



**Gloucester
City Council**

Cabinet

**Meeting: Wednesday, 12th September 2018 at 6.00 pm in Civic Suite -
North Warehouse, The Docks, Gloucester, GL1 2EP**

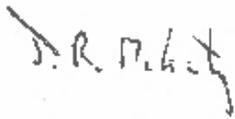
Membership:	Cllrs. James (Leader of the Council and Cabinet Member for Regeneration and Economy) (Chair), Watkins (Deputy Leader and Cabinet Member for Communities and Neighbourhoods), Noakes (Cabinet Member for Culture and Leisure), D. Norman (Cabinet Member for Performance and Resources), Organ (Cabinet Member for Planning and Housing Strategy) and Cook (Cabinet Member for Environment)
Contact:	Democratic and Electoral Services 01452 396126 democratic.services@gloucester.gov.uk

AGENDA

1.	APOLOGIES To receive any apologies for absence.
2.	DECLARATIONS OF INTEREST To receive from Members, declarations of the existence of any disclosable pecuniary, or non-pecuniary, interests and the nature of those interests in relation to any agenda item. Please see Agenda Notes.
3.	MINUTES (Pages 7 - 14) To approve as a correct record the minutes of the meeting held on 11 th July 2018.
4.	PUBLIC QUESTION TIME (15 MINUTES) The opportunity is given to members of the public to put questions to Cabinet Members or Committee Chairs provided that a question does not relate to: <ul style="list-style-type: none"> • Matters which are the subject of current or pending legal proceedings, or • Matters relating to employees or former employees of the Council or comments in respect of individual Council Officers

<p>5.</p>	<p>PETITIONS AND DEPUTATIONS (15 MINUTES)</p> <p>To receive any petitions or deputations provided that no such petition or deputation is in relation to:</p> <ul style="list-style-type: none"> • Matters relating to individual Council Officers, or • Matters relating to current or pending legal proceedings
<p>6.</p>	<p>LEADER AND CABINET MEMBERS' QUESTION TIME (15 MINUTES)</p> <p>Any Member of the Council may ask the Leader of the Council or any Cabinet Member any question without prior notice, upon:</p> <ul style="list-style-type: none"> • Any matter relating to the Council's administration • Any matter relating to any report of the Cabinet appearing on the summons • A matter coming within their portfolio of responsibilities <p>Only one supplementary question is allowed per question.</p>
<p>7.</p>	<p>FINANCIAL MONITORING QUARTER 1 2018/19 (Pages 15 - 26)</p> <p>To consider the report of the Cabinet Member for Performance and Resources that seeks Members to note year-end forecasts, and progress made against agreed savings targets for the 1st quarter ended 30th June 2018.</p>
<p>8.</p>	<p>PERFORMANCE MONITORING QUARTER 1 2018/19 (Pages 27 - 42)</p> <p>To consider the report of the Cabinet Member for Performance and Resources informing Members of the Council's performance against key measures in Quarter 1 of 2018/19.</p>
<p>9.</p>	<p>TOGETHER GLOUCESTER SERVICE TRANSFORMATION (Pages 43 - 54)</p> <p>To consider the report of the Cabinet Member for Performance and Resources outlining to and seeking approval from Members for the next steps in the Together Gloucester transformation programme.</p>
<p>10.</p>	<p>PROGRESS REPORT ON COUNTYWIDE ENTRENCHED HOMELESS SOCIAL IMPACT BOND ('ACTION GLOS') (Pages 55 - 66)</p> <p>To consider the report of the Cabinet Member for Communities and Neighbourhoods providing a progress update regarding the new service that seeks to support entrenched rough sleepers or people with repeat interaction with homeless services, and who have complex needs, through means of a Social Impact Bond.</p>
<p>11.</p>	<p>ALTERNATIVE ENVIRONMENTAL ENFORCEMENT TRIAL (Pages 67 - 74)</p> <p>To consider the report of the Cabinet Member for Environment setting out proposals to enter into a 12 month pilot of a new environmental enforcement arrangement in partnership with 3GS (UK) Limited and proposing an increase in the penalty charge for dropping litter (including from vehicles) and dog fouling.</p>

<p>12.</p>	<p>GREAT PLACE PROJECT - FESTIVALS & EVENTS REVIEW (Pages 75 - 78)</p> <p>To consider the report of the Cabinet Member for Culture and Leisure setting out the main recommendations from the Gloucester Culture Trust-commissioned Review of Festivals & Events in Gloucester and the implications for the City Council in terms of its contribution to the delivery of these recommendations.</p>
<p>13.</p>	<p>REGENERATION AT KINGS QUARTER (Pages 79 - 88)</p> <p>To consider the report of the Cabinet Member for Regeneration and Economy noting the progress made for the new Kings Quarter regeneration proposals and seeking Members to approve revised fees for the planning application.</p> <p>Please note that Appendix B is exempt from disclosure to the press and public by virtue of Paragraph 3 of Schedule 12A of the Local Government Act 1972 as amended (information relating to the financial or business affairs of any particular person including the authority holding that information). If Members wish to discuss Appendix B the Cabinet will need to resolve to exclude the press and public before doing so.</p>



Jon McGinty
Managing Director

Date of Publication: Tuesday, 4 September 2018

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

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CABINET

MEETING : Wednesday, 11th July 2018

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

Others in Attendance

Cllrs Hilton, Haigh (not present for items 21-26), Pullen and Coole (not present for items 21-26)

Managing Director

Corporate Director

Head of Policy and Resources

Head of Communities

Head of Place

Head of Cultural and Trading Services

City Growth and Delivery Manager

Housing Services Client Officer

Community Engagement Officer

Democratic Services and Elections Officer

APOLOGIES : None

13. DECLARATIONS OF INTEREST

The Cabinet Member for Culture and Leisure declared an interest in agenda item 11 (City Centre Investment Fund) by virtue of her having an active role in organising the Rotary Club 'Tree of Light'.

The Cabinet Member for Performance and Resources declared an interest in agenda item 14 (Gloucester City Council Accommodation Resources) by virtue of him being a Gloucestershire County Councillor.

15. PUBLIC QUESTION TIME (15 MINUTES)

A member of the public referred to his question at the meeting of 13th June concerning the control of noise from planned events. He drew Members' attention to complaints from residents reported in the media of excessive noise from events in Gloucester Park and asked if the Noise Council Code of Practice was being fully implemented in the city especially in regard to enforcement. The Cabinet Member for Environment commented that it was not acceptable for residents to be disturbed by excessive noise and gave assurance that he would ask officers to contact the questioner and provide a detailed response.

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Concerning agenda item 11 (City Centre Investment Fund) a member of the public requested a breakdown of the £184,353 stated to have been spent on the Gates Street Public Realm (4.2 table). The Cabinet Member for Regeneration and Economy replied that a written answer would be provided.

16. PETITIONS AND DEPUTATIONS (15 MINUTES)

A member of the public presented a petition that proposed a memorial at the London Road rose garden for the homeless persons who have died while in temporary accommodation in Kingsholm. He commented on the support that he had received from the community for the proposal and asked that it be considered. The Cabinet Member for Regeneration and Economy stated that it would be considered.

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

In relation to agenda item 8 (Public Space Protection Order) Cllr Haigh asked if records were kept of instances where drug and psychoactive substance paraphernalia had been observed in litter and that recording be considered if not. The Cabinet Member for Environment replied that only instances of needles and sharps were currently recorded. He further commented that identifying direct evidence of the use of psychoactive substances from litter would be difficult but gave assurance that he would raise the issue with officers. The Corporate Director confirmed that the practicalities of recording would be explored and reiterated that identifying the misuse of substances from litter would be speculative.

In relation to agenda item 9 (Delivery of Affordable Housing) Cllr Hilton expressed concern that the number of required new homes for social rent may not be built and enquired if the Cabinet Member for Planning and Housing Strategy was satisfied that they would be. The Cabinet Member for Planning and Housing Strategy pointed out that the council was restricted by many factors outside of its control such as the housing market, available powers and local topography. He emphasised that the council was actively working with private landlords, developers, housing associations and other partners to make the best of all opportunities to provide more housing not just through new builds but through regeneration. The Cabinet Member for Regeneration and Economy commented that the report was realistic.

Cllr Hilton further asked if a company might be set up, perhaps with partners and the council's Property Investment Fund, to create new homes for rent and address the shortage. The Cabinet Member for Planning and Housing Strategy replied that the whole sector had to be taken into consideration, not just new build which can be more expensive than renovating existing structures.

Concerning agenda item 14 (Gloucester City Council Accommodation Resources) Cllr Hilton noted that the proposed location of the customer service centre at 92-96 Westgate Street appeared smaller than the existing reception area in the Docks. He asked if the current drop-in service was intended to be replaced by appointments only and whether additional space would be sought if the planned space proved inadequate. The Cabinet Member for Performance and Resources

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answered that although he believed the space to be adequate, the detail of how the space would be used was not yet known but would be shared with all members at the earliest opportunity. He commented that new ways of working were being explored that required less physical space and drew attention to recent substantial investments made in information and communications technology to facilitate this. The Cabinet Member for Regeneration and Economy assured Members that when the detail was known it would be considered by Cabinet.

18. GLOUCESTERSHIRE VISION 2050 CONSULTATION

Cabinet considered the report of the Managing Director that sought recommendations to Council that the Gloucestershire Vision 2050 consultation be considered and a response submitted.

The Cabinet Member for Regeneration and Economy advised Members of the context of the report and, while he acknowledged that the 'super city' project was controversial, welcomed the opportunity to engage in long term planning with neighbouring authorities as had been successfully done with Tewkesbury and Cheltenham for the Joint Core Strategy. The Cabinet Member for Culture and Leisure highlighted the importance of including culture and the city's aspiration to be City of Culture 2025. The Cabinet Member for Communities and Neighbourhoods commented on the benefits of addressing social issues and community wellbeing and reminded Members of the interesting discussions and collaborations currently underway across the county such as the Gloucestershire Moves initiative.

RECOMMENDED to Council that:

- (1) the Vision 2050 consultation be welcomed;
- (2) Council resolves to submit a response to the consultation on behalf of the Council. A draft response submission is attached at appendix B of the report;
- (3) authority be delegated to the Leader, in consultation with the other political Group leaders, to agree the final wording of any response submission and to submit any response by the end of July.

19. PUBLIC SPACE PROTECTION ORDER

The Cabinet Member for Communities and Neighbourhoods summarised the background to the report, thanked those people who contributed, and reminded Members that PSPOs were to be seen in the context of a whole range of measures developed in collaboration between agencies and communities to address issues and support the people affected. She further emphasised the importance of the PSPO review element that allows concerns to be raised, evidence gathered and solutions to be developed over time.

RESOLVED that:

- (1) The results of the PSPO consultation be noted;

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- (2) To note that previous delegation, provided by Cabinet to the Head of Communities in consultation with the Cabinet Member for Communities and Neighbourhoods, for the authorisation of Public Space Protection Orders remains in place for all future PSPO proposals.
- (3) Delegated authority remains as above to implement the recommended Public Space Protection Orders contained in this report and drafted in Appendix 3 of the report, those being:
 - a) PSPO for Gloucester City relating to dog and alcohol nuisance provisions
 - b) PSPO to supersede the Gating Order for Organs Alley
 - c) PSPO to implement an Alcohol Free Zone for Gloucester City centre Taking in to account the views of Overview and Scrutiny and Council.
- (4) The PSPO creating an alcohol free zone for the City Centre/BID area is implemented at a future date, following further consultation with partner agencies.
- (5) Further consultation be undertaken in Barton and Tredworth to explore the appropriateness of implementing PSPO(s) there, following requests from residents, partner agencies and ward councillors.
- (6) Gating Orders that are currently in place are scheduled for individual reviews, with all being completed by the end of 2019.
- (7) A review and update of the Safe & Attractive Streets Policy and PSPO guidance takes place.
- (8) A Memorandum of Understanding is drawn up for both the night time and day time economies, between partner agencies who work within the City Centre and a "DaySafe" type meeting, to mirror NightSafe, is established.

20. DELIVERY OF AFFORDABLE HOUSING

Cabinet considered the report of the Cabinet Member for Planning and Housing Strategy that sought a response to the Motion approved by Council on 23rd November 2017 concerning the delivery of affordable housing.

The Cabinet Member for Planning and Housing Strategy highlighted the key features of the report and drew Members' attention to the need for the council to work together with partners and the private sector to explore all opportunities to support housing in the city.

RESOLVED that:

- (1) the progress made in respect of funding bids made to Homes England be noted;
- (2) the Homes England investment secured by Registered Providers to deliver affordable housing in Gloucester be noted and welcomed;

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- (3) the options being evaluated for inclusion in the City Plan to deliver the number of affordable homes required over the Joint Core Strategy plan period be noted, and;
- (4) the evaluation of a number of partnering models to deliver affordable homes be agreed.

21. ECONOMIC GROWTH STRATEGY 2018-2021

Cabinet considered the report of the Cabinet Member for Regeneration and Economy that informed Members of the approach taken to the production of the council's Economic Growth Strategy for the period 2018 to 2021, and sought approval of the strategy.

The Cabinet Member for Regeneration and Economy highlighted the key features of the report and the importance of ensuring that economic growth benefitted all people. The Cabinet Member for Communities and Neighbourhoods commented that the strategy maximised social value by removing barriers to opportunity. She reminded Members of the pioneering delivery of the grass cutting trial in Podsmead via a social enterprise model as an example of the benefit of such an approach in practice.

RESOLVED that:

- (1) the Draft Economic Growth Strategy as a basis for consultation be approved, and
- (2) authority be delegated to the Head of Place, in consultation with the Cabinet Member for Regeneration and Economy to consider representations made during the consultation period and to make changes as appropriate.

22. CITY CENTRE INVESTMENT FUND

Cabinet considered the report of the Cabinet Member for Regeneration and Economy that updated Members on projects included in the City Centre Investment Fund.

The Cabinet Member for Regeneration and Economy summarised the achievements of the Fund and advised Members that the 'Tree of Light' had the potential to make a significant impact in keeping with the other funded projects.

RESOLVED that:

- (1) the current position in respect of the delivery of schemes funded by the City Centre Investment Fund (CCIF) be noted
- (2) the allocation of the £1,944 balance of the Christmas Lights budget to the Rotary Club 'Tree of Light' be approved.

23. CAR PARK STRATEGY

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Cabinet considered the report of the Cabinet member for Regeneration and Economy that updated Members on the findings of the Gloucester Car Park Strategy.

The Cabinet Member for Regeneration and Economy reminded Members of the importance of good value parking to the city and the need to direct traffic to where there is capacity. He described the impact of some of the developments over recent years such as regeneration around the Docks and underlined the importance of reviewing the strategy to reflect change and take advantage of new opportunities. The Cabinet Member for Communities and Neighbourhoods commented on work undertaken with partners and the incorporation of Park Mark principles in new and refurbished car parks, especially with regard to suicide prevention guidance, as a positive step forward.

RESOLVED that:

- (1)The Car Parking Strategy included as Appendix 1 of the report be approved;
- (2)A new multi storey car park with a capacity of at least 350 vehicles is included in the redevelopment of Kings Quarter;
- (3)The preferred site for achieving car parking growth is Westgate but also that Southgate Moorings provides potential for additional space;
- (4)The parking strategy should be reviewed annually to reflect changes in observed parking demand, and development assumptions.
- (5)All new and substantially refurbished Car Parks should be designed in accordance with Park Mark principles as well as Public Health England's 'Preventing suicides in public areas' guidance of 2015.

24. REVIEW OF THE PUBLIC ART STRATEGY AND LIGHTING STRATEGY

Cabinet considered the report of the Cabinet Member for Culture and Leisure that provided members with a review of the Public Art Strategy (2006) and Gloucester Lighting Strategy (2008) and set out a programme for putting in place a new set of key principles for public arts in Gloucester.

The Cabinet Member for Culture and Leisure reminded Members of Gloucester's ambitious aspirations and focus on art and culture. She further advised that the definition of art and who produces it had broadened over recent years and commented on the importance of providing clear guidance that assists artists and communities to create high quality artworks for the city. The Cabinet Member for Communities and Neighbourhoods commended the new principles for encouraging any person or community in the city to engage with or produce public art.

RESOLVED:

- (1)that progress the City Council has made in delivering the Public Art Strategy and Lighting Strategy be noted; and

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- (2)to recommend that officers prepare a new Public Arts Key Principles document outlining the council's expectations and guidelines for those undertaking the commissioning and delivery of public arts.

25. GLOUCESTER CITY COUNCIL ACCOMMODATION RESOURCES

Cabinet considered the report of the Cabinet Member for Performance and Resources that provided an update on plans to relocate the City Council's operational offices from the Herbert, Kimberly and Phillpotts Warehouses (HKP) at Gloucester Docks to Shire Hall and 92-96 Westgate Street, Gloucester.

The Cabinet Member for Performance and Resources advised Members that the financial benefits of the relocation would not become fully clear until the outcome of the disposal of the HKP warehouses was known. He reminded Members of the £1,000,000 investment in communications technology and 'Together Gloucester' organisational transformation making working practices more agile and that the North Warehouse Civic Suite would be retained to help maintain the separate identity to the County Council. The Cabinet Member for Regeneration and Economy informed members that disposal of the HKP warehouses would be progressed to avoid delay.

RESOLVED that:

- (1) the business case and annual savings arising from the proposals to relocate the City Council are accepted and endorsed
- (2) the Corporate Director is authorised (a) to sign the Heads of Terms and (b) to sign the lease after consultation with the Cabinet Member for Performance and Resources and the Council's Section 151 Officer; and
- (3) work continues to implement the relocation plans.

26. CONSIDERATION OF PROPOSAL TO WEBCAST COUNCIL MEETINGS

Cabinet considered the report of the Cabinet Member for Performance and Resources that examined the financial and other implications of webcasting council meetings alongside the benefits of providing such a service, following the approval of a Notice of Motion by full Council to bring a report to Cabinet to consider the matter in light of other pressures and priorities.

The Cabinet Member for Performance and Resources thanked the Policy and Governance Manger for conducting extensive research into the options and informed Members of positive discussions with Gloucestershire County Council concerning the use of their facilities in special circumstances.

RESOLVED that, in light of the Council's other priorities, the webcasting of council meetings not be pursued other than discussions to be conducted with Gloucestershire County Council for the use of their facilities in the case of meetings with special public interest.

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**Time of commencement: 5.00 pm
Time of conclusion: 6.03 pm**

Chair



Meeting:	Cabinet	Date:	12 September 2018
Subject:	Financial Monitoring Quarter 1		
Report Of:	Cabinet Member for Performance and Resources		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Jon Topping, Head of Policy & Resources		
	Email:jon.topping@gloucester.gov.uk	Tel:	396242
Appendices:	1. Progress against Savings Targets		
	2. Capital Monitoring		

FOR GENERAL RELEASE

1.0 Purpose of Report

- 1.1 For Cabinet to note year-end forecasts, and progress made against agreed savings targets for the 1st quarter ended 30th June 2018.

2.0 Recommendations

- 2.1 Cabinet is asked to **RESOLVE** that it be noted that:

- (1) the savings achieved in year to date total £150k with a further £197k in progress.
- (2) the forecast year end position is currently for an increase to the Council's General Fund balance of £47k against a budgeted increase of £163k.
- (3) the details of specific budgetary issues identified by officers and the actions being taken to address those issues
- (4) the current level of Capital expenditure as shown on Appendix 2.

3.0 Background and Key Issues

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

3.3 The figures contained within this report are presented by portfolio and are therefore largely not impacted by changes to organisational structure. The exception to this is some small variances which can be attributed to employees and budgets moving between teams partway through the year. It is also likely that the names and budget allocations for some teams may change in future reports.

4.0 Whole Council Summary

4.1 The forecast position is an increase of the Council's General Fund by £47k as shown in the table below. At this early stage of the financial year most budgets are assumed to be on target and only those areas which are already known to be a budget pressure have been incorporated into this report. Where such variances have been identified officers will work towards ensuring a balanced position at year end, as was achieved in the previous year. Therefore although the forecast is currently for a overspend of £116k, there can be some confidence that this will have been turned into a balanced position by the end of the year.

4.2 The budget monitoring undertaken during 2018/19 will inform if any pressures or opportunities can be included in Money Plan to be presented to Council in February 2019. Both Cabinet and Overview & Scrutiny Committee have previously noted the ongoing pressures in Markets and Cultural services. Officers are working to deliver both income and savings targets, however the plan may need to incorporate these pressures.

Council Summary	18/19			Forecast	
	Budget	Actual	Variance	Forecast	Variance
Regeneration and Economy	(2,881)	1,218	4,099	(2,851)	31
Communities and Neighbourhoods	682	106	(575)	618	(64)
Performance and Resources	5,424	938	(4,485)	5,590	166
Culture	778	204	(574)	962	183
Planning and Housing	1,220	35	(1,185)	1,180	(40)
Environment	3,598	427	(3,171)	3,625	27
Corporate and Funding	(8,983)	1,065	10,048	(9,171)	(188)
Total	(163)	3,993	4,156	(47)	116

4.3 The 2018/19 budget includes a vacancy factor of £260k which is spread across the Council. This saving is met by the period of time to recruit to vacant posts as staff turnover, the Council currently only has minimal vacancies which may cause an in year pressure against this target.

5.0 Regeneration and Economy

Regeneration & Economy	18/19			Forecast	
	Budget	Actual	Variance	Forecast	Variance
Economic Development	213	127	(86)	187	(26)
Asset Management	899	283	(616)	913	14
Commercial Property	(3,018)	800	3,817	(3,071)	(54)
Parking	(1,186)	(199)	988	(1,242)	(56)
Senior Management	471	191	(280)	476	5
Markets and Street Trading	(261)	16	276	(112)	148
Total	(2,881)	1,218	4,099	(2,851)	31

- 5.1 This portfolio is currently forecasting a deficit against budget of £31k.
- 5.2 The largest contributor to this deficit is Markets and Street Trading. Forecast income levels from rents and service charges remain lower than budgets for both the Eastgate and Hempsted Markets. Ongoing work is being undertaken to maximise occupancy and to seek to increase revenue. A full procurement exercise is to be commenced in the autumn with the view to the new contract commencing in the new financial year which is expected to deliver ongoing savings.
- 5.3 The Parking service is forecast to generate a surplus. The contract for the provision of parking management and enforcement has been retendered and is due to commence in September. This will deliver savings of £25k in 2018/19 and in a full year expected savings of £50k. Based upon current forecasts income from off street car parks is also expected to deliver a surplus.
- 5.4 Income from Commercial Properties is currently forecast to meet budgeted targets and generate a surplus of £50k in year. The income from Kings Walk which is taken to the General Fund in year has improved the position in relation to Commercial Property.
- 5.5 During the year spend on repairs and maintenance of the Councils assets will be closely monitored although at Quarter 1 this is expected to be generally in line with budget.

6.0 Communities and Neighbourhoods

Communities and Neighbourhoods	18/19			Forecast	
	Budget	Actual	Variance	Forecast	Variance
Voluntary Sector Grants	115	(27)	(142)	116	1
Community Strategy and Other Projects	149	98	(51)	145	(4)
Licensing	(253)	(48)	205	(270)	(17)
Shopmobility	61	7	(55)	50	(12)
Health and Safety	3	2	(1)	7	4
Environmental Health	606	74	(532)	571	(36)
Total	682	106	(575)	618	(64)

- 6.1 There are currently no major variances expected within this portfolio for the year but the portfolio as a whole is currently forecast to be under budget by £64k. This is largely a result of expected increased income generation in both Shopmobility and Environmental Health.

7.0 Performance and Resources

Performance and Resources	18/19			Forecast	
	Budget	Actual	Variance	Forecast	Variance
Internal Audit	190	0	(190)	179	(11)
Financial and Corporate	1,361	382	(978)	1,367	7
Revenues and Benefits Admin	880	278	(602)	847	(33)
Housing Subsidy	(427)	(700)	(273)	(306)	121
IT	1,530	643	(887)	1,583	53
Human Resources	275	29	(245)	275	0
Communications	88	2	(86)	82	(6)
Legal Services	390	(1)	(390)	390	0
Contact Centre and Customer Services	403	127	(276)	463	61
Democratic Services	735	177	(558)	710	(26)
Total	5,424	938	(4,485)	5,590	166

- 7.1 The portfolio is expected to currently forecast to have an overspend of £166k. Within this figure, however, there are a number of significant variances contributing to that overall position.
- 7.2 The largest forecast variance is against housing subsidy and benefits. The current forecast is to overspend by £121k, however it must be noted that the Council manage in excess of £42m of benefit payments and the smallest percentage change can have a significant impact on this forecast in either direction.
- 7.3 The contact centre and customer services are forecast to overspend by £61k. This is a result of current increased staffing within the service area.
- 7.4 At this early stage in the year, forecasting the final spend on IT projects is difficult. However, there are a number of purchases of new systems and software in the pipeline and so at this stage an overspend has been forecast. These budgets are closely monitored and forecasts will be updated as the year progresses. A portion of this spend is likely to be identified as capital and charged to the appropriate capital budget. This is expected to improve the revenue outturn position.

8.0 Culture and Leisure

Culture	18/19			Forecast	
	Budget	Actual	Variance	Forecast	Variance
Museums	73	47	(26)	155	83
Food and Drink	(90)	32	123	(71)	19
Guildhall	167	124	(43)	209	42
Aspire Client	(30)	(96)	(66)	(30)	0
TIC	(15)	46	61	(13)	2
Great Place	20	(71)	(91)	20	0
Marketing Gloucester	269	19	(249)	269	0
Visitor Experience	386	103	(283)	423	38
Total	778	204	(574)	962	183

- 8.1 As in previous years this portfolio continues to experience budget pressures as a result of savings targets to be achieved and the challenge to raise income levels.
- 8.2 The forecast for the Museums service is currently an overspend of £83k. The Cultural & Trading Services team is developing plans for an improved offer at the Museum of Gloucester and these include actions for improving income generation. One of these, the recruitment of a Museum Events & Marketing Officer, will bring benefits in 2018/19.
- 8.3 The proposed transfer of the Life Museum is now expected to take place in early 2019 so any savings are expected to be delivered during 2019/20.
- 8.4 The Guildhall has similar pressures and is also reviewing methods of income generation. It is currently forecast to be short of budget by £42k. It is anticipated that the launch of the new Guildhall website will improve ticket sales and this gap will narrow by the end of the year.
- 8.5 All of these areas are part of the new Cultural and Trading Services team in the revised Council structure. It can be seen that financial performance has improved in comparison to the outturn position for 2017/18 and service managers are looking to improve this further.

9.0 Planning and Housing

Planning and Housing	18/19			Forecast	
	Budget	Actual	Variance	Forecast	Variance
Housing Strategy and SIB	0	(16)	(16)	(14)	(14)
Private Sector Housing	15	(29)	(44)	15	0
Homelessness	1,035	224	(811)	1,036	1
Planning	170	(144)	(314)	142	(28)
Total	1,220	35	(1,185)	1,180	(40)

- 9.1 This portfolio is currently forecast to be underspent by £40k during the year.
- 9.2 The Council is currently experiencing significant increases in costs in placing homeless families in temporary accommodation, in line with national trends. This increase is a result of having to use more expensive accommodation types to house individuals and families. A flexible homelessness prevention grant has been received from central government and much of this will be used to fund these in year costs. There is however, work underway to use some of that money to bring down the costs of accommodation provision and reduce pressures in the longer term.
- 9.3 Income from Planning Fees is a significant source of funding for the Service and must therefore be viewed as risk area. Current forecasts are for this income stream to achieve in excess of the income target but this will be monitored closely during the year. Any fluctuation in the level of income received may have a large financial impact and will be reported in future monitoring should this situation occur.

10.0 Environment

Environment	18/19			Forecast	
	Budget	Actual	Variance	Forecast	Variance
Waste and Streetcare	4,575	729	(3,846)	4,628	53
Neighbourhood Management	44	(9)	(53)	32	(12)
Countryside and Allotments	81	16	(66)	95	14
Head of Service	69	16	(54)	63	(7)
Cemetery and Crematorium	(1,276)	(393)	884	(1,295)	(19)
Flooding and emergency planning	105	68	(37)	103	(2)
Total	3,598	427	(3,171)	3,625	27

- 10.1 This portfolio is forecast to have a small overall overspend of £27k.
- 10.2 The final outturn position on the Amey contract as in previous years, is reliant upon the level of income achieved from the sale of recyclable material. This is currently being forecast to achieve targeted levels. Any shortfall in actual income received will be a cost pressure in year, this will be closely monitored during the financial year..

11.0 Progress against savings targets

- 11.1 Full details of the Council's progress against its savings targets are shown at Appendix 1.

12.0 Capital Programme

- 12.1 The Capital Programme budget for the year is £7.53m. The expenditure for quarter 1, including amounts committed totals £1.723m. Quarter 1 reports continued progress on the Bus Station as part of the Kings Quarter development, £1.48m has been spent in quarter 1 with work expected to be completed by the end of September. Quarter 1 has also seen the continued investment in the Councils information technology.

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

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

13.0 Prompt payment performance

13.1 The Council aims to make payments to all suppliers promptly and in accordance with contract terms. The performance on invoice payments during the quarter is below. The performance in the table shows the strong performance in supplier payments is being maintained

	<u>April</u>		<u>May</u>		<u>June</u>		<u>Qtr 1</u>	
Number paid within 30 days	710	98%	511	95%	626	96%	1,847	97%
Number paid over 30 days	17	2%	25	5%	23	4%	65	3%
Average Days to Pay (from receipt of invoice to payment date)	6		6		4		6	

14.0 Asset Based Community Development (ABCD) Considerations

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

15.0 Alternative Options Considered

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

16.0 Reasons for Recommendations

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

17.0 Future Work and Conclusions

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

18.0 Financial Implications

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

19.0 Legal Implications

19.1 There are no legal implications from this report

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

20.0 Risk & Opportunity Management Implications

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

21.0 People Impact Assessment (PIA):

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

22.0 Other Corporate Implications

Community Safety

22.1 None

Sustainability

22.2 None

Staffing & Trade Union

22.3 None

Savings Monitoring 2018/19

Appendix 1

Prior Year Savings

Service	Details: aim of the project	Target £000	Achieved £000	In Progress £000	At Risk £000	Comments	Status
Policy & Resources	Reduce postage costs	(20)	0	(20)	0	Digital mail project is currently underway	☹️
Cultural and Trading	Guildhall Operational review	(55)	0	(55)	0	Forecasts for income are still similar to last year. New service area is hoped to lead to increased income.	☹️
Cultural and Trading	Museums Operational Review	(72)	0	(72)	0	New Cultural and Trading Services area should help to increase income received	☹️
Total		(147)	0	(147)	0		

Savings Target 2017/18

Service	Details: aim of the project	Target £000	Achieved £000	In Progress £000	At Risk £000	Comments	Status
Communities	Review of Voluntary Sector Grants	(50)	(50)	0	0	Budgets have been reduced and new apportionment agreed by Cabinet	😊
Policy and Resources	Property Investment Strategy	(50)	0	(50)	0	Investment Opportunities being actively explored	☹️
Cultural and Trading	Reduction of MGL Fee	(100)	(100)	0	0	Grant reduction agreed	😊
Total		(200)	(150)	(50)	0		
Savings Brought Forward		(147)	0	(147)	0		
Total		(347)	(150)	(197)	0		

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Scheme	Budget 2018/19	Actual Spend to date	Variance	Forecast
Kings Quarter development	3,837,283	1,480,764	2,356,519	3,837,283
City Centre Improvement Fund	654,219	12,614	641,605	300,000
HCA Regeneration - Commercial Rd Public Realm	7,980	0	7,980	0
GCC Building Improvements	215,160	9,999	205,161	205,151
ICT Projects	578,905	50,161	528,744	578,905
Housing projects	1,174,560	75,741	1,098,819	650,000
Drainage and Flood Protection Works	151,710	33,227	118,483	0
Townscape Heritage Initiative - HLF	427,095	58,035	369,060	427,095
Ranger Centre Barns/Storage	67,490	0	67,490	0
Horsbere Brook Local Nature Reserve works	86,310	2,139	84,171	0
Play Area Improvement Programme	116,560	0	116,560	50,000
Crematorium Cremator Improvements	45,000	0	45,000	45,000
Grant Funded Projects	13,135	370	12,765	0
Robinswood All Paths Project	74,180	465	73,715	0
GL1 Emergency Works	46,490	0	46,490	0
SWRDA Asset Transfer works	7,645	0	7,645	0
TOTAL CAPITAL PROGRAMME	7,503,722	1,723,515	5,780,207	6,093,434

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Meeting:	Cabinet	Date:	12 September 2018
Subject:	Performance Monitoring Quarter 1 2018/19		
Report Of:	Cabinet Member for Performance and Resources		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Tanya Davies, Policy and Governance Manager		
	Email:	tanya.davies@gloucester.gov.uk	Tel: 39-6125
Appendices:	1. Performance Report Quarter 1 2018-19		

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 The purpose of this report is to inform Members of the Council’s performance against key measures in Quarter 1 of 2018/19.

2.0 Recommendations

2.1 Cabinet is asked to **RESOLVE** that the Quarter 1 Performance Report 2018/19 at Appendix 1 be noted.

3.0 Background and Key Issues

3.1 This report sets out the Council’s performance against a set of 25 key indicators in the first quarter of 2018/19. Corporate KPIs where data is collected annually have been excluded from this report and will be reported in the Year End report only.

3.2 Appendix 1 sets out the performance data, including comparative information from 2017/18 where available.

3.3 This report follows on from the Year End Report for 2017-18, which was the first report generated using the new Performance Management System (PMS). Work towards ensuring meaningful presentation of performance data is ongoing with inclusion of more targets and thresholds to provide a RAG status for measures alongside direct of travel. Going forward, some measures may be revised to ensure that the data is presented with the appropriate context.

3.4 Where targets exist, these have been included along with a narrative to explain the data. A red (alert) threshold has also been included in some charts. For a number of measures, targets and red thresholds have commenced from Q1. Where trend

information is not available, this is because monitoring of quarterly data commenced in Q1 of this year meaning that direction of travel cannot be reported until Q2.

- 3.5 During discussion of the Year End report by the Overview and Scrutiny Committee a number of presentational queries were raised, such as the icons within the key and the charts selected to display the data. As an off the shelf product, while the general layout of the report can be customised, the fundamental presentational elements cannot, and data can only be presented using the charts currently available; however, a wider selection of charts is in the roadmap for the product.

4.0 Asset Based Community Development (ABCD) Considerations

- 4.1 There are no ABCD implications in respect of the recommendations in this report.

5.0 Alternative Options Considered

- 5.1 There are no alternative options.

6.0 Reasons for Recommendations

- 6.1 The Council is committed to embedding a culture of performance management across the organisation and this report provides Members with an overview of corporate performance during the first quarter of 2018/19.

7.0 Future Work and Conclusions

- 7.1 As explained in paragraph 3.3, the development of the framework is an ongoing process.

8.0 Financial Implications

- 8.1 There are no financial implications resulting from the recommendations in this report.

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

9.0 Legal Implications

- 9.1 There are no legal implications resulting from the recommendations in this report.

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

10.0 Risk & Opportunity Management Implications

10.1 The PMS provides the opportunity to embed risk management within the performance framework by linking actions and PIs to risks, as well as having standalone risks. Service risk registers are being updated and will be added to the system in the next stages of implementation.

11.0 People Impact Assessment (PIA) and Safeguarding:

11.1 This performance report is for information only, therefore a PIA is not required and there are no safeguarding matters to consider.

12.0 Other Corporate Implications

Community Safety

12.1 There are no community implications resulting from the recommendations in the report.

Sustainability

12.2 There are no sustainability implications resulting from the recommendations in the report.

Staffing & Trade Union

12.3 There are no staffing and trade union implications resulting from the recommendations in the report.

Background Documents: None

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Gloucester City Council Quarterly Performance Report: Quarter 1 2018/19

This report sets out the Council's performance against a set of key performance indicators.

PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse
	Unknown (no target/no RAG thresholds)		Unknown (no comparative data)		Unknown (no comparative data)
	Data Only				

Performance Summary (grouped by short term trend)

Improving

Code	Measure	Status	Short Term Trend	Long Term Trend
CIE3	Percentage of total waste recycled			
CIE4	Missed Domestic Waste Collections			
COMM1	Twitter followers			
COMM2	Facebook followers			
CST1	Customer waiting time (face to face)			
H1	Homeless applications where a decision was made			
HR1	Staff Turnover			
HR2	FTE Working Days Lost			
HR4	Absence Rate			

Getting Worse

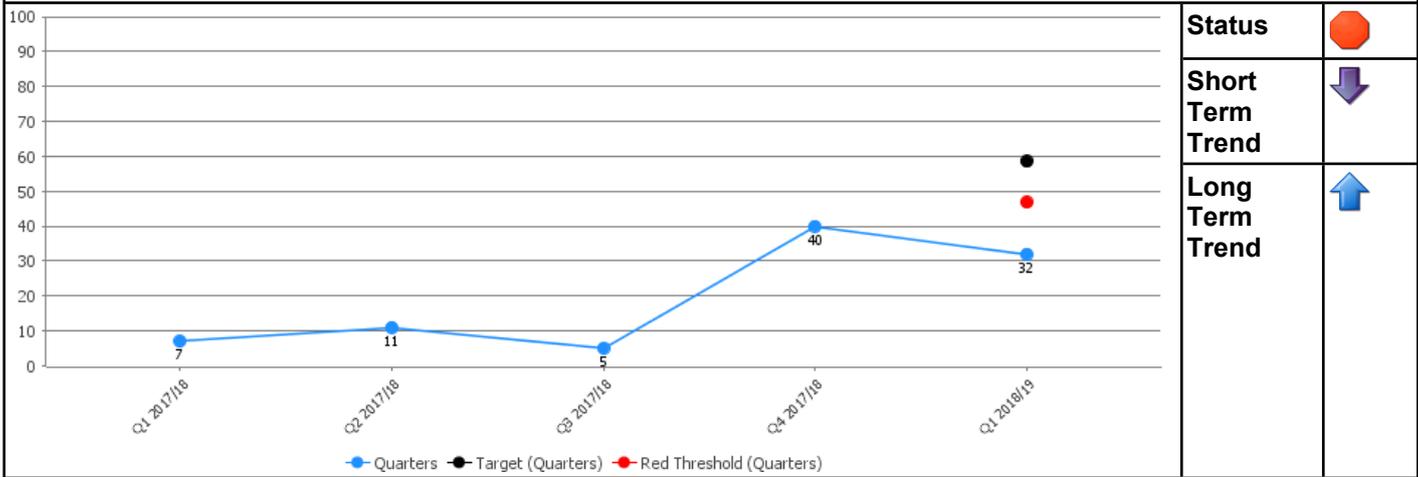
Code	Measure	Status	Short Term Trend	Long Term Trend
CGD1	Delivery of affordable housing units			
H2	Homeless households resident in temporary homes			
H3	Number of successful homeless preventions			
RB1	Council tax collection (in year)			
RB2	Business rates collection (in year)			
RB3	Time taken to process Housing Benefit new claims			
VE1	Tourist Information Centre (TIC) Footfall			
VE2	Museum of Gloucester Footfall			
VE3	Life Museum Footfall			

Unknown (no comparative quarterly data; trends active from Quarter 2)

Code	Measure	Status	Short Term Trend	Long Term Trend
CGD6	Determination of major planning applications			
CGD7	Determination of minor planning applications			
CGD8	Determination of 'other' planning applications			
CST2	Customer waiting time (telephone)			
CST3	Number of complaints			
CST4	% of complaints resolved within 10 working days			
F1	Financial Outturn vs. Budget (Year-End Forecast)			

CGD1 Delivery of affordable housing units

Number of affordable homes delivered, including: affordable rent; social rent; rent to homebuy; shared ownership; Low Cost Home Ownership discount.



Status	🔴
Short Term Trend	⬇️
Long Term Trend	⬆️

The annual target for 2018/19 is 234 affordable units. 32 in Q1 includes completions at St Aldates (Robinswood) and Kingsway 4b3, bringing the St Aldates scheme to a completion. Of those 32 units, 20 units were for affordable rent, 6 were for social rent, and 6 for shared ownership.

CGD5 Determination of major planning applications

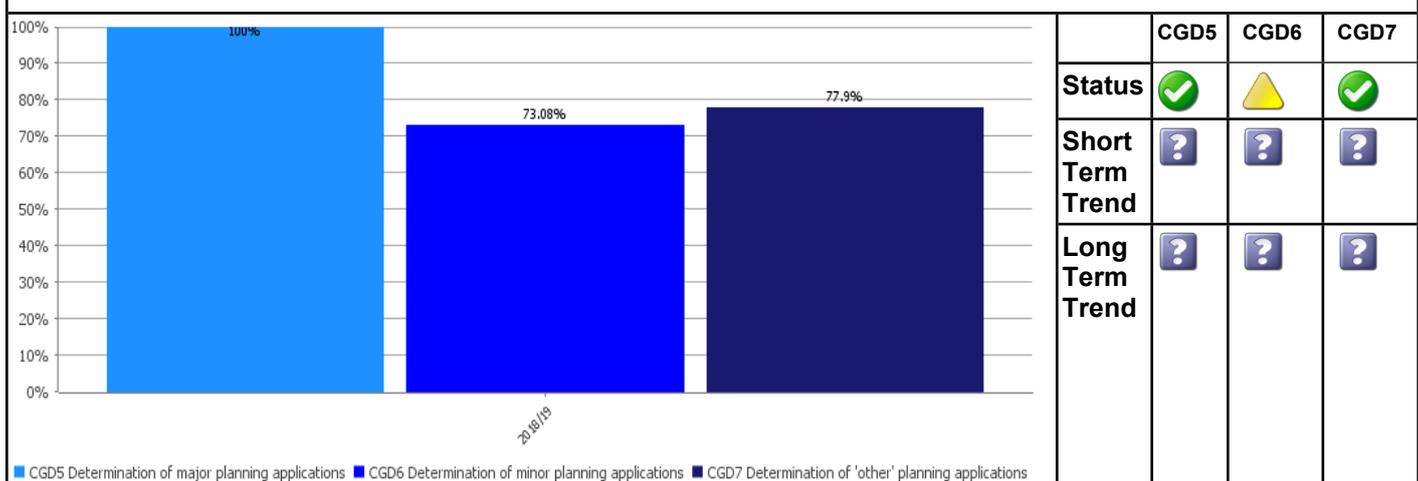
Percentage of major applications where decisions were made within the agreed timescale or agreed extended period. The national target set by MHCLG is 60%

CGD6 Determination of minor planning applications

Percentage of minor applications where decisions were made within the agreed timescale or agreed extended period. The national target set by MHCLG for non-major applications (i.e. minor and other applications combined) is 70%.

CGD7 Determination of 'other' planning applications

Percentage of 'other' applications where decisions were made within the agreed timescale or agreed extended period. The national target set by MHCLG for non-major applications (i.e. minor and other applications combined) is 70%.



100% of major application decisions were within the agreed timescale or agreed extended period. The national target set by MHCLG is 60%. This excellent performance reflects the council's commitment to working with developers to achieve a positive outcome for major developments.

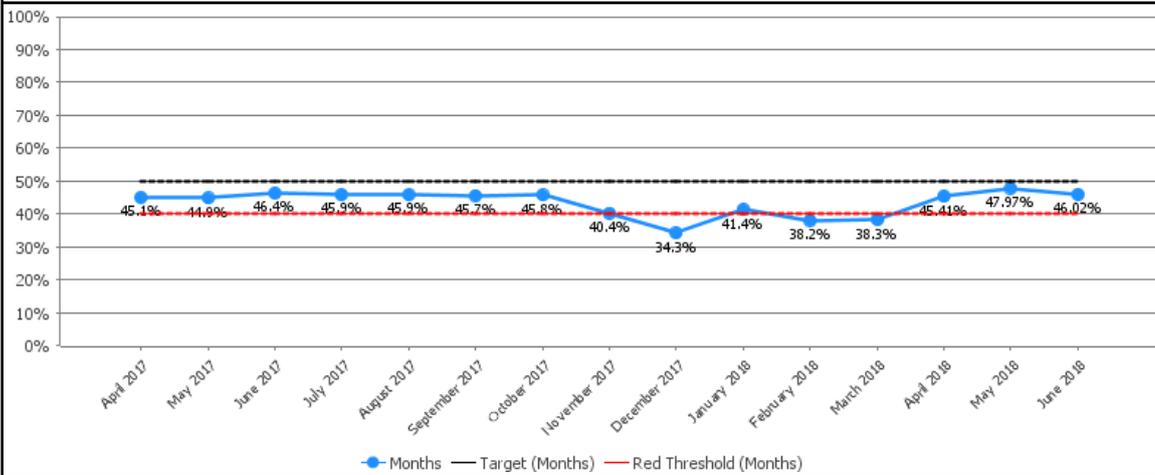
73.08% of minor application decisions were within the agreed timescale or agreed extended period. The national target set by MHCLG for non-major applications (i.e. minor and other applications combined) is 70%. There have been capacity issues within the DM team due to vacant posts long term illness. It is anticipated that this performance can be improved once the team is at full strength.

77.9% of 'other' application decisions were within the agreed timescale or agreed extended period. The national target set by MHCLG for non-major applications (i.e. minor and other applications combined) is 70%.

Officers are currently reviewing the data that is supplied to MHCLG in order to make it meaningful for our own monitoring. This should enable provision of comparable historical data.

CIE3 Percentage of total waste recycled

The percentage of the total waste collected that has been recycled.

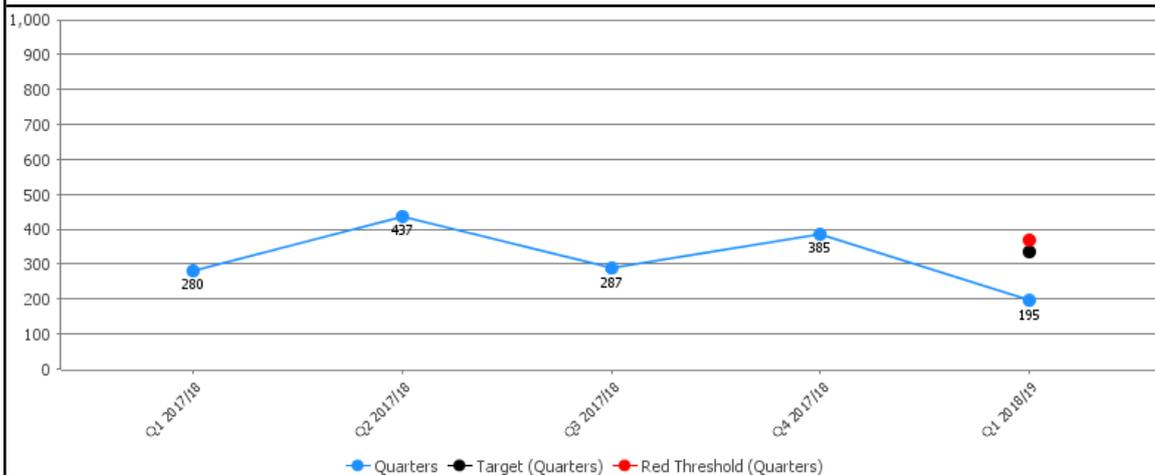


Status	
Short Term Trend	
Long Term Trend	

Quarter 1 saw our strongest performance to date in May, which was boosted by good seasonal green waste returns. In June all principle recyclates were down on the previous month including green waste.

CIE4 Missed Domestic Waste Collections

Number of reports from customers of missed domestic waste (black bin) collections.

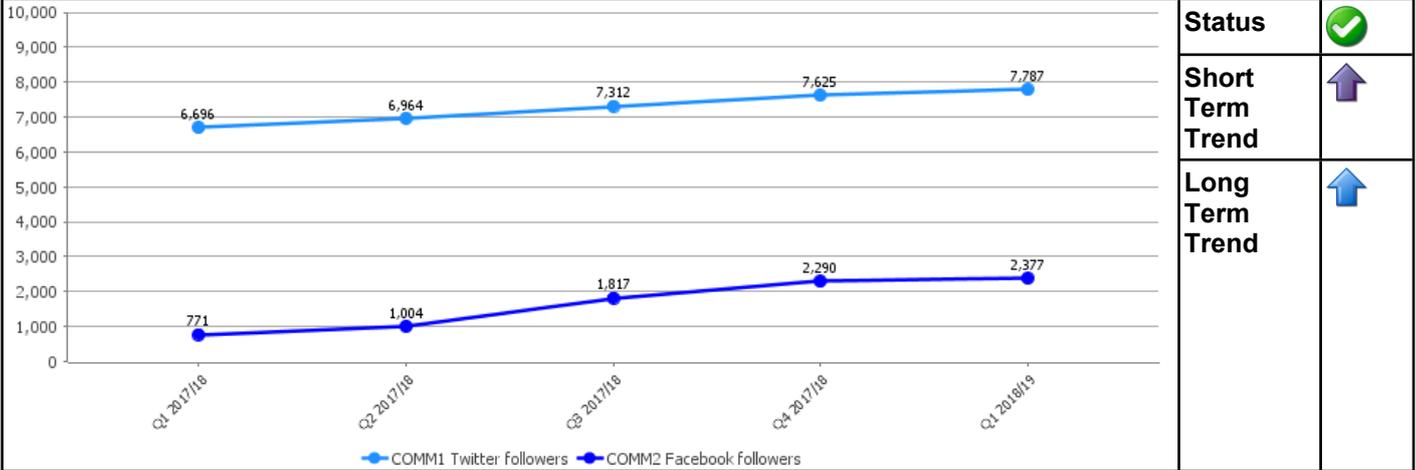


Status	
Short Term Trend	
Long Term Trend	

2017/18 saw an increase in missed collections of 6.5% overall. Going forward for next year Amey have a KPI target of achieving fewer than 1340 missed collection per year. This would have been breached for 2017/18; however, this winter was particularly problematic with 2 major weather events meaning that crews could not go out and this will have led to a large increase in reports of missed collections.

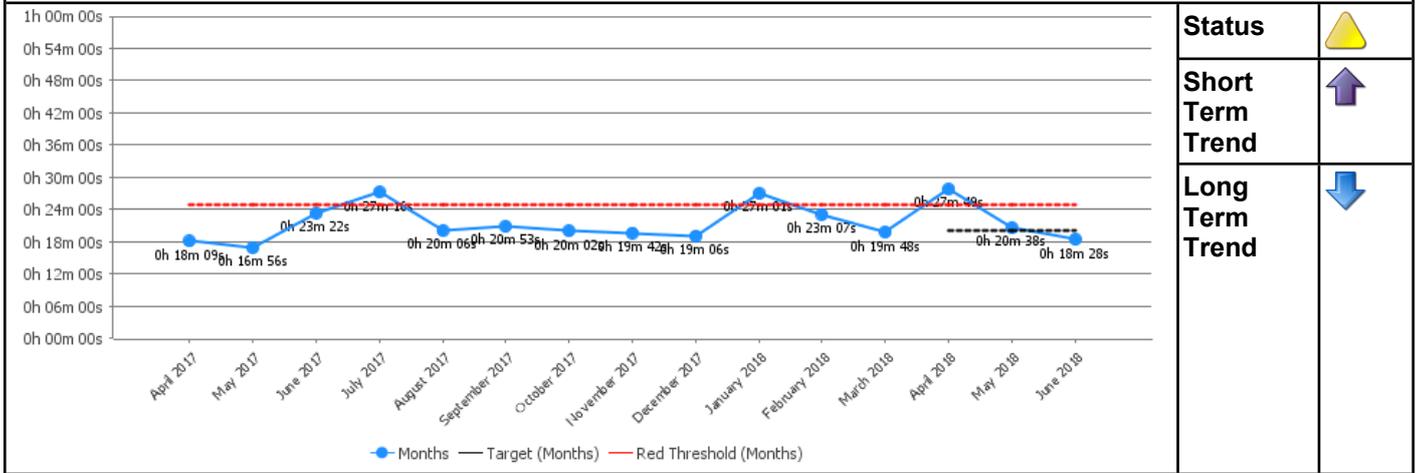
COMM1	Twitter followers
Number of people who follow the Council's Twitter profile.	

COMM2	Facebook followers
Number of people following the Council's Facebook profile.	



The increase in followers could be attributed to the increased activity on social media, including the increasing number of posts (especially from City Life) and especially some of the well performing videos such as the Purple Flag video.

CST1	Customer waiting time (face to face)
The average time a customer waits in reception before being seen.	



June saw average waiting times improve again. The majority of services had average waiting times comfortably below target and the roofless service improved on May's peak of 49 minutes, bringing average waiting time down to 25 minutes in June.

CST2	Customer waiting time (telephone)
The average time that a customer waits in a telephone queue before speaking to an officer, inclusive of the 90 second recorded welcome message.	

Monitoring of this measure commenced in June and the average waiting time was 2 minutes 31 seconds against a target of 2 minutes and 30 seconds. The red threshold is 3 minutes and 30 seconds. Waiting times will continue to be collected on a monthly basis.

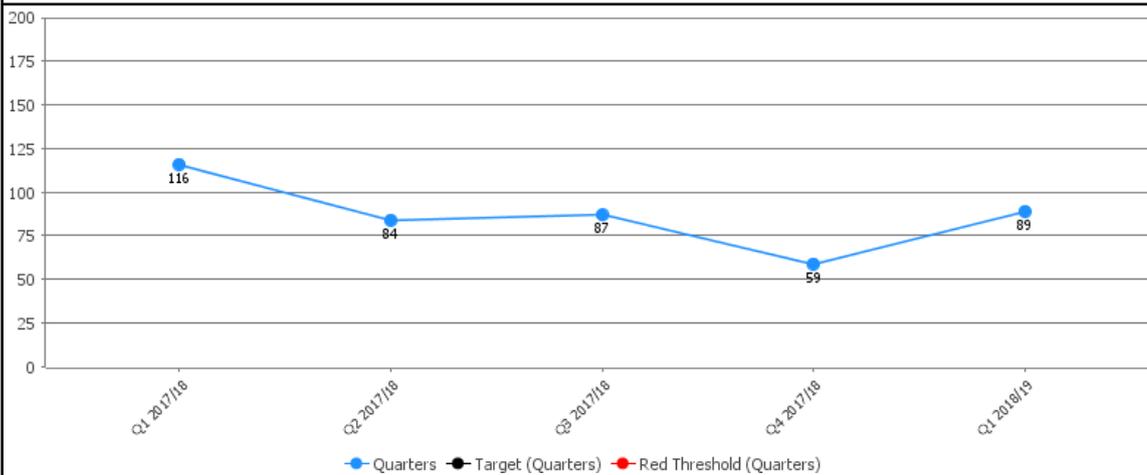
June saw a high volume of calls received, totalling 9117, with 78% of these calls being for Amey-related services (Environment, Recycling & Bulky Items). This was due in part to the press attention that the waste and recycling service received and 2 recycling campaigns.

Status	⚠
Short Term Trend	?
Long Term Trend	?

CST3	Number of complaints	
Total number of complaints received by the Council.		
<p>Quarterly monitoring of this measure commenced in Quarter 1. The total number of complaints received was 342. The annual target for this measure is to receive fewer complaints than last year and the quarterly targets have been set accordingly.</p> <p>From the full year figures from 2017-18 (2,985 complaints), Q1 appears to represent a reduction in the number of received per quarter last year and is significantly lower than the quarter 1 target of 746. However, complaints relating to Amey services continue to represent approximately two thirds of all complaints received.</p>	Status	
	Short Term Trend	
	Long Term Trend	
CST4	% of complaints resolved within 10 working days	
The percentage of all complaints to the council that are resolved within 10 working days and formally closed down.		
<p>Quarterly monitoring of this measure commenced in Quarter 1. 94.1% of complaints received in Q1 were answered within 10 working days. While this narrowly misses the target of 95%, the average time taken to respond to a complaint was 2 days (lower than the 2017 average of 3 days).</p> <p>Of the complaints that took longer than 10 working days, the longest period was 28 days and the average time taken was 15.5 working days. Note that the data recording system does not log if extensions to time were notified to, or agreed with, the complainants.</p>	Status	
	Short Term Trend	
	Long Term Trend	
F1	Financial Outturn vs. Budget	
<p>The Council approved the revenue budget in February 2018. The approved budget was £13.930m. The approved budget included a contribution to the General Fund of £163k. At the end of Quarter 1 it is forecast that the year-end position will be a contribution to the General Fund of £47k which equates to a forecast in year overspend of £116k. This is a down ward trend against the approved budget for 2018/19 however it is hoped the approved budget will be achieved at year end.</p>	Status	
	Short Term Trend	
	Long Term Trend	

H1 Homeless applications where a decision was made

Decisions made on homeless applications within the relevant period.



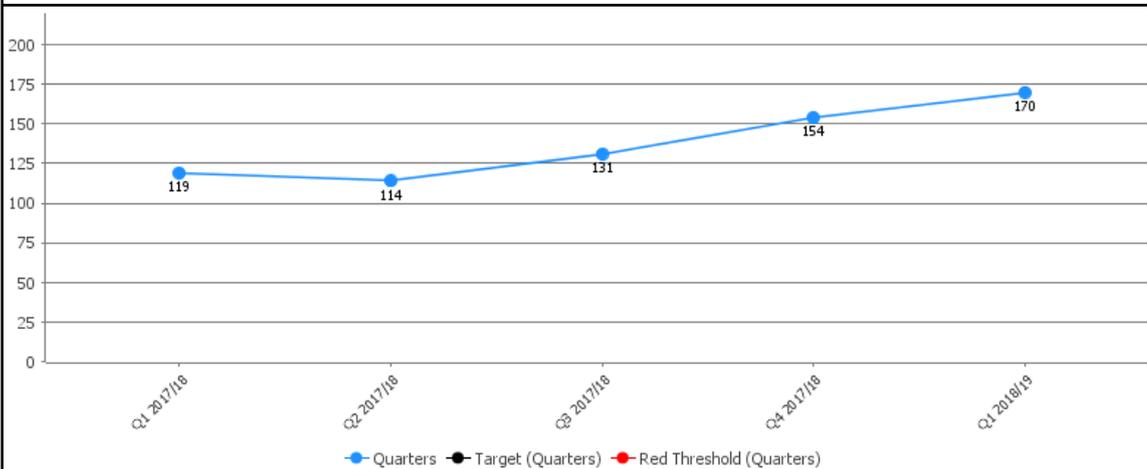
Status	?
Short Term Trend	↑
Long Term Trend	↑

Quarter 1 has seen a 50% increase in the number of applications processed compared to the previous quarter and is also higher than that of the previous 3 individual quarter results. This is largely attributed to additional resource that has been recruited into the service to manage legacy cases. It should be noted however that with the advent of the Homeless Reduction Act 2016 and the introduction of a 56 day relief phase during which a decision can only be formalised in a very small number of cases, this will have an upward impact on our numbers moving forward. To ensure we are processing cases as effectively and efficiently as we can however there are a number of improvement projects underway in housing services linked to process re-design etc.

Going forward, this KPI will be revised to show more clearly the number of decisions made against the number of applications received to provide improved context for the data. A target and red threshold for the measure will be introduced at that point.

H2 Homeless households resident in temporary homes

The number of homeless households resident in temporary homes at the end of each quarter.

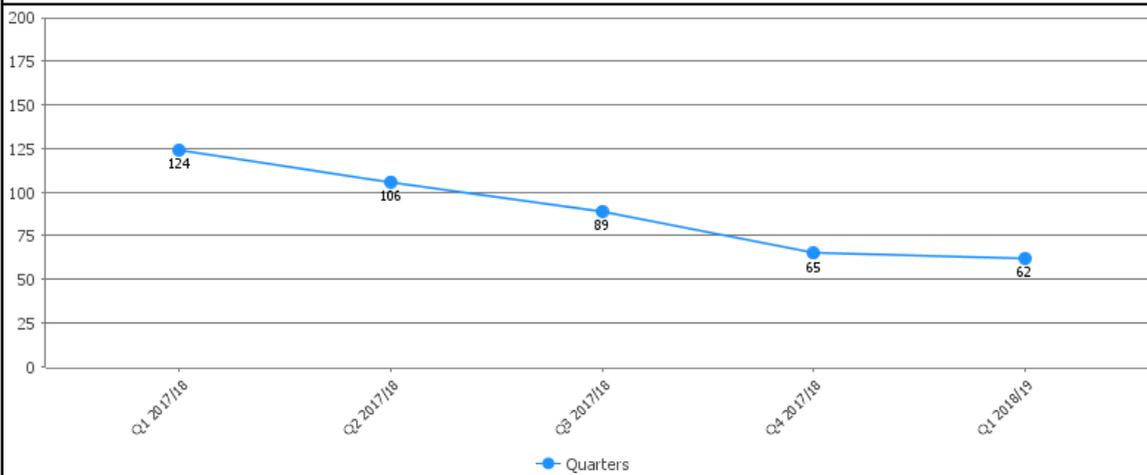


Status	?
Short Term Trend	↓
Long Term Trend	↓

Quarter 1 has seen an increase in the number of households resident in temporary accommodation and this is a national trend as a result of the Homeless Reduction Act 2016. Work is underway across a number of strands that seeks to improve this situation ranging from gaining more access to private rented sector, better uptake of DHP to support residents to remain in their own home or find a new home, acquiring property that we have control over and process re-design so that we are processing cases both effectively and efficiently. It should be noted that of the 170 households currently in temporary accommodation there are 9 households who have been offered or who have accepted a permanent home.

H3 Number of successful homeless preventions

The number of households prevented from becoming homeless during the relevant period.



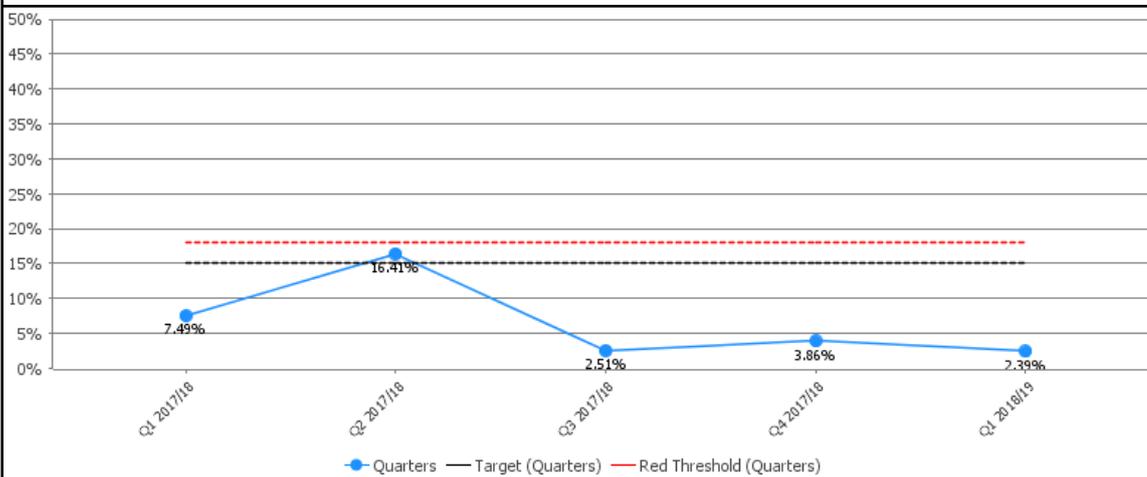
Status	?
Short Term Trend	↓
Long Term Trend	↓

The number of prevention cases that have been reported in quarter 1 does not include upwards of 50 cases that cannot be closed off due to technical issues with a new IT software system that is being used by all Housing Authorities across Gloucestershire. This measure will be updated as soon as possible in order for an accurate picture to be portrayed. Improvement projects within housing services such as increasing the uptake of DHP, tenancy rescue incentives and gaining better access to the private rented sector will contribute towards ensuring that we are effective in our prevention work.

Going forward, this KPI will be revised to show more clearly the number of successful preventions against the number of cases presenting to provide improved context for the data. A target and red threshold for the measure will be introduced at that point.

HR1 Staff Turnover

Number of staff leaving the organisation represented as a percentage.

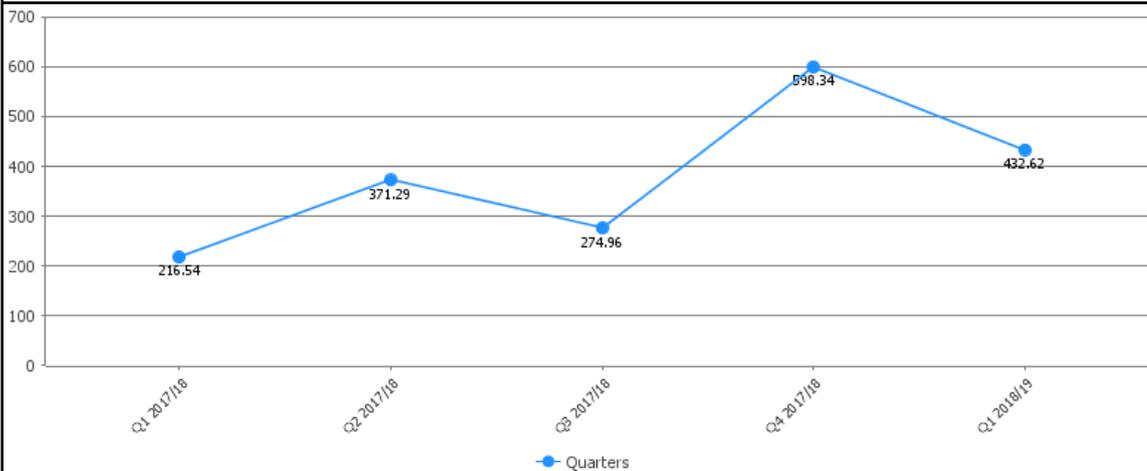


Status	✓
Short Term Trend	↑
Long Term Trend	↑

It is pleasing to note that staff turnover rates have decreased from 3.86% in Quarter 4 of 2017/18 to 2.39% in Quarter 1 of 2018/19 and are below the national average for the public sector. We continue to actively encourage participation in exit questionnaires so that we can understand individuals' reasons for leaving and take proactive steps around any trends or causes of concern should they arise.

HR2 | **FTE Working Days Lost**

The number of FTE working day lost to staff sickness across the Council.



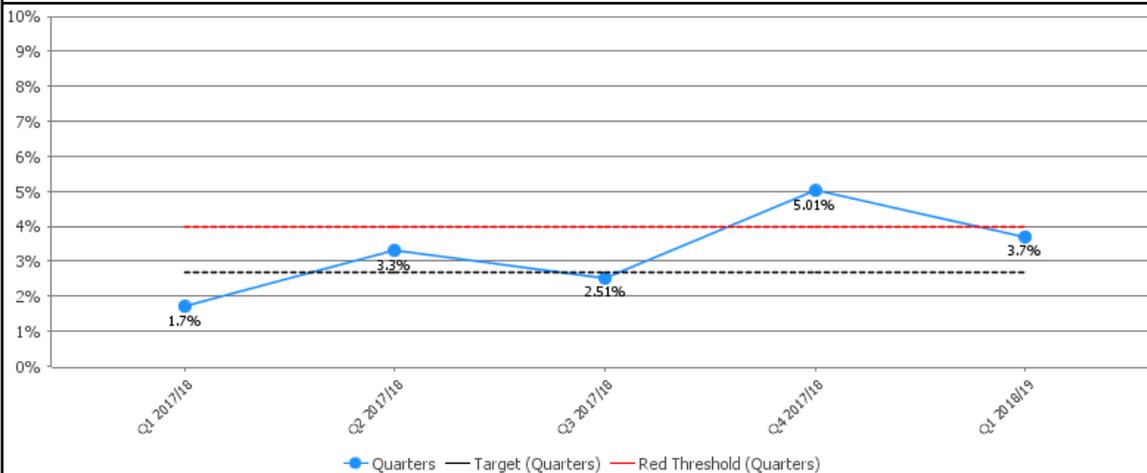
Status	
Short Term Trend	
Long Term Trend	

There has been an improvement in the number of FTE Working Days Lost for Quarter 1 in 2018/19 when compared to the last Quarter. We continue to monitor this rate and are undertaking proactive steps to effect an improvement.

Continued promotion of the HR and Occupational Health service is taking place with managers advised to obtain specialist advice at an early stage to address sickness absence issues within their teams in a timely and appropriate manner and to work with the Specialist Case Team in effecting successful outcomes to these cases. Managers are also advised to continue to promote the Employee Assistance Provider service as a source of support for individuals and to seek advice from the Occupational Health advice line for further guidance as appropriate.

HR4 | **Absence Rate**

The percentage of total working days lost in the relevant period through sickness against the total available working days for that period.



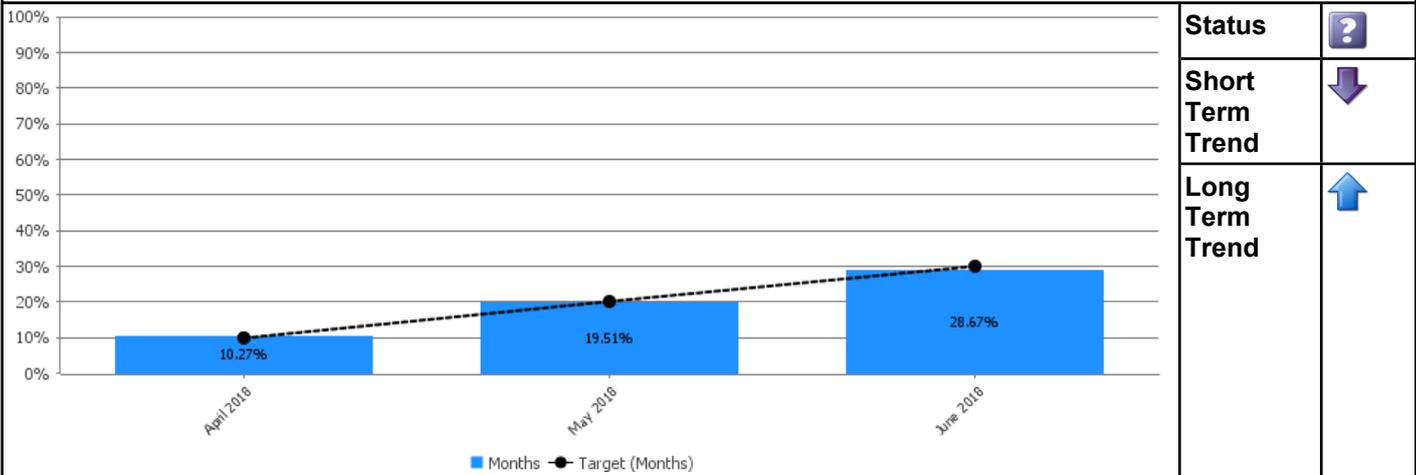
Status	
Short Term Trend	
Long Term Trend	

The Absence Rate has reduced from 5.01% in the last Quarter to 3.7% in Quarter 1. Whilst this reduction is an improvement, this rate does remain above our target and we continue to actively monitor this in order to effect an improvement.

We continue to promote the HR and Occupational Health service with managers advised to obtain specialist advice at an early stage to address sickness absence issues within their teams in a timely and appropriate manner as per the Sickness Absence Policy and to work with the Specialist Case Team in effecting successful outcomes to these cases. Heads of Service review absence levels within their respective areas and are responsible for ensuring that local managers are proactively managing any instances of sickness absence in line with policy. Managers are also advised to continue to promote the Employee Assistance Provider service as a source of support for individuals and to seek advice from the Occupational Health advice line for further guidance as appropriate.

RB1	Council tax collection (in year)
------------	---

Collection against the total council tax debit in cumulative format.

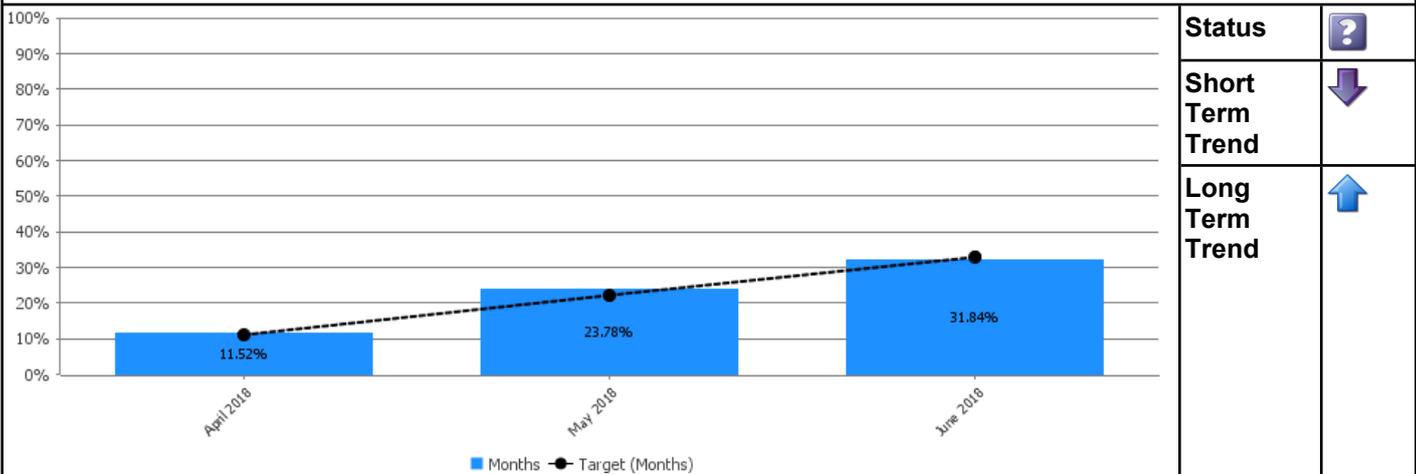


Status	?
Short Term Trend	↓
Long Term Trend	↑

The net debit for 2018/19 has risen to £62.7m compared to £59.3m in 2017/18. The collection rate in Q1 has been marginally below target in each of three months, but it is expected to be on target by year end.

RB2	Business rates collection (in year)
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Collection against the total business rates (NNDR) debit in cumulative format.

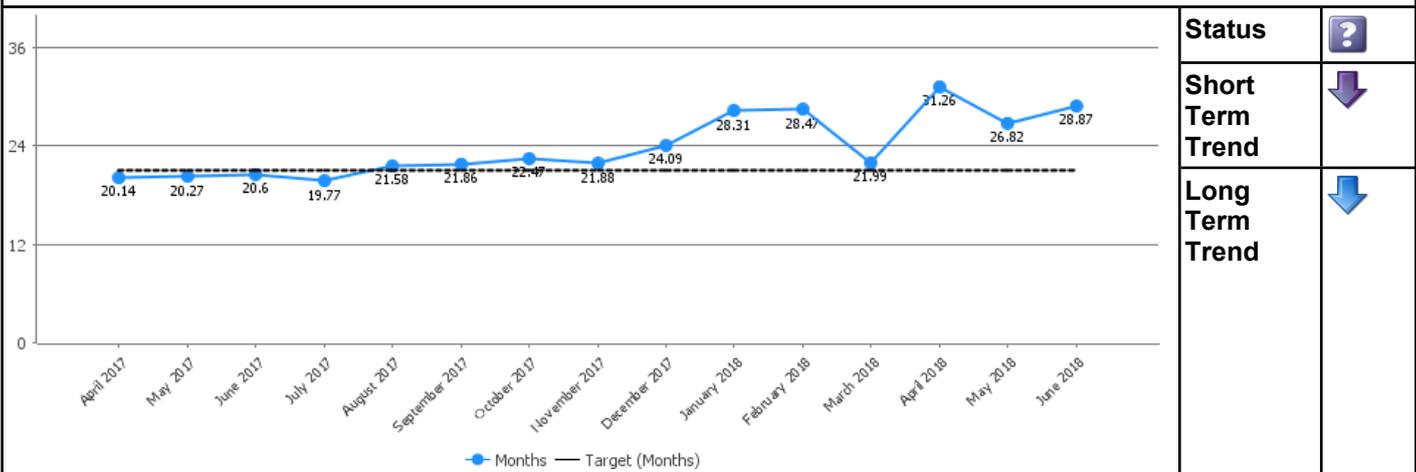


Status	?
Short Term Trend	↓
Long Term Trend	↑

The net debit for 2018/19 is £56.3m compared to £55.5m in 2017/18. The collection rate in Q1 has been marginally below target in each of three months, but it is expected to be on target by year end.

RB3 Time taken to process Housing Benefit new claims

The average number of days taken to process new housing benefit claims (in month).

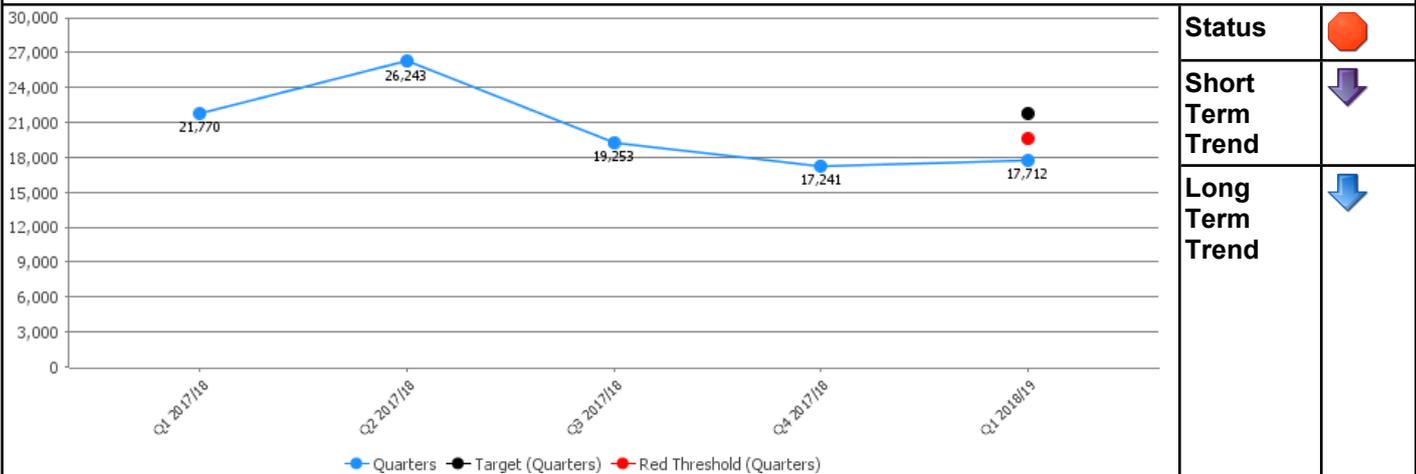


Status	?
Short Term Trend	↓
Long Term Trend	↓

This increase in the time taken to process new claims can mainly be attributed to the number of Universal Credit notifications being received from the DWP and the 2 week run on of HB after the claim has been terminated. This is being explored through the regular operational performance meetings including consideration of revising the target.

VE1 Tourist Information Centre (TIC) Footfall

Gloucester Tourist Information Centre is a free service to both local residents and visitors to the City of Gloucester. Typical users include tourists requiring directions and people making coach bookings and /or buying gifts/ event tickets. The performance measure relates to the total number of people visiting the premises in Southgate Street.



Status	⬮
Short Term Trend	↓
Long Term Trend	↓

While there has been a slight increase in footfall since the last quarter, we've seen a 19% drop compared to this time last year. We commented on this overall trend in the end of Year Performance Report 2017-18, advising on the move to online purchasing and our plans for responding to this: enhancing our digital offer and adjusting our onsite provision, with the aim of delivering quality needs-led services as efficiently as possible. We are currently working on the latter and hope to move to a new location in 2019.

There are other reasons for the variation between Quarter One 2017 and the same period this year:

- Three big events happened in April – June 2017:
 - The new Gloucester Residents Card was launched in April – this saw customers visiting the TIC to collect new cards/ use the machines
 - The Tall Ships Festival happened in May – we sold wrist bands for this
 - The Henson Pig Sculpture Trail ran throughout June – the TIC was a key pick up point for route maps;
- We are not carrying a stock of tourist information brochures to distribute (Marketing Gloucester Ltd reported a lack of income from advertising space and is looking at other alternatives).

As usual, footfall picked up when we started to sell tickets for Gloucester History Festival events – we'll be doing this until the festival takes place in September. This year's festival is the most ambitious yet with a significantly larger programme of events, which should bring more and a wider range of people to the TIC.

Over the coming months we'll be using social media to boost footfall and provide general tourist information.

VE2	Museum of Gloucester Footfall																		
<p>The Museum of Gloucester is a paid-for visitor attraction within Gloucester. The displays and supporting service enable visitors to view objects from the City's Museum collection and the venue is used as a meeting point for various community groups. The Wheatstone Hall is offered as a hire space and members of the public can use the cafe, shop and toilets without having to pay an entrance fee. The performance measure relates to the total number of users entering the Museum for all the reasons listed previously.</p>																			
<table border="1"> <caption>Museum of Gloucester Footfall Data</caption> <thead> <tr> <th>Quarter</th> <th>Footfall</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>7,594</td> </tr> <tr> <td>Q2 2017/18</td> <td>23,336</td> </tr> <tr> <td>Q3 2017/18</td> <td>6,182</td> </tr> <tr> <td>Q4 2017/18</td> <td>6,053</td> </tr> <tr> <td>Q1 2018/19</td> <td>5,125</td> </tr> </tbody> </table>	Quarter	Footfall	Q1 2017/18	7,594	Q2 2017/18	23,336	Q3 2017/18	6,182	Q4 2017/18	6,053	Q1 2018/19	5,125	<table border="1"> <tr> <td>Status</td> <td></td> </tr> <tr> <td>Short Term Trend</td> <td></td> </tr> <tr> <td>Long Term Trend</td> <td></td> </tr> </table>	Status		Short Term Trend		Long Term Trend	
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Although the figure for the Quarter has dropped compared to this time last year, the number of people visiting in June has increased from 109 to 446. This can be attributed to the Aethelflaed exhibition, which launched on Saturday 9 June 2018.

We are no longer able to offer the City-wide Museums Pass as Gloucester Waterways Museum withdrew from the scheme at the beginning of June; existing Passes will be valid until they expire. We had planned to look at our pricing strategy as part of our wider museum development activity and now need to do this sooner rather than later.

We are working on plans to develop our museum service and share our collections in new and exciting ways. These include a vision for innovative and improved visitor experiences that we'll offer from the Museum of Gloucester. We're kick starting things with the recruitment of a Museums Events & Marketing Officer and hope to have someone in post in the autumn. This will allow us to offer a more diverse programme of events that will make our collections accessible to more and a wider range of people. We also plan to improve the gift shop during 2018-19 and are looking at options for a possible food and drink offer. We'll use social media to promote any changes. These measures should help us to attract more visitors to the Museum, which is one of our main priorities.

VE3	Life Museum Footfall																		
<p>Gloucester Life Museum is a paid-for visitor attraction within Gloucester; the displays and supporting service enable visitors to view objects from the City's Museum collection. The Ed Shed is offered as a hire space and members of the public can use the shop, self-serve café, toilets and garden without having to pay an entrance fee. The performance measure relates to the total number of users entering the Museum for all the reasons listed previously.</p>																			
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We are progressing plans to transfer the Life Museum premises to a third party and redisplay the collections at the Museum of Gloucester. We hope the transfer will be completed early in the new year.

The Life Museum is the main beneficiary from the sale of day tickets to the City's two museums. These allow people to visit both museums for a single entry fee. By attracting more visitors to the Museum of Gloucester, we should see an increase in footfall at the Life Museum whilst it remains open.

Gloucester City Council

Meeting:	Cabinet	Date:	12 September 2018
Subject:	Together Gloucester Service Transformation		
Report Of:	Cabinet Member for Performance and Resources		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Jonathan Lund, Corporate Director		
	Email: jonathan.lund@gloucester.gov.uk Tel: 396276		
	Anne Brinkhoff, Corporate Director		
	Email anne.brinkhoff@gloucester.gov.uk Tel: 396745		
Appendices:	1. Overview and Scrutiny Committee Recommendation		

FOR GENERAL RELEASE

1.0 Purpose of Report

- 1.1 To outline and seek approval for the next steps in the Together Gloucester transformation programme.

2.0 Recommendations

- 2.1 The Overview and Scrutiny Committee is asked to consider the information contained in the report and make any recommendations to the Cabinet.

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

- (1) the transformation proposals set out in this report be welcomed, endorsed and adopted
- (2) the officers identified in the report be authorised to implement the programme as set out in this report, including the establishment of a Transformation Board
- (3) it be noted that the Leader has appointed the Cabinet Member for Performance and Resources to the Transformation Board
- (4) Ignite be retained to support the Council's future Transformation Programme as set out in this report and authorise the Corporate Director to procure this service in a way which complies with the Council's Contract Rules
- (5) the creation of the new fixed-term and permanent posts as set out in the report be approved
- (6) the budget and funding plan set out in this report be approved

3.0 Background and Key Issues

3.1 Gloucester City is an ambitious council with big ideas. We also face a challenging financial future. This means we need to work differently.

3.2 In July 2016, we brought together a group of volunteer staff with the aim to redesign the organisation. They were given a design brief which asked them to start with a blank sheet of paper and to design an organisational structure capable of delivering Council priorities for the next four years. We asked for the new Council structure to dismantle organisational silos, promote channel shift so that people can get more information and engage better with the Council online, embrace our principles of asset based community development and to save at least £1million from our current staffing budget.

3.3 We asked the team to be radical and innovative in their approach and apply the following design principles:

- Delivering at least a £1 million pound budget saving from the Council's salary budget of approximately £8m
- Reduction in the compartmentalisation (or "silos") delivering Council services
- Delivering priorities in the emerging Council Plan
- Implementation of generic job roles and descriptions while maximising multi-skilling
- Cross-organisational style management using project teams to respond flexibly to future demand and priorities
- Embedding the principles of Asset Based Community Development (ABCD) in the way the Council operates, enabling individuals and communities
- Embrace channel shift opportunities
- Foster a more commercial approach to service delivery
- Promote new ways of working: empowered staff, home working, hot-desking, remote/mobile working and opportunities for co-locating
- Aspire to downsize to one warehouse
- Retain and recruit staff with the right attitudes, skills and competencies

3.4 This transformation project is called 'Together Gloucester'.

3.5 Together Gloucester achieved savings from the staffing budget of £1.23m per annum from 1st June 2017. Over a 10 year period this presents a cumulative £12.30m saving.

3.6 We said last June that the Council was not expecting the same workloads, delivered in the same ways to be delivered by smaller teams, and when we launched the new structure last June, we invited staff to ask the 'why questions'

"Why do we do that?"

"Why don't we do this instead?"

3.7 Feedback from the staff survey (October 2017) and the LGA peer challenge (November 2017) highlighted that to make the most of the opportunities to transform how we deliver services we need support in changing our processes and systems to do things differently and that in some cases we need to 'stop doing things'.

3.8 We commissioned Ignite, a market leader in this field, to help us develop a resourced transformation programme which will enable us to redesign business processes and develop a robust IT transformation plan. Ignite were on site with us between February – April 2018, working with a dedicated team of City Council officers and representatives from each of our services. They undertook a detailed activity analysis of our work, completed an audit of our technology and systems and a summary assessment of over 400 processes performed by the Council. They also undertook a detailed assessment of seven processes and also did some work on our culture and the organisation's appetite for change.

4.0 The Proposal

4.1 In May, Ignite provided us with a work and investment proposal of what they think is necessary for us to complete the Together Gloucester programme and safeguard the savings already being made. Following an initial informal conversation with Cabinet, we have refined the proposal. It includes six specific work packages:

WP 0: Set up and design expertise

4.2 The set up and design work package will focus on preparing the council for the implementation programme, creating a benefits management plan, driving the required procurement processes for IT providers and consultants, recruiting and coaching the implementation team and coaching key staff.

4.3 The Transformation Programme will be led by a Transformation Board chaired by the Corporate Director with lead responsibility for Transformation (Jonathan Lund – Transformation Programme Sponsor) and include the Cabinet Member for Performance and Resources. The Board will be supported by a Transformation Programme Manager (Bob O'Brien – Customer Services and Transformation Manager) and provision will be made to backfill to ensure operational business continuity in customer services.

4.4 The current accommodation project will become a part of the transformation programme. For programme management purposes the accommodation project will become work package 6.

4.5 Ignite will provide expert consultancy support to deliver this work package.

WP 1: Process redesign

4.6 The Council operates over 400 processes to deliver its range of services. Some of these are repetitive, unnecessarily complex or simply redundant. Ignite have identified 180 processes which are high volume, high value, or both, which should be urgently reviewed. The proposed review will seek to identify those processes which are redundant and can be eliminated, will simplify or streamline where necessary and automate where possible. The intent is to release capacity; enable customers to access information and undertake transactions with the Council digitally (channel-shift); minimise the frequency of bespoke processes to make the customers experience of dealing with the Council more consistently positive; eliminate unnecessary approvals and work-arounds and move further towards multi-skilled rather than specialist roles. The process re-design work package will

focus on developing a Gloucester-centric approach to redesign and transfer skills and knowledge to our staff by providing training and coaching to the business analysts in the implementation team. Ignite will lead the first set of process redesign workshops.

- 4.7 This work package will be led by a Service Redesign Lead (a new 15 month fixed-term, full time post) and 6 business analysts. The business analysts will be seconded from the Council's existing establishment and their substantive roles will be backfilled for the duration of the secondment. This approach will ensure that the redesign will help grow service design expertise and experience within the Council. It will also provide valuable personal and professional development for the participants.

WP 2: Technology and systems

- 4.8 The technology and systems work package will focus on creating an integrated IT strategy, approach and implementation plan. Through the work package key elements of the ICT strategy will be explored and decisions will be taken to the ICT board on how best to equip the City with the technology necessary to support new methods of service delivery.
- 4.9 The Council's Managing Director (Jon McGinty) will act as Sponsor and chair the ICT Board and delivery of this work package will be led by an IT Implementation Manager (a new 15 month fixed-term, full time post). This will ensure that a very wide-range of time-critical systems are delivered successfully. The work package will also develop and redefine the Council's existing IT Client Lead Officer post to better enable that role to shape and support the Council's on-going IT aspirations. Additional support will be provided by Ignite's IT expertise and resources provided by software and systems suppliers as part of the process of procuring and implementing new systems.
- 4.10 Investment to improve the Council's Customer Portal, Customer Contact Management and Workflow systems will be essential to support the service redesign and channel shift. This will also link into other planned IT investment including telephony, mobile working solutions, web and intranet, document management and back-office (line of business) applications.

WP 3: Change and Engagement

- 4.11 Research indicates that between 50 and 70% of change initiatives fail, and the main reason is that they don't engage with people. Failure to communicate and engage people along the change journey can lead to programme resistance and act as a blocker. If there is inadequate investment in change and engagement activity the programme is at risk of falling to deliver to its full potential.
- 4.12 This work package will be carefully aligned with the existing and on-going organisational development activities and is expected to achieve the following impact:
- Understanding of the key ingredients to delivering a successful change programme and of the important role leaders and managers play in this

- Enhanced leadership and management capability in leading others through change
- Increased understanding of and capability in operating as effective operational and functional leaders and managers
- Coordinated and flexible management of the transition of the Council from current state to delivering the Future Operating Model
- A move towards realising a customer-centric high-performance culture
- A lasting legacy of how to manage change in the future

4.13 This work package will be delivered through the Council's existing Organisational Development Plan led by the Corporate Director (Anne Brinkhoff). Additional resources will be provided by County HR and Ignite.

WP 4: Strategy, Performance and Governance

4.14 This work package is intended to strengthen the City Council's key strategy, performance and programme management activities to enhance the Council's ability to address existing challenges and opportunities, including:

- Pace, quality and engagement in long-term strategic planning
- Improved corporate planning, including revision to HR and IT strategies and interface with key partners
- Strategic reviews
- Effective communication of strategy
- Workforce alignment and the implementation of a strong golden thread from corporate strategy to individual performance objectives
- Outcome based performance scorecard management
- Initiative management
- More systematic best practice sharing
- Systemic and consistent programme and project management and delivery.

4.15 This work package will be led by a Corporate Director (Anne Brinkhoff) and will be launched with a piece of consultancy work delivered by Ignite to ensure that there is appropriate and essential integration of strategic prioritisation and outcome-based target setting, effective ways of transforming strategy into deliverable and measurable action plans and policy, appropriately structured programme and project management arrangements and constructively challenging procedures to hold service and project leads to account for performance outcomes.

4.16 Ongoing work will be delivered by three new full-time posts supporting strategy development, performance management and programme delivery. This report seeks approval to establish these posts, but programming and budget considerations may mean that this part of the transformation programme is scheduled to commence at a later date.

WP 5: Commercialisation

4.17 GCC has budgeted service expenditure of £20.6m in 18/19 (excluding housing benefit payments), £7m of this is staff expenditure. This work-package is focussed on driving value for money through opportunities in the other £13.6m of expenditure.

- 4.18 The majority of the opportunities identified rely on a refined asset management strategy to generate further income from the City's property and business portfolios or by driving value for money in commissioned/contracted or shared services.
- 4.20 This work package will be led by a Corporate Director (Jonathan Lund) and will be delivered in a number of ways:-
- Re-evaluation of the existing procurement officer role (currently vacant) to provide a more strategic resource better able to co-ordinate the procurement programmes for major service procurement projects. There is potential to offer this resource to other local authorities and discussions are ongoing with Tewkesbury BC. The costs of this role will be met from current budgets within Financial Services
 - Creation of a new full-time commercial property lead to work alongside the current major projects consultant (Phillip Ardley) and provide an opportunity for succession planning and resilience in that function. The ongoing costs of this role will be met from the regeneration reserve.
 - Engaging specialist service specific advice to support contract procurement activity (e.g. Waste and Recycling, Leisure, ICT, Revenues and Benefits).
- 4.21 The intention would be that investment in commercial capacity would generate opportunities for further savings or income generation. Ignite's initial work with the Council has suggested the potential additional savings/income of c£1.7m over the next 3-5 years.

5.0 Asset Based Community Development (ABCD) Considerations

- 5.1 ABCD is one of the design principles of the Together Gloucester project and will flow throughout all work-streams as appropriate.

6.0 Alternative Options Considered

- 6.1 Do nothing. There is strong evidence from day to day management conversations, the staff survey and external assessments that this investment is essential to complete the Together Gloucester Programme, enabling staff to make the essential changes in order to continue to deliver services to customers with significantly reduced staffing levels. As a consequence, do nothing is not a zero cost option, it will result in underinvestment in essential IT systems and support and will compel the Council to consider service reductions to relieve current pressures.

7.0 Future Work and Conclusions

- 7.1 This proposal is a significant next step in our Together Gloucester transformation and needs to be delivered soon and with pace. Subject to approval of the details in this report we intend to begin internal mobilisation early and conduct the internal and external recruitment and commence delivery in September 2018.

8.0 Financial Implications

8.1 The cost of implementing the work packages described at paragraph 4.1 to 4.21 above is as follows

Work Package	Ignite	IT Investment	One-off investment	Ongoing investment	Totals £
WP 0: Set-up/Design	68,440	0	0	0	68,440
WP 1: Process redesign	58,500	0	312,500	0	371,000
WP 2: IT	11,700	800,000	50,000	0	861,700
WP 3: Culture/Change	59,675	0	0	0	59,675
WP 4: Strategy/Performance & Delivery	43,125	0	0	150,000	193,125
WP 5: Commercialisation	0	0	0	100,000	100,000
					1,653,940

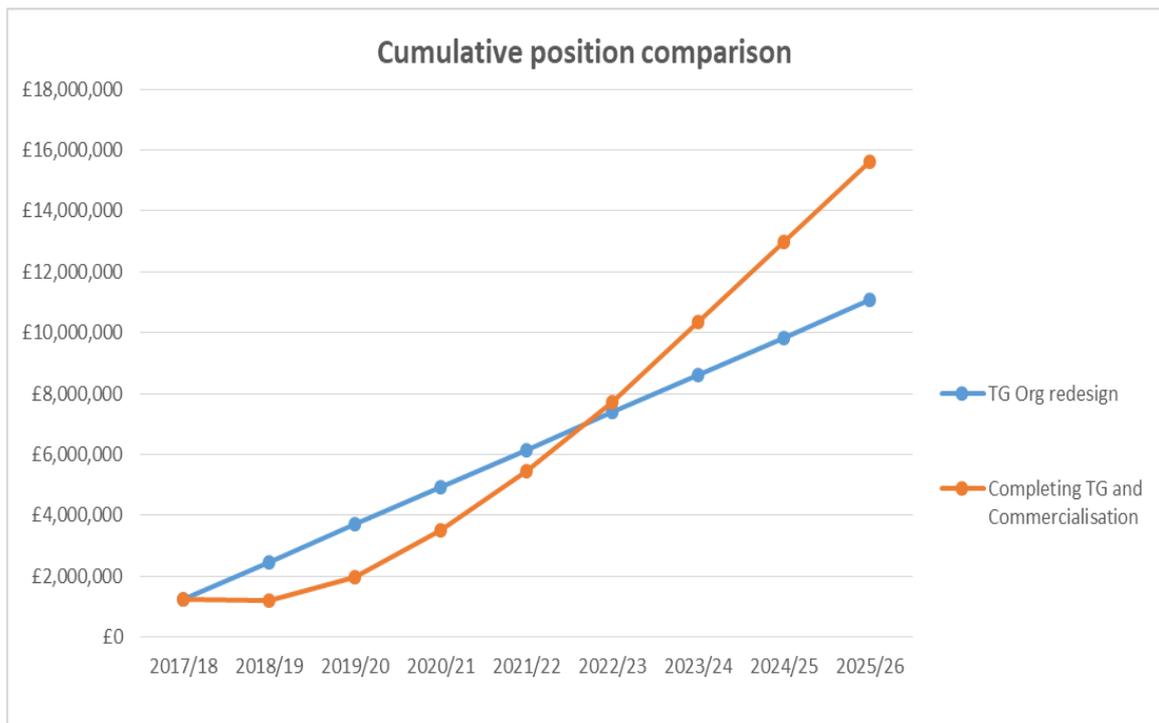
8.2 One-off investment includes the cost of backfilling secondments and funding new/temporary fixed term posts intended to support project delivery.

8.3 Ongoing Investment includes the cost of new, permanent posts.

8.4 The costs as detailed above are an investment to deliver future savings and transformation for the Council. The initial costs will be met from a number of sources, current available earmarked reserves, short term borrowing funded through the expected savings, and where costs are ongoing these will be added to the Money Plan in the appropriate financial year.

8.5 Where financial contributions are actually realised such as the benefit of the business rates pilot, subject to approval, these will be used to replenish the Councils earmarked reserves. Similarly the potential capital receipt from the sale HKP warehouses maybe utilised under the Flexible use of Capital Receipts strategy as per Appendix 8 to the 2017/18 Money Plan approved in February 2017.

8.5 The business case presented by Ignite includes the graph below. It shows the existing savings being generated by Together Gloucester as a cumulative straight line (blue). By year 10 the cumulative savings from Together Gloucester will be £12.3m. The curved line (gold) reflects the investment recommended in this report and the potential for savings to exceed the existing Together Gloucester projections in subsequent years.



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

9.0 Legal Implications

- 9.1 Any changes affecting staff must be subject to consultation and there is a requirement to comply with the Council's Employment Policies and Procedures.
- 9.2 Should the Council wish to engage on shared services with another council then sections 112, S113 (secondments) and/or s101 (delegation) of the Local Government Act 1972 will apply.
- 9.3 Any sharing/procurement of services must consider the implications of TUPE (Transfer of Undertakings (Protection of Employment) Regulations 2006) as amended by the Collective Redundancies and Transfer of Undertakings (Protection of Employment) (Amendment) Regulations 2014.
- 9.4 With regard to procurement of services, the council is required to comply with the Council's Contract Rules.

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

10.0 Risk & Opportunity Management Implications

- 10.1 A comprehensive risk register will be developed for the Transformation Programme as a whole and each related work package.

11.0 People Impact Assessment (PIA) and Safeguarding:

- 11.1 The PIA Screening Stage was completed and did not identify any potential or actual negative impact, therefore a full PIA was not required. It is possible that elements of the programme will develop proposals which will have a PIA Impact and these will be undertaken as necessary, for each work package.

12.0 Other Corporate Implications

Community Safety

None identified

Sustainability

None identified

Staffing & Trade Union

None identified

Background Documents:

Gloucester City Council – Future Operating Model Blueprint – Ignite, June 2018

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Appendix 1

At their meeting on 3rd September 2018, the Overview and Scrutiny Committee **RESOLVED** to **RECOMMEND** to Cabinet that:

Customers who interact with Council services be surveyed on their preferred methods of using services.

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Meeting:	Cabinet	Date:	12 September 2018
Subject:	Progress Report on Countywide Entrenched Homeless Social Impact Bond ('ACTion Glos')		
Report Of:	Cabinet Member for Communities & Neighbourhoods		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Chris Keppie County Homelessness Coordinator (CHC)		
	chris.keppie@gloucester.gov.uk		Tel: 39(6569)
Appendices:	1. Breakdown of Cohort as of 26.7.2018		

FOR GENERAL RELEASE

1.0 Purpose of Report

- 1.1. The purpose of this Report is to provide a progress update regarding the welcome new service that seeks to support entrenched rough sleepers or people with repeat interaction with homeless services, and who have complex needs, through means of a Social Impact Bond ('SIB'). The service has been commissioned through Gloucester as the lead authority on behalf of the other Gloucestershire councils; and a contract entered into with the charity P3 (which has also recently been awarded Registered Provider status). The new service is known as 'ACTion Glos'.

2.0 Recommendations

Cabinet is asked to **RESOLVE** that:

- (1) the progress made by this new service be welcomed.
- (2) authority be delegated to The Corporate Director in consultation with the S151 Officer and Council Solicitor to accept further funding from the Ministry of Housing, Communities and Local Government (MHCLG) for an additional funding of up to of £271,980 to work with an additional 16 clients and enter into all necessary legal documentation.

3.0 Background

- 3.1 A report¹ to Cabinet was approved on 8th March 2017 regarding funding from MHCLG for an innovative additional service to work with entrenched homeless people with complex needs. This ‘Social Impact Bond’ would have specified outcomes relating to accommodation, substance misuse, mental health, and training & employment, with sliding payment rates relating to access and sustainment of housing and services; and would use innovative and flexible methodology, including a ‘Housing First’²-type approach. (Housing First is an approach to quickly and successfully connect individuals experiencing homelessness to settled accommodation without preconditions and barriers to entry such as sobriety, treatment or service participation requirements). Authority was given for Gloucester to be the lead authority and to enter into any necessary agreements.
- 3.2 This report coincides with the release of the Government’s Rough Sleeping Strategy³ with a commitment to halve the level of rough sleeping by 2022 and to end it by 2027. Housing First initiatives elsewhere have a high degree of success and so Gloucester had elected to pursue funds for the ‘social impact bond’ in order to deliver a similar approach here. The new Strategy acknowledges this initiative as part of a wider package of measures to eliminate rough sleeping; and also

¹ <http://democracy.gloucester.gov.uk/documents/g6007/Public%20reports%20pack%2008th-Mar-2017%2018.00%20Cabinet.pdf?T=10> – Original Cabinet report

² <https://hfe.homeless.org.uk/about-housing-first> - Homeless Link website about ‘Housing First’ approach & principles

³ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/733421/Rough-Sleeping-Strategy_WEB.pdf – Government’s new Rough Sleeping Strategy, August 2018

recognises the contribution of the additional supply of new homes and the value of sufficient and good quality supported housing.

4.0 Progress to Date

- 4.1 In March 2017, MHCLG awarded Gloucester City Council (as lead authority) an implementation grant of £77k (in addition to the £990k maximum outcomes budget) to cover legal costs, time of the County Homelessness Coordinator ('CHC') to lead on procurement and contract management, and other expenses. The lead authority does not have any financial liability.
- 4.2 Following a market engagement event (March), a competitive tender process was undertaken. The contract was awarded to P3 Charity and signed on 7.11.2017.
- 4.3 In September 2017, multi-agency meetings of relevant specialist services (in homelessness, substance misuse, mental health, physical health, vulnerable women, offending, etc) drew up a long-list of individuals who were known to meet the detailed eligibility criteria for the service (see previous report). These initial referral meetings were limited to key commissioned stakeholders, to ensure compliance with data protection regulations, as well as to make discussions about a large number of individuals practicably manageable. Referral eligibility is checked by the CHC before forwarding on to ACTion Glos to find each individual, facilitate engagement, assess, and sign up into the cohort.
- 4.4 P3 started mobilising the new service following award in September 2017, and have continued to build up their staff team as projected in their tender as the cohort built up: p/t service manager + 7 'link workers'.
- 4.5 Payment by Result outcomes are accelerating; despite it being relatively early in the service, ACTion Glos is already making some very significant breakthroughs with individuals with multiple and extremely complex needs – and crucially, beginning to get sustainment outcomes (i.e. *continued* use of accommodation and specialist services, beyond initial access to them – see outcomes card in Appendix 1). It is working innovatively, flexibly, and tenaciously as required with this client group. As of August 2018, 92 individuals – who have met rigorous eligibility criteria,

and been prioritised by greatest need and complexity – have been accepted into the cohort.

- 4.6 Partnership work is inherent in the model and vital to the success of the project. There is excellent collaboration happening operationally and strategically, and two organisations have seconded workers.
- 4.7 There have been a number of challenges to overcome in the first year which have provided learning and insight to continue to develop the model. Information sharing protocol, the impact of antisocial behaviour, and incidents of exploitation of clients by Dangerous Drugs Networks – all of which are being addressed. The experience, preparation, knowledge, and commitment that P3 bring, alongside strategic and operational goodwill from local and national partners, has already enabled – and will no doubt continue to enable – solutions for these challenges, and positive results for many of these individuals and the wider community.
- 4.8 To date it has been disappointing that more stock has so far not yet been able to be provided by social landlords for Housing First accommodation, although we acknowledge demands for all accommodation are high. This problem has however been sufficiently mitigated by P3 sourcing their own stock, as well as working with Pivotal Housing, a social landlord new to the area. Pivotal have taken longer than expected renovating accommodation, but this has been done to a high standard, and clients are now moving into this stock (with 24/7 housing workers in addition to ACTION Glos link workers).
- 4.9 MHCLG, in conjunction with Sheffield Hallam and Southampton universities, are conducting a 'Homeless Complex Needs evaluation' across SIB areas as well as other recently funded programmes, looking at the effectiveness and costs of different approaches (including 'Housing First') to inform future national commissioning.
 - 4.9.1 The Gloucestershire SIB has agreed to work with a sub-cohort of 20 volunteer clients to provide detailed quarterly pseudonymised information on their current accommodation, health, substance use, offending, etc; as well as be interviewed by researchers on their background and causes of homelessness. With clients' informed consent, some personal

data may also be cross referenced with data from government departments (DWP, PHE, MoJ) to inform more detailed efficacy and cost analysis.

- 4.9.2 10 individuals have signed up to this evaluation process to date. The City Council will not be involved in this work in any way, other than 1) to process a one-off MHCLG grant to P3 to purchase volunteers' reward vouchers, and 2) to provide one point of contact for clients to withdraw their consent from this evaluation should they wish. National evaluation reports should be published in Autumn 2019.

5.0 Alternative Options Considered

(Not applicable)

6.0 Reasons for Recommendations

6.1 The purpose of this Report is to:

- 6.1.1 Provide a progress update regarding the new service as it approaches the end of Year 1; and
- 6.1.2 Request delegation of authority to The Corporate Director in consultation with the S151 Officer and Council Solicitor to accept further funding recently offered from the Ministry of Housing, Communities and Local Government (MHCLG) for additional budget of up to £271,980 to work with an additional 16 clients and enter into all necessary legal documentation. (See Section 7, Future Work, below).

7.0 Future Work and Conclusions

7.1 MHCLG recently invited applications for increased funding from existing SIB areas to use the unspent budget of one of the 8 original areas which was unable to procure a service. Gloucestershire submitted an application to work with 16 additional clients, with an additional maximum budget of £271,980. Evidence of need, current success, and detailed spend profile were all provided; the application was agreed in full. This additional funding was mentioned in the Government's new Rough Sleeping Strategy, released on 13th August. The additional clients will need to be entered into the cohort by end December 2018,

bringing the cohort to 126 individuals, with new maximum Payment by Result budget of £1,261,980.

- 7.2 The County Homeless Coordinator and ACTion Glos' director attended a second homeless SIB networking / progress forum on 7th August 2018 at MHCLG to share good practice with the 6 other homeless SIB areas; and to report / discuss any procurement, mobilisation, and ongoing challenges. Gloucestershire was ahead of some areas in procurement, mobilisation, and cohort target, despite being a smaller population; and faces similar challenges working with very complex individuals in challenging housing environments, whilst already achieving some novel and significant breakthrough outcomes through tenacious and innovative link working.
- 7.3 To optimise availability, size, type, mix and sustainability of housing for the existing and additional cohort of this service, we hope to work with P3 and local Registered Providers to realise new Housing First-type social tenancies; and also to consider applying for any new capital 'Move On Funding' (referenced in the Recovery section of the new Rough Sleeping Strategy⁴) to acquire or build new stock directly.
- 7.4 It is very pleasing that MHCLG are confident in the success of the service so far, and have committed additional funding; we share their satisfaction with the work of this new service, and look forward to seeing increasing sustained outcomes for this most vulnerable client group as the service grows and continues.

8.0 Financial Implications

- 8.1 The project is funded through an innovative SIB (Social Impact Bond) model which is financed through investment from MHCLG. This means that up front provider costs are covered by the social investor through a separate agreement between the social investor and the provider. The Council is making quarterly payments to the provider results which are reimbursed by MHCLG. The Council does not fund the service nor does it have any financial risk liability; it merely

4

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/733421/Rough-Sleeping-Strategy_WEB.pdf – Government's new Rough Sleeping Strategy, August 2018

administers local payments. Should we be successful in the application for additional funding for additional clients, this arrangement will continue

9.0 Legal Implications

One Legal has been closely involved with procurement, contracts, and GDPR compliance. Should we be successful in additional funding, they will also check a revised MOU with MHCLG.

10.0 Risk & Opportunity Management Implications

(Not applicable)

11.0 People Impact Assessment (PIA) and Safeguarding:

(Not applicable)

12.0 Other Corporate Implications

(Not applicable)

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Appendix 1

Breakdown of cohort, as of 26.7.2018

(Data that contains 3 or less individuals has been redacted to prevent identification of individuals):

Gender	
Male	76% (57)
Female	23% (17)
Transgender	(redacted)
Age	
18-20	5% (4)
21-34	45% (34)
35-64	49% (37)
65+	(redacted)
Location – at time of referral (these are not reflective of local connection):	
Cheltenham	43% (32)
Cotswold	(redacted)
Stroud	9% (7)
Tewkesbury	(redacted)
Forest of Dean	(redacted)
Gloucester	41% (31)
Prison	5% (4)

Homeless History	
Rough slept 6+ times in last 2 years (only)	11% (18)
Cyclical use of homeless services for 3+ years (only)	17% (13)
Both criteria	72% (54)
Complex needs (known about):	
Substance misuse issues	96% (72)
Mental health issues	93% (70)
Recent offending history	77% (58)
Physical health issues	45% (34)
Learning difficulties	19% (14)
Other (some individuals with multiple)	15% (11)

<p>Evidence for specified outcomes is sent to the County Homelessness Coordinator to verify, who then submits agreed outcomes to MHCLG for payment to P3. An MHCLG officer came to P3's office in July to spot-check outcomes evidence. They "passed with flying colours".</p> <p>Agreed quarterly outcomes:</p>		
Quarter 1 (Oct-Dec 2017)		
	1 st General Wellbeing Assessment	11
	Entry to Accommodation	7

Quarter 2 (Jan-Mar 2018)		
	1st General Wellbeing Assessment	22
	Entry to Accommodation	11
	3 Month Sustainment of Accommodation	4
Quarter 3 (Apr-Jun 2018):		
	1st General Wellbeing Assessment	32
	2nd General Wellbeing Assessment	9
	Entry to Accommodation	11
	3 month Sustainment of Accommodation	8
	6 month Sustainment of Accommodation	5
	Entry to Drug Treatment	11
	Sustainment of Drug Treatment	2

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Gloucester City Council

Meeting:	Cabinet	Date:	12 September 2018
Subject:	Alternative Environmental Enforcement Trial		
Report Of:	Cabinet Member for Environment		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Matt Cloke – City Centre Improvement and Environment		
	Email:	matt.cloke@gloucester.gov.uk	Tel: 396317
Appendices:	None		

FOR GENERAL RELEASE.

1.0 Purpose of Report

- 1.1 The purpose of this report is to set out proposals to enter into a 12 month pilot of a new environmental enforcement arrangement in partnership with 3GS (UK) Limited; and
- 1.2 Propose an increase in the penalty charge for dropping litter (including from vehicles) and dog fouling from £50 / £75 to £75 / £100.

2.0 Recommendations

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

- (1) a 12 month contract with 3GS (UK) Limited be entered into to provide an environmental enforcement arrangement to tackle environmental crime in Gloucester in accordance with the Service Specification set out at section
- (2) the fixed penalty notices for the offences of dropping litter (including from vehicles) and dog fouling be increased from £50/£75 to £75/£100.
- (3) officers be instructed to explore all lawful means to maximise the effectiveness of enforcement and offender tracing procedures.

3.0 Background and Key Issues

- 3.1 The 2017 Litter Strategy for England said that street cleaning cost local government £778m in 2015/16. A significant portion of this was avoidable litter clear-up which could have funded other vital public services. Gloucester City Council spends approximately £1m per year clearing litter and fly tipping, street sweeping, litter bin emptying and litter picking.

- 3.2 Public consultation as part of the Litter Strategy also showed that the vast majority of respondents were in favour of increasing on-the-spot fines. More than 85% were in favour of increasing fixed penalties for littering, while local authorities agreed that new penalties to tackle littering from cars would help to improve environmental quality in their area.
- 3.3 In response, this year, new regulations have made it an offence for individuals to mindlessly throw rubbish from their vehicles. Councils are now able to impose fines on the owners of vehicles from which litter is thrown, even if it was discarded by someone else.
- 3.4 The regulations also provide that any surplus income from penalties is ring-fenced to be spent on litter, refuse, environmental enforcement and graffiti including increasing enforcement, purchasing further Rapid Deployment Cameras (CCTV), education and awareness programmes.
- 3.5 A recent Initial Public Space Protection Order (PSPO) Consultation undertaken by the Community Wellbeing Team provided informative data in regards to the percentage of respondents who considered environmental crime as an issue in Gloucester. This is outlined in table 1 below by issue;

Table 1: Initial brief PSPO consultation results

Question/Issue	% of respondents who said it is a problem
Dogs on leads	20
Dog fouling	58
Littering	71
Nuisance or ASB	61

192 respondents: 76.6% of respondents said they are a resident of Gloucester. 29.26% of respondents were people who work in the city.

- 3.6 It can be noted from table 1 that dog fouling, littering and nuisance or Anti-Social Behaviour (ASB) is considered a problem in Gloucester. The respondent's also indicated, as outlined in table 2 below, that these environmental issues should be considered within any future proposed PSPO within the city.

Table 2: Initial brief PSPO consultation results

Issue that should be considered within a Proposed PSPO	% of respondents who agree
Dogs (on leads, out of children's play parks, fouling)	87
Littering	86
Nuisance or ASB	75

- 3.7 The current penalty charge for the offence of dropping litter and fouling of land by dogs is £75. This charge is reduced to £50 for early payment.
- 3.8 Some FPN rates are set and raised by legislation, others can be determined locally by balancing the deterrent effect of different levels of penalty with peoples' ability to pay and the levels of fines imposed locally for the relevant offence in magistrates'

courts. Fixed penalties that are too low compared to the offender's ability to pay will not be an effective deterrent whereas penalties that are higher than the likely fine that the court would impose in the event of conviction, or are too high for local conditions, are likely to lead to more cases reaching the courts, either because offenders cannot afford to pay the fixed penalty, or because they choose not to do so in the hope that the court will impose a lower fine.

- 3.9 This report recommends that the City Council continues the default (full) rates for FPNs as set by The Environmental Offences (Fixed Penalties) (England) Regulations 2017 and retains a reduced (early) fixed penalty payment rate of £75.00 as an incentive for people to pay their fines (regulation 5). (See table below)

Offence	Act/section	Reduced (Early)	Default (Full)
Littering, including from vehicles	EPA 1990 S. 87/88	£75	£100
Dog fouling	ASB 2014 S.43	£75	£100

- 3.10 These recommendations will support our enforcement approach designed to bring about behaviour change and make Gloucester City measurably cleaner and are in line with neighbouring authorities.
- 3.11 **Proposed Service Specification with 3GS (UK) Ltd**
- 3.12 It is estimated that fly-tipping costs the public sector in England nearly £50 million each year and private landowners spend a further £50-150 million or more a year in clean up and disposal costs.
- 3.13 In the last 3 years the council has successfully achieved 22 convictions for fly tipping in the courts. These convictions have been well publicised but this success does not appear to be making a positive impact upon the levels of enviro-crime or its cost. Officers have, therefore explored high impact, low cost alternatives.
- 3.14 One option being pursued by an increasing number of councils is to engage with a partner organisation that can bring a level of focus, equipment and procedures to the process that makes it exceedingly efficient. They deliver a service for the authority by tackling low level enviro crime and penalty income can be used to invest in more effective enforcement, prevention/education and cleansing.
- 3.15 The Council has explored this option with two of the main enviro-crime private enforcement contractors within the UK market place; Kingdom Services Group and 3GS (UK) Limited. Each presented their business models to Cabinet Briefings in December 2017 and March 2018.
- 3.16 Since then officers have explored the potential of a pilot arrangement with 3GS who offer a balanced and compliant service, part of which is to inform and educate communities about the importance of their immediate environment both socially and economically.

3.17 Based on detailed discussions the following pilot service specification has been developed:

- 3GS deploy a fully trained and equipped team of officers. (Three officers initially with a view to introduce a fourth).
- 3GS will cover the wider city centre area e.g. Four Gates Streets, the new bus station, train station, Barton Street plus regular 'bespoke patrols' across the wider Gloucester area in discussion with the council.
- 3GS to operate in conjunction with the police during home games at Kingsholm Stadium
- 3GS can be redirected to respond to issues quickly should the need arise.
- 3GS to be embedded within GCC's City Improvement & Environment Team, all administration is centralised at 3GS HQ in Barnsley. 3GS officers will require desk space locally to complete section 9 statements and other related paperwork.
- Employees to be recruited locally by 3GS.
- Focus to be issuing FPNs for environmental crime offences, namely littering, dog-fouling, abandoned supermarket trollies, fly-tipping and Public Space Protection Orders (PSPO).
- Maximise deterrent effect with uniformed physical presence in hotspot areas and engagement with local people and co-ordination with City Protection officers (CPO's), and other city centre / public realm partners.
- Normal operating hours will be between 07.30 and 19.30 hours. Occasional evening or weekend activity may be required and provided.
- Viability of the service would require 3GS officers to issue FPNs in the region of approx. 4 per day per officer or 20 per week. 3GS and their staff are not incentivised to achieve this figure.
- Hand held devices will capture offender details, images, GPS location. The Council will have access to 'real time' information and will receive monthly reports on all activity including, hot spot mapping, complaints and outcomes and FPN receipts.
- 3GS will provide detailed cost analysis and will retain all FPN receipts until operational break even. Receipts above this will be split 50:50 with the council.
- 3GS provide payment facilities on-line, by phone and post, all related information regarding payment is attached to the FPN's. The council shall be provided the 3GS online payment portal which will be used on our website.
- 3GS personnel to wear uniform bearing 3GS and Gloucester City Council logo.
- 3GS to process non-paid FPNs and provide standard advocacy template files to the Council (OneLegal) to determine and pursue non paid FPNs.
- 3GS will charge £45+VAT per successful prosecution.
- The service is fully flexible and can be adjusted to meet changing demand and new requirements at short notice.
- 3GS will handle all initial phone enquiries and complaints regarding conduct and appeals.

3.18 It is anticipated that the payment rate for fixed penalties issued will be in the region of 75% - 80%. Current policy is to consider the instigation of legal proceedings in relation to unpaid penalties. 3GS will undertake a significant proportion of the case preparation however, the pilot will clearly result in a marked increase in workload for OneLegal. It is considered the team will be able to accommodate this anticipated increase in workload however, the situation will be monitored carefully.

3.19 Subject to consideration and endorsement by Cabinet the earliest date the new service could commence is August/September 2018.

4.0 Asset Based Community Development (ABCD) Considerations

4.1 3GS make a commitment to investing in educational programmes that deliver mind-set changes to the communities where they operate. As a result 3GS have developed four initiatives in conjunction with their Think Clean registered charity to educate individuals to respect and care for their local environment. 3GS believe that over time the necessity to conduct visible enforcement activities will subside significantly if there's a sustained effort to promote and educate residents about the importance their immediate environment has on their health, wellbeing and economic prosperity. The Think Clean initiatives which Gloucester would benefit from are outlined below;

4.2 **'Bin It' initiative** - rewards those who respect the environment, 3GS will offer individuals who they observe disposing of litter and dog faeces correctly the opportunity to enter a free 'bin it' raffle – which is drawn locally every quarter and nationally in December – and is an opportunity for the Council and 3GS to positively promote environmental news.

4.3 **'Street Champions' initiative** - 3GS provides assistance to Local Authorities in setting up Street Champion groups including bespoke training of volunteers, provision of high visibility vests etc. The initiative focuses on engaging and empowering residents to work with the Local Authority identifying street scene, ASB and other local issues that detrimentally affect local communities.

4.4 **'Community Involvement' initiatives** - All 3GS staff are encouraged to volunteer and assist with environmental initiatives/campaigns operated by the Local Authority. 3GS can also assist in advising on potential campaigns with the aim of educating communities on local environmental issues.

4.5 **'Environmental Educational Trust initiative'** – 3GS have now established a new Trust to work with key stage 1 and primary schools to educate future generations about the importance their local environment has to them both socially and economically.

5.0 Alternative Options Considered

5.1 The Council could continue with current arrangements but this would miss an opportunity to apply greater resources to the problem of environmental crime. Alternatively the Council could invest in additional internal resource or outsource the service completely. These options add to cost and risk and are not recommended as an alternative to a 12-month pilot.

6.0 Reasons for Recommendations

6.1 The use of Fixed Penalty Notices is an efficient and effective enforcement tool and a practical alternative to prosecution in matters of low level environmental crime offences.

- 6.2 A pilot with 3GS will test the effectiveness of an increased ability to deal with infringements in a swift, simple, and cost effective way which also reduces demands on officer time to enable them to deal with more serious offences.
- 6.3 Approval of this proposal is expected to have a positive impact on the environment, by acting as a deterrent, raising awareness of the issues and reducing incidents of fly tipping and littering and other small scale enviro crime.
- 6.4 The decision to commission a third party provider will test a cost neutral, robust approach to environmental crime offences.

7.0 Future Work and Conclusions

- 7.1 Following approval by Cabinet, a communications plan will be implemented to ensure that relevant stakeholders, partners, Councillors, residents groups etc. are advised of the new service, how and where 3GS officers will be operating prior to the pilot's launch.
- 7.2 After a period of 9 months it will be necessary to review the pilot undertaken by 3GS (UK) Limited with the view undertake a procurement process prior to continuing any provision for a second year, if the pilot was considered successful.

8.0 Financial Implications

- 8.1 There is no requirement for the City Council to provide additional funding to 3GS if income does not match the cost of enforcement, meaning there is low risk of a financial cost to the council resulting from this proposal.

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

9.0 Legal Implications

- 9.1 The 3GS personnel undertaking the enforcement activity will require authorisation in accordance with the Council's constitution and scheme of delegation. A Corporate Director is delegated to provide the authorisation.
- 9.2 It is anticipated that the payment rate for fixed penalties issued will be in the region of 75% - 80%. Current policy is to consider the instigation of legal proceedings in relation to unpaid penalties. Any intended prosecution for the non-payment of fine would satisfy the criminal evidential test in terms of proportionality, and achieve the benchmark for the public interest test.
- 9.3 Following the proposed 12 month review any tendering and contract for the provision of the service will need to comply with the Council's Contract Procedure Rules and the Official Journal of the European Union (OJEU) Rules.

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

10.0 Risk & Opportunity Management Implications

- 10.1 The principal risk is that the contractor is perceived to be 'over zealous' and acting for profit. This reputational risk will be mitigated by 3GS's ABCD initiatives and ensuring that expectations are closely matched to local conditions and by making sure that the trial is set up to incentivise the quality not volume of FPNs enforced.
- 10.2 The contents of this report details measures aimed at preventing and/or mitigating the occurrence of environmental crime offences which will be of benefit to residents, communities and wildlife within Gloucester City and will have a positive impact on Local Environmental Quality.

11.0 People Impact Assessment (PIA) and Safeguarding:

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

12.0 Other Corporate Implications

12.1 Community Safety

There are no community safety implications associated with this report.

12.2 Sustainability

There are no sustainability implications associated with this report.

12.3 Staffing & Trade Union

There are no staffing or Trade Union implications associated with this report.

12.4 Safeguarding

There are no safeguarding implications associated with this report.

Background Documents:

None

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Meeting:	Cabinet	Date:	12 September 2018
Subject:	Great Place Project – Festivals & Events Review		
Report Of:	Cabinet Member for Culture and Leisure		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Jill Riggs, Head of Culture and Trading Services		
	Email: jill.riggs@gloucester.gov.uk	Tel:	396009
Appendices:	None		

FOR GENERAL RELEASE

1.1 Purpose of Report

To set out the main recommendations from the Gloucester Culture Trust-commissioned Review of Festivals & Events in Gloucester and to consider the implications for the City Council in terms of its contribution to the delivery of these recommendations.

2.0 Recommendations

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

- (1) the Review of Festivals & Events in Gloucester be welcomed as a useful insight to further improve the cultural offer in the City and further its ambition to become City of Culture in 2025.
- (2) the City Council will join the Strategic Events Partnership to consider and, where appropriate, take forward the more detailed proposals outlined in the review.

3.0 Background and Key Issues

3.1 As part of the Great Place project (Strand 6), in 2017 Gloucester Culture Trust (GCT) commissioned Festival & Events International (FEI) to carry out a review of Major Festivals and Events in Gloucester. It published the resulting report and recommendations in February 2018. In essence, the report says there is lots of great activity going on but there is potential for this to be so much better.

3.2 GCT subsequently published a Festivals & Events Action Plan, detailing proposals for responding to the report’s recommendations. These recommendations are the Trust’s professional view on how to make things better. They support the delivery of Gloucester Culture Strategy and the Council’s ambition to become City of Culture 2025.

- 3.3 GCT needs to leverage everyone's influence and resources to take forward the recommendations and it wants to set up a Strategic Partnership to do this. Gloucester City Council is identified as a key player in this and is also one of a number of players involved in delivering some of the other proposed actions.
- 3.4 The Trust has recruited a Strategic Producer: Festivals & Events, to lead on taking the recommendations forward. This activity will also form part of the Great Place project (Strand 6).
- 3.5 In broad terms, the recommendations and actions cover three areas:
1. Improving the strategic framework for festivals and events now and in the future
 2. Improving the current festivals and events offer
 3. Meeting gaps in the current festivals and events offer.

These proposals are summarised below, along with the implications for the Council where known.

1. Improving the strategic framework for festivals and events now and in the future.

- The key recommendation in this section of the review is the proposal to create a new Strategic Events Partnership. Initially, this will comprise representatives from the City Council, Gloucester Culture Trust and Marketing Gloucester Ltd and its role will be to clarify roles and responsibilities, sharpening the distinction between:
 - MGL as a delivery organisation with responsibility for event production, marketing and fundraising; and
 - GCT as the body entrusted by the Council and its partners to drive the City's cultural strategy and creative development, commissioning content and building capacity.
- It is proposed that Councillor James (for MGL), Councillor Noakes (GCC), Jonathan Lund (GCC), Jason Smith (MGL), Anne Cranston and Hollie Smith-Charles (GCT) will form the initial membership of the Strategic Events Partnership.
 - In due course the intention is that, with fresh clarity about the respective roles and expected performance of GCC, GCT and MGL, the Strategic Partnership will be broadened to include other organisations with a strategic stake in Gloucester's Festivals and Events such as Gloucester Quays, the Cathedral and the BID.
 - The Strategic Events Partnership will be equipped with data drawn from an agreed, objective, evaluation framework that informs pre-event decision-making and post event evaluation. Investment will be needed to develop the framework and collect and analyse the data. GCC and MGL will need to support GCT to develop a suitable evaluation framework.
 - Other recommendations in this section of the review included:
 - a City-wide marketing strategy is needed to promote all of the City's festivals and events in a holistic, co-ordinated and curated way, so success and impact is shared, and audience reach is broadened.
 - that the Gloucester Culture Trust produce an outward facing annual report on festivals and events to showcase the achievements and attract more partners.

- That a small commissioning fund be established to encourage new independent producers to develop innovative festival and events which will broaden the City's offer.

2. Improving the current festivals and events offer

- Recommendations in this section of the review included:
 - Exploring how existing signature and Growth Events (such as Tall Ships, History Festival, Strike-a-Light, Urban Weekender (Kings Jam), Three Choirs and Crucible) can be further developed.
 - Exploring options to similarly develop the Carnival in Gloucester Park, the R&B Festival, the Quays Food Festival and the Retro Festival.
 - Developing a fundraising strategy and an audience development strategy.
- These options will be considered and pursued via the Strategic Events Partnership and in discussion with events organisers.

3. Meeting gaps in the current festivals and events offer.

- Recommendations in this section of the review included:
 - Supporting the development of a new outdoor arts festival
 - Exploring the development of a new Winter festival, possibly incorporating the existing Christmas Market, lantern Parade and Strike-a-light/Guildhall/Blackfriars programme.
 - Working with Three Choirs Festival (TCF) to develop live screening event(s) in the City, especially in the 'non-Gloucester' years.
- Again, these recommendations will be considered and where appropriate pursued via the Strategic Events Partnership and in discussion with events organisers and other partners as necessary.

4.0 Asset Based Community Development (ABCD) Considerations

The proposed Strategic Partnership will pave the way for collaborative working, including with local communities that has the potential to significantly improve Gloucester's festivals and events offer.

5.0 Alternative Options Considered

- 5.1 None considered. The proposed activity is part of the City Council's Great Place project.

6.0 Reasons for Recommendations

- 6.1 The proposed activity is part of the City Council's Great Place project, and supports the Council's stated aspiration to bid to become City of Culture in 2025.
- 6.2 The proposed activity should lead to a city-wide festivals and events programme that benefits local people and tourists alike.

7.0 Future Work and Conclusions

- 7.1 Participation in the proposed Strategic Events Partnership to take forward more detailed planning to improve and diversify Gloucester's festivals and events offer.

8.0 Financial Implications

- 8.1 None at this stage. The Strategic Events Partnership may make recommendations for contributions in cash or in kind from its member partners to implement its recommendations. These will need to be considered and agreed by those respective partner organisations, including the Council, at that time.

9.0 Legal Implications

- 9.1 A partnership agreement will need to be entered into by the partners, who are initially the City Council, Marketing Gloucester Limited (a company wholly owned by the City Council) and Gloucester Culture Trust (an independent charitable incorporated organisation), to set out the partnership's terms of reference. The partnership will not be a legal entity and it will not have any powers to make decisions on behalf of the partners; matters requiring a decision (such as to provide grant funding) will need to be made by the relevant partner(s) in accordance with its decision making process.

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

10.0 Risk & Opportunity Management Implications

- 10.1 There are no specific risks associated with this report.

11.0 People Impact Assessment (PIA) and Safeguarding:

- 11.1 The proposals will help to diversify Gloucester's festivals and events offer, enabling more and a wider range of people to engage in cultural activity, with associated wellbeing benefits.
- 11.2 The PIA Screening Stage was completed and did not identify any potential or actual negative impact, therefore a full PIA was not required.

12.0 Other Corporate Implications

Community Safety

- 12.1 None

Sustainability

- 12.2 None

Staffing & Trade Union

- 12.3 None

Background Documents: None



Meeting:	Cabinet	Date:	12 September 2018
Subject:	Regeneration at Kings Quarter		
Report Of:	Cabinet Member for Regeneration and Economy		
Wards Affected:	Westgate		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Philip Ardley, Consultant - Asset Management		Tel: 396107
	Email: philip.ardley@gloucester.gov.uk		
Appendices:	A - Delineation of Planning Application Boundaries		
	B - Exempt Financial Information		

GENERAL RELEASE with the exception of Appendix B which contains exempt information as defined by paragraph 3 of schedule 12A of the Local Government Act 1972 (as amended) and therefore the public will be excluded from the discussion of Appendix B.

1.0 Purpose of Report

To note the progress made for the new Kings Quarter regeneration proposals and to approve revised fees for the planning application.

2.0 Recommendations

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

- (1) the revised fee for the Planning Team appointment budget be approved. Please see Appendix B for the financial information.
- (2) the costs associated with the completion of a Planning Performance Agreement (PPA) and the planning submission fees are agreed as set out in Appendix B.

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

- (1) the latest plans to attract funding to take forward the creation of a major new 'Creative Cluster' within the refurbished Kings House together with a food court on the ground floor.
- (2) the new bus station construction is progressing well and is on programme to complete on 5th October 2018. Following a period of testing there will be a Public Open day on Saturday 27th October and bus services commence from Sunday 28th October.

- (3) The future potential cost implications of the enabling phase of Kings Quarter Regeneration. These actions will take the project forward into delivery. These are described in more detail in Section 3 and listed in Appendix B.

3.0 Background

- 3.1 This report provides a summary of progress since the last report to Cabinet on 6th December 2017.
- 3.2 The Council appointment of a targeted and dedicated project management resource has been extended for a further 12 months to July 2019. This resource continues to be based within the Council's regeneration team two days a week and works on the project remotely for a further third day. This cost is significantly below the budget approved by Cabinet on 22nd June 2016 for a three year period commencing on 1st January 2017.
- 3.3 We are currently on target and the Business Plan was submitted and approved by Cabinet on the 13th September 2017. Since that time the Planning Team led by property and planning advisors GVA has been procured and work has been progressing at pace on the design and planning strategies for Kings Quarter. In addition, the Car Parking Strategy has been completed and brought to Cabinet and approved on 11th July 2018.
- 3.4 During Spring 2018, the Planning Team have completed a vigorous and inclusive engagement process with key stakeholders to firstly inform the design of Kings Square and secondly ensure that they have captured as many professional, community and political aspirations/issues as possible. This has been completed by way of workshops and one to one meetings. The information collated was used to create a design brief for Kings Square and to inform the more detailed design of Kings Quarter.
- 3.5 The Planning Team have used the brief to create a design for a new square and this will form the basis of a detailed planning application which is close to submission. The intention is to submit this alongside a hybrid planning application for the remainder of Kings Quarter. This application will request detailed consent for the new public realm and changes to Market Parade, creation of the new Cathedral View pedestrianised street, together with Plots 1, 2 and 3a and b (Kings House). Outline consent will be requested for Plots 3c, 3d and 4. This layout is detailed in appendix A.
- 3.6 Prior to the impending planning submission, public viewing of the proposals and consultations will take place in various locations around the City between Thursday 27th and Saturday 29th September. The proposals will then be on view in the city centre for all further comments.
- 3.7 The intention is to submit the two planning applications in Autumn 2018. Following this the project could commence the enabling stages. The reason for the revised costs was a change to the number of plots being taken forward for detailed consent. In the original agreed and approved scope of works for the Planning Team, it was envisaged that a greater proportion of the scheme would only be submitted to outline level. The current level of progress in identifying potential delivery solutions

means that more of the scheme requires a detailed consent. Obviously increasing the proportion of space being designed to a detailed level has resulted in a change to timescales and fees.

- 3.8 The Council Planning Department also confirmed that due to the proximity of Plot 1 to a listed building and its location within a conservation area, the application had to be detailed rather than an outline application as originally intended.
- 3.9 In Appendix B the anticipated enabling costs have been listed out. There is no current approval for these costs, but they are included to highlight that if the Council wish to continue with the current pace of delivery then these are the next steps. All the actions could be initiated whilst the planning application is being determined thereby continuing the excellent momentum that already exists.
- 3.10 Despite intensive work from the Planning Team and City Council officers, the prospect of funding from Homes England has been determined to be unlikely. A grant funding application for the GFirst Local Enterprise Partnership Growth Fund to improve the connectivity between the Kings Quarter and the Railway Station was successful and £3.75m has been granted to the Council.
- 3.11 The Planning Team and Project Manager have been working with the Cultural Services Team, Gloucester Culture Trust and the City Council's Place team and its partners to develop a bid for the Culture Development Fund. This grant fund provides capital and revenue support for the creation of new creative workspace and place making. The Council has submitted an Expression of Interest for a programme of works that includes the refurbishment of Kings House into a creative cluster incubation hub and infrastructure improvements together with artistic development activities at the Guildhall. If successful, it could secure up to £5.5m of financial aid. It is intended that along with the hub on the upper floors, the ground floor will be converted into a food court and this will be the focus for the detailed planning application to refurbish Kings House.
- 3.12 Jones Lang LaSalle are continuing to provide market knowledge and advice to support council officers in negotiations with existing tenants that may need to be offered alternative premises.
- 3.13 The relationship between our asset managers, Reef Estates, for the Kings Walk shopping centre has developed and they are now a regular contributor to the Kings Quarter monthly project meetings and are fully involved in the design/planning process.

4.0 Reasons for Recommendations

- 4.1 To enable the officers and the project manager to complete the planning process as soon as possible and establish viability for the council owned mixed use scheme. It is reasonable that revised fees are incurred due to the change in scope for the consultant team. However, obviously every effort has been made to reduce the impact and the revised budget continues to represent value for money.

- 4.2 The current planning strategy and design has been carefully thought through to ensure that the consents will ensure maximum 'flexibility' and future proof the plots which will only achieve outline consent. The plots receiving detailed consent will permit the council to move straight into the enabling and delivery phase.
- 4.3 The Council should to be seen to adopt its own policies and the requirement for Planning Performance Agreements has been encouraged with private landowners. Hence a PPA has been agreed with the City Council Officers and we are presently negotiating with the County Council, which results in slight uncertainty in final cost.
- 4.4 The PPA process is already proving useful to both the consultant team and the planning department and it will help to reduce the determination period by ensuring close collaborative working between the parties prior to submission, early identification of issues and potential solutions.
- 4.5 The delivery and enabling actions identified by the project manager will help to maintain the pace of delivery and a budget needs to be identified for the enabling works, hence outline figures being identified in appendix B.

5.0 Alternative Options

- 5.1 None.

6.0 Future Work and Conclusions

- 6.1 If the recommendations are approved, officers will be able to continue working on the submission of the hybrid and detailed application for Kings Quarter and Kings Square respectively. In addition, the approval of the PPA will help to reduce the time taken during determination of the planning application and therefore help to further reduce the overall development programme. Future progress reports on Kings Quarter will continue to be provided, together with reports for approval of the enabling and delivery phases, in a timely fashion.

7.0 Legal Implications

- 7.1 With regard to contract matter: The Council has appointed GVA Grimley Ltd under a contract dated 25 May 2018 from a Framework Agreement to carry out certain planning consultancy services relating to Kings Square. The services are contracted for a fixed fee of £447,544.00, based on a Council Brief for the services, to cover the period 17 December 2017 to 17 December 2019. The terms and conditions of the Framework Agreement apply to the Council. In paragraph 4.1 of the Report, there is reference to a change in scope of the services, incurring revised fees. The Public Contracts Regulations Regulation 72 and Section 6 of the Council's Contract Rules deal with amendments to contracts during their term. The Framework Agreement contains provisions to ascertain fees, which need to be a clear review provision. Additionally variations are allowed where a change of service provider would not be practical for technical reasons or would involve substantial inconvenience/duplicate cost and if the change could not have been foreseen by a diligent contracting authority and the changes do not affect the overall nature of the

contract. Under both of the latter grounds any increase in price must not exceed 50% of the price of the original contract. Under the terms and conditions of the contract, all additions, amendments and/or variations to the contract must be annexed to the contract and be in writing and shall only be binding if signed or initialled by the duly authorised representatives of the Council and of the Consultant.

- 7.2. With regard to Planning Performance Agreements: A Planning Performance Agreement (PPA) is an agreement between the Local Planning Authority and the Applicant to provide a project management framework for handling major planning applications. The framework is designed to improve and speed up the planning process by committing both parties to an agreed timetable and ensuring that all key planning issues are properly considered. A PPA is made pursuant to Section 111 of the Local Government Act 1972, Section 2 of the Local Government Act 2000, Section 93 of the Local Government Act 2003 and Section 1 Localism Act 201.

8.0 Financial Implications.

- 8.1 The three-year budget for this Kings Quarter enabling consultancy work was approved by Cabinet on 22nd June 2016 for £150,000 per annum and we are currently within that budget.
- 8.2 The Planning Application budget which Cabinet approved on 6th December 2017 has been revised to reflect the changed circumstances set out in this report. Details are set out in appendix B with costs relating to the Planning Performance Agreement and the application fee. This appendix contains exempt information as defined in paragraphs 3 and 5 of schedule 12A to the Local Government Act 1972 (as amended).

9.0 Risk & Opportunity Management Implications

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

10.0 People Impact Assessment (PIA):

- 10.1 At present, there are no adverse impacts identified for any of the Protected Characteristic groups; as the regeneration of Kings Quarter progresses, the design process has been carefully devised to ensure maximum community engagement with a focus on achieving engagement with disabled and other minority groups. Further Impact Assessments will be considered as part of the planning process.

11.0 Other Corporate Implications

Community Safety

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

Sustainability

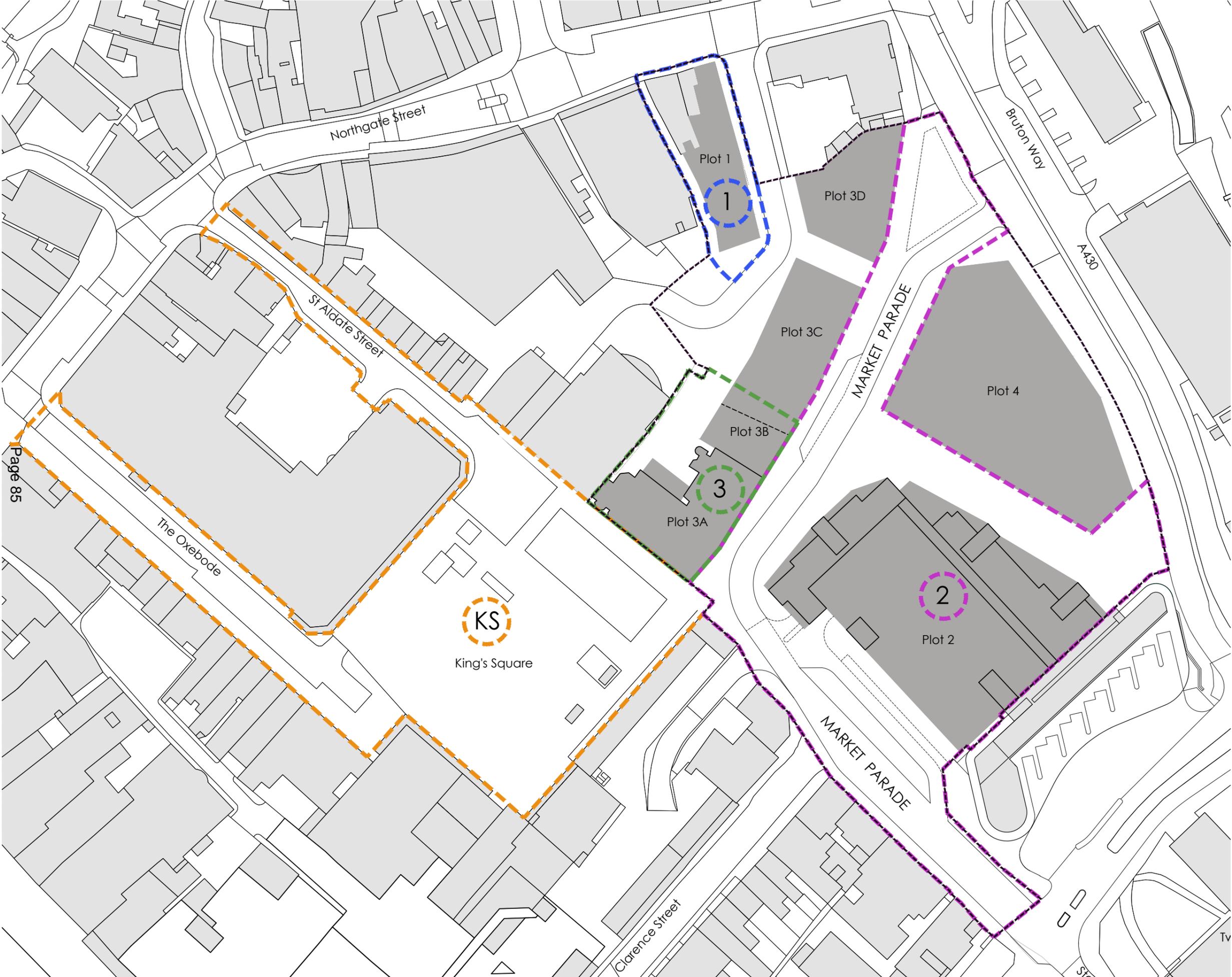
- 11.2 None specific to this report, although sustainability will be considered when specifying products, and in construction methods.

Staffing & Trade Union

- 11.3 None.

Background Documents:

None.



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Notes

THIS DRAWING READ IN CONJUNCTION WITH :

- KEY**
- King's Square - Detailed Planning Application Area = 9,342 sqm
 - Plot 1- Detailed Planning Application Commercial / Residential Area = 1,223 sqm
 - Plot 2 - Detailed Planning Application Car Park, Residential, Leisure / Commercial / Start Ups Area = 11,225 sqm
 - Plot 3A - Detailed Planning Application Food Hall (Ground Floor) Creative Hub (Upper Floors)
 - Plot 3B - Detailed Planning Application Commercial and Residential Area = 1,836 sqm
 - King's Quarter - Outline Hybrid Planning Application Includes Detailed for Plots 1, 2, 3A and 3B Residential, Leisure, MSCP, Commercial and other uses Area = 20,483 sqm

P06	Plots 1, 3A, 3B, 3C, 3D and Detailed Extent Updated	15.08.2018	MDLN	GO
P05	Plot 1, 2 and 4 Layout Updated	02.07.2018	MDLN	KB
P04	Plot 2 Layout Updated	31.05.2018	MDLN	KB
P03	Detailed Areas Updated	02.03.2018	MDLN	KB
P02	Detailed Areas Updated	28.02.2018	MDLN	HG
P01	First Issue	15.02.2018	MDLN	BS
Rev	Description	Date	Dr by	App by
original by		date created	14.02.18	Approved by
MDLN				BS

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client	Gloucester City Council		
project	Kings Quarter Gloucester		
drawing	Proposed Application Boundaries		
project number	2017.00963.000	scale	1:500 @A1
drawing number	KQG-AHR-MP-ZZ-DR-A-91-005	rev	P06
		issue status	S0

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of the Local Government Act 1972.

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