



**Gloucester  
City Council**

**Cabinet**

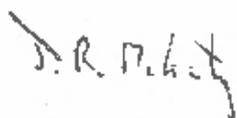
**Meeting: Wednesday, 10th October 2018 at 6.00 pm in Civic Suite - North Warehouse, The Docks, Gloucester, GL1 2EP**

<b>Membership:</b>	Cllrs. James (Leader of the Council and Cabinet Member for Regeneration and Economy) (Chair), Watkins (Deputy Leader and Cabinet Member for Communities and Neighbourhoods), Cook (Cabinet Member for Environment), Noakes (Cabinet Member for Culture and Leisure), H. Norman (Cabinet Member for Performance and Resources) and Organ (Cabinet Member for Housing and Planning)
<b>Contact:</b>	Democratic and Electoral Services 01452 396126 <a href="mailto:democratic.services@gloucester.gov.uk">democratic.services@gloucester.gov.uk</a>

## AGENDA

<b>1.</b>	<b>APOLOGIES</b>  To receive any apologies for absence.
<b>2.</b>	<b>DECLARATIONS OF INTEREST</b>  To receive from Members, declarations of the existence of any disclosable pecuniary, or non-pecuniary, interests and the nature of those interests in relation to any agenda item. Please see Agenda Notes.
<b>3.</b>	<b>MINUTES</b> (Pages 5 - 12)  To approve as a correct record the minutes of the meeting held on 12 <sup>th</sup> September 2018.
<b>4.</b>	<b>PUBLIC QUESTION TIME (15 MINUTES)</b>  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"> <li>• Matters which are the subject of current or pending legal proceedings, or</li> <li>• Matters relating to employees or former employees of the Council or comments in respect of individual Council Officers</li> </ul>

<p><b>5.</b></p>	<p><b>PETITIONS AND DEPUTATIONS (15 MINUTES)</b></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"> <li>• Matters relating to individual Council Officers, or</li> <li>• Matters relating to current or pending legal proceedings</li> </ul>
<p><b>6.</b></p>	<p><b>LEADER AND CABINET MEMBERS' QUESTION TIME (15 MINUTES)</b></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"> <li>• Any matter relating to the Council's administration</li> <li>• Any matter relating to any report of the Cabinet appearing on the summons</li> <li>• A matter coming within their portfolio of responsibilities</li> </ul> <p>Only one supplementary question is allowed per question.</p>
<p><b>7.</b></p>	<p><b>LOCAL GOVERNMENT ASSOCIATION CORPORATE PEER CHALLENGE (Pages 13 - 24)</b></p> <p>To consider the report of the Leader of the Council presenting progress made in implementing the recommendations from the Local Government Association Corporate Peer Challenge in November 2017 and seeking to sign off the action plan as complete.</p>
<p><b>8.</b></p>	<p><b>MEMBERSHIP OF KEY CITIES GROUP (Pages 25 - 70)</b></p> <p>To consider the report of the Leader of the Council noting the scope and potential of the Key Cities Group and seeking approval for the City Council to join as a full member.</p>
<p><b>9.</b></p>	<p><b>ARMED FORCES COMMUNITY COVENANT UPDATE (Pages 71 - 78)</b></p> <p>To consider the report of the Cabinet Member for Communities and Neighbourhoods providing an update to Members on the support offered to current and former members of the armed forces, reservists and their families as part of our commitment to the Gloucestershire Armed Forces Community Covenant.</p>



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

**Date of Publication: Tuesday, 2 October 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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If you, or someone you know cannot understand English and need help with this information, or if you would like a large print, Braille, or audio version of this information please call 01452 396396.

### **Recording of meetings**

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

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

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

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



## CABINET

**MEETING** : Wednesday, 12th September 2018

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

**Others in Attendance**

Cllrs Pullen, Hilton and Wilson

Managing Director

Corporate Director

Corporate Director

Head of Policy and Resources

Head of Place

Head of Cultural and Trading Services

Solicitor

Customer Service Transformation Manager

City Centre Improvement Officer

Democratic Services and Elections Officer

**APOLOGIES** : None

**28. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**29. MINUTES**

**RESOLVED:**

That the minutes of the meeting held on 11<sup>th</sup> July 2018 be confirmed as a correct record and signed by the Chair.

**30. PUBLIC QUESTION TIME (15 MINUTES)**

There were no public questions.

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

There were no petitions or deputations.

**CABINET**  
**12.09.18**

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

Cllr Pullen informed Members that he had been made aware of some confusion among a range of organisations over who was to deliver the civic commemoration of Remembrance Sunday 2018 and sought clarification. The Cabinet Member for Regeneration and Economy confirmed that Marketing Gloucester Ltd would work with the City Council to ensure that the event would run to its usual high standard and the detail around this arrangement was to be finalised imminently.

Cllr Hilton asked the Leader of the Council if the membership of Cabinet would be changed following the recent announcement made by the County Council of a reshuffled County Cabinet to include the Cabinet Member for Performance and Resources in his role as a County Councillor. The Leader of the Council responded that he intended to address the matter later in the meeting.

In relation to agenda item 11 (Alternative Environmental Enforcement Trial) Cllr Hilton noted that regular patrols were proposed across the city, including during home games at Kingsholm Stadium, and enquired if any were intended for Kingsholm itself. The Cabinet Member for Environment answered that although there were no definitive plans at present, enforcement officers would be working wherever the need was identified. Cllr Hilton informed Members that Oxford Street was a particular problem area for litter and further asked if it would be addressed under the trial scheme. The Cabinet Member for Environment thanked Cllr Hilton for the information, reiterated that officers would go wherever needed and emphasised that the approach would be to educate first before resorting to penalties.

**33. FINANCIAL MONITORING QUARTER 1 2018/19**

Cabinet considered the report of the Cabinet Member for Performance and Resources that informed Members of year-end forecasts, and progress made against agreed savings targets for the first quarter ended 30<sup>th</sup> June 2018.

The Cabinet Member for Performance and Resources highlighted the positive progress over recent years, thanked the finance team for their support and recommended Members continue to closely monitor progress in their portfolios. The Cabinet Member for Regeneration and Economy noted the improvements since the Member for Performance and Resources had been in post and acknowledged the need for careful monitoring as there were still areas of concern.

**RESOLVED** that it is noted:

- (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

**CABINET**  
**12.09.18**

- (4) the current level of Capital expenditure as shown on Appendix 2.

**34. PERFORMANCE MONITORING QUARTER 1 2018/19**

Cabinet considered the report of the Cabinet Member for Performance and Resources that informed Members of the Council's performance against key measures in the first quarter of 2018-19.

The Cabinet Member for Culture and Leisure advised Members that the current performance indicator for the Tourist Information Centre (VE1) did not accurately reflect performance as it measured footfall whereas the trend across the tourism sector was that people were accessing services in other ways, a phenomenon observed in Gloucester where on-line sales had been very successful.

**RESOLVED** that the Quarter 1 Performance Report 2018/19 at Appendix 1 is noted.

**35. TOGETHER GLOUCESTER SERVICE TRANSFORMATION**

Cabinet considered the report of the Cabinet Member for Performance and Resources that outlined the next steps in the Together Gloucester transformation programme.

The Cabinet Member for Performance and Resources summarised the progress and savings made and the need for further investment to ensure long-term success. He suggested changes to recommendations one and six to reflect discussions at the recent Overview and Scrutiny Committee. The Cabinet Member for Regeneration and Economy made it clear that the report represented a continuation of the recently implemented transformation process not a fresh restructuring. He further commented that the proposed costs were one-off occurrences whereas the savings would be on-going.

**RESOLVED that:**

- (1) the transformation proposals set out in this report be welcomed, endorsed and adopted
- (2) action is taken to ensure that customers are surveyed as part of the redesign of customer focussed processes
- (3) 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
- (4) it be noted that the Leader has appointed the Cabinet Member for Performance and Resources to the Transformation Board
- (5) 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

**CABINET**  
**12.09.18**

- (6) the creation of the new fixed-term posts as set out in the report be approved but that action to appoint to the proposed permanent posts be deferred pending further reports on funding, potential savings and the business case for this investment.
- (7) the budget and funding plan set out in this report be approved

**36. PROGRESS REPORT ON COUNTYWIDE ENTRENCHED HOMELESS SOCIAL IMPACT BOND ('ACTION GLOS')**

Cabinet considered the report of the Cabinet Member for Communities and Neighbourhoods that provided 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.

The Cabinet Member for Communities and Neighbourhoods thanked officers and Cabinet colleagues for their work to address the many challenges in this area and noted that the positive progress made had been recognised by the award of additional funding by the Ministry of Housing, Communities and Local Government. She further reminded Members that to achieve the desired outcomes in health and well-being working in partnerships and across support systems was essential. The Cabinet Member for Planning and Housing Strategy commented that there were no easy solutions to the complex needs of people requiring support but that headway had been made which needed to be maintained. The Cabinet Member for Regeneration and Economy stated that the good work was making a real difference to people's lives.

**RESOLVED** 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.

**37. ALTERNATIVE ENVIRONMENTAL ENFORCEMENT TRIAL**

Cabinet considered the report of the Cabinet Member for Environment that set out proposals to enter into a 12 month pilot of a new environmental enforcement arrangement in partnership with 3GS (UK) Limited and proposed an increase in the penalty charge for dropping litter (including from vehicles) and dog fouling.

The Cabinet Member for Environment highlighted the key aspects of the report and stated that the approach would be to increase awareness to reduce the litter problem and enforcing only when necessary with any surplus monies from penalties being ring-fenced to address the issue. The Cabinet Member for Communities and Neighbourhoods welcomed the proposed trial and reminded Members of the scale

**CABINET**  
**12.09.18**

of the costs to the Council for the disposal of litter and strong desire expressed by residents that littering be tackled. The Cabinet Member for Regeneration and Economy commented that the proposed trial complimented the recent work concerning Public Space Protection Orders.

**RESOLVED** 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.

**38. GREAT PLACE PROJECT - FESTIVALS & EVENTS REVIEW**

Cabinet considered the report of the Cabinet Member for Culture and Leisure that set 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.

The Cabinet Member for Culture and Leisure drew Members' attention to the city's increasingly strong performance in delivering festivals and events and informed them that ticket sales for the History Festival were already almost twice those of last year. The Cabinet Member for Planning and Housing Strategy reminded Members that partnership working and continually refreshing the offer were essential to success and of the importance of the economic impact from festivals and events. The Cabinet Member for the Regeneration and Economy commented that the progress made with festivals and events should be seen in the context of other improvements such as Project Pilgrim at the Cathedral, the Business Improvement District (BID) and the regeneration projects.

**RESOLVED** 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.

**39. REGENERATION AT KINGS QUARTER**

Cabinet considered the report of the Cabinet Member for Regeneration and Economy that sought Members to note the progress made for the new Kings

**CABINET**  
**12.09.18**

Quarter regeneration proposals and to approve revised fees for the planning application.

The Cabinet Member for Regeneration and Economy summarised the report and commented that the bold decision to take this major scheme of investment back under Council control had been the right one as it enabled consultations and changing conditions to be responded to. He gave examples such as the shift away from a retail led scheme to a mixed use, development of a `Creative Hub' at Kings House and the recognition of Kings Square as a flexible public open space. He advised Members that work was expected to begin on site next year and took the opportunity to encourage the public to engage with the forthcoming consultation exercises.

The Cabinet Member for Culture and Leisure expressed pleasure that culture had such a prominent role within the scheme given its power to transform people's lives. The Cabinet Member for Planning and Housing Strategy placed Kings Quarter in the context of other regeneration schemes such as at the Quays and highlighted the importance of keeping the city centre thriving as the heart of Gloucester.

**RESOLVED** 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.

**RESOLVED** it is **NOTED** that 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 5<sup>th</sup> October 2018. Following a period of testing there will be a Public Open day on Saturday 27<sup>th</sup> October and bus services commence from Sunday 28<sup>th</sup> 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.

**40. CABINET MEMBER FOR PERFORMANCE AND RESOURCES**

The Leader of the Council announced that the Cabinet Member for Performance and Resources would be stepping down at the end of the week to take up a new role at the County Council and that he would be looking to fill the City Council Cabinet vacancy in due course.

**CABINET  
12.09.18**

The Leader of the Council took the opportunity to congratulate the Cabinet Member for Performance and Resources on his new position and thank him for all of his work. Each Cabinet Member individually expressed gratitude to the Cabinet Member for Performance and Resources for the support he had given them.

The Cabinet Member for Performance and Resources thanked Members and officers for their support and wished the authority all success in future.

**Time of commencement: 6.00 pm**

**Time of conclusion: 6.44 pm**

**Chair**

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<b>Meeting:</b>	<b>Cabinet</b>	<b>Date:</b>	<b>10 October 2018</b>
<b>Subject:</b>	<b>Local Government Association Corporate Peer Challenge</b>		
<b>Report Of:</b>	<b>Leader of the Council</b>		
<b>Wards Affected:</b>	<b>All</b>		
<b>Key Decision:</b>	<b>No</b>	<b>Budget/Policy Framework:</b>	<b>No</b>
<b>Contact Officer:</b>	<b>Leader of the Council</b>		
	<b>Email:</b>	<b>anne.brinkhoff@gloucester.gov.uk</b>	<b>Tel:</b> <b>39-6745</b>
<b>Appendices:</b>	<b>1. Corporate Peer Challenge, Action Plan</b>		

**1.0 Purpose of Report**

1.1 To present progress made in implementing the recommendations from the Local Government Association (LGA) Corporate Peer Challenge in November 2017 and to sign off the action plan as complete.

**2.0 Recommendations**

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

- (1) the Council’s progress in implementing the recommendations in the feedback report be noted
- (2) the Action Plan be signed off as complete and made available to the LGA, staff and the public via the Council’s website

**3.0 Background and Key Issues**

3.1 Since the abolition of the Audit Commission in 2009, the local government sector has assumed responsibility for continuous improvement. The LGA is managing a system of ‘sector led improvement’ on behalf of the local government sector in England. Key principles of sector led improvement are that:

- councils are responsible for their own performance
- stronger local accountability leads to further improvement
- councils have a sense of collective responsibility for performance in the sector as a whole.

Corporate Peer challenges are an important aspect of this.

3.2 Corporate peer challenges involve a team of senior officers and councillors from other councils who come together for a short period of time to review and challenge practice of the host authority. The process is not an inspection; rather it is about continuous improvement. Although not a requirement, councils are invited to share

the feedback report widely to demonstrate openness and transparency about how they are led and managed.

3.3 Gloucester City Council invited a team of eight peers between 14-17 November 2017.

3.4 The brief for the peer team included five core questions that are critical to council's improvement and performance:

1. How well do we understand the local context and how do we use this to inform a clear vision and priorities?
2. Do we provide effective leadership of place through our elected members and officers; and do we have constructive relationships and partnerships with external stakeholders?
3. Do we have effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?
4. Do we have a financial plan in place to ensure long-term viability and is there evidence that it is being implemented successfully?
5. Is organisational capacity aligned with priorities and do we influence, enable and leverage external capacity to focus on agreed outcomes?

The brief also included a review of progress since the last corporate peer challenge in 2013.

3.7 The team compared Gloucester City Council in 2017 with the council peers visited back in 2013 and they said that it was like comparing 'chalk and cheese'. The improvement over that period is the result of sustained hard work from council officers and members with the support of the LGA.

3.8 The peer team made issued 10 recommendations to the Council which we were approved by Cabinet in April 2018, together with proposed actions, timescales and lead officers.

3.9 A progress report is attached in Appendix A. It shows that all actions have been implemented and that the action plan can be signed off as complete.

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

None directly

#### **5.0 Alternative Options Considered**

5.1 N/A

#### **6.0 Reasons for Recommendations**

6.1 Monitoring and formal sign off of the recommendations of the peer challenge team demonstrate effective corporate governance arrangements.

## **7.0 Future Work and Conclusions**

7.1 For accountability and transparency purposes, we will share the completed action plan with staff, members and partners who had direct involvement in the peer challenge. It will also be made available to the public via the council's website.

## **8.0 Financial Implications**

8.1 None directly.

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

## **9.0 Legal Implications**

9.1 None

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

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

10.1 Effective engagement with sector led improvement is an important part of good corporate governance. The findings of the peer challenge have provided us with assurance and its recommendations will enable further improvement of the council's processes, practice and service delivery.

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

N/A

## **12.0 Other Corporate Implications**

N/A

**Background Documents:** None

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## LGA Corporate Peer Challenge

### Action Plan – update, October 2018

No	Recommendation from the peer team	Our response and current/planned action	Timescale	Accountable officer	Update (October '18)
1.	<p>Produce a transformation programme to explain in clear terms the vision for Together Gloucester and how the design principles will shape the emerging operating model. A transformation programme should provide a strong narrative on why Together Gloucester is important for the future, what the objectives are, how roles and expectations will change and how the council will secure the necessary resources and tools for success</p>	<p>Agreed. We will prepare plain English a narrative statement encompassing the breadth of our TG organisational transformation, including:</p> <ul style="list-style-type: none"> <li>• A new approach to corporate and service planning, performance monitoring and management</li> <li>• Workforce planning, organisational development, personal performance plans and talent management</li> <li>• We have contracted with a consultancy (Ignite) who is supporting us in reviewing our business processes. This 12 week programme started on 19<sup>th</sup> February and will deliver an organisational blueprint, an investment case and an implementation plan</li> <li>• The other two significant transformation streams are (1) office move; and (2) website/intranet – both have dedicated project management arrangements</li> </ul>	<p>May 2018 (on-going)</p>	<p>Jonathan Lund Anne Brinkhoff</p>	<p>Consistent messaging has been developed and used across a number of communication channels, including City Reach, Team Brief and face to face all staff briefings to create a plain English narrative of the transformation.</p> <p>Cabinet approved phase two of the TG transformation programme on September 12<sup>th</sup>. This represents a one off £1.7m investment and is the natural follow-on from our restructuring in June 2017, safeguarding the annual savings that we have already made, allowing us to become more customer centric, and setting us up to work in a new way.</p> <p>Arrangements for programme management and governance are being set up. This will include a clear narrative about the purpose of the programme and future vision of how the council will operate to be communicated to different stakeholder groups.</p>

2.	<p>Develop a communication and engagement plan around the Together Gloucester programme that creates a shared understanding amongst staff, councillors and partners about how the transformed organisation will respond differently to achieve the council's corporate objectives. This should also say more to clarify the part that Asset Based Community Development will play in supporting change</p>	<p>Agreed. Communication around the TG transformation is embedded in our wider Council communications plan, and delivered as follows:</p> <ul style="list-style-type: none"> <li>• Our monthly 'Team Brief' includes a standard item on 'TG transformation' where we give updates on all transformation streams; we are also introducing a standard item on ABCD stories</li> <li>• We have introduced a number of informal 'listening' events which communicate aspects of TG as a matter of course</li> <li>• Our training and learning plan includes a comprehensive part on ABCD which is being tailored to different levels needs of officers and members</li> <li>• We have commissioned a graphic recorder to produce a visual narrative (story-board) of the TG-transformation story, including our vision of the new operating model. This is likely to include the outcomes of the Ignite work</li> <li>• The roll-out of the service planning process will involve a conversation with Cabinet, Councillors and partners about how the transformed council will prioritise delivery of key projects</li> </ul>	<p>On-going</p> <p>On-going</p> <p>April – Sept 2018</p> <p>April – June 2018</p>	<p>Anne Brinkhoff Jonathan Lund Ruth Saunders</p>	<p><b>See 2 above</b></p> <p>We have introduced a monthly 'ABCD column' in Team Brief to provide a regular narrative and examples of this approach. Training sessions for GMT and Team Leaders are delivered during September/October. These focus on the concepts of ABCD and how we embed these into our work. We are planning a Stewardship Circle for officers and members to commence in the autumn.</p>
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3.	Allocate lead and supporting roles for the Together Gloucester transformation programme to manage a range of critical issues including transformation and ICT investment, organisational and workforce development, accommodation, 'channel shift and business process improvement.	Agreed. See R 1 and 2 above			See R1 and R2 above
4.	Build on the council's reputation for collaborative partnership working to maximise opportunities to progress areas of common interest with a wide range of partners. Find effective ways to harness the co-operation, spending power and resources of local, county and regional partners to shape and deliver Gloucester-based solutions which have a beneficial social impact and make the most of the council's Asset Based Community Development approach.	<p>Agreed. We are learning from other councils such as Wigan, Leeds and Exeter and working towards a value proposition for asset based approaches that will reduce demand for partners, particularly in Health, Adult Social Care and Children's Services.</p> <p>Building on the shared role of the MD, we will develop a Gloucester centric approach to the City's and County's combined spending in areas such as place shaping and asset management and community infrastructure</p>	<p>July 2018 On-going</p> <p>July 2018 On-going</p>	Anne Brinkhoff Jon McGinty	<p>We have undertaken a number of study visits to learn from partners about asset based approaches in service delivery. We have successfully negotiated arrangements with Adult Social Care and Children's Services invest in community builders that are facilitated through us. In the medium-term we are exploring the establishment of an arms-lengths delivery vehicle to deliver a community building across the City.</p> <p>The County Council are developing a new strategy which is expected to endorse the development of a Gloucester City-specific plan to tackle inequalities and particularly to use its relationship with the City Council to pilot new methods of community engagement.</p>

5.	Identify and promote Gloucester's unique selling point (USP) and make sure it is used consistently by the council and its partners for inward investment, tourism, cultural and economic development, regeneration, marketing and promoting the city.	<p>Agreed. We are currently undertaking an audit of how Gloucester is presented in council and partner publicity with a view to identifying a unifying theme/USP.</p> <p>We will then develop and implement a strategy to make the most of the USP to serve a wide variety of purposes, including regeneration, economic development and our ambition to become UK City of Culture.</p>	July 2018	Ian Edwards Jonathan Lund	<p>Following the audit, MGL commissioned to provide a messaging strategy based on primary and secondary research on how Gloucester is presented by partners in communications to third parties.</p> <p>Currently awaiting draft report for comment. Anticipated deadline for a strategy is January 2019.</p> <p>Subject to Cabinet decision in October, we are planning to join the Key Cities Group as a full member. This will enable us to influence national policy decisions, showcase Gloucester's successes and learn from others.</p>
6.	Exploit the city's USP to establish a stronger identity for Gloucester within the county, the region and nationally, particularly in terms of the city's ambition to become UK City of Culture in 2025; and progress this through strong engagement with Leadership Gloucestershire				

7.	<p>Adopt an increasingly selective approach to development and inward investment. The council's past success in regeneration and its reputation for delivery have built confidence in the city and its attractiveness as a retail, inward investment and cultural destination. Use this strength to promote a clear narrative and vision for the future of the city and progress only those projects which deliver the vision.</p>	<p>Agreed. The City will work with GFirst LEP and partners including the Department for International Trade to develop a coherent County wide Inward Investment offer.</p> <p>The new offer will complement the City Economic Development Strategy referenced in 9. below.</p> <p>Through planning policies in the City Plan and in our role as land owner we will enforce and/or influence new developments to be of high quality design, and to reflect our ambitions for community wellbeing and health.</p>	September 2018	Ian Edwards	<p>Gloucester City Council has taken a leading role in supporting the development of a County wide bid for ESIF resources for a consistent Inward Investment offer. Currently awaiting outcome of proposal.</p> <p>Gloucester City Council will assist in the implementation of this approach through the use of our own staff resources and City Plan policies.</p>
8.	<p>Continue to work with Vision 2050 to be able to shape a strong future for Gloucester as a key player in Gloucestershire's prosperity</p>	<p>Agreed. We are committed partners of Leadership Gloucestershire and will initiate a robust political dialogue around the proposals prior to submitting any council response by the end of July 2018</p>	July 2018	Jon McGinty	<p>Council debated the City's response to Vision 2050 at its meeting on 12<sup>th</sup> July. Officers are working with colleagues from partner agencies to review the consultation outcomes and develop a way forward for consideration by Leadership Gloucestershire.</p>

9.	Consider how best to secure beneficial economic, community and social impact including through increased GVA, economic growth and income levels, stemming the loss of young people from the area and shaping the skills and labour market.	Agreed. A refreshed Economic Development Strategy will be considered by Cabinet focussing on People, Place and Business and will provide the strategic context for future engagement and investment in economic and social regeneration.	(June 2018) July 2018	Ian Edwards	<p>Cabinet adopted an Economic Growth Strategy in July 2018 that includes a ambitious vision centred around:</p> <ul style="list-style-type: none"> <li>• Being known nationally as one of the UK's leading smaller cities</li> <li>• A distinctive economic identity with particular focus on emerging sectors like digital, cultural, energy, advanced engineering,</li> <li>• Raising levels of prosperity across the City</li> <li>• A successful business location,</li> <li>• A recognised urban core that drives the economic growth of the county</li> </ul> <p>The Strategy also contained a cross cutting theme to Ensure that opportunities for Gloucester's residents are created from regeneration.</p>
10.	Develop a housing strategy covering Gloucester, Cheltenham and Tewkesbury to build on the Joint Core Strategy work across the three councils. This would complement the council's housing strategy to: direct sub-regional work with registered housing providers and other key housing partners; address current housing issues and need; the use of current housing stock and future housing need in support of the city's growing economy	Agreed. We will explore the development of a housing strategy to include Cheltenham, Tewkesbury and Stroud and through our county wide housing partnerships.	July 2018	Ian Edwards Lloyd Griffiths	<p>The six Gloucestershire districts are currently working on a consultancy brief for a new Local Housing Needs Assessment – this will replace our existing Strategic Assessment of Land Availability and provide intelligence on the type and tenure of new homes that need to be delivered in the county.</p> <p>In addition, colleagues are specifically discussing the value of a JCS Supplementary Planning Document in relation to the type and tenure of new homes that should come forward at the JCS strategic allocations.</p>



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<b>Meeting:</b>	<b>Cabinet</b>	<b>Date:</b>	<b>10 October 2018</b>
<b>Subject:</b>	<b>Membership of Key Cities Group</b>		
<b>Report Of:</b>	<b>Leader of the Council</b>		
<b>Wards Affected:</b>	<b>all</b>		
<b>Key Decision:</b>	<b>No</b>	<b>Budget/Policy Framework:</b>	<b>No</b>
<b>Contact Officer:</b>	<b>Anne Brinkhoff, Corporate Director</b>		
		<b>Tel: 39-6745</b>	
<b>Appendices:</b>	<b>1. Key Cities Brochure</b> <b>2. Terms of Reference – Key Cities</b>		

**1.0 Purpose of Report**

1.1 To note the scope and potential of the Key Cities Group and to seek approval for the City Council to join as a full member.

**2.0 Recommendations**

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

- (1) Gloucester City Council become a member of the Key Cities Group

**3.0 Background and Key Issues**

**What is the Key Cities Group?**

3.1 The Key Cities Group was established in 2013, with Wakefield, Coventry, Derby, Preston and Sunderland councils as founding members. The Key Cities Group is currently chaired by Cllr Peter Box CBE, Leader of Wakefield Council. Membership currently consists of 20 cities across England and Wales. These are: Blackpool, Bournemouth, Bradford, Coventry, Derby, Doncaster, Hull, Kirklees, Newport, Norwich, Plymouth, Portsmouth, Preston, Salford, Southampton, Southend-on-Sea, Sunderland, Tees Valley Mayoral Combined Authority, Wakefield, and Wolverhampton.

3.2 The Key Cities constitute 5.8 million people. Together, the Key Cities deliver a GVA of £110 billion to the UK economy. Collectively, the Key Cities are of great importance to the potential of the UK economy, and present a significant opportunity for the UK's growth and productivity. The Key Cities have some of the fastest growing local economies in the UK and major strengths in both manufacturing and exports – one in twelve of all manufacturing jobs in the UK are located in the Key Cities. Out of the top ten places in the UK that export, 5 of these

are Key Cities. The Key Cities is supported by an All-Party Parliamentary Group in Westminster. It works with MPs across the political spectrum to help raise the profile and voice of Key Cities within Whitehall and Parliament and make the case for greater investment in its cities.

### **What is the Group's purpose?**

- 3.3 The purpose of the Key Cities Group is to create a unified voice to ensure that member cities are more visible and consistently represented in policy-making at a regional, national and international level. This is in order to help create vibrant cities which can compete across Europe and the globe for business and growth. The Key Cities Group focuses on lobbying Government and increasing its dialogue and profile with relevant Ministers - based on a clear and consistent set of key asks and messages which are unique to the Group.
- 3.4 The Group works to:
- Provide a united voice for mid-sized cities
  - Make the case for greater investment in its cities, by raising the profile of the cities with Government, businesses and investors
  - Share expertise and promote collaboration between cities, sectors and industries, to share knowledge, ideas, and best practice and to seize post-Brexit opportunities
  - Develop and influence policy to strengthen resilience, and improve economic performance and social cohesion in its cities
- 3.5 Key Cities will also:
- Recognise the diversity of the group and ensure the strengths of individual cities are maximised
  - Working constructively alongside other relevant stakeholders and interest groups, including the Core Cities to enhance the prospects of all UK cities and to promote effective city leadership.

### **What does membership of the Core Cities Group involve?**

- 3.6 Membership of the Key Cities comprises of the Leaders/Elected Mayors and Chief Executives.
- 3.7 Key Cities is not a statutory body but a network, governed by Terms of Reference (see Appendix). Key Cities is comprised of three main bodies:
- Key Cities Full Group, comprised of all member Leaders, Elected Mayors and Chief Executives
  - Key Cities Chief Executive Group
  - Key Cities Executive Group, comprised of an agreed number of member leaders, currently standing at 12
- 3.8 Members of the Key Cities Executive Group will become portfolio holder for a specific topic. In doing so, portfolio holders agree to lead on associated items at meetings, lead on the identification of external funding opportunities and associated projects, and will be supported in their role by their own staff and resources to progress collaborative opportunities/strategic projects.

3.9 The work programme for Key Cities meetings will be responsive to on-going and emerging issues. An annual report will be issued following the AGM each year.

3.8 Member authorities of Key Cities will pay an annual subscription which is currently at £10,000 plus VAT. Secretariat, contracting and financial management support is provided by Wakefield Council. Support for portfolio holders will be provided by their own local authority staff.

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

4.1 None directly

#### **5.0 Alternative Options Considered**

5.1 Do nothing. This would prevent Gloucester to have direct influence on national policy in relation to a range of issues including industrial strategy, productivity and growth as part of a recognised and growing network of Key Cities.

#### **6.0 Reasons for Recommendations**

6.1 Cabinet recently approved the Council's economic vision for 2025 which states that Gloucester will be known nationally as one of the UKs leading smaller cities, with a distinctive economic identity, increasing levels of prosperity for all residents in the City and a hot bed for start ups, existing firms and inward investors. In order to achieve this it needs to overcome a number of national policy challenges including raising productivity, providing affordable housing, addressing regional inequality and creating a modern infrastructure. This is becoming even more important in the context of the current Gloucestershire Vision 2050 consultation and our support of greater connectivity between the two urban centres acting as a spur for sub-regional growth.

6.2 The Key Cities Network is an established and growing influencer and will provide a voice for Gloucester to influence national policy decisions which is currently lacking and could work in our disadvantage. It will also provide an opportunity for Gloucester to showcase its successes in a number of service areas and learn from others. Feedback from the LGA peer challenge team and, more recently, the State of the City workshop highlight that peers and partners invite us to be confident in promoting the City as a key player and influencer at regional and national level. Preliminary discussions by the Leader and Chief Executive with the Chair and Vice Chair of the Key Cities Group at the LGA Conference were positive and identified mutual benefits for both parties if Gloucester were to join the Key Cities Group.

#### **7.0 Future Work and Conclusions**

7.1 The next steps will be to formalise the City's membership of the Key Cities Group.

#### **8.0 Financial Implications**

8.1 The costs of membership for Key Cities in 2018/19 will be met from current budgets.

8.2 For future years the cost of membership will be incorporated into the Councils Money Plan .

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

## **9.0 Legal Implications**

9.1 Membership of the Key Cities Group will be on- going unless terminated by giving 12 months' notice.

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

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

10.1 Membership of the Key Cities Group will be an opportunity to promote the work of the City at national level and to influence government policy.

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

11.1 Not applicable

## **12.0 Other Corporate Implications**

### Community Safety

12.1 None identified

### Sustainability

12.2 None identified

### Staffing & Trade Union

12.3 Not applicable

**Background Documents:** None

**KEY**  
**CITIES**  
UNLOCKING  
POTENTIAL



# THE KEY CITIES

READY TO MEET THE UK'S BIGGEST CHALLENGES

The Key Cities Group was formed in 2013, comprising 20 of the UK's cities which play a key role in their regional economy.

[www.keycities.co.uk](http://www.keycities.co.uk) | [keycities@wakefield.gov.uk](mailto:keycities@wakefield.gov.uk) | 01924 304447

Many thanks to New Local Government Network for researching, drafting and designing this document.

[www.nlgn.org.uk](http://www.nlgn.org.uk)

June 2018

<b>FOREWORD</b>	<b>5</b>
<b>THE KEY TO...</b>	
<b>... A UNITED, PRODUCTIVE FUTURE IN THE UK</b>	<b>7</b>
INTRODUCTION	
<b>... A UNITED COUNTRY</b>	<b>11</b>
SECTION 1	
<b>... BOOSTING PRODUCTIVITY AND GROWTH</b>	<b>17</b>
SECTION 2	
<b>... AN INCLUSIVE AND REBALANCED ECONOMY</b>	<b>23</b>
SECTION 3	
<b>... THE FUTURE</b>	<b>27</b>
CONCLUSION	
<b>ABOUT THE KEY CITIES</b>	<b>29</b>
<b>NOTES</b>	<b>35</b>

## COLLECTIVELY, THE KEY CITIES ARE:

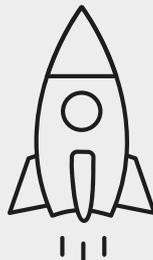
- Home to 5.6 million people
- Worth over £116 billion to the UK economy per annum<sup>1</sup>
- Some of the fastest growing local economies in the UK
- Places with major strengths in both manufacturing and exports
- Five of the top ten goods-exporting cities in the UK
- Home to 250,000 manufacturing jobs in the UK<sup>2</sup>
- The right size for growth – with available land to expand
- Ideal test beds for economic and social innovation
- Poised to play a pivotal role in the delivery of the Government's Industrial Strategy

## THE KEY CITIES OFFER

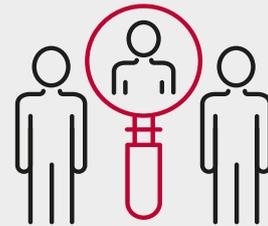
THROUGH PARTNERSHIP WITH CENTRAL GOVERNMENT, BUSINESS AND EACH OTHER, THE KEY CITIES WILL DELIVER:



Higher Productivity



Stronger Growth



Higher employment in better paid, more secure jobs



A more inclusive economy



More meaningful dialogue with those who feel economically and politically excluded



Regenerated and sustainable cities with affordable housing

## FOREWORD

*“Give Key Cities the tools and we will do the job.”*

---

The Key Cities is a unique collaboration: cross-party; North and South; coastal, rural, urban; industrial and maritime. We orchestrate a huge diversity of ideas, population and economies. Yet we do this because we have much in common. We know our economies must change to meet the social and technological challenges of the 21st Century. We know our economies must change to work for everyone and end the “left-behind” feeling of many of our citizens. We know our economies must change to meet the challenges of the Industrial Strategy and of Britain’s changing role in the world. Above all, we know that we can help drive this change.

Our cities are compact enough to be agile, large enough to make a difference. We want to work in partnership with Government to harness our strengths and achieve lasting economic impact. If all Key

Cities increase productivity levels to the England average, collectively we will add £21.4 billion a year to the UK economy; £214 billion over the next decade. We are confident that, given the right levers, we can achieve this.

We offer the chance to address long-standing issues of economic imbalance by building prosperous places that work for everyone. This document is the beginning of what I very much hope can be an enormously fruitful partnership between the Key Cities, Government and other partners to deliver a strong and sustainable economy of the future.

Give Key Cities the tools and we will do the job.

**Cllr. Peter Box CBE**  
*Chair of the Key Cities Group  
and Leader, Wakefield Council*



INTRODUCTION  
**THE KEY TO A  
UNITED, PRODUCTIVE  
FUTURE FOR THE UK**

The UK faces a series of particularly demanding economic challenges over the coming decade: **raising productivity**, providing **affordable housing**, **addressing inequality** between places and creating a **modern infrastructure**. The scale of these challenges is only intensified by the fact that they must be met while adapting to withdrawal from the European Union.



The UK's Key Cities are an integral part of any successful response to these challenges. Ranging in **population from approximately 100,000 to 700,000**, the Key Cities constitute 5.8 million people. Key Cities also deliver a **GVA of £116 billion** per annum to the UK economy, equivalent to the GVA of Yorkshire and The Humber.<sup>3</sup>

**£116bn**  
GVA of Key Cities

£ = 10bn

*“The Key Cities stand ready, willing and able to help the UK meet its most pressing challenges.”*

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The Key Cities’ centrality to meeting the big challenges facing the country is far more than a question of size.

The Key Cities include some of the most productive and innovative locations in the UK. But they also include some of the poorest and most economically challenging parts. Creating a policy environment within which all Key Cities can achieve the same outcomes as the national average would be a major boost not just to the UK’s economic health but also to the achievement of growth that benefits all parts of the country.

Achieving this inclusive and rebalanced approach to growth is all the more important given the sense of exclusion revealed by the EU membership referendum. With their populations voting overwhelmingly for Leave, engaging and supporting people of the Key Cities must be an integral part of any attempt to address this sense of exclusion and to give the UK a united political and economic future.

The Key Cities stand ready, willing and able to help the UK meet its most pressing challenges. Working with each other, with Government and with the rest of the UK, the Key Cities have the ingenuity, talent and drive to create a more united and more productive future for everyone.

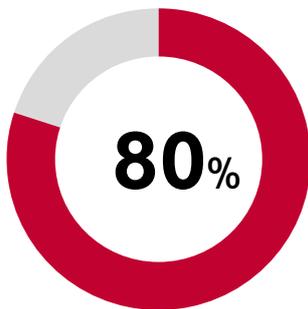


# **1 THE KEY TO A UNITED COUNTRY**

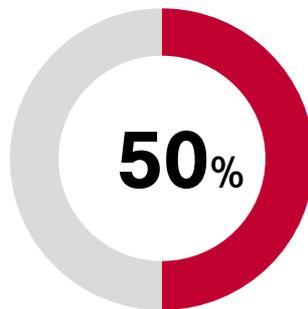
Across the political spectrum, policy-makers have acknowledged that the referendum vote in June 2016 was about more than simply leaving the EU. Studies have shown that a feeling of being left behind from the political and economic life of the UK in many communities strongly influenced the outcome of that vote.<sup>4</sup>

This sense of exclusion goes further than Brexit. The Commission on the Future of Localism found in January 2018 that:

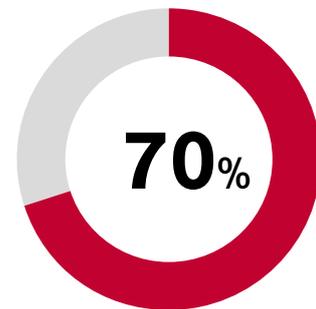
Ending this alienation is now seen as a central goal by all major political parties no matter what their view on Brexit. All parties are talking about the need for “inclusive growth” to address the concerns of the “just about managing” and those “left behind”. A UK scarred by deep economic and political divisions will be a morally, economically and politically weaker country than one united in the face of its challenges.



of the population feel they have not much or no control over national decisions.<sup>5</sup>



of Leave voters think Brexit will make no difference to the control they have over national decisions.<sup>6</sup>



of the population think Brexit will give them the same or even less control over the decisions that affect their local area.<sup>7</sup>

## A NEW CONSENSUS IN THE BREXIT ERA



**Prime Minister Theresa May**  
July 2016

*If you're just managing, I want to address you directly ... The government I lead will be driven not by the interests of the privileged few, but by yours. We will do everything we can to give you more control over your lives ... We will do everything we can to help anybody, whatever your background, to go as far as your talents will take you.<sup>8</sup>*



**Jeremy Corbyn**  
**Leader of HM Opposition**  
January 2017

*We are going to develop economic plans to ensure that sustainable growth and good jobs reach ALL parts of the country. So that no community or region is held back.<sup>9</sup>*



**Vince Cable**  
**Leader of the Liberal Democrats**  
September 2017

*Income and wealth inequality is a continuing social and economic weakness in the UK. It undermines any attempt to build a national consensus on the future of the country and helps to explain why the country voted Brexit.<sup>10</sup>*

## *“Reaching out to Leave voters means reaching out to the Key Cities.”*

---

The Key Cities can play a unique and effective role in addressing these divisions. It is the only genuinely national democratic voice for the places that voted Leave. The group and its member cities offer a vital conduit through which national policy makers can hear from and reach the heartlands of Brexit Britain.

Clearly, there can be no healing of the divide that now splits the UK unless strenuous efforts are made by policy-makers to connect with the urban leave vote. Reaching out to Leave voters means reaching out to the Key Cities.



Key Cities voted 60% Leave and 40% Remain, compared to 52% Leave and 48% Remain across the UK and 44% Leave and 56% Remain in the Core Cities.

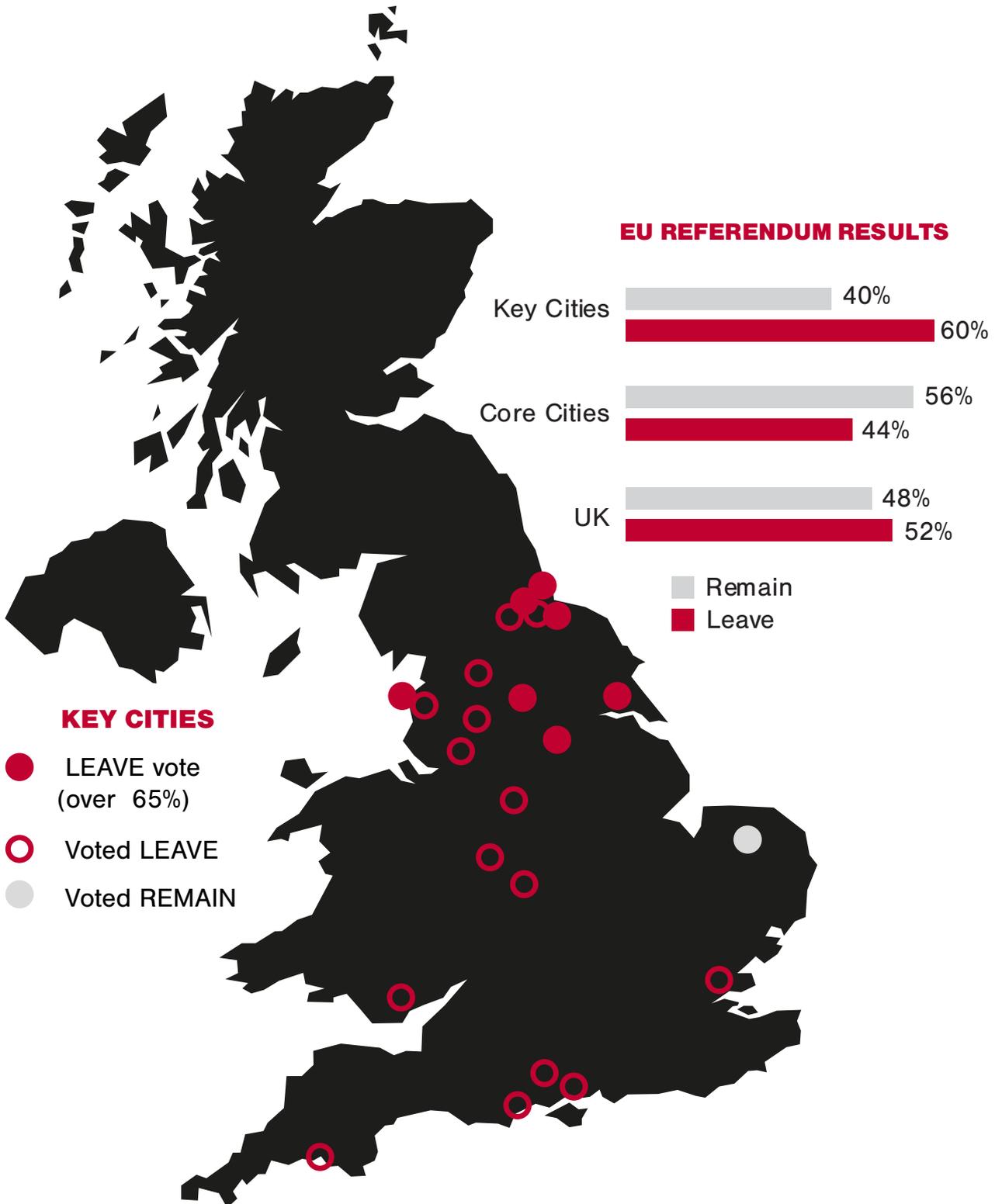


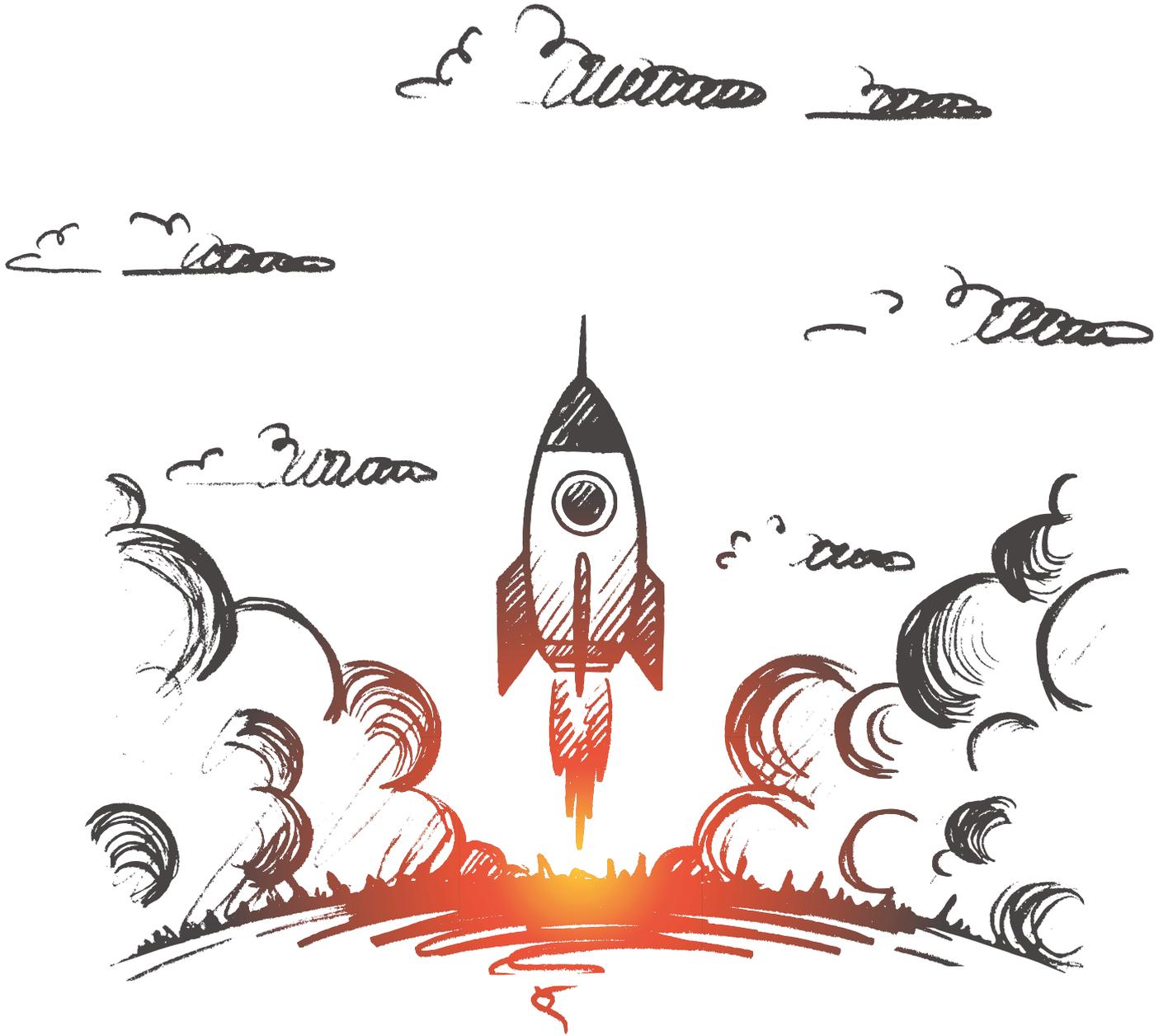
The Leave vote performed better in every Key City (bar one) than in the UK as whole.



Seven Key Cities had leave votes of over 65%.<sup>11</sup>

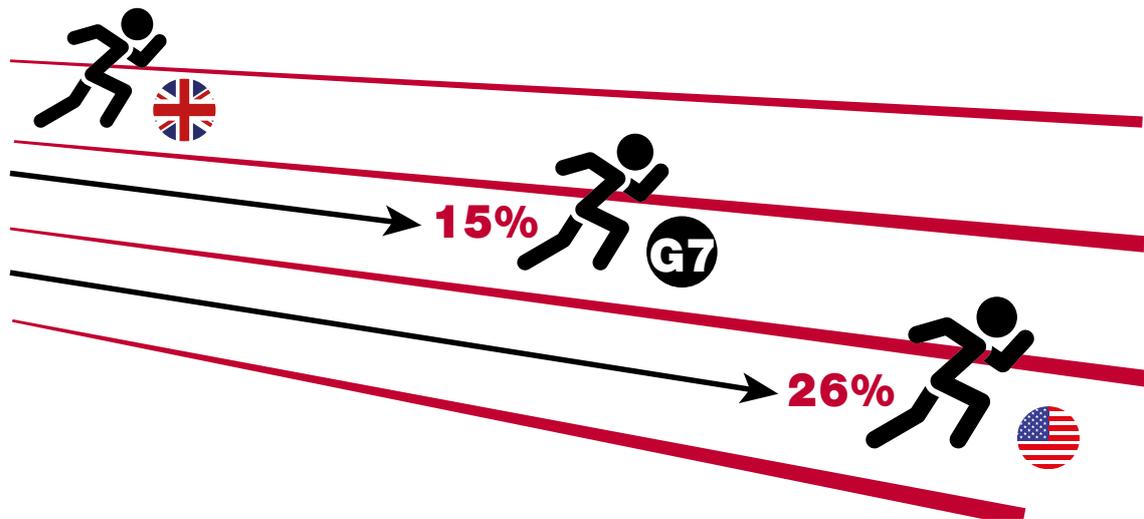
Key City councils are ready and able to play a central role in connecting alienated voters with the big decisions on the economy and wider society. Achieving this will mean not only Key City councils deepening democratic engagement within their own places, but also having the necessary freedoms, powers and resources to make that democratic engagement meaningful.





# **2 THE KEY TO BOOSTING PRODUCTIVITY AND GROWTH**

Productivity growth in the **UK has remained largely stagnant** for ten years. It now lags **26% behind the United States** and **15% behind the average of G7 countries**.<sup>12</sup> Failure to address this will inevitably lead to fewer exports, weaker innovation, less growth, lower employment and poorer living standards.



## Key Cities are already addressing the challenge head on:

-  Derby, Portsmouth and Southampton have all achieved productivity *and* exports that are ahead of the national average.<sup>13</sup>
-  Norwich was recently identified by the Centre for Cities as one of the five fastest growing cities in the UK.<sup>18</sup>
-  Plymouth and Sunderland are among the top ten cities in the UK with the largest share of exports going to the EU.<sup>14</sup>
-  Bournemouth is the number one UK city for employment growth in 2017.<sup>19</sup> Southampton, Norwich and Portsmouth are in the top 10 for expected GVA growth.<sup>20</sup>
-  Tees Valley has the highest percentage of advanced manufacturing of any LEP in the country.<sup>15</sup> Derby, Bradford and Kirklees together employ the highest number of people in manufacturing in the UK, with high concentrations of value-added bespoke engineering.<sup>16</sup>
-  Bradford's £10bn economy is the ninth largest city economy in England.<sup>21</sup> It has the highest productivity per worker (£49,000) of any city in the Northern Powerhouse.<sup>22</sup>
-  Coventry and Derby are among the top ten cities in the UK with the highest number of published patent applications, primarily through their motor industries.<sup>17</sup>

*“If all Key Cities perform at the same productivity level as the England average, collectively they will add £21.4 billion to the UK economy annually, or £214 billion over the next decade.”*

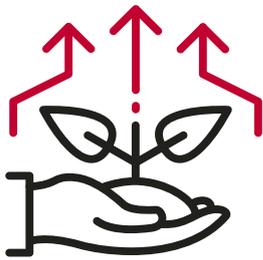
The strong performance of Key Cities accords with a growing evidence base revealing that smaller cities often play a highly significant role in driving a nation’s economic performance. Economic studies have shown that so-called ‘second tier’ cities regularly out-perform larger cities across Europe<sup>23</sup> and provide a better economic and social return on both infrastructure and other investment.<sup>24</sup> There is increasing evidence that the economic benefits of scale once associated only with the largest conurbations can operate just as well and often better in smaller cities.<sup>25</sup>

However, strong performance on productivity and associated measures is far from being universal across mid-sized cities in the UK. Developing policy and practice which will enable all Key Cities to secure productivity and growth levels in line with national averages would make a major difference to the economic health of the whole country. If all Key Cities perform at the same productivity level as the England average, collectively they will add £21.4 billion to the UK economy annually, or £214 billion over the next decade.<sup>26</sup>

### **Predicted added value to UK economy by Key Cities**



Identifying and unblocking barriers to higher productivity within Key Cities’ economies is vital, whether that be investing in key sectors, providing adequate housing, improving infrastructure or developing skills.



Investment



Housing



Infrastructure



Skills

It is also vital that Key Cities’ unique strengths - greater agility and the capacity to focus on very specific areas of competitive advantage - can be deployed, and the barriers to seizing opportunities removed. As the Government’s Industrial Strategy White Paper states:

*“... economic growth does not exist in the abstract. It happens in particular places. Cities, towns and rural areas have distinctive comparative advantages. Our national framework will only be effective if it reflects and makes the most of these economic opportunities and challenges.”* <sup>27</sup>

This means Government working with places to provide the necessary investment, support and policy

context to let cities identify and seize opportunities for higher productivity growth. Most importantly, Key Cities must have the ability to act rapidly and tailor policy to their specific needs. They also have the potential to test out new interventions and solutions ahead of wider national rollout.

Digital technologies are also providing major currently untapped opportunities to raise productivity and forge new sectoral and other partnerships across regions, the wider UK and globally.

Key Cities stand ready to help solve the UK’s productivity puzzle but they need greater powers and resources in areas such as skills, growth strategy, housing and local taxation to be able to deliver fully.

*“Key Cities stand ready to help solve the UK’s productivity puzzle.”*

## KEY CITY COUNCILS DRIVING PRODUCTIVITY:

-  MediaCity has brought more than 250 innovative firms and 7,000 jobs to Salford while the Centre for Robotics and Autonomous Systems at the University of Salford has seen its funding grow by over 200% in the last five years.<sup>28</sup>
-  The Digital Health Enterprise Zone is a £13 million project accelerating digital health innovation in Bradford and across West Yorkshire.<sup>32</sup> The programme is a partnership between Bradford Council and the University of Bradford, BT and the UK Government.
-  Bournemouth is home to the highest concentration of high-growth digital tech businesses in the UK.<sup>29</sup>
-  The South Coast Marine Cluster is driving forward productivity and growth in marine industries with support from a coalition of Plymouth, Portsmouth and Southampton Councils working with universities and innovative companies.
-  Sunderland Software City has already helped over 400 businesses access opportunities and skills programmes. It aims to create 2,000 new jobs in the digital sector by 2020.<sup>30</sup>
-  A major programme of house-building has been led by Wakefield Council, pushing the area’s housing growth rate to one of the highest in the country and well above the national average.<sup>33</sup>
-  The nuclear power and gas extraction industries are securing major support to innovate and expand based on a coalition of Blackpool and Preston Councils with five universities.<sup>31</sup>



# **3 THE KEY TO AN INCLUSIVE AND REBALANCED ECONOMY**

The UK has by far the highest level of regional inequality of any country in Europe,<sup>34</sup> and 55% of people in poverty in the UK are in work.<sup>35</sup>

There is recognition across the political spectrum of an increasing need for policies and action to ensure the benefits of growth generate higher incomes and more secure work *throughout* the labour market and across *all* regions.

The resonance of these calls for ‘inclusive growth’ has only become greater given the sense of exclusion revealed by the Brexit vote. Key Cities offer an important route to delivering productivity and growth that allows tangible improvements in living standards for everyone.

Key Cities reflect the challenges to achieving inclusive growth across places. Across our 20 member cities:

15 Key Cities have over 20% of female employees earning below the living wage.<sup>36</sup>



All Key Cities have over 10% of male employees earning below the living wage.<sup>37</sup>



9 Key Cities have over 20% of male employees earning below the living wage.<sup>38</sup>



No Key Cities are in areas of high social mobility.<sup>39</sup>



*“It is not possible to address either national or regional inequality and poverty... without placing Key Cities at the heart of any such effort.”*

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As a result, it is not possible to address either national or regional inequality and poverty through an inclusive growth model without placing Key Cities at the heart of any such effort.

Key Cities are already meeting these challenges by developing innovative and practical policy programmes to drive inclusive growth. Preston, for example, is internationally recognised for addressing in-work poverty by promoting the living wage, keeping procurement spend local and supporting ethical lenders such as credit unions. Plymouth has placed raising wages and addressing inequality, particularly in health outcomes, at the heart of its city-wide Plymouth Plan. And Coventry,

Derby, Norwich, Portsmouth and Southampton all perform well in the PwC/Demos Good Growth Index which assesses the extent to which areas of the UK are delivering inclusive growth.<sup>40</sup>

However, as the RSA's Inclusive Growth Commission noted, inclusive growth will only be delivered when policy and delivery is *more* integrated, *more* focused on early intervention and *more* tailored to the diverse needs of the country.<sup>41</sup> This can only be achieved at a local rather than a national level through more powers, resources and freedoms for Key Cities and other local areas to allow them to deliver growth that works for all.



CONCLUSION  
**THE KEY TO  
THE FUTURE**

*“Both individually and collectively, the Key Cities are ready, willing and able to meet the challenge.”*

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A united, productive and inclusive future for the UK cannot be achieved without Key Cities. The Key Cities have the scale and potential to act as the catalyst for this future. The size of their collective population, importance to the UK economy and high concentration of Leave voters means they must be at the heart of any effort to deliver change.

Both individually and collectively, the Key Cities are ready, willing and able to meet the challenge.

Key Cities are already pushing ahead with innovative programmes

to generate inclusive growth, others are leading the most productive and innovative places in the UK. Key Cities are also poised to play a pivotal part in the Industrial Strategy, providing a greater return on infrastructure and other investment by Government.

This effort will be so much more powerful and effective if it were backed by the necessary freedoms, powers and resources to deliver locally. A paper to be launched in Autumn 2018 will explore the nature of the necessary policy framework in more detail.



# **THE KEY CITIES**



## BLACKPOOL

Blackpool continues investing heavily to deliver growth following the remodelling of its seafront by renewing and extending its tram network, extending its central business district and revitalising its iconic visitor attractions including the well-known Winter Gardens. Its Enterprise Zone with its new energy college has attracted more innovative manufacturing businesses in growth sectors. Its Health Works, Mental Health Trailblazer, Project Search and Business Growth initiatives all seek to re-connect those distant from employment with quality work opportunities.



## BOURNEMOUTH

Bournemouth has a thriving economy, with two Universities, performing well in Financial Services, the Digital Sector and Tourism. It is the number one place for high growth digital tech businesses and is one of the greenest places in the UK. The Council is driving productivity and inclusive growth through the Dorset Business Growth Programme (£15 million for SMEs); major investments in digital and transport infrastructure; programmes to improve work readiness among young adults; and its 20-year town centre vision.



## BRADFORD

Bradford is the UK's youngest city and one of the most culturally diverse. Investing in young people is key to achieving its ambition to be the fastest growing economy by 2030. Its Economic Strategy aims to take GVA from £10 billion to £14 billion, bringing another 20,000 people into work. 5,000 businesses back the Education Covenant and the pioneering Bradford Pathways programme is connecting young talent to employment and more positive futures.



## COVENTRY

Coventry is leading the way in creating a smarter future for the transport sector and beyond, exploiting the city's unrivalled wealth of research and innovation knowledge to become a truly 'Smart City'. This expertise is unlocking Coventry's potential – supporting industry to design, develop and demonstrate products and solutions for the future.



## DERBY

Derby is the third fastest growing city-economy with a strong economic base and a rich manufacturing heritage, currently also home to world class businesses like Rolls-Royce, Toyota and Bombardier. Since 2012, employment, productivity and business density have all grown by 5.4, 10 and 18 per cent respectively. Derby City Council takes a strategic role in helping shape the future of the local economy, working closely with its key partners.



## DONCASTER

Doncaster's strong geographical location, rich heritage and established relationships have cultivated forward-looking educational establishments and new businesses, creating exciting employment opportunities for all. Home to the National College for High Speed Rail, iPort and arts venue CAST, Team Doncaster's approach is helping Doncaster succeed and focus on a bright future.



## HULL

Hull is Yorkshire's Maritime City and UK City of Culture. The City Plan defines its partnership ethos, delivering unprecedented economic, cultural and inclusive growth. Increasing employment, thriving visitor numbers, and an investment programme of over £3 billion have helped to deliver increased manufacturing, research and development productivity.



## KIRKLEES

Kirklees is a premier location right at the heart of the UK. Its long standing industrial heritage has flexed and transformed to deliver unrivalled expertise in advanced manufacturing and precision engineering. Innovation, high quality of life and connectivity make Kirklees's economy resilient and its commitment to business growth is supported by an ambitious plan to deliver 10,000 new homes by 2023, which will attract and retain talent and enable its communities to flourish and prosper.



## NEWPORT

Newport is firmly focused on providing better opportunities for all. To secure better economic outcomes for Newport, the council is working with partners across the city and wider region to ensure its communities have the appropriate skills to benefit from the significant investment, such as seen recently in the emerging compound semi-conductor market.



## NORWICH

Norwich is vibrant, creative, and a place for ideas. It is one of the five fast growth UK cities and a hotbed of creative and digital businesses, technology companies and research institutes. The city has performed well in productivity growth and knowledge based employment with high business density and strong five-year business survival rates.



## PLYMOUTH

Plymouth, 'Britain's Ocean City', has a population of 264,200 and an economy worth £5.2 billion that supports 108,000 jobs. Its economic future rests on world class capabilities in the marine and advanced manufacturing sectors. Great locations like Oceansgate, the UK's first marine enterprise zone, build on Plymouth's maritime heritage to drive inclusive growth and create high quality jobs.



## PORTSMOUTH

As the UK's only island city, Portsmouth is the most densely populated local authority area outside central London. Home to the Royal Navy for over 500 years, it has a significant defence cluster and a track-record for innovation, encompassing advanced manufacturing and communication systems including satellites which serve the world. Its naval heritage continues to provide the city with a rich history captured within its world renowned museums.



## PRESTON

Preston is a confident and competitive city, acting as the main economic hub of Central Lancashire. Significant investments such as the £200 million UCLan Masterplan, City Deal infrastructure investments and HS2 will provide the city with a huge economic stimulus and employment demand. Its large workforce provides an ideal location for new investment and growth-hungry businesses.



## SALFORD

Salford is a thriving cultural, economic and residential destination, home to 10,500 businesses employing over 133,000 people. Unprecedented levels of economic growth over the last decade, including renowned schemes such as MediaCityUK has transformed the city, creating one of the most highly skilled digital and technical workforces in the Greater Manchester city region.



## SOUTHAMPTON

Southampton is undergoing a spectacular transformation. Since the launch of the City Centre Master Plan in 2012, the city has secured £3 billion of investment. In just six years Southampton's position as the economic powerhouse of the south coast has been cemented, with an unemployment rate reduced to 2.5 per cent and new training and job opportunities created for over 10,000 residents.



## SOUTHEND-ON-SEA

Southend-on-Sea has ambitious plans for 2050, developing a borough-wide vision for the future and also working with six other local authorities on a unified South Essex 2050 plan for growth. This bold strategy will deliver ambitious digital, housing, commercial, cultural, education, health and major infrastructure projects.



## SUNDERLAND

Sunderland is proud of its highly productive economy and is working hard to nurture key sectors of automotive and advanced manufacturing; software; and financial and customer services to provide opportunities for everyone. These efforts are supported by a collaborative approach, innovative research environment and skills support provision for Sunderland, alongside first class infrastructure and connectivity.



## TEES VALLEY

With a population of 670,000, Tees Valley comprises the local authority areas of Darlington, Stockton-on-Tees, Hartlepool, Middlesbrough and Redcar & Cleveland. As a world leader in chemicals, health and advanced manufacturing, it stands out for innovation, creativity and diversity. The 4,500-acre area at the South Tees Development Corporation is currently the UK's greatest regeneration opportunity. It aims to create 20,000 new jobs and to boost international investment and local supply chains, helping create an inclusive economy.



## WAKEFIELD

Wakefield is committed to Good Growth by ensuring its ongoing economic success benefits the whole district. Its incubation space and business accelerator programmes are aimed at growing knowledge-intensive businesses supported by recent projects like the £7 million Advanced Skills and Innovation Centre. Its internationally recognised cultural assets help accelerate impact on skills challenges by linking the ambitions for its residents to the city's flourishing creative and cultural sector.



## WOLVERHAMPTON

Wolverhampton—one of the top ten growing economies in the UK—is a city of opportunity with £3.7 billion of investment in citywide regeneration. In 2011, the city set out its 'Prosperity for All' strategy focusing on inclusive growth and collaboration. Partnership working including Work Box and Wolves at Work (a partnership between DWP and the City of Wolverhampton Council) have been critical to improving skills and employment opportunities locally.

# NOTES

1. Based on 2016 ONS Gross Value Added (Balanced) by Local Authority datasets.
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3. Calculation based on 2016 ONS Gross Value Added (Balanced) by Local Authority datasets.
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14. See Centre for Cities. 2017. *Cities Outlook 2017*, p. 19.
15. See Key Cities. 2017. *United and Industrious*, p. 8.
16. Based on 2016 ONS Business Register and Employment Survey data.
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18. Ibid., p. 43.
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22. Based on 2016 ONS Subregional Productivity: Labour Productivity (GVA per hour worked and GVA per filled job) indices by UK NUTS2 and NUTS3 subregions.
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**KEY**  
**CITIES**  
UNLOCKING  
POTENTIAL

# Terms of Reference Key Cities

July 2018

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## 1. Purpose

- 1.1. The purpose of the Key Cities Group is to create a cross party, unified voice to ensure that member cities are more visible and consistently represented in policy-making at a regional, national and international level. This is in order to help create vibrant cities which can compete across Europe and the globe for business and growth.
- 1.2. The Key Cities Group will focus on lobbying Government and increasing its dialogue and profile with relevant Ministers - based on a clear and consistent set of key asks and messages which are unique to the Group.
- 1.3. The Group works to;
  - Provide a united, cross party voice for mid-sized cities
  - Make the case for greater investment in our cities, by raising the profile of the cities with Government, businesses and investors
  - Share expertise and promote collaboration between cities, sectors and industries, to share knowledge, ideas, and best practice and to seize post-Brexit opportunities
  - Develop and influence policy to strengthen resilience, and improve economic performance and social cohesion in our cities
- 1.4. Key Cities will also:
  - Recognise the diversity of the group and ensure the strengths of individual cities are maximised
  - Working constructively alongside other relevant stakeholders and interest groups, including the Core Cities to enhance the prospects of all UK cities and to promote effective city leadership.
- 1.5. Key Cities provides a link to the Local Government Association (LGA) through its position as a Special Interest Group of the LGA.

## 2. Membership

- 2.1. Membership of the Key Cities comprises of the Leaders/Elected Mayors and Chief Executives of local authorities of the cities listed in Appendix A
- 2.2. When becoming a member, local authorities implicitly accept the requirement to provide 12 months' notice of their intention to leave the group (i.e. termination notice).
- 2.3. Eligibility to Key Cities is extended to mid-sized cities included in the Centre for Cities 'Cities Index' as well as other areas which do not fit into this population band but are significant to the wider area in their local economy and to the UK as

a whole. Eligibility to Key Cities from any local area may be considered by the Executive – and may not necessarily be restricted to this definition.

- 2.4. Applications for new membership to Key Cities will be considered and agreed by the Key Cities Executive Group, utilising the following criteria;
- Is the city a 'mid-sized' place and recognised within its region as such?
  - Does the city come from a region or conurbation currently underrepresented by existing member cities?
  - Does the city have strengths in an economic sector or industry underrepresented amongst the existing wider group?
  - Is the city leadership prepared to make an active contribution to supporting the aims of the Group, including lobbying government and working with Key Cities peers?

### **3. Governance**

#### **Composition of Key Cities**

- 3.1. Key Cities is not a statutory body but a network. These Terms of Reference reflect that status.
- 3.2. Key Cities is comprised of three main bodies:
- Key Cities Full Group; comprised of all member Leaders, Elected Mayors and Chief Executives.
  - Key Cities Chief Executives Group; comprised of all member Chief Executives.
  - Key Cities Executive Group; comprised an agreed number of member Leaders, currently standing at 12.

#### **Chairing arrangements**

- 3.3. The Chair of the Key Cities Full and Executive Groups will be appointed for a term of 12 months at the Annual General Meeting (AGM), as will the position of two Deputy Chairs – one Labour and one Conservative. If vacancies arise before the AGM, these will be reviewed and filled at the next Executive Group meeting. There will be no limit to the number of individual terms the Chairs and Deputy Chairs can serve.
- 3.4. The Chair of the Chief Executives Group will be the representative Chief Executive from the same local authority as the Full Chair.

#### **Elections**

- 3.5. Nominations for the position of Chair, Deputy Chair and Executive Group members should be made to the AGM. If unopposed, members will be elected to the roles they have been nominated for. Otherwise the voting process set out at section 6.5 should be followed.

#### **Member roles**

- 3.6. The Chair will:-

- Ensure efficient conduct of Key Cities' business;
- Ensure, where possible, that all members are given the opportunity to express their views before decisions are taken, and, where not possible, the reasons for this are recorded and communicated to members;
- Establish a constructive and supportive working relationship amongst Key Cities members and other key stakeholders, including the APPG, LGA, think tanks etc.;
- Where established, ensure that sufficient authority is delegated to any sub-groups to enable the business of Key Cities to be carried out effectively between meetings;
- Ensure that actions comply with the Terms of Reference and the spirit of Key Cities;
- Represent Key Cities as appropriate, including liaison with Central Government;
- Work in consultation with other members to take any decision delegated to the Chair;
- Seek to ensure Key Cities receives professional advice when needed either within one of the Local Authorities or from external sources;
- Provide support, direction and guidance to the Key Cities secretariat.

3.7. Other Key Cities members will:

- Uphold the values and objectives of Key Cities, contribute to and share responsibility for its decisions and act in the interests of the group;
- Respect confidentiality of information;
- Prepare for and attend meetings and other events;
- Act as portfolio holders where these have been delegated for specific topics, taking a lead on all matters relating to those portfolios and seeking the views of members before decisions are taken;
- Represent the Key Cities Executive, Full and Chief Executive Groups as appropriate;
- Declare any relevant interests;
- Scrutinise financial information provided to ensure that financial controls and systems of risk management are robust and defensible;
- Operate in accordance with the Terms of Reference.

#### **4. Key Cities Portfolios**

- 4.1. Issues discussed at meetings are wide ranging and strategic in nature. Members of the Key Cities Executive Group will become a portfolio holder for a specific topic as agreed by the Executive.
- 4.2. In doing so, portfolio holders agree to lead on associated items at meetings, lead on the identification of external funding opportunities and associated projects, and will be supported in their role by their own staff and resources to progress collaborative opportunities/strategic projects.
- 4.3. Portfolio leads will be reviewed annually at the AGM or filled upon a vacancy arising.
- 4.4. Executive Members will be appointed to specific outside bodies as and when required, usually linked to their portfolio lead.

## **5. Support arrangements**

- 5.1. Member authorities of Key Cities agree to pay an annual subscription, the value of which will be considered and agreed annually at the AGM.
- 5.2. Secretariat, contracting and financial management support is provided by Wakefield Council.
- 5.3. Support for portfolio holders will be provided by their own local authority staff. They will be responsible for producing updates and reports to scheduled Key Cities meetings.
- 5.4. The broad financial position of Key Cities will be considered by the Executive on an annual basis. If projects are proposed, through portfolio leads or otherwise, which require funding through the Key Cities subscriptions, this will be agreed at the relevant Executive meeting once a breakdown of associated costs and an overview of the financial position of the group is undertaken. All spend must represent value for money.
- 5.5. Communications and public relations support will be led by Wakefield Council in the first instance, with input sought from other Key Cities members as required. All communications will be signed off by the Chair.

## **6. Meeting arrangements**

- 6.1. Key Cities meetings will be held in London, with the Full and Chief Executive groups meeting on a quarterly basis, and the Executive Group meeting approximately every 6 weeks. An Annual General Meeting will also be held in July of each year, and counts as a meeting of the Full Group.
- 6.2. Time limited sub groups may also be formed to progress specific issues.
- 6.3. Key Cities meetings need the following attendance, including substitutes, for the groups to be quorate:
  - Key Cities Full Group – a quarter.
  - Key Cities Chief Executives Group – a quarter.
  - Key Cities Executive Group - 6.
- 6.4. Guests may be invited to attend Key Cities meetings as and when they are required, but will not be permitted to take part in any decision making unless specifically authorised to do so.
- 6.5. Where a decision of any grouping of Key cities cannot obviously be made, the Chair of the meeting will take a vote through show of hands to establish whether a consensus exists. Results of the vote will be recorded. If a consensus cannot be reached the matter will either be dealt with following an adjournment or deferred to a subsequent meeting to allow informal deliberations and information gathering to take place.

## **7. Meeting content**

- 7.1. The agenda for each meeting will be agreed with the Chair of the relevant group. Matters for inclusion on the agendas and any other reports or documents shall be

sent to the Host Authority (Wakefield) normally at least ten days before the meeting.

- 7.2. As set out in sections 4.2 and 5.3 above, portfolio holders agree to lead on associated items at meetings, and will be supported in their role by their own staff and resources to progress collaborative opportunities/strategic projects, including the provision of related items on meeting agendas.

## **8. Work programme**

- 8.1. The work programme for Key Cities meetings will be fluid as it will invariably need to respond to emerging concerns. However all portfolio areas will be considered at least once a year.
- 8.2. The Chair of each group will review forward agendas for forthcoming meetings on a regular basis with the secretariat.
- 8.3. An annual report will be issued following the AGM each year.

## **Appendix A**

### **List of Key Cities Member Authorities**

- Blackpool
- Bournemouth
- Bradford
- Coventry
- Derby
- Doncaster
- Hull
- Kirklees
- Medway
- Newport
- Norwich
- Plymouth
- Portsmouth
- Preston
- Salford
- Southampton
- Southend on Sea
- Sunderland
- Tees Valley
- Wakefield
- Wolverhampton

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<b>Meeting:</b>	<b>Cabinet</b>	<b>Date:</b>	<b>10 October 2018</b>
<b>Subject:</b>	<b>Armed Forces Community Covenant Update</b>		
<b>Report Of:</b>	<b>Cabinet Member for Communities &amp; Neighbourhoods</b>		
<b>Wards Affected:</b>	<b>All</b>		
<b>Key Decision:</b>	<b>No</b>	<b>Budget/Policy Framework:</b>	<b>No</b>
<b>Contact Officer:</b>	<b>Lloyd Griffiths – Head of Communities</b>		
	<b>Email:</b> <a href="mailto:Lloyd.griffiths@gloucester.gov.uk">Lloyd.griffiths@gloucester.gov.uk</a>		<b>Tel:</b> 39(6355)
<b>Appendices:</b>	<b>1. Gloucester City Council – Specific Measures</b>		

**FOR GENERAL RELEASE**

**1.0 Purpose of Report**

1.1 To provide an update to Cabinet on the support offered to current and former members of the armed forces, reservists and their families as part of our commitment to the Gloucestershire Armed Forces Community Covenant ('the Covenant').

**2.0 Recommendations**

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

- (1) Work undertaken to support current and ex-service personnel as part of the Council's ongoing commitment to the Covenant be endorsed,

**3.0 Background and Key Issues**

3.1 An Armed Forces Covenant exists between the people of the UK and the Armed Forces and their families. It lays out the principles that should exist in the relationship between the Armed Forces and the rest of the Nation, including respect, support and fair treatment. It makes clear that no-one who has served should face disadvantage from their service and that, in some cases, special consideration is appropriate.

3.2 A Gloucestershire Armed Forces Community Covenant ('the Covenant') stands alongside the Armed Forces Covenant and is a voluntary statement of mutual support between the people of Gloucestershire and the local Armed Forces community.

- 3.3 Through its membership of the Covenant, Gloucester City Council has made a commitment to the wider Armed Forces Covenant, to support the Armed Forces community within Gloucester and the wider County. Cllr Andy Lewis represents the Council as its Armed Forces Champion and this position is appointed to (or re-appointed to) annually by the Council.
- 3.4 In following these commitments, the Council is involved in a number of areas to support the Armed Forces, their families and those who have served to be a part of the wider community. The aims of the Covenant are as follows –
- Encourage local communities to support the Armed Forces community in their areas;
  - Encourage the Armed Forces community to help and support the wider community, whether through participation in events and joint projects or other forms of engagement;
  - Promote understanding and awareness among the public of issues affecting the Armed Forces community;
  - Recognise and remember the sacrifices made by the Armed Forces community, and
  - Encourage activities which help to integrate the Armed Forces community into local life.
- 3.5 The 2011 census results indicated that over 300 serving members of the military were living in Gloucester at the time of the survey, not including partners or children.
- 3.6 In October 2016 the Ministry of Defence estimated there to be 2.56 million veterans living in the UK with over a half of all veterans being aged 75 or older and 90% of all veterans being male. It was further estimated that Gloucestershire was home to 47,000 veterans or 1.8% of the total veteran population.
- 3.7 Gloucestershire is home to 18 Army Cadet detachments with 2 of these being located in Gloucester, namely - Malmesbury Road Platoon and the Gloucestershire ACF Band & Corps of Drum. These detachments are served by over 500 cadets and 130 volunteers.
- 3.8 It is pleasing to note that a Gloucester Armed Forces Day Committee has recently been reformed to oversee the delivery of an Armed Forces Day celebration event on 29<sup>th</sup> June 2019. The Council's Armed Forces Champion is a standing member of this group and will receive officer support where required to ensure that as a Council we support the delivery of a successful event.

- 3.9 A list of specific measures that the Council implements in support of the Covenant is included at Appendix 1 and covers areas such as housing advice & support, enabling and supporting events and charitable causes and access to Council services. It is these customer facing aspects of the Council which are likely to be more relevant to our Armed Forces.
- 3.10 The Council is also represented by Councillors and senior officers at several annual events to mark a range of important dates such as Remembrance Day but also events to celebrate our local armed forces community operating out of Imjin Barracks. In addition the Council recognise both the historical and ongoing sacrifices and efforts of our armed forces by marking key dates with the flying of flags, a recent example being on 3<sup>rd</sup> September at which the Council raised the Red Ensign flag to mark Merchant Nay Day.
- 3.11 Our District Council partners in addition to Gloucestershire County Council are also signed up to the Covenant and encouragingly a Military Covenant Meeting has been organised for October 2018 to discuss how councils can better collaborate as a network, with a particular focus on -
- 1) Identifying where contributions can be made to the South West Regional Development Project;
  - 2) Obtaining a better understanding of the needs of children and young people in the armed forces community;
  - 3) Opportunities for applications to the £10m Military Covenant Fund, and
  - 4) Future networking arrangements
- 3.12 The South West Regional Development Project is funded from £190,000 of Military Covenant Fund monies obtained by a consortium of South West Councils with some of this money being used to develop awareness & knowledge of the Covenant across amongst front line public service staff so that veteran and serving personnel can be supported better.
- 3.13 The Armed Forces Covenant Fund launched in 2015 provides £10m each year to support members of the Armed Forces community. Applications are welcomed from Local Government, to support local delivery of Armed Forces Covenants. To date the Council has not applied for funding but the October 2018 meeting with County wide partners will focus on opportunities to do so collaboratively.

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

- 4.1 For the Armed Forces Community, the Covenant encourages the integration of service life into civilian life and encourages members of the Armed Forces community to help their local community.

## **5.0 Alternative Options Considered**

5.1 There are no alternative options for consideration

## **6.0 Reasons for Recommendations**

6.1 The Council are committed through the Gloucestershire Armed Forces Community Covenant to work in partnership and act together to honour the covenant and encourage support for the Armed Forces Community working and residing in the City and to recognise and remember the sacrifices that they have and continue to make.

## **7.0 Future Work and Conclusions**

7.1 Any agreed outcomes from the Military Covenant Meeting in October will be discussed and progressed in consultation with the Council's Armed Forces Champion and the Cabinet Member for Communities & Neighbourhoods.

7.2 The Council's new website and intranet will provide a platform for awareness to be raised even further both internally and externally about the Covenant, but more importantly to also act as an online resource for former and serving Armed Forces personnel.

7.3 Officers within front line services, particularly those in Community Wellbeing & Housing to provide advice and signpost ex serving personnel supporting them to do things where they live. The Council has set aside £10,000 annually to support residents who are not currently involved in local community activities to develop projects using the asset based community development approach and such an opportunity may assist somebody with what can often be a difficult transition period.

7.4 Gloucester City Council remains committed to our Armed Forces community and an annual update report for Cabinet will continue to be provided each autumn.

## **8.0 Financial Implications**

8.1 There are no financial implications associated with this report.

(Finance have been consulted in the preparation of this report)

## **9.0 Legal Implications**

9.1 There are no legal implications associated with this report.

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

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

10.1 N/A

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

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

## **12.0 Other Corporate Implications**

### Community Safety

12.1 There are no community safety comments associated with this report.

### Sustainability

12.2 There are no sustainability comments associated with this report.

### Safeguarding

12.3 There are no safeguarding comments associated with this report.

### Staffing & Trade Union

12.4 There are no staffing or trade union comments associated with this report.

## **Background Documents:**

Gloucestershire Armed Forces Community Covenant

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## Appendix 1 – Gloucester City Council Specific Measures

Theme	Measure(s)
Organisational Development	Staff who are members of the Territorial Army or other military support service are, supported through flexible working arrangements contained in HR policies
Building Control	For Armed Forces personnel returning from duty with a disability, the Council provides free Building Control advice and will not charge for any applications made for extensions or alterations to their home.
Remembrance Sunday Event	The Council continues to work with armed forces on events including the sale of poppies for Remembrance Sunday and the promotion of Armed Forces Day through internal & external communications and inclusion in the Council's events calendar.
Armed Forces Day Committee	The Council's Armed Forces Champion will sit on the re-formed Armed Forces Day Committee with a commitment to re-introduce an AFD event in 2019.
British Legion Poppy Day	The Council will continue to support the British Legions Poppy Day through an arrangement with GL1 for free use of accommodation for The Remembrance Sunday event.
War Memorial, Cenotaph & War Graves	The Council commits to maintaining the war memorial at the cenotaph in Gloucester Park and the war graves at Tredworth Cemetery, to a high standard.
Army Recruitment Events	The Council will continue to support recruitment events by enabling access to suitable sites
Housing Advice & Homelessness	In the previous 2 months, 9 ex service personnel have been re-housed in Gloucester through the Gloucestershire Homeseeker Choice Based Lettings Scheme with our allocations policy enabling them to benefit from priority need.
Benefit Claimants	<p>Where applicants are in receipt of housing benefit (HB) and/or council tax support (CTS), the City Council has adopted a policy to disregard as income some extra elements of war disablement pensions.</p> <p>In 2017/2018 the Council awarded an extra £36,298 in HB as a result of this policy, and the Council received subsidy from DWP covering 75% of this expenditure - therefore the cost to the City Council of this policy in 2017/2018 was around £9,074.</p>

Discretionary Housing Payments (DHP)	The Council provides further help with housing costs through the use of DHP, with a local procedure enabling us to disregard as income some extra elements of war disablement pensions (the same as in housing benefit) when awarding payment.
Under-occupation Reductions in Housing Benefit	Legislation continues to assist armed forces personnel in that a bedroom used by members of the armed or reserve forces will not be counted as a 'spare' room whilst they are away from their main place of residence, providing that they have an intention to return to the property and they were in fact treated as a non-dependant person prior to their absence.
Access to Council Venues	The Council offers discounts to Defence Privilege card holders to use at the City's museums and the Guildhall.