of the Local Government Act 1972. There is a requirement to receive the best consideration reasonably obtainable unless the General Disposal Consents 2003 applies or there is a specific consent obtained from the Secretary of State.

## **10.0 Risk & Opportunity Management Implications**

- 10.1 The primary risks to the Council are:

1. Failure to deliver the scheme: this will be mitigated through dialogue and clearly defined milestones.
2. Protracted negotiations, delaying delivery: terms will be disclosed and agreed in the early part of negotiation together with robust and clearly defined delivery dates.

## **11.0 People Impact Assessment (PIA):**

- 11.1 The PIA Screening Stage was completed against the protected characteristics. This did not identify any potential or actual negative impact, therefore a full PIA was not required. This project will give opportunities for all those within the protected characteristics in terms of improved housing, and employment opportunities.

## **12.0 Other Corporate Implications:**

### **12.1 Community Safety**

The benefits of this project are positive. Whilst the disused buildings are not accessible, they are in a vulnerable state and as such trespassing is extremely dangerous. Members will be well aware of the recent arson attack at the site. Regeneration of the site will remove this potential safety issue.

### **12.2 Sustainability**

This scheme is a highly sustainable contribution towards the regeneration of Gloucester. It maximises the reuse of old buildings which their physical condition makes possible, is located on previously developed land and is in a city centre location enabling the end residents and commercial users to benefit from public transport and all the amenities of a city centre location.

### **12.3 Staffing & Trade Union**

There are no direct staffing implications.

**Background Documents:** None