



Gloucester City Council

Overview and Scrutiny Committee

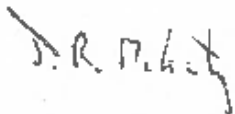
Meeting: Monday, 3rd September 2018 at 6.30 pm in Civic Suite - North Warehouse, The Docks, Gloucester, GL1 2EP

Membership:	Cllrs. Coole (Chair), Ryall (Vice-Chair), Hawthorne (Spokesperson), Dee, Finnegan, Haigh, Hampson, Hilton, Lewis, Morgan, Pullen, Taylor, Toleman, Walford and Wilson
Contact:	Democratic and Electoral Services 01452 396126 democratic.services@gloucester.gov.uk

AGENDA

1.	APOLOGIES To receive any apologies for absence.
2.	DECLARATIONS OF INTEREST To receive from Members, declarations of the existence of any disclosable pecuniary, or non-pecuniary, interests and the nature of those interests in relation to any agenda item. Please see Agenda Notes.
3.	DECLARATION OF PARTY WHIPPING To declare if any issues to be covered in the Agenda are under party whip.
4.	MINUTES (Pages 5 - 10) To approve as a correct record the minutes of the meeting held on 2 nd July 2018.
5.	PUBLIC QUESTION TIME (15 MINUTES) To receive any questions from members of the public provided that a question does not relate to: <ul style="list-style-type: none"> • Matters which are the subject of current or pending legal proceedings, or • Matters relating to employees or former employees of the Council or comments in respect of individual Council Officers
6.	PETITIONS AND DEPUTATIONS (15 MINUTES) To receive any petitions and deputations provided that no such petition or deputation is in relation to: <ul style="list-style-type: none"> • Matters relating to individual Council Officers, or • Matters relating to current or pending legal proceedings

7.	<p>OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME AND COUNCIL FORWARD PLAN (Pages 11 - 30)</p> <p>To receive the latest version of the Committee's work programme and the Council's Forward Plan.</p>
8.	<p>SOCIAL IMPACT BOND - MIDTERM UPDATE (Pages 31 - 40)</p> <p>To consider the report of the Cabinet Member for Communities and Neighbourhoods that updates Members on progress regarding the new service to support entrenched rough sleepers or those with complex needs through means of a Social Impact Bond ('SIB').</p>
9.	<p>SERVICE TRANSFORMATION (Pages 41 - 50)</p> <p>To consider the report of the Cabinet Member for Performance and Resources outlining the next steps in the Together Gloucester transformation programme.</p>
10.	<p>PERFORMANCE MONITORING QUARTER 1 (Pages 51 - 66)</p> <p>To consider the report of the Cabinet Member for Performance and Resources which informs Members of the Council's performance against key measures in Quarter 1 of 2018/19.</p>
11.	<p>FINANCIAL MONITORING QUARTER 1 REPORT (Pages 67 - 78)</p> <p>To consider the report of the Cabinet Member for Performance and Resources which details year-end forecasts and progress made against agreed savings targets for the 1st quarter ended 30th June 2018.</p>
12.	<p>DATE OF NEXT MEETING</p> <p>1st October 2018 at 6.30pm in the Civic Suite, North Warehouse.</p>



Jon McGinty
Managing Director

Date of Publication: Friday, 24 August 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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Any recording must take place in such a way as to ensure that the view of Councillors, Officers, the Public and Press is not obstructed. The use of flash photography and/or additional lighting will not be allowed unless this has been discussed and agreed in advance of the meeting.

FIRE / EMERGENCY EVACUATION PROCEDURE

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

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



OVERVIEW AND SCRUTINY COMMITTEE

MEETING : Monday, 2nd July 2018

PRESENT : Cllrs. Ryall (Vice-Chair), Hawthorne (Spokesperson), Dee, Finnegan, Haigh, Hampson, Lewis, Morgan, Taylor, Walford and Wilson

Others in Attendance

Councillor Watkins, Cabinet Member for Communities and Neighbourhoods

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

Corporate Director (Partnership Working)

Corporate Director (Service Transformation)

Community Wellbeing Officer

Democratic and Electoral Services Team Leader

APOLOGIES : Cllrs. Coole, Hilton, Pullen and Toleman

70. DECLARATIONS OF INTEREST

70.2 Councillors Brown, Gravells and Haigh declared a personal interest in agenda item 9 – Shire Hall Accommodation Move – by virtue of their being Members of the County Council.

71. DECLARATION OF PARTY WHIPPING

71.1 There were no declarations of party whipping.

72. MINUTES

72.1 The minutes of the meeting held on 4th June 2018 confirmed as a correct record and signed by the Vice-Chair.

73. PUBLIC QUESTION TIME (15 MINUTES)

73.1 A Gloucester resident expressed concern that the PSPO proposal was for a minimal order and only dealt with a small number of behaviours. He asked why public consultation responses asking valid questions had been disregarded.

OVERVIEW AND SCRUTINY COMMITTEE
02.07.18

73.2 The Vice-Chair advised that the question would be put to the Cabinet Member for Communities and Neighbourhoods as part of her delivering the relevant report.

74. PETITIONS AND DEPUTATIONS (15 MINUTES)

74.1 There were no petitions or deputations.

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

75.1 The Committee considered the Work Programme and the Council Forward Plan.

75.2 Councillor Hawthorne, shared his view that the Aspire Trust should be invited to a future meeting as it continues to be one of the Council's principal contractors delivering a significant public facing range of leisure related services. Councillor Stephens stated that this would be advisable as, when Aspire was initially set up, there were obligations with regard to access for the whole community and that it was important to monitor this.

75.3 Councillor Gravells queried the scarcity of matters on the work programme. The Vice-Chair advised that as well as being a dynamic document that changed with events, it was important that items were given the rigorous scrutiny they deserved.

75.4 RESOLVED: - That the Overview and Scrutiny Committee note the work programme and the Council Forward Plan.

76. PUBLIC SPACE PROTECTION ORDER CONSULTATION REPORT AND PROPOSAL

76.1 Councillor Watkins, Cabinet Member for Communities and Neighbourhoods, provided an overview of the report and thanked the Community Wellbeing Officer for her endeavour in putting the proposal together. She stated that there had been a great deal of engagement with the consultation with regard to the proposed Public Spaces Protection Order (PSPO) through a number of media..

76.2 Councillor Watkins informed the Committee that, as part of the consultation process, the enforcement of existing provisions and its efficacy was examined. She further advised, in response to the question from a member of the public, that, in some matters raised during the consultation process such as littering and spitting, the Cabinet would be looking separately at more appropriate ways to tackle these types of environmental crime. She also stated that the digital survey was but one aspect of the consultation process. Councillor Watkins also noted that the inclusion of the alcohol free zone across the city had been met with a very positive response.

76.3 Councillor Wilson queried whether existing orders (which would be subsumed by the PSPO) would automatically expire unless they were under

OVERVIEW AND SCRUTINY COMMITTEE
02.07.18

review and, if they were reviewed, who was this to be conducted by. Councillor Watkins advised that action would need to be taken prior to and that this was done on a case by case basis. The Community Wellbeing Officer stated that reviews would be scheduled over a period of a year.

- 76.4 Councillor Stephens welcomed much of the report but shared his view that the public's expectations had been raised and would be disappointed. He stated his belief that the public expected littering, Anti-Social Behaviour (ASB) and the abuse of psychoactive substances to be included in the PSPO. He also queried what existing legislation had been enforced to tackle these issues.
- 76.5 Councillor Watkins advised that littering, among other matters, would be addressed by separate proposals and that, while there may have been anecdotal accounts, there was insufficient evidence to show that the use of psychoactive substances was having a significantly detrimental effect in the City. She stated that a PSPO was appropriate for some matters but not for all.
- 76.6 In response to a query from the Vice-Chair regarding how responsive to the public the consultation had been, Councillor Watkins stated that one of the biggest issues raised during the consultation was alcohol harm which the Cabinet had responded to. She further stated that the consultation was about everyone having an input and that faith groups, by way of example, had had a good deal of input. In response to a query from Councillor Lewis regarding enforcement of the PSPO, Councillor Watkins advised that both the alcohol free zone and measures related to dogs would be enforced across the City and reiterated that environmental crime proposals were forthcoming. She stated that if Members were keen, enforcement could be examined.
- 76.7 Councillor Haigh queried whether the Equality Impact Assessment's focus had been limited to the impact of restrictions placed on people without considering the beneficial equality impact on the community by virtue of the controls being proposed. She also stated that she was disappointed because she felt that people in the City had believed they could expect more from the PSPO proposals.
- 77.8 With regard to the use of psychoactive substances in the City, Councillor Lewis suggested that their prohibition be included in the PSPO as a message that their use was not acceptable. The Community Wellbeing Officer advised that such substances were previously legal but were not now and that there was not sufficient evidence that they had a detrimental impact on the City. Further, the Community Wellbeing Officer, in response to a query from the Vice-Chair regarding what could be classified as sufficient evidence, stated that whilst there may have been anecdotal evidence, there was no objective data.
- 77.9 Councillor Morgan suggested that the Cabinet Members for Communities and Neighbourhoods, and Environment should work jointly on environmental crime. Councillor Watkins stated that both approaches were joined up and

OVERVIEW AND SCRUTINY COMMITTEE
02.07.18

that the reason the work was forthcoming was because of their inter-connectedness. .

- 77.11 Councillor Taylor queried whether the reason that some matters were not included in the draft PSPO was due to a lack of evidence. Councillor Watkins advised that there were also issue around the practicalities of enforcement and that the Council was attempting to address what the issues were and how best to do this. She further advised that the PSPO would always be reviewed. In response, Councillor Taylor suggested that the Committee examine the PSPO again in a year and identify any issues that arise. This was agreed by the Committee.
- 77.12 The Vice-Chair asked what provision there was for collecting data. Councillor Watkins advised that there was the day to day work of monitoring behaviours. She further advised that establishing a 'Day Safe' forum was being examined with a similar remit to that of Night Safe. Councillor Gravells stated that that the police should be thanked for their work and for their contribution during the consultation process.
- 77.13 Councillor Stephens proposed that the Committee recommend that Cabinet include provisions to deal with littering, nuisance and ASB and aggressive charity collection. This recommendation was put to a vote and was lost. And it was
- 77.15 **RESOLVED:** - That the Overview and Scrutiny Committee **RECOMMEND** (1) That the Cabinet reconsider providing for Aggressive Charity Collection, Littering and Nuisance and anti-social behaviour within the PSPO and (2) That the efficacy of the PSPO be reviewed in one year's time including as much data as possible from partner organisations and, based on evidence gathered as part of the review, that scope be permitted to add/or remove provisions contained within the PSPO.

77. SHIRE HALL ACCOMMODATION MOVE

- 77.1 Councillor D. Norman MBE, Cabinet Member for Performance and Resources, presented the report. He thanked the Corporate Director for his and his colleagues' work in the report's preparation and advised that the target for achieving the accommodation move was February 2019.
- 77.2 Councillor Wilson expressed concern that the Council's occupation of the new premises would be under a three year licence and that this did not secure the City Council's accommodation needs in the longer term. He queried whether the projected business rates savings was a net figure and further, whether the projected savings (given the transformation costs) from the move provided for a good level of savings.
- 77.3 Councillor Norman advised that there was an initial three year agreement and that the County Council would need good reason to have the City

OVERVIEW AND SCRUTINY COMMITTEE
02.07.18

Council vacate the premises. He also stated that it gave the City Council flexibility in the medium term.

- 77.4 The Corporate Director advised that the projected business rates savings were not a net figure and that the intention was that the warehouses would be repurposed and the business rates would become the responsibility of the new occupiers
- 77.5 Councillor Stephens stated that he was pleased that the business case had been presented. He expressed concern that services provided to Members and Political Groups such as access to IT, meeting spaces and car parking facilities would be reduced. Councillor Stephens shared his view that reducing the size of the reception required rethinking. He further stated that there had been nothing to suggest that building new Council premises had been considered.
- 77.6 Councillor Norman advised, with regard to facilities for Members, that some had approached their political equivalents at the County Council to share space and suggested that others do the same. He further advised that the City Council would, as an evening authority, keep its meeting facilities and North Warehouse. The same would be the case with regard to Members' car parking.
- 77.7 In relation to the new reception at Westgate Street, Councillor Norman stated that the exact specification had not been finalised and this would encourage and allow for new ways of working. With regard to new premises he stated that it was never the belief that the Council's future would not necessarily be confined to Shire Hall and options were being kept open but now would not be the right time to consider new premises.
- 77.8 In response to a query from Councillor Lugg in relation to service user confidentiality in an entirely open plan office space, Council Norman advised that all staff were aware of the clear desk policy which would be employed. He also stated that there would be flexibility in terms of access to Shire Hall. The Corporate Director further advised that the City Council's occupation of the fifth floor at Shire Hall would mean through traffic would likely be minimal.
- 77.9 Councillor Gravells stated that there were many good reasons to move and requested more detail on the new reception. Councillor Norman stated that he did not have such detail at this stage but that there would be a fundamental redesign of the reception.
- 77.10 Councillor Lewis highlighted the need for the City Council to maintain its identity and that the Council needed its own place upon the expiry of the 3-year licence. Councillor Norman concurred that the sovereignty of the City Council was paramount.

77.11 SUSPENSION OF COUNCIL PROCEDURE RULE 6

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

OVERVIEW AND SCRUTINY COMMITTEE
02.07.18

77.12 Councillor Hampson asked whether the Cabinet Member was confident that the services the Council would deliver would be enhanced by the move. Councillor Norman advised that he was confident that, as the authority continued to evolve, it would be able to do as well, if not better, as it had done.

77.13 **RESOLVED:** - That the Overview and Scrutiny Committee **RECOMMEND** that all councillors receive a briefing on the design and operating methods to be employed in the new Customer Contact Centre at 92-96 Westgate Street once the details had been finalised.

78. DATE OF NEXT MEETING

78.1 3rd September 2018 at 6.30pm in the Civic Suite, North Warehouse.

Time of commencement: 6.30 pm hours

Time of conclusion: 8.40 pm hours

Chair

**Gloucester City Council
Overview and Scrutiny Committee Work Programme
Updated 23 August 2018**

Item	Format	Lead Member (if applicable)/Lead Officer	Comments
3 September 2018			
Social Impact Bond- Mid Term Update	Written Report	Cabinet Member for Communities and Neighbourhoods/Housing Manager	
Service Transformation	Written Report	Cabinet Member for Performance and Resources/Corporate Director	Requested by Committee
Performance Monitoring Quarter 1 Report	Written Report	Cabinet Member for Performance and Resources/Policy and Governance Manager	Part of Committee's Rolling programme of work
Financial Monitoring Quarter 1 Report	Written Report	Cabinet Member for Performance and Resources/Head of Policy and Resources	Part of Committee's Rolling programme of work
29 October 2018			
Festival and Events Programme	Report	Cabinet Member for Culture and Leisure	For input
26 November 2018			
BUDGET MEETING – NO OTHER ITEMS			Part of Committee's Rolling programme of work
NO DATE YET SET			
Aspire Trust		Cabinet Member for Culture and Leisure	Requested by Committee
Regeneration of the Former Fleece Hotel Site	Written Report	Cabinet Member for Regeneration and	Requested by Committee

Item	Format	Lead Member (if applicable)/Lead Officer	Comments
Review of the Implementation of Universal Credit	Written Report	Economy/Head of Place Cabinet Member for Performance and Resources	Requested by Committee for January 2019

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



Gloucester City Council

FORWARD PLAN FROM AUGUST 2018 TO JULY 2019

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

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

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

Cabinet Members

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

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

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

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

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

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

Page 4

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

CONTACT:

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

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

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

Democratic and Electoral Services on 01452 396126 or send an email to democratic.services@gloucester.gov.uk.

SUBJECT (and summary of decision to be taken)	PLANNED DATES	DECISION MAKER & PORTFOLIO	NOTICE OF PRIVATE BUSINESS (if applicable)	RELATED DOCUMENTS (available on request, subject to restrictions on disclosure)	LEAD OFFICER (to whom Representations should be made)	
AUGUST 2018- No meetings						
SEPTEMBER 2018						
NON Page 15	Financial Monitoring Quarter 1 Report <u>Summary of decision:</u> To receive an update on financial monitoring information for the first quarter 2018/19 <i>Wards affected: All Wards</i>	3/09/18 12/09/18	Overview and Scrutiny Committee Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
NON	Performance Monitoring Quarter 1 Report <u>Summary of decision:</u> To note the Council's performance in quarter 1 across a set of key performance indicators. <i>Wards affected: All Wards</i>	3/09/18 12/09/18	Overview and Scrutiny Committee Cabinet Cabinet Member for Performance and Resources			Tanya Davies, Policy and Governance Manager Tel: 39-6125 tanya.davies@gloucester.gov.uk

<p>Page 16</p>	<p>KEY</p> <p>Kings Quarter Update</p> <p><u>Summary of decision:</u> To provide Members with an update on the Kings Quarter Development.</p> <p><i>Wards affected: Westgate</i></p>	<p>12/09/18</p>	<p>Cabinet Cabinet Member for Regeneration and Economy</p>	<p>The public may be excluded from the Cabinet meeting during consideration of an appendix to this report as it contains exempt information as defined in paragraph 3 of schedule 12A to the Local Government Act 1972 (as amended).</p>		<p>Philip Ardley, Major Projects Consultant philip.ardley@gloucester.gov.uk</p>
<p>NON</p>	<p>Service Transformation</p> <p><u>Summary of decision:</u> To outline and seek approval for the next steps in the Together Gloucester transformation programme.</p> <p><i>Wards affected: All Wards</i></p>	<p>12/09/18</p>	<p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Jonathan Lund, Corporate Director jonathan.lund@gloucester.gov.uk</p>

NON	<p>Social Impact Bond- Mid Term Update</p> <p><u>Summary of decision:</u> To receive an mid- term update on the Gloucestershire Social Impact Bond/.</p> <p><i>Wards affected: All Wards</i></p>	12/09/18	Cabinet Cabinet Member for Communities and Neighbourhoods			Helen Chard, Housing Manager Tel: 01452 396534 helen.chard@gloucester.gov.uk
NON	<p>Alternative Environmental Enforcement Trial</p> <p><u>Summary of decision:</u> To advise Members on a proposal to enter into a 12 month pilot of a new environmental enforcement partnership with 3GS (UK) Limited and to approve an increase in penalty charges</p> <p><i>Wards affected: All Wards</i></p>	12/09/18	Cabinet Cabinet Member for Environment			Matt Cloke, Planning Enforcement City Centre Improvement Officer

NON	<p>Gloucester Culture Trust Review of Festivals and Events</p> <p><u>Summary of decision:</u> to update Members on the review of festivals and events by the Gloucester Culture Trust.</p> <p><i>Wards affected: All Wards</i></p>	12/09/18	Cabinet Cabinet Member for Culture and Leisure			Jill Riggs, Head of Cultural and Trading Services jill.riggs@gloucester.gov.uk
OCTOBER 2018						
NON Page 18	<p>Local Government Association Corporate Peer Challenge</p> <p><u>Summary of decision:</u> To review progress within the LGA Peer Challenge action plan</p> <p><i>Wards affected: All Wards</i></p>	10/10/18	Cabinet Leader of the Council			Anne Brinkhoff, Corporate Director anne.brinkhoff@gloucester.gov.uk

NON	<p>Energy Costs and Reduction Projects Annual Report</p> <p><u>Summary of decision:</u> To update Cabinet on the City Council Energy Costs and Reduction Projects</p> <p><i>Wards affected: All Wards</i></p>	10/10/18	Cabinet Cabinet Member for Environment			Mark Foyn, Property Commissioning Manager mark.foyn@gloucester.gov.uk
NON Page 19	<p>Armed Forces Community Covenant Update</p> <p><u>Summary of decision:</u> To update Cabinet on the work done by Gloucester City Council to support current and ex-service personnel as part of the Gloucestershire Armed Forces Community Covenant.</p> <p><i>Wards affected: All Wards</i></p>	10/10/18	Cabinet Cabinet Member for Communities and Neighbourhoods			Lloyd Griffiths, Head of Communities lloyd.griffiths@gloucester.gov.uk

NOVEMBER 2018						
NON	<p>Regulation of Investigatory Powers Act 2000 (RIPA) - Review of Procedural Guide</p> <p><u>Summary of decision:</u> To request that Members review and update the Council's procedural guidance on RIPA.</p> <p><i>Wards affected: All Wards</i></p>	<p>Meeting Date</p> <p>7/11/18</p>	<p>Council</p> <p>Cabinet</p> <p>Cabinet Member for Performance and Resources</p>			<p>Jon Topping, Head of Policy and Resources</p> <p>Tel: 01452 396242</p> <p>jon.topping@gloucester.gov.uk</p>
DECEMBER 2018						
NON	<p>Strategic Risk Register</p> <p><u>Summary of decision:</u> To update Members on the Council's Strategic Risk Register</p> <p><i>Wards affected: All Wards</i></p>	<p>5/12/18</p>	<p>Audit and Governance Committee</p> <p>Cabinet</p> <p>Cabinet Member for Performance and Resources</p>			<p>Stephanie Payne, Group Manager, Audit, Risk and Assurance</p> <p>Tel: 01452 396432</p> <p>stephanie.payne@gloucester.gov.uk</p>

NON	<p>Draft Budget Proposals (including Money Plan and Capital Programme)</p> <p><u>Summary of decision:</u> To update Cabinet on the draft budget proposals</p> <p><i>Wards affected: All Wards</i></p>	5/12/18	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>
NON	<p>Treasury Management Six Monthly Update 2017/18</p> <p><u>Summary of decision:</u> To update Cabinet on treasury management activities.</p> <p><i>Wards affected: All Wards</i></p>	5/12/18	<p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>
NON	<p>Financial Monitoring Quarter 2 Report</p> <p><u>Summary of decision:</u> To receive an update on financial monitoring information for the third quarter 2018/19</p> <p><i>Wards affected: All Wards</i></p>	3/12/18 5/12/18	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>

NON	<p>Performance Monitoring Quarter 2 Report</p> <p><u>Summary of decision:</u> To note the Council's performance across a set of key performance indicators.</p> <p><i>Wards affected: All Wards</i></p>	3/12/18 5/12/18	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Tanya Davies, Policy and Governance Manager Tel: 39-6125 tanya.davies@gloucester.gov.uk</p>
BPF	<p>Local Council Tax Support Scheme</p> <p><u>Summary of decision:</u> To advise members of the requirement to review the Local Council Tax Support Scheme (LCTS)</p> <p><i>Wards affected: All Wards</i></p>	5/12/18	<p>Council</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>
JANUARY 2019						
KEY	<p>Festivals and Events Programme</p> <p><u>Summary of decision:</u> To seek approval for the 2019-20 Festival and Events Programme.</p> <p><i>Wards affected: All Wards</i></p>	9/01/19	<p>Cabinet Cabinet Member for Culture and Leisure</p>			<p>Jill Riggs, Head of Cultural and Trading Services jill.riggs@gloucester.gov.uk</p>

NON	<p>Green Travel Plan Progress Report 2018 and Update</p> <p><u>Summary of decision:</u> Annual update on initiatives in the Green Travel Plan</p> <p><i>Wards affected: All Wards</i></p>	9/01/19	Cabinet Cabinet Member for Environment			Lloyd Griffiths, Head of Communities lloyd.griffiths@gloucester.gov.uk
FEBRUARY 2019						
<p>BPF</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 23</p>	<p>Final Budget Proposals (including Money Plan and Capital Programme)</p> <p><u>Summary of decision:</u> To seek approval for the final Budget Proposals for 2019/20, including the Money Plan and Capital programme.</p> <p><i>Wards affected: All Wards</i></p>	6/02/19 28/02/19	Cabinet Council Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk

NON	<p>Growing Gloucester's Visitor Economy</p> <p><u>Summary of decision:</u> To provide Cabinet with an update on the annual review of the Visitor Economy Strategy.</p> <p><i>Wards affected: All Wards</i></p>	5/12/18	Cabinet Cabinet Member for Culture and Leisure			Jill Riggs, Head of Cultural and Trading Services jill.riggs@gloucester.gov.uk
MARCH 2019						
NON Page 24	<p>Financial Monitoring Quarter 3 Report</p> <p><u>Summary of decision:</u> To receive an update on financial monitoring information for the third quarter 2018/19</p> <p><i>Wards affected: All Wards</i></p>	25/02/19 6/03/19	Overview and Scrutiny Committee Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk

NON	<p>Performance Monitoring Quarter 3 Report</p> <p><u>Summary of decision:</u> To note the Council's performance in quarter 1 across a set of key performance indicators.</p> <p><i>Wards affected: All Wards</i></p>	26/02/18 6/03/19	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Tanya Davies, Policy and Governance Manager Tel: 39-6125 tanya.davies@gloucester.gov.uk</p>
NON	<p>Risk Based Verification Policy Review</p> <p><u>Summary of decision:</u> To seek approval to continue with risk based verification policy.</p> <p><i>Wards affected: All Wards</i></p>	6/03/19	<p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>
NON	<p>Cultural Strategy Update</p> <p><u>Summary of decision:</u> To provide Cabinet with a 6 monthly update in relation to the Cultural Strategy Action Plan</p> <p><i>Wards affected: All Wards</i></p>	6/03/19	<p>Cabinet Cabinet Member for Culture and Leisure</p>			<p>Jill Riggs, Head of Cultural and Trading Services jill.riggs@gloucester.gov.uk</p>

NON	<p>Annual Report on the Grant Funding provided to the Voluntary Community Sector</p> <p><u>Summary of decision:</u> To update Members on the impact of grant funding on the Voluntary and Community Sector (VCS) and value for money that has been achieved.</p> <p><i>Wards affected: All Wards</i></p>	6/03/19	Cabinet Cabinet Member for Communities and Neighbourhoods			Anne Brinkhoff, Corporate Director anne.brinkhoff@gloucester.gov.uk
<p>APRIL 2019</p> <p>MAY 2019</p> <p>JUNE 2019</p>						
NON	<p>2018-19 Financial Outturn Report</p> <p><u>Summary of decision:</u> To update Cabinet on the Financial Outturn Report 2018-19</p> <p><i>Wards affected: All Wards</i></p>	12/06/19	Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk

NON	<p>Treasury Management Six Monthly Update 2018-19</p> <p><u>Summary of decision:</u> To update Cabinet on treasury management activities</p> <p><i>Wards affected: All Wards</i></p>	12/06/19	Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
NON	<p>2018-19 Year End Performance Report</p> <p><u>Summary of decision:</u> To consider the Council's performance in 2018-19 across a set of key performance indicators</p> <p><i>Wards affected: All Wards</i></p>	12/06/19	Cabinet Cabinet Member for Performance and Resources			Tanya Davies, Policy and Governance Manager Tel: 39-6125 tanya.davies@gloucester.gov.uk
NON	<p>Strategic Risk Register</p> <p><u>Summary of decision:</u> To update Members on the Council's Strategic Risk Register</p> <p><i>Wards affected: All Wards</i></p>	12/06/19	Cabinet Cabinet Member for Performance and Resources			Stephanie Payne, Group Manager, Audit, Risk and Assurance Tel: 01452 396432 stephanie.payne@gloucester.gov.uk

NON	<p>Gloucester Culture Trust Annual Report</p> <p><u>Summary of decision:</u> To provide members with an update on the work undertaken by the Gloucester Culture Trust</p> <p><i>Wards affected: All Wards</i></p>	12/06/19	Cabinet Cabinet Member for Culture and Leisure			Jill Riggs, Head of Cultural and Trading Services jill.riggs@gloucester.gov.uk
JULY 2019						
NON Page 28	<p>City Centre Investment Fund Allocations</p> <p><u>Summary of decision:</u> To update Members on the progress towards the delivery of the City Centre Investment Fund</p> <p><i>Wards affected: Westgate</i></p>	10/07/19	Cabinet Cabinet Member for Regeneration and Economy			Ian Edwards, Head of Place ian.edwards@gloucester.gov.uk

ITEMS DEFERRED- Dates to be confirmed						
NON	<p>Regeneration of the Former Fleece Hotel Site</p> <p><u>Summary of decision:</u> To consider the proposals received and identify a preferred partner.</p> <p><i>Wards affected: Westgate</i></p>		<p>Cabinet Cabinet Member for Regeneration and Economy</p>			<p>Ian Edwards, Head of Place ian.edwards@gloucester.gov.uk</p>
KEY	<p>Disposal of HKP Warehouses</p> <p><u>Summary of decision:</u> To seek approval to dispose of the HKP Warehouses for alternate use.</p> <p><i>Wards affected: Westgate</i></p>		<p>Cabinet Cabinet Member for Regeneration and Economy</p>			<p>Jonathan Lund, Corporate Director jonathan.lund@gloucester.gov.uk</p>

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Meeting:	Overview and Scrutiny Committee	Date:	3rd September 2018
	Cabinet		12th September 2018
Subject:	Progress report on countywide entrenched homeless Social Impact Bond ('ACTion Glos')		
Report Of:	Cabinet Member for Communities & Neighbourhoods		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Chris Keppie	County Homelessness Coordinator (CHC)	
	chris.keppie@gloucester.gov.uk	Tel: 39(6569)	
Appendices:	1		

1. Purpose of Report

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

2. Recommendations

Cabinet is asked to **RESOLVE** to:

2.1 Welcome the progress made by this new service.

2.2 Delegate authority to The Corporate Director in consultation with the S151 Officer and Council Solicitor to accept further funding from the Ministry of Housing, Communities and Local Government (MHCLG) for an additional funding of up to of £271,980 to work with an additional 16 clients and enter into all necessary legal documentation.

3. Background

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

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

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

³

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

4. Progress to date

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

- 4.7. There have been a number of challenges to overcome in the first year which have provided learning and insight to continue to develop the model. Information sharing protocol, the impact of antisocial behaviour, and incidents of exploitation of clients by Dangerous Drugs Networks – all of which are being addressed. The experience, preparation, knowledge, and commitment that P3 bring, alongside strategic and operational goodwill from local and national partners, has already enabled – and will no doubt continue to enable – solutions and positive results for many of these individuals and the wider community.
- 4.8. To date it has been disappointing that more stock has so far not yet been able to be provided by social landlords for Housing First accommodation; although we acknowledge demands for all accommodation are high. This problem has however has been sufficiently mitigated by P3 sourcing their own stock, as well as working with Pivotal Housing, a social landlord new to the area. Pivotal have taken longer than expected renovating accommodation, but this has been done to a high standard, and clients are now moving into this stock (with 24/7 housing workers in addition to ACTion Glos link workers).
- 4.9. MHCLG, in conjunction with Sheffield Hallam and Southampton universities, are conducting a ‘Homeless Complex Needs evaluation’ across SIB areas as well as other recently funded programmes, looking at the effectiveness and costs of different approaches (including ‘Housing First’) to inform future national commissioning.
- 4.9.1. The Gloucestershire SIB has agreed to work with a sub-cohort of 20 volunteer clients to provide detailed quarterly pseudonymised information on their current accommodation, health, substance use, offending, etc; as well as be interviewed by researchers on their background and causes of homelessness. With clients’ informed consent, some personal data may also be cross referenced with data from government departments (DWP, PHE, MoJ) to inform more detailed efficacy and cost analysis.
- 4.9.2. 10 individuals have signed up to this evaluation process to date. The City Council will not be involved in this work in any way, other than 1) to process a one-off MHCLG grant to P3 to purchase volunteers’ reward vouchers, and 2) to

provide one point of contact for clients to withdraw their consent from this evaluation should they wish. National evaluation reports should be published in Autumn 2019.

5. Alternative Options Considered

(Not applicable)

6. Reasons for Recommendations

(Not applicable)

7. Future Work and Conclusions

- 7.1. MHCLG recently invited applications for increased funding from existing SIB areas to use the unspent budget of one of the 8 original areas which was unable to procure a service. Gloucestershire submitted an application to work with 16 additional clients, with an additional maximum budget of £271,980. Evidence of need, current success, and detailed spend profile were all provided; the application was agreed in full. This additional funding was mentioned in the Government's new Rough Sleeping Strategy, released on 13th August. The additional clients will need to be entered into the cohort by end December 2018, bringing the cohort to 126 individuals, with new maximum Payment by Result budget of £1,261,980.
- 7.2. The County Homeless Coordinator and ACTion Glos' director attended a second homeless SIB networking / progress forum on 7th August 2018 at MHCLG to share good practice with the 6 other homeless SIB areas; and to report / discuss any procurement, mobilisation, and ongoing challenges. Gloucestershire was ahead of some areas in procuring, mobilising, and cohort target, despite being a smaller population; and faces similar challenges working with very complex individuals in challenging housing environments, whilst already achieving some novel and significant breakthrough outcomes through tenacious and innovative link working.
- 7.3. To optimise availability, size, type, mix and sustainability of housing for the existing and additional cohort of this service, we hope to work with P3 and local Registered Providers to realise new Housing First-type social tenancies; and also to consider

applying for any new capital 'Move On Funding' (referenced in the Recovery section of the new Rough Sleeping Strategy⁴) to acquire or build new stock directly.

- 7.4. It is very pleasing that MHCLG are confident in the success of the service so far, and have committed additional funding; we share their satisfaction with the work of this new service, and look forward to seeing increasing sustained outcomes for this most vulnerable client group as the service grows and continues.

8. **Financial Implications**

- 8.1. The project is funded through an innovative SIB (Social Impact Bond) model which is financed through investment from MHCLG. This means that up front provider costs are covered by the social investor through a separate agreement between the social investor and the provider. The Council is making quarterly payments to the provider results which are reimbursed by MHCLG. The Council does not fund the service nor does it have any financial risk liability; it merely administers local payments. Should we be successful in the application for additional funding for additional clients, this arrangement will continue

9. **Legal Implications**

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

10. **Risk & Opportunity Management Implications**

(Not applicable)

11. **People Impact Assessment (PIA) and Safeguarding:**

(Not applicable)

12. **Other Corporate Implications**

(Not applicable)

Background Documents: None

4

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/733421/Rough-Sleeping-Strategy_WEB.pdf

Appendix 1

Breakdown of cohort, as of 26.7.2018

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

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

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

<p>Evidence for specified outcomes is sent to the County Homelessness Coordinator to verify, who then submits agreed outcomes to MHCLG for payment to P3. An MHCLG officer came to P3's office in July to spot-check outcomes evidence. They "passed with flying colours".</p> <p>Agreed quarterly outcomes:</p>		
Quarter 1 (Oct-Dec 2017)		
	1 st General Wellbeing Assessment	11
	Entry to Accommodation	7
Quarter 2 (Jan-Mar 2018)		
	1st General Wellbeing Assessment	22
	Entry to Accommodation	11
	3 Month Sustainment of Accommodation	4
Quarter 3 (Apr-Jun 2018):		
	1st General Wellbeing Assessment	32

	2nd General Wellbeing Assessment	9
	Entry to Accommodation	11
	3 month Sustainment of Accommodation	8
	6 month Sustainment of Accommodation	5
	Entry to Drug Treatment	11
	Sustainment of Drug Treatment	2

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Gloucester City Council

Meeting:	Overview & Scrutiny Committee	Date:	3 September 2018
	Cabinet		12 September 2018
Subject:	Together Gloucester Service Transformation		
Report Of:	Cabinet Member for Performance and Resources		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Jonathan Lund, Corporate Director		
	Email: jonathan.lund@gloucester.gov.uk Tel: 396276		
	Anne Brinkhoff, Corporate Director		
	Email anne.brinkhoff@gloucester.gov.uk Tel: 396745		
Appendices:	None		

1.0 Purpose of Report

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

2.0 Recommendations

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

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

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

(6) the budget and funding plan set out in this report be approved

3.0 Background and Key Issues

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

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

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

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

3.4 This transformation project is called 'Together Gloucester'.

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

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

"Why do we do that?"

"Why don't we do this instead?"

3.7 Feedback from the staff survey (October 2017) and the LGA peer challenge (November 2017) highlighted that to make the most of the opportunities to transform how we deliver services we need support in changing our processes and

systems to do things differently and that in some cases we need to 'stop doing things'.

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

4.0 The Proposal

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

WP 0: Set up and design expertise

- 4.2 The set up and design work package will focus on preparing the council for the implementation programme, creating a benefits management plan, driving the required procurement processes for IT providers and consultants, recruiting and coaching the implementation team and coaching key staff.
- 4.3 The Transformation Programme will be led by a Transformation Board chaired by the Corporate Director with lead responsibility for Transformation (Jonathan Lund – Transformation Programme Sponsor) and include the Cabinet Member for Performance and Resources. The Board will be supported by a Transformation Programme Manager (Bob O'Brien – Customer Services and Transformation Manager) and provision will be made to backfill to ensure operational business continuity in customer services.
- 4.4 The current accommodation project will become a part of the transformation programme. For programme management purposes the accommodation project will become work package 6.
- 4.5 Ignite will provide expert consultancy support to deliver this work package.

WP 1: Process redesign

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

eliminate unnecessary approvals and work-arounds and move further towards multi-skilled rather than specialist roles. The process re-design work package will focus on developing a Gloucester-centric approach to redesign and transfer skills and knowledge to our staff by providing training and coaching to the business analysts in the implementation team. Ignite will lead the first set of process redesign workshops.

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

WP 2: Technology and systems

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

WP 3: Change and Engagement

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

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

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

WP 4: Strategy, Performance and Governance

- 4.14 This work package is intended to strengthen the City Council's key strategy, performance and programme management activities to enhance the Council's ability to address existing challenges and opportunities, including:
- Pace, quality and engagement in long-term strategic planning
 - Improved corporate planning, including revision to HR and IT strategies and interface with key partners
 - Strategic reviews
 - Effective communication of strategy
 - Workforce alignment and the implementation of a strong golden thread from corporate strategy to individual performance objectives
 - Outcome based performance scorecard management
 - Initiative management
 - More systematic best practice sharing
 - Systemic and consistent programme and project management and delivery.
- 4.15 This work package will be led by a Corporate Director (Anne Brinkhoff) and will be launched with a piece of consultancy work delivered by Ignite to ensure that there is appropriate and essential integration of strategic prioritisation and outcome-based target setting, effective ways of transforming strategy into deliverable and measurable action plans and policy, appropriately structured programme and project management arrangements and constructively challenging procedures to hold service and project leads to account for performance outcomes.
- 4.16 Ongoing work will be delivered by three new full-time posts supporting strategy development, performance management and programme delivery. This report seeks approval to establish these posts, but programming and budget considerations may mean that this part of the transformation programme is scheduled to commence at a later date.

WP 5: Commercialisation

4.17 GCC has budgeted service expenditure of £20.6m in 18/19 (excluding housing benefit payments), £7m of this is staff expenditure. This work-package is focussed

on driving value for money through opportunities in the other £13.6m of expenditure.

4.18 The majority of the opportunities identified rely on a refined asset management strategy to generate further income from the City's property and business portfolios or by driving value for money in commissioned/contracted or shared services.

4.20 This work package will be led by a Corporate Director (Jonathan Lund) and will be delivered in a number of ways:-

- Re-evaluation of the existing procurement officer role (currently vacant) to provide a more strategic resource better able to co-ordinate the procurement programmes for major service procurement projects. There is potential to offer this resource to other local authorities and discussions are ongoing with Tewkesbury BC. The costs of this role will be met from current budgets within Financial Services
- Creation of a new full-time commercial property lead to work alongside the current major projects consultant (Phillip Ardley) and provide an opportunity for succession planning and resilience in that function. The ongoing costs of this role will be met from the regeneration reserve.
- Engaging specialist service specific advice to support contract procurement activity (e.g. Waste and Recycling, Leisure, ICT, Revenues and Benefits).

4.21 The intention would be that investment in commercial capacity would generate opportunities for further savings or income generation. Ignite's initial work with the Council has suggested the potential additional savings/income of c£1.7m over the next 3-5 years.

5.0 Asset Based Community Development (ABCD) Considerations

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

6.0 Alternative Options Considered

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

7.0 Future Work and Conclusions

7.1 This proposal is a significant next step in our Together Gloucester transformation and needs to be delivered soon and with pace. Subject to approval of the details in this

report we intend to begin internal mobilisation early and conduct the internal and external recruitment and commence delivery in September 2018.

8.0 Financial Implications

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

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

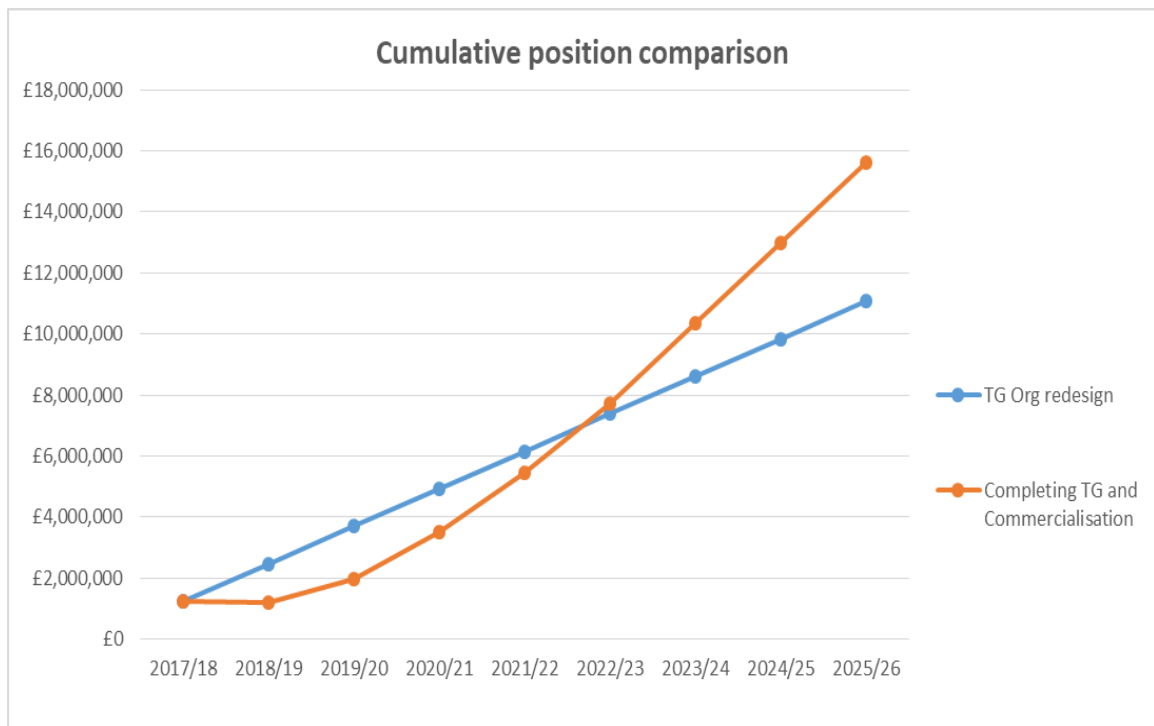
8.2 One-off investment includes the cost of backfilling secondments and funding new/temporary fixed term posts intended to support project delivery.

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

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

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

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



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

9.0 Legal Implications

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

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

10.0 Risk & Opportunity Management Implications

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

11.0 People Impact Assessment (PIA) and Safeguarding:

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

12.0 Other Corporate Implications

Community Safety

None identified

Sustainability

None identified

Staffing & Trade Union

None identified

Potential Media Interest – to be completed for SMT/Cabinet Briefing purposes. Remove prior to publication of report. Draft report to be sent pressoff@gloucestershire.gov.uk.

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

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Meeting:	Overview and Scrutiny Committee	Date:	3 September 2018
	Cabinet		12 September 2018
Subject:	Performance Monitoring Quarter 1 2018/19		
Report Of:	Cabinet Member for Performance and Resources		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Tanya Davies, Policy and Governance Manager		
	Email:	tanya.davies@gloucester.gov.uk	Tel: 39-6125
Appendices:	1. Performance Report Quarter 1 2018-19		

FOR GENERAL RELEASE

1.0 Purpose of Report

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

2.0 Recommendations

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

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

3.0 Background and Key Issues

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

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

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

3.4 Where targets exist, these have been included along with a narrative to explain the data. A red (alert) threshold has also been included in some charts. For a number of measures, targets and red thresholds have commenced from Q1. Where trend information is not available, this is because monitoring of quarterly data commenced in Q1 of this year meaning that direction of travel cannot be reported until Q2.

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

4.0 Asset Based Community Development (ABCD) Considerations

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

5.0 Alternative Options Considered

5.1 There are no alternative options.

6.0 Reasons for Recommendations

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

7.0 Future Work and Conclusions

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

8.0 Financial Implications

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

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

9.0 Legal Implications

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

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

10.0 Risk & Opportunity Management Implications

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

11.0 People Impact Assessment (PIA) and Safeguarding:

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

12.0 Other Corporate Implications

Community Safety

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

Sustainability

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

Staffing & Trade Union














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

Background Documents: None

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

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




























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

Performance Summary (grouped by short term trend)






















Improving

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

Getting Worse

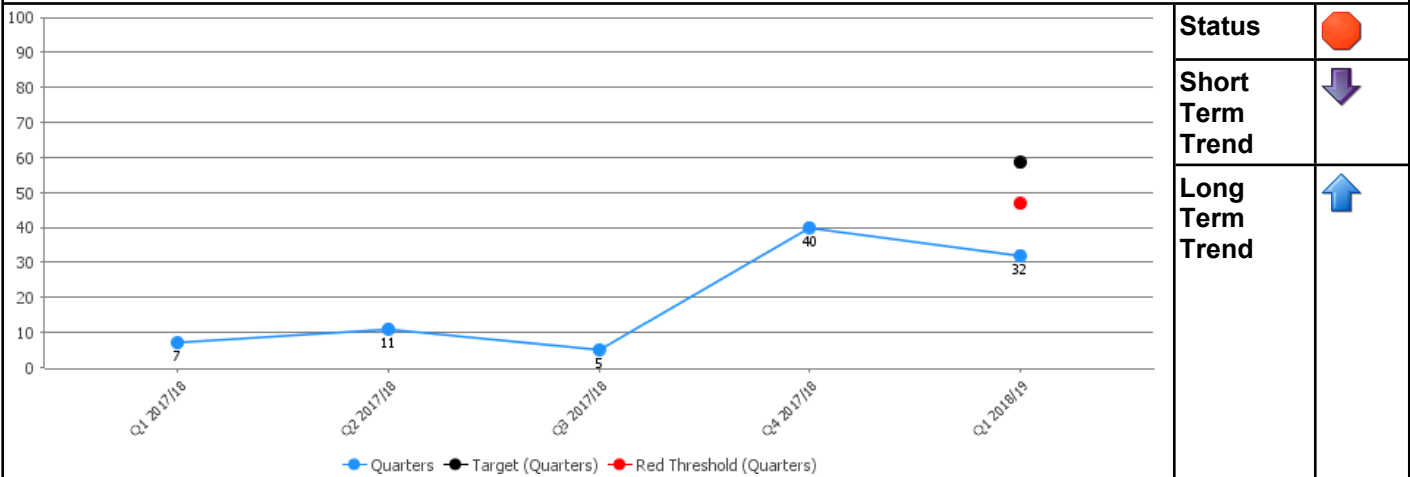
Code	Measure	Status	Short Term Trend	Long Term Trend
CGD1	Delivery of affordable housing units			
H2	Homeless households resident in temporary homes			
H3	Number of successful homeless preventions			
RB1	Council tax collection (in year)			
RB2	Business rates collection (in year)			
RB3	Time taken to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

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

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

CGD1 Delivery of affordable housing units

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



Status	
Short Term Trend	
Long Term Trend	

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

CGD5 Determination of major planning applications

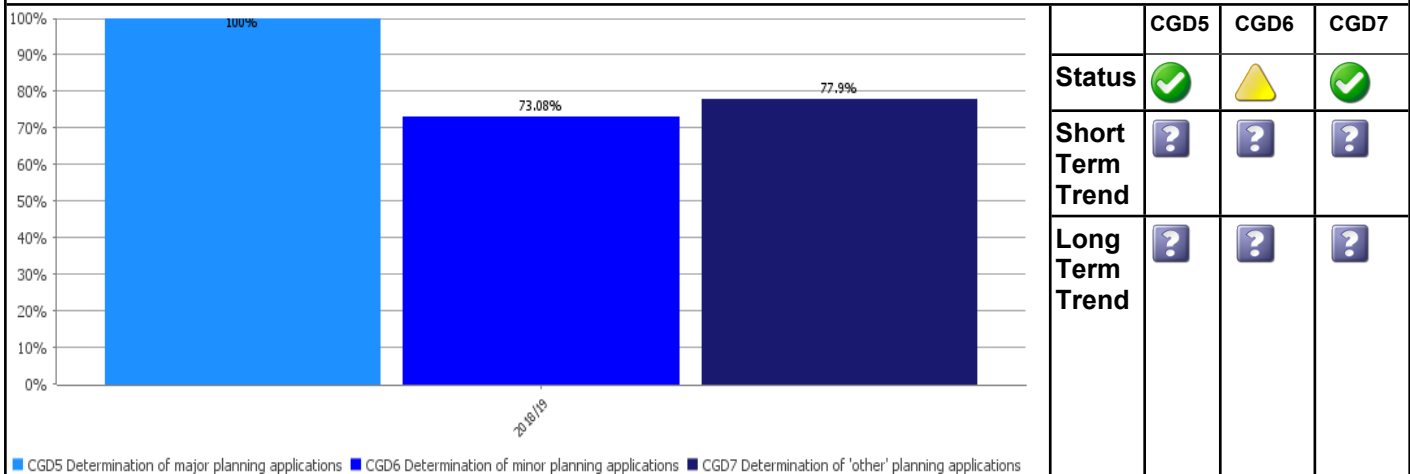
Percentage of major applications where decisions were made within the agreed timescale or agreed extended period. The national target set by MHCLG is 60%

CGD6 Determination of minor planning applications

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

CGD7 Determination of 'other' planning applications

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



	CGD5	CGD6	CGD7
Status			
Short Term Trend			
Long Term Trend			

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

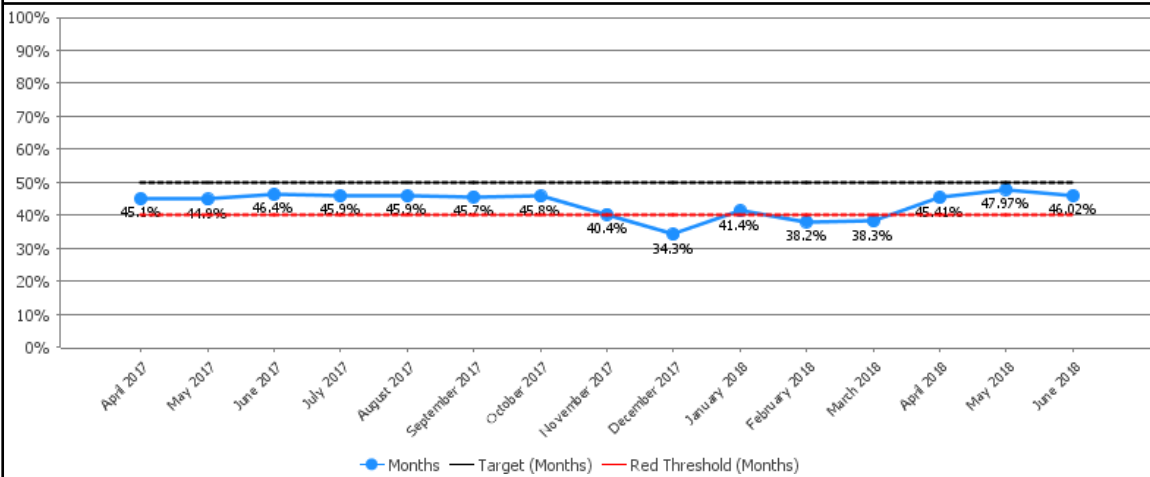
73.08% of minor application decisions were within the agreed timescale or agreed extended period. The national target set by MHCLG for non-major applications (i.e. minor and other applications combined) is 70%. There have been capacity issues within the DM team due to vacant posts long term illness.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

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

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

CIE3 Percentage of total waste recycled

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

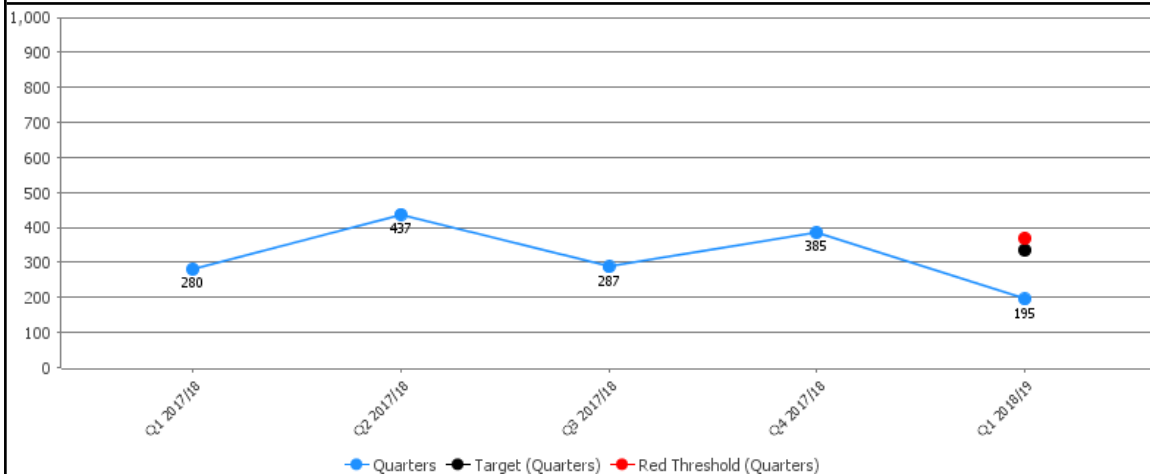


Status	
Short Term Trend	
Long Term Trend	

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

CIE4 Missed Domestic Waste Collections

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

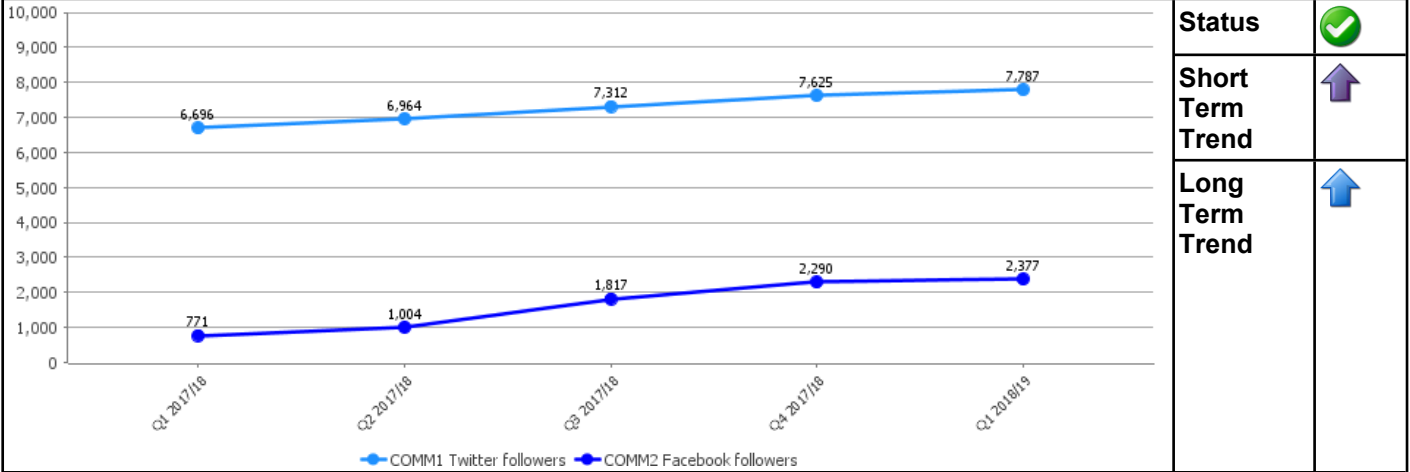


Status	
Short Term Trend	
Long Term Trend	

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

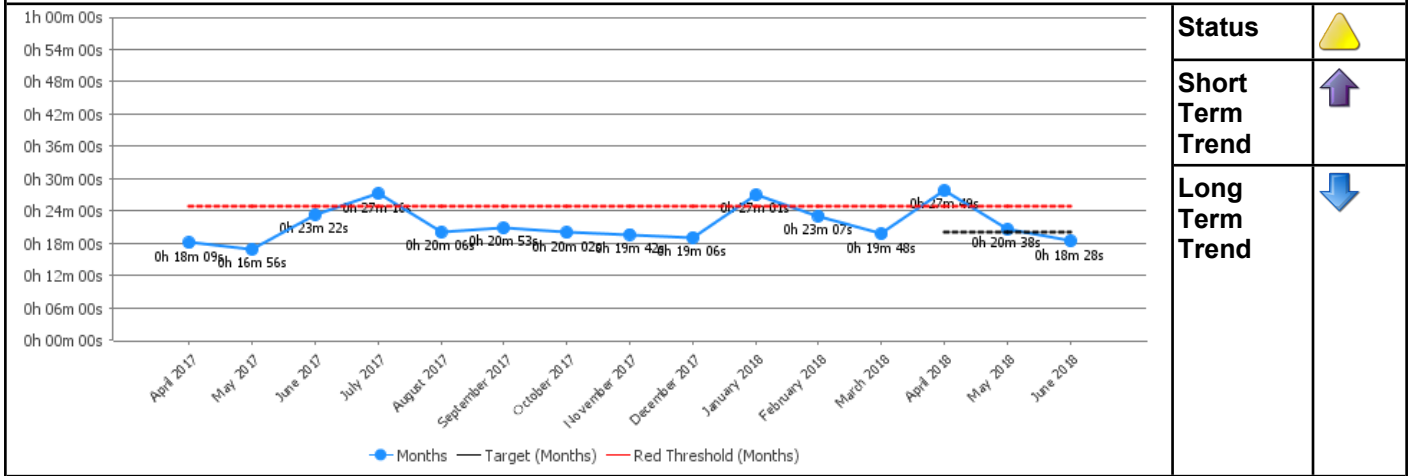
COMM1	Twitter followers
Number of people who follow the Council's Twitter profile.	

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



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

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












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

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

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

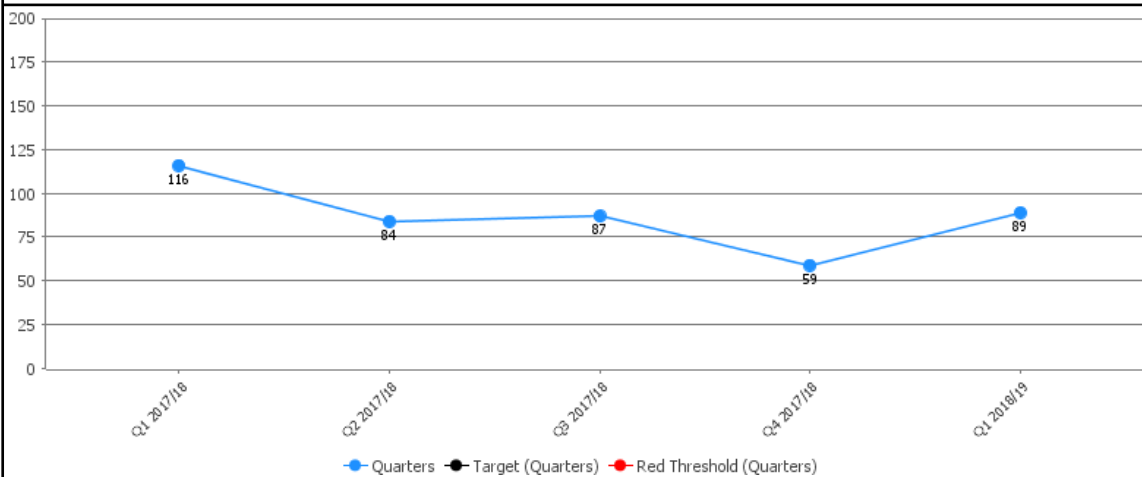
June saw a high volume of calls received, totalling 9117, with 78% of these calls being for Amey-related services (Environment, Recycling & Bulky Items). This was due in part to the press attention that the waste and recycling service received and 2 recycling campaigns.

Status	⚠
Short Term Trend	?
Long Term Trend	?

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

H1 Homeless applications where a decision was made

Decisions made on homeless applications within the relevant period.



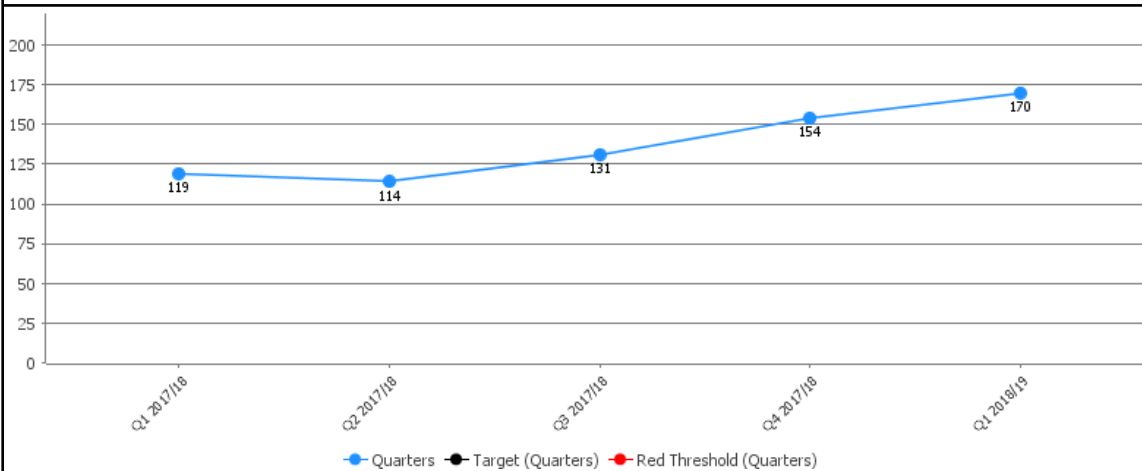
Status	?
Short Term Trend	↑
Long Term Trend	↑

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

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

H2 Homeless households resident in temporary homes

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

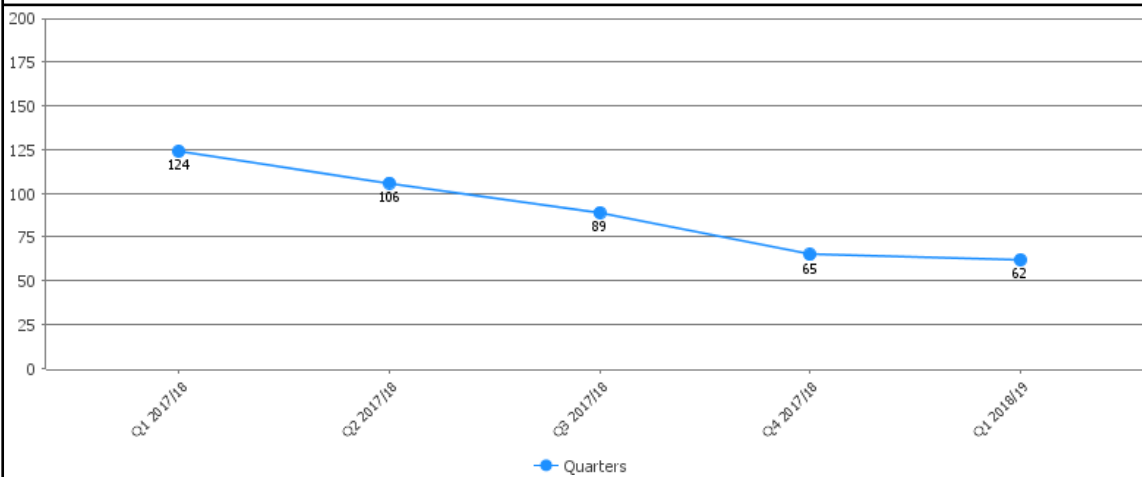


Status	?
Short Term Trend	↓
Long Term Trend	↓

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

H3 Number of successful homeless preventions

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



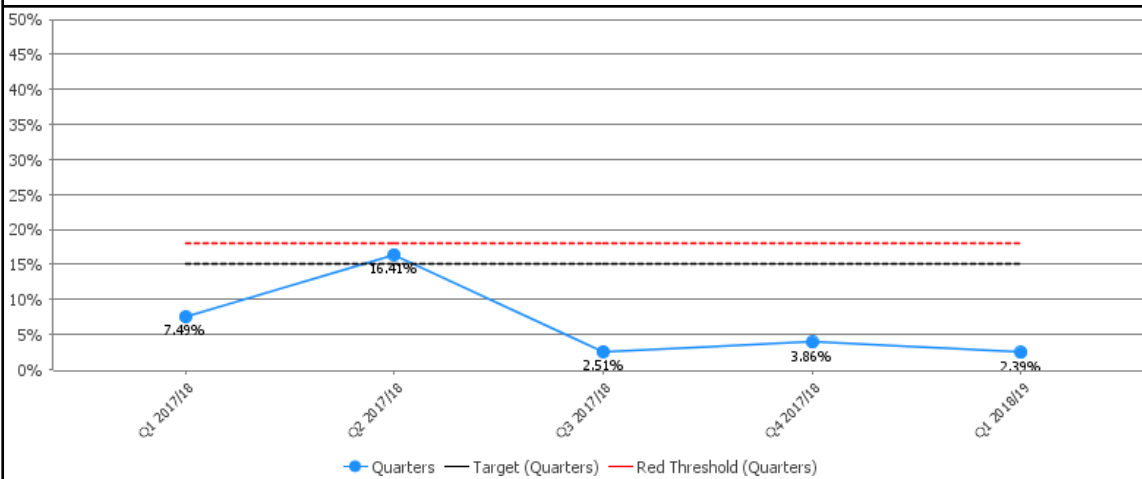
Status	?
Short Term Trend	↓
Long Term Trend	↓

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

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

HR1 Staff Turnover

Number of staff leaving the organisation represented as a percentage.

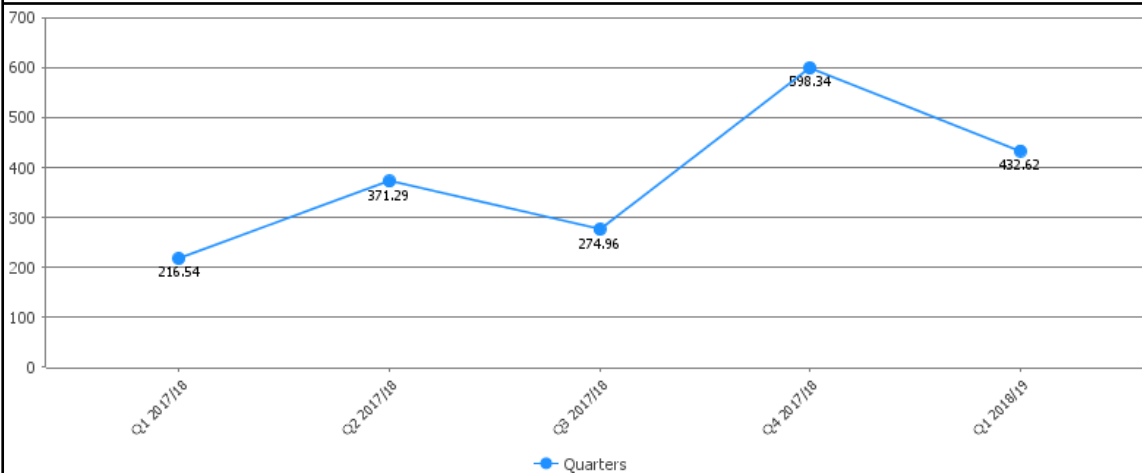


Status	✓
Short Term Trend	↑
Long Term Trend	↑

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

HR2 | **FTE Working Days Lost**

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



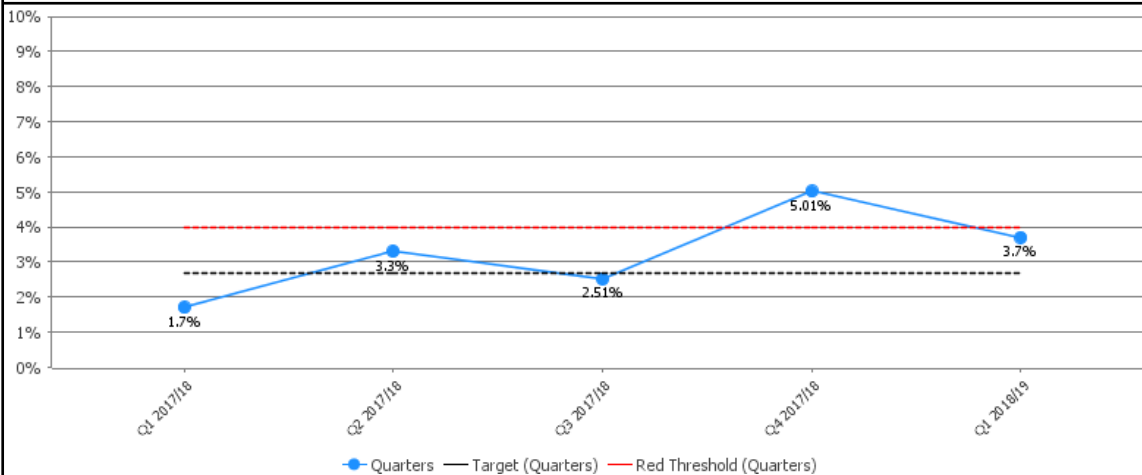
Status	
Short Term Trend	
Long Term Trend	

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

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

HR4 | **Absence Rate**

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



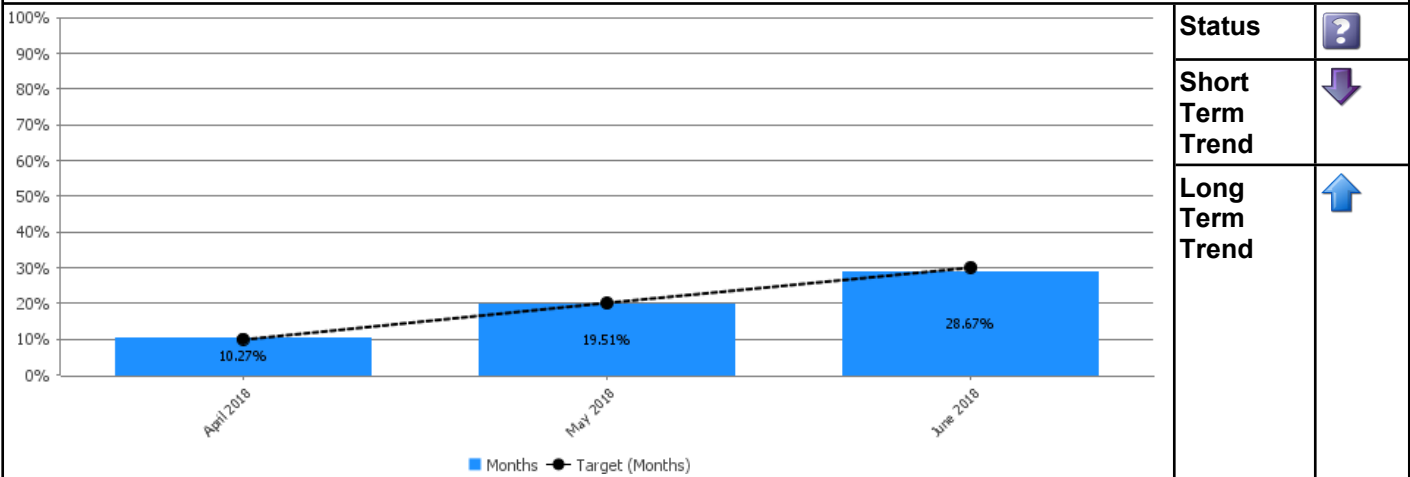
Status	
Short Term Trend	
Long Term Trend	

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

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

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

Collection against the total council tax debit in cumulative format.

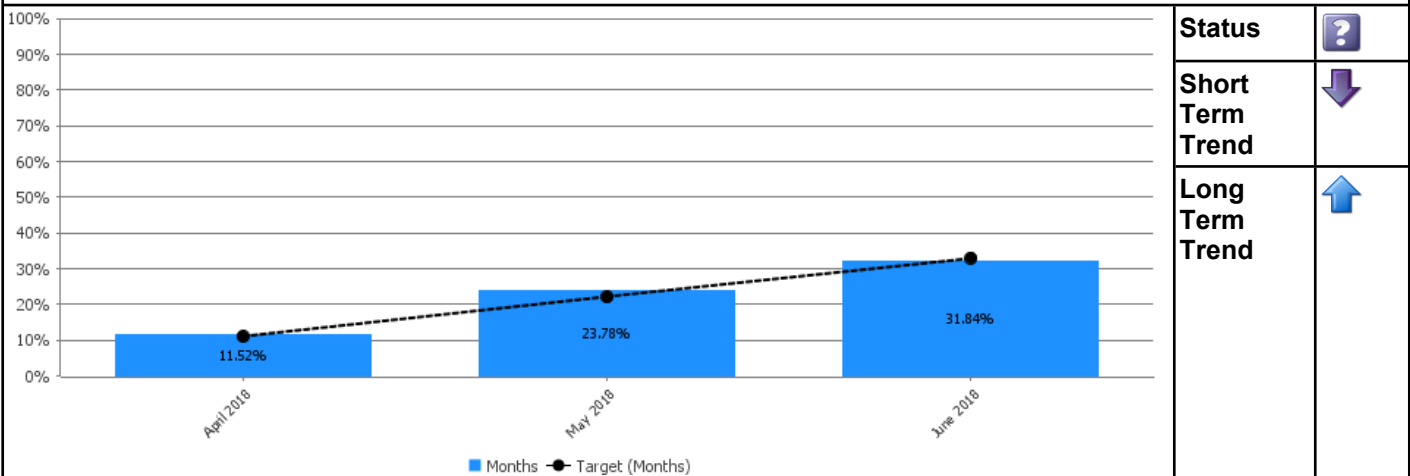


Status	?
Short Term Trend	↓
Long Term Trend	↑

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

RB2	Business rates collection (in year)
------------	--

Collection against the total business rates (NNDR) debit in cumulative format.

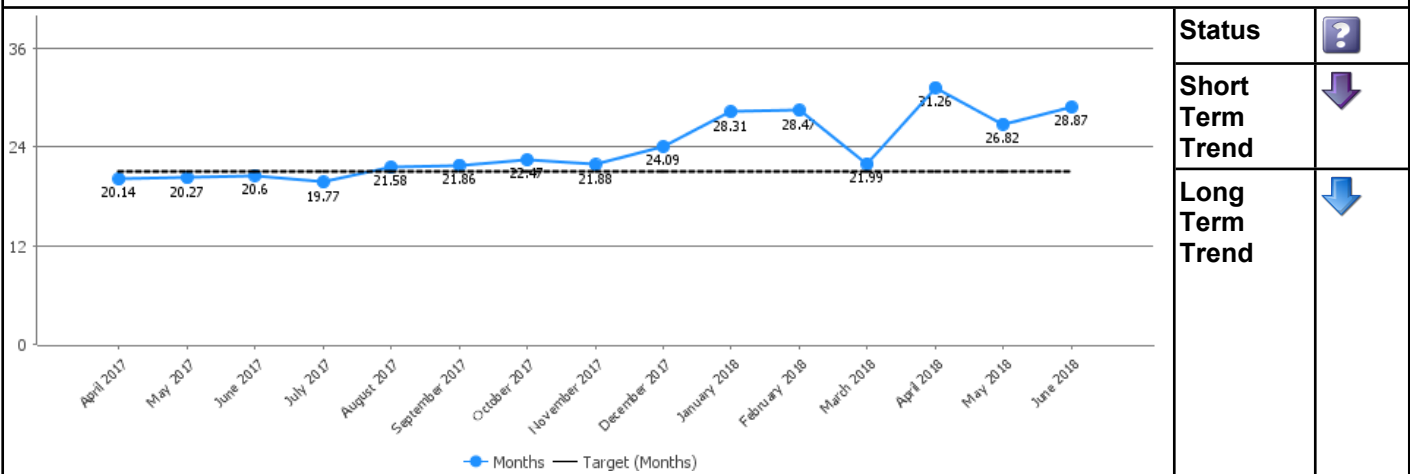


Status	?
Short Term Trend	↓
Long Term Trend	↑

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

RB3 Time taken to process Housing Benefit new claims

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

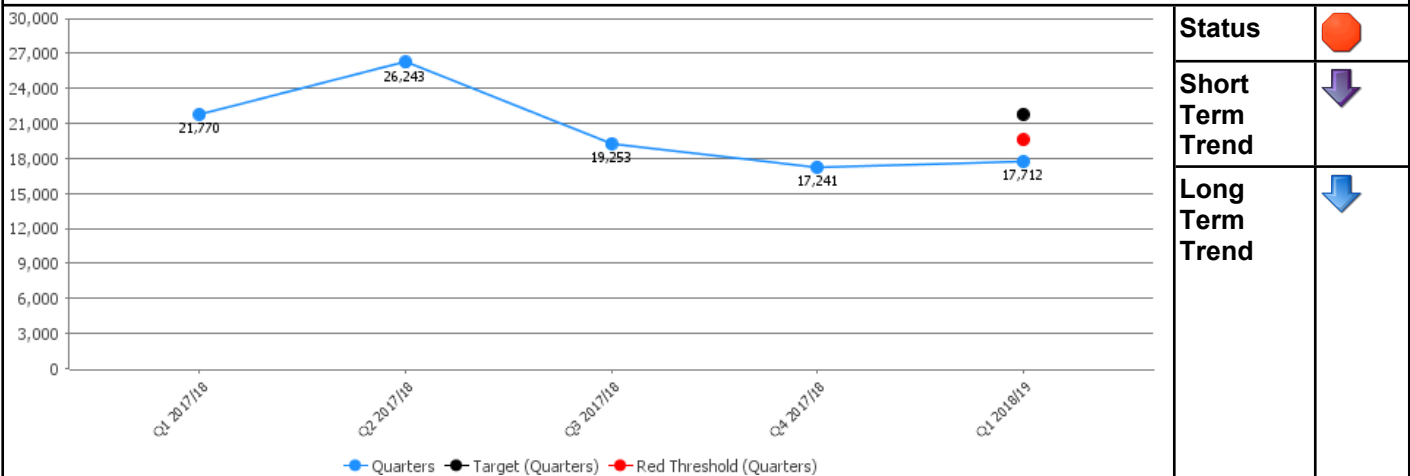


Status	?
Short Term Trend	↓
Long Term Trend	↓

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

VE1 Tourist Information Centre (TIC) Footfall

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



Status	⬮
Short Term Trend	↓
Long Term Trend	↓

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

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

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

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

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

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

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

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

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

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

Gloucester City Council

Meeting:	Overview and Scrutiny Committee	Date:	3 September 2018
	Cabinet		12 September 2018
Subject:	Financial Monitoring Quarter 1		
Report Of:	Cabinet Member for Performance and Resources		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Jon Topping, Head of Policy & Resources		
	Email: jon.topping@gloucester.gov.uk	Tel:	396242
Appendices:	1. Progress against Savings Targets 2. Capital Monitoring		

FOR GENERAL RELEASE

1.0 Purpose of Report

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

2.0 Recommendations

- 2.1 Overview & Scrutiny Committee is asked to, subject to any recommendations it wishes to make to Cabinet, to **note** the contents of the report.
- 2.2 Cabinet is asked to **RESOLVE** that it be noted that:
- (1) the savings achieved in year to date total £150k with a further £197k in progress.
 - (2) the forecast year end position is currently for an increase to the Council's General Fund balance of £47k against a budgeted increase of £163k.
 - (3) the details of specific budgetary issues identified by officers and the actions being taken to address those issues
 - (4) the current level of Capital expenditure as shown on Appendix 2.

3.0 Background and Key Issues

- 3.1 The figures contained within this report forecast the best estimate at the current time of the year-end position on the Council's General Fund.

- 3.2 A summary table below shows the projected position for each portfolio with a further detailed table analysing the variances in more detail.
- 3.3 The figures contained within this report are presented by portfolio and are therefore largely not impacted by changes to organisational structure. The exception to this is some small variances which can be attributed to employees and budgets moving between teams partway through the year. It is also likely that the names and budget allocations for some teams may change in future reports.

4.0 Whole Council Summary

- 4.1 The forecast position is an increase of the Council's General Fund by £47k as shown in the table below. At this early stage of the financial year most budgets are assumed to be on target and only those areas which are already known to be a budget pressure have been incorporated into this report. Where such variances have been identified officers will work towards ensuring a balanced position at year end, as was achieved in the previous year. Therefore although the forecast is currently for a overspend of £116k, there can be some confidence that this will have been turned into a balanced position by the end of the year.
- 4.2 The budget monitoring undertaken during 2018/19 will inform if any pressures or opportunities can be included in Money Plan to be presented to Council in February 2019. Both Cabinet and Overview & Scrutiny Committee have previously noted the ongoing pressures in Markets and Cultural services. Officers are working to deliver both income and savings targets, however the plan may need to incorporate these pressures.

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

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

5.0 Regeneration and Economy

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

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

6.0 Communities and Neighbourhoods

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

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

7.0 Performance and Resources

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

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

8.0 Culture and Leisure

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

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

9.0 Planning and Housing

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

- 9.1 This portfolio is currently forecast to be underspent by £40k during the year.
- 9.2 The Council is currently experiencing significant increases in costs in placing homeless families in temporary accommodation, in line with national trends. This increase is a result of having to use more expensive accommodation types to house

individuals and families. A flexible homelessness prevention grant has been received from central government and much of this will be used to fund these in year costs. There is however, work underway to use some of that money to bring down the costs of accommodation provision and reduce pressures in the longer term.

- 9.3 Income from Planning Fees is a significant source of funding for the Service and must therefore be viewed as risk area. Current forecasts are for this income stream to achieve in excess of the income target but this will be monitored closely during the year. Any fluctuation in the level of income received may have a large financial impact and will be reported in future monitoring should this situation occur.

10.0 Environment

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

- 10.1 This portfolio is forecast to have a small overall overspend of £27k.

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

11.0 Progress against savings targets

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

12.0 Capital Programme

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

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

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

13.0 Prompt payment performance

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

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

14.0 Asset Based Community Development (ABCD) Considerations

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

15.0 Alternative Options Considered

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

16.0 Reasons for Recommendations

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

17.0 Future Work and Conclusions

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

18.0 Financial Implications

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

19.0 Legal Implications

19.1 There are no legal implications from this report

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

20.0 Risk & Opportunity Management Implications

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

21.0 People Impact Assessment (PIA):

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

22.0 Other Corporate Implications

Community Safety

22.1 None

Sustainability

22.2 None

Staffing & Trade Union

22.3 None

Savings Monitoring 2018/19

Appendix 1

Prior Year Savings

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

Savings Target 2017/18

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

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Scheme	Budget 2018/19	Actual Spend to date	Variance	Forecast
Kings Quarter development	3,837,283	1,480,764	2,356,519	3,837,283
City Centre Improvement Fund	654,219	12,614	641,605	300,000
HCA Regeneration - Commercial Rd Public Realm	7,980	0	7,980	0
GCC Building Improvements	215,160	9,999	205,161	205,151
ICT Projects	578,905	50,161	528,744	578,905
Housing projects	1,174,560	75,741	1,098,819	650,000
Drainage and Flood Protection Works	151,710	33,227	118,483	0
Townscape Heritage Initiative - HLF	427,095	58,035	369,060	427,095
Ranger Centre Barns/Storage	67,490	0	67,490	0
Horsbere Brook Local Nature Reserve works	86,310	2,139	84,171	0
Play Area Improvement Programme	116,560	0	116,560	50,000
Crematorium Cremator Improvements	45,000	0	45,000	45,000
Grant Funded Projects	13,135	370	12,765	0
Robinswood All Paths Project	74,180	465	73,715	0
GL1 Emergency Works	46,490	0	46,490	0
Tall Ships Easement	30,000	0	30,000	0
SWRDA Asset Transfer works	7,645	0	7,645	0
TOTAL CAPITAL PROGRAMME	7,533,722	1,723,515	5,810,207	6,093,434

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