



# Gloucester City Council

## Overview and Scrutiny Committee

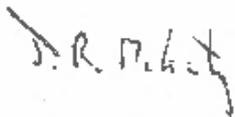
**Meeting: Monday, 3rd December 2018 at 6.30 pm in Civic Suite - North Warehouse, The Docks, Gloucester, GL1 2EP**

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

## AGENDA

<b>1.</b>	<b>APOLOGIES</b>  To receive any apologies for absence.
<b>2.</b>	<b>DECLARATIONS OF INTEREST</b>  To receive from Members, declarations of the existence of any disclosable pecuniary, or non-pecuniary, interests and the nature of those interests in relation to any agenda item. Please see Agenda Notes.
<b>3.</b>	<b>DECLARATION OF PARTY WHIPPING</b>  To declare if any issues to be covered in the Agenda are under party whip.
<b>4.</b>	<b>MINUTES</b>  The minutes of the meeting held on 26 <sup>th</sup> November 2018 will be presented at the meeting taking place on 7 <sup>th</sup> January 2019.
<b>5.</b>	<b>PUBLIC QUESTION TIME (15 MINUTES)</b>  To receive any questions from members of the public provided that a question does not relate to: <ul style="list-style-type: none"><li>• Matters which are the subject of current or pending legal proceedings, or</li><li>• Matters relating to employees or former employees of the Council or comments in respect of individual Council Officers</li></ul>
<b>6.</b>	<b>PETITIONS AND DEPUTATIONS (15 MINUTES)</b>  To receive any petitions and deputations provided that no such petition or deputation is in relation to: <ul style="list-style-type: none"><li>• Matters relating to individual Council Officers, or</li><li>• Matters relating to current or pending legal proceedings</li></ul>

7.	<p><b>OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME AND COUNCIL FORWARD PLAN</b> (Pages 5 - 26)</p> <p>To receive the latest version of the Committee's work programme and the Council's Forward Plan.</p>
8.	<p><b>COMMUNITY BUILDING IN GLOUCESTER</b> (Pages 27 - 38)</p> <p>To consider the report of the Cabinet Member for Communities and Neighbourhoods that outlines plans for the medium and long-term delivery of community building activities in Gloucester.</p>
9.	<p><b>FINANCIAL MONITORING QUARTER 2 REPORT</b> (Pages 39 - 52)</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 2nd quarter ended 30th September 2018.</p>
10.	<p><b>ACCESSING THE PRIVATE RENTED SECTOR FOR TEMPORARY &amp; PERMANENT ACCOMMODATION</b> (Pages 53 - 60)</p> <p>To consider the report of the Cabinet Member for Communities and Neighbourhoods, which was approved by the Cabinet on 7<sup>th</sup> November 2018, which revised incentives to be made to landlords to secure referrals from the local authority to prevent or relieve homelessness.</p>
11.	<p><b>DATE OF NEXT MEETING</b></p> <p>7<sup>th</sup> January 2019 at 6.30pm in the Civic Suite, North Warehouse.</p>



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

**Date of Publication: Friday, 23 November 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.

### **Access to Information**

Agendas and reports can be viewed on the Gloucester City Council website: [www.gloucester.gov.uk](http://www.gloucester.gov.uk) and are available to view five working days prior to the meeting date.

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

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

### **Recording of meetings**

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

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

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

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.

**Gloucester City Council  
Overview and Scrutiny Committee Work Programme  
Updated 22 November 2018**

Item	Format	Lead Member (if applicable)/Lead Officer	Comments
<b>3 December 2018</b>			
Community Building in Gloucester City	Written Report	Cabinet Member for Communities and Neighbourhoods	Requested by Committee
Financial Monitoring Quarter 2	Written Report	Cabinet Member for Performance and Resources/Head of Policy and Resources	Committee may call specific portfolio holders and Officers
Accessing the Private Rented Sector for Temporary & Permanent Accommodation	Written Report	Cabinet Member for Communities and Neighbourhoods	For post scrutiny
<b>7 January 2019</b>			
Performance Monitoring Quarter 2	Written Report	Cabinet Member for Performance and Resources	Committee may call specific portfolio holders and Officers
Guildhall Development Plan	Written Report	Cabinet Member for Culture and Leisure/Head of Cultural and Trading Services	Requested by Committee
Aspire Trust		Cabinet Member for Culture and Leisure	Requested by Committee
<b>28 January 2019</b>			
Review of the Implementation of Universal Credit	Written Report	Cabinet Member for Performance and Resources	Requested by Committee for January 2019
<b>NO DATE SET</b>			
Festival and Events Programme	Report	Cabinet Member for Culture and Leisure/Head of Cultural	For input

Item	Format	Lead Member (if applicable)/Lead Officer	Comments
Gloucester Culture Trust Annual Report	Written Report	Cabinet Member for Culture and Leisure	Requested by Committee
Regeneration of the Former Fleece Hotel Site	Written Report	Cabinet Member for Regeneration and Economy	Requested by Committee
Disposal of HKP Warehouses	Written Report	Cabinet Member for Regeneration and Economy	Requested by Committee

**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 NOVEMBER 2018 TO OCTOBER 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	Email Address
Leader and Regeneration & Economy (LRE)	Councillor Paul James	<a href="mailto:paul.james@gloucester.gov.uk">paul.james@gloucester.gov.uk</a>
Deputy Leader and Communities & Neighbourhoods (C&N)	Councillor Jennie Watkins	<a href="mailto:jennie.watkins@gloucester.gov.uk">jennie.watkins@gloucester.gov.uk</a>
Culture & Leisure (C&L)	Councillor Lise Noakes	<a href="mailto:lise.noakes@gloucester.gov.uk">lise.noakes@gloucester.gov.uk</a>
Performance & Resources (P&R)	Councillor Hannah Norman	<a href="mailto:hannah.norman@gloucester.gov.uk">hannah.norman@gloucester.gov.uk</a>
Planning & Housing Strategy (H&P)	Councillor Colin Organ	<a href="mailto:colin.organ@gloucester.gov.uk">colin.organ@gloucester.gov.uk</a>
Environment (E)	Councillor Richard Cook	<a href="mailto:richard.cook@gloucester.gov.uk">richard.cook@gloucester.gov.uk</a>

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

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

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

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

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

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

**CONTACT:**

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

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

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

Democratic and Electoral Services on 01452 396126 or send an email to [democratic.services@gloucester.gov.uk](mailto: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)
<b>NOVEMBER 2018</b>						
NON	<p><b>Accessing the Private Rented Sector for Temporary &amp; Permanent Accommodation</b></p> <p><u>Summary of decision:</u> To support revised incentives to be made to landlords to secure referrals from the local authority to prevent or relieve homelessness.</p> <p><i>Wards affected: All Wards</i></p>	7/11/18	Cabinet Cabinet Member for Communities and Neighbourhoods			Maxine Kyprianou, Homeless/Options Officer Tel: 01452 396535 Maxine.kyprianou@gloucester.gov.uk
NON	<p><b>Business Rates</b></p> <p><u>Summary of decision:</u> To consider writing off Non-Domestic Rate debts</p> <p><i>Wards affected: All Wards</i></p>	7/11/18	Cabinet Cabinet Member for Performance and Resources			Alison Bell, Intelligent Client Officer (Revenues & Benefits) alison.bell@gloucester.gov.uk

NON	<p><b>New Rough Sleeper Severe Weather Emergency Protocol (SWEP)</b></p> <p><u>Summary of decision:</u> To update Members on changes to the County-set SWEP protocol to take into account all types of adverse weather.</p> <p><i>Wards affected: All Wards</i></p>	7/11/18	Cabinet Cabinet Member for Communities and Neighbourhoods			Lloyd Griffiths, Head of Communities lloyd.griffiths@gloucester.gov.uk
<b>DECEMBER 2018</b>						
NON	<p><b>Community Building in Gloucester</b></p> <p><u>Summary of decision:</u> To consider an alternative approach to deliver community building across all parts of the City.</p> <p><i>Wards affected: All Wards</i></p>	5/12/18	Cabinet Cabinet Member for Communities and Neighbourhoods			Anne Brinkhoff, Corporate Director anne.brinkhoff@gloucester.gov.uk

KEY	<p><b>Kings Quarter Development Progress</b></p> <p><u>Summary of decision:</u> To provide Members with an update on the redevelopment of Kings Square and seek approval to a budget for the enabling works required to ensure a start on site in autumn 2019.</p> <p><i>Wards affected: Westgate</i></p>	5/12/18	<p>Cabinet Cabinet Member for Regeneration and Economy</p>			<p>Ian Edwards, Head of Place ian.edwards@gloucester.gov.uk</p>
Page 11 NON	<p><b>Strategic Risk Register</b></p> <p><u>Summary of decision:</u> To update Members on the Council's Strategic Risk Register</p> <p><i>Wards affected: All Wards</i></p>	5/12/18	<p>Audit and Governance Committee</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Stephanie Payne, Group Manager, Audit, Risk and Assurance Tel: 01452 396432 stephanie.payne@gloucester.gov.uk</p>

NON	<p><b>Draft Budget Proposals (including Money Plan and Capital Programme)</b></p> <p><u>Summary of decision:</u> To update Cabinet on the draft budget proposals</p> <p><i>Wards affected: All Wards</i></p>	5/12/18	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>
NON	<p><b>Treasury Management Six Monthly Update 2017/18</b></p> <p><u>Summary of decision:</u> To update Cabinet on treasury management activities.</p> <p><i>Wards affected: All Wards</i></p>	5/12/18	<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><b>Financial Monitoring Quarter 2 Report</b></p> <p><u>Summary of decision:</u> To receive an update on financial monitoring information for the third quarter 2018/19</p> <p><i>Wards affected: All Wards</i></p>	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><b>Performance Monitoring Quarter 2 Report</b></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>	26/11/18  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><b>Local Council Tax Support Scheme</b></p> <p><u>Summary of decision:</u> To advise members of the requirement to review the Local Council Tax Support Scheme (LCTS)</p> <p><i>Wards affected: All Wards</i></p>	5/12/18	<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>
NON	<p><b>Tourist Information Service Development Report</b></p> <p><u>Summary of decision:</u> To consider the future location of the Tourist Information Centre.</p> <p><i>Wards affected: All Wards</i></p>	5/12/18	<p>Cabinet Cabinet Member for Culture and Leisure</p>			<p>Lucy Chilton, Visitor Experience Manager Tel: 01452 396570 lucy.chilton@gloucester.gov.uk</p>

NON	<p><b>Risk Based Verification</b></p> <p><u>Summary of decision:</u> To approve the annual review of the Risk Based Verification Policy in determining evidence requirements for the assessment of new Housing Benefit and Council Tax Support claims.</p> <p><i>Wards affected: All Wards</i></p>	5/12/18	Cabinet Cabinet Member for Performance and Resources			Alison Bell, Intelligent Client Officer (Revenues & Benefits) alison.bell@gloucester.gov.uk
<b>JANUARY 2019</b>						
NON	<p><b>Regulation of Investigatory Powers Act 2000 (RIPA) - Review of Procedural Guide</b></p> <p><u>Summary of decision:</u> To request that Members review and update the Council's procedural guidance on RIPA.</p> <p><i>Wards affected: All Wards</i></p>	9/01/19 24/01/19	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><b>Green Travel Plan Progress Report 2018 and Update</b></p> <p><u>Summary of decision:</u> Annual update on initiatives in the Green Travel Plan</p> <p><i>Wards affected: All Wards</i></p>	9/01/19	Cabinet Cabinet Member for Environment			Lloyd Griffiths, Head of Communities lloyd.griffiths@gloucester.gov.uk
<b>FEBRUARY 2019</b>						
BPF Page 15	<p><b>Final Budget Proposals (including Money Plan and Capital Programme)</b></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><b>The Capital Strategy</b></p> <p><u>Summary of decision:</u> To approve the Capital Strategy 2019-20</p> <p><i>Wards affected: All Wards</i></p>	6/02/19	Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk

NON	<p><b>Adoption of the Gloucester Heritage Strategy</b></p> <p><u>Summary of decision:</u> To adopt the Gloucester Heritage Strategy following consultation with local stakeholders.</p> <p><i>Wards affected: All Wards</i></p>	6/02/19	Cabinet Cabinet Member for Regeneration and Economy, Cabinet Member for Culture and Leisure			Charlotte Bowles-Lewis, Conservation Officer charlotte.lewis@gloucester.gov.uk
NON	<p><b>Guildhall Development Plan</b></p> <p><u>Summary of decision:</u> To approve the Guildhall Development Plan</p> <p><i>Wards affected: All Wards</i></p>	6/02/19	Cabinet Cabinet Member for Culture and Leisure			Jill Riggs, Head of Cultural and Trading Services jill.riggs@gloucester.gov.uk
KEY	<p><b>Festivals and Events Programme</b></p> <p><u>Summary of decision:</u> To approve proposals for Council-funded Festivals &amp; Events activities in 2019 - 20.</p> <p><i>Wards affected: All Wards</i></p>	6/02/19	Cabinet Cabinet Member for Culture and Leisure			Jill Riggs, Head of Cultural and Trading Services jill.riggs@gloucester.gov.uk

<b>MARCH 2019</b>						
NON	<p><b>Financial Monitoring Quarter 3 Report</b></p> <p><u>Summary of decision:</u> To receive an update on financial monitoring information for the third quarter 2018/19</p> <p><i>Wards affected: All Wards</i></p>	<p>25/02/19</p> <p>6/03/19</p>	<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><b>Performance Monitoring Quarter 3 Report</b></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>	<p>25/02/19</p> <p>6/03/19</p>	<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><b>Risk Based Verification Policy Review</b></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>	<p>6/03/19</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><b>Cultural Strategy Update</b></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	Cabinet Cabinet Member for Culture and Leisure			Jill Riggs, Head of Cultural and Trading Services jill.riggs@gloucester.gov.uk
NON	<p><b>Annual Report on the Grant Funding provided to the Voluntary Community Sector</b></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
<b>APRIL 2019</b>						

<b>MAY 2019</b>						
NON	<p><b>Blackfriars Priory Development Plan</b></p> <p><u>Summary of decision:</u> To approve the Blackfriars Priory Development Plan</p> <p><i>Wards affected: All Wards</i></p>	8/05/19	Cabinet Cabinet Member for Culture and Leisure			Jill Riggs, Head of Cultural and Trading Services jill.riggs@gloucester.gov.uk
NON	<p><b>Museum of Gloucester Development Plan</b></p> <p><u>Summary of decision:</u> To approve the Museum of Gloucester Development Plan.</p> <p><i>Wards affected: All Wards</i></p>	8/05/19	Cabinet Cabinet Member for Culture and Leisure			Jill Riggs, Head of Cultural and Trading Services jill.riggs@gloucester.gov.uk
<b>JUNE 2019</b>						
NON	<p><b>2018-19 Financial Outturn Report</b></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><b>Treasury Management Six Monthly Update 2018-19</b></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><b>2018-19 Year End Performance Report</b></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><b>Strategic Risk Register</b></p> <p><u>Summary of decision:</u> To update Members on the Council's Strategic Risk Register</p> <p><i>Wards affected: All Wards</i></p>	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><b>Gloucester Culture Trust Annual Report</b></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
<b>JULY 2019</b>						
NON Page 21	<p><b>City Centre Investment Fund Allocations</b></p> <p><u>Summary of decision:</u> To update Members on the progress towards the delivery of the City Centre Investment Fund</p> <p><i>Wards affected: Westgate</i></p>	10/07/19	Cabinet Cabinet Member for Regeneration and Economy			Ian Edwards, Head of Place ian.edwards@gloucester.gov.uk
<b>AUGUST 2019 - No meetings</b>						

SEPTEMBER 2019						
NON	<p><b>Financial Monitoring Quarter 1 Report</b></p> <p><u>Summary of decision:</u> To receive an update on financial monitoring information for the first quarter 2019/20</p> <p><i>Wards affected: All Wards</i></p>	<p>Meeting Date</p> <p>11/09/19</p>	<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><b>Performance Monitoring Quarter 1 Report</b></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>	<p>Meeting Date</p> <p>11/09/19</p>	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Tanya Davies, Policy and Governance Manager Tel: 01452 396125 tanya.davies@gloucester.gov.uk</p>

OCTOBER 2019						
NON	<p><b>Energy Costs and Reduction Projects Annual Report</b></p> <p><u>Summary of decision:</u> To update Cabinet on the City Council Energy Costs and Reduction Projects.</p> <p><i>Wards affected: All Wards</i></p>	2/10/19	Cabinet Cabinet Member for Environment			Mark Foyn, Property Commissioning Manager mark.foyn@gloucester.gov.uk
NON	<p><b>Armed Forces Community Covenant Update</b></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>	2/10/19	Cabinet Cabinet Member for Communities and Neighbourhoods			Lloyd Griffiths, Head of Communities lloyd.griffiths@gloucester.gov.uk

ITEMS DEFERRED- Dates to be confirmed						
NON	<p><b>Digital Strategy</b></p> <p><u>Summary of decision:</u> To consider existing plans, strategies and approaches to implementing a digital strategy for the City of Gloucester.</p> <p><i>Wards affected: All Wards</i></p>		<p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Ian Edwards, Head of Place ian.edwards@gloucester.gov.uk</p>
NON	<p><b>Regeneration of the Former Fleece Hotel Site</b></p> <p><u>Summary of decision:</u> To consider the proposals received and identify a preferred partner.</p> <p><i>Wards affected: Westgate</i></p>		<p>Cabinet Cabinet Member for Regeneration and Economy</p>			<p>Ian Edwards, Head of Place ian.edwards@gloucester.gov.uk</p>
NON	<p><b>Energy Costs and Reduction Projects Annual Report</b></p> <p><u>Summary of decision:</u> To update Cabinet on the City Council Energy Costs and Reduction Projects</p> <p><i>Wards affected: All Wards</i></p>		<p>Cabinet Cabinet Member for Environment</p>			<p>Mark Foyn, Property Commissioning Manager mark.foyn@gloucester.gov.uk</p>

<p>KEY</p>	<p><b>Disposal of HKP Warehouses</b></p> <p><u>Summary of decision:</u> To seek approval to dispose of the HKP Warehouses for alternate use.</p> <p><i>Wards affected: Westgate</i></p>		<p>Cabinet Cabinet Member for Regeneration and Economy</p>			<p>Jonathan Lund, Corporate Director jonathan.lund@gloucester.gov. uk</p>
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# Gloucester City Council

<b>Meeting:</b>	<b>Overview and Scrutiny Cabinet</b>	<b>Date:</b>	<b>3 December 2018 5 December 2018</b>
<b>Subject:</b>	<b>Community Building in Gloucester City</b>		
<b>Report Of:</b>	<b>Cabinet Member for Communities and Neighbourhoods</b>		
<b>Wards Affected:</b>	<b>All</b>		
<b>Key Decision:</b>	<b>Yes</b>	<b>Budget/Policy Framework:</b>	<b>No</b>
<b>Contact Officer:</b>	<b>Anne Brinkhoff, Corporate Director</b>		
	<b>Email: anne.brinkhoff@gloucester.gov.uk</b>	<b>Tel:</b>	<b>396745</b>
<b>Appendices:</b>	<b>1. Vision, mission and principles</b> <b>2. Purpose</b> <b>3. Proposed staffing structure</b> <b>4. Staffing structure in place to-date</b> <b>5. 10 year budget</b>		

## FOR GENERAL RELEASE

### 1.0 Purpose of Report

- 1.1 To outline plans for the medium and long-term delivery of community building activities in Gloucester and gain Cabinet's support for the project.

### 2.0 Recommendations

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

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

- (1) Agree the vision, mission and principles for a longer-term approach to community building in Gloucester.
- (2) Approve the establishment of a formal partnership agreement with Barnwood Trust to deliver community building in the short-term and to delegate authority to the Corporate Director (Partnerships) in consultation with the Cabinet Member for Communities and Neighbourhoods to finalise arrangements.
- (3) Note the budget, financing and the longer term financial approach to deliver community building in Gloucester.
- (4) Authorise the Corporate Director (Partnerships) to work towards setting up a separate legal entity such as a Community Interest Company (CIC) to undertake community building and to bring a further report back to Cabinet.

- (5) Authorise the Corporate Director (Partnerships) to explore the feasibility of transferring the Gloucester Lottery into a future CIC.
- (6) Commit the 'Your Gloucester' budget (£10k pa) to the project for two years
- (7) Commit £5k per annum of the Gloucester Lottery central fund to the project for two years.
- (8) Acknowledge that fundraising continues, but agree to cover any shortfall for the first two years as set out in section 8 of the report.

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

- 3.1 Asset Based Community Development (ABCD) is about growing sustainable communities, building connections between people that live in the area and empowering people to take action on things that are important to them – which will often be different to what statutory/public sector agencies perceive to be important. ABCD is not about setting up new services or groups, although people may come together informally as a result of building connections, but it can contribute or complement priorities of statutory partners as building stronger communities supports people's feeling of safety, well-being and health more broadly. The focus of community building is not on providing specific outputs but about providing stronger community connections which, in turn, will provide increases in wellbeing and health.
- 3.2 Asset based community development has been an approach used by the City Council since 2012 when initially trialled in Podsmead and Matson and later introduced into the 2014 Council Plan. In 2012, our relationship with Barnwood Trust started who have, over time, become unrivalled partners and supporting the development of our community building practice and evaluating our work. Other partners who have been part of our community building journey are the OPCC, Gloucestershire Constabulary, GL Communities, Roots Community Café; Podsmead Big Local, Housing Associations, the CCG, and the Public Health and Adult Social Care teams at the County Council.
- 3.3 For the past 2 years the City Council and Gloucestershire Constabulary have seconded staff to the Barnwood Trust as Community Builders to learn more about the work and the potential of ABCD. An evaluation carried out by Barnwood Trust researchers and Gloucestershire Constabulary has been in process for the duration of these secondments. The learning so far shows that adopting a community building approach reduces peoples' fear of being a victim of crime which directly relates to people having a greater feeling of wellbeing, life satisfaction and improvements in community cohesion. It also has a direct link to peoples' perception of and satisfaction with the work of the Police.
- 3.4 The Council's commitment to ABCD was written into the current Council Plan 2017-2020 with an aspiration to become a centre of Excellence.
- 3.5 The LGA peer challenge in 2017 recommended for us to embed ABCD more into what we do and engage further with frontline staff to achieve this.

- 3.6 Within Gloucestershire, ABCD is an approach increasingly supported by partners such as the Police and Crime Commissioner, Constabulary, County Council and voluntary sector organisations such as Age UK Gloucestershire.
- 3.7 Some local authorities in the country have integrated the ABCD and community building approach into their work. Examples can be seen in Exeter where 'Wellbeing Exeter' sees social prescribing and community building hand in hand, and Wigan Council have used ABCD to create a 'deal' with staff and residents of how each party fulfils their responsibility to the community.
- 3.8 Within Gloucester, ABCD and community building has been happening in a number of wards for periods of time. For example Kingsway had a community builder for 2 years and Kingsholm currently has a community builder for 18 months. This proposal seeks to create a coherent and coordinated project of community building in all wards for a significant period of time.
- 3.9 Strategic county wide prevention projects such as the current work on Adverse Childhood Experiences (ACEs) work ties in directly to ABCD as this work is about building resilience which creates the conditions required for those who have experienced ACEs to recover and lead healthy and active lives as well as avoid the risk of more ACEs impacting on further generations.

#### Vision, Mission and Principles

- 3.10 The Vision of the project is simple and can relate to all of our residents regardless of their ambitions: Gloucester is a great place to live where everyone can have a good life. The vision links well with the strategic focus of key partners for the City and its Communities, including the Health and Wellbeing Board.
- 3.11 The principles of the project are that it is:
- People led – local people are empowered to create the communities that are right for them and involve the activities that they want to engage in.
  - Asset based- focus on what is good about a neighbourhood or community not what is wrong with it.
  - Relationship focused- has a basis of respect, care and engagement.
  - Rooted in local community- pays attention to the specific wants and needs of different groups and doesn't have a 'one size fits all' approach.
  - Everyone can be involved- inclusive, welcoming and based on equality and respect.
- 3.12 The full details of the vision, mission and principles can be found in appendix 1, the purpose in appendix 2 and a proposed staffing structure in appendix 3.

#### An Independent Entity

- 3.13 The establishment of an independent organisation such as a Community Interest Company (CIC) will provide a neutral platform for community building activities which is removed from particular (and often deficit based) purposes of any individual organisation. It is likely to achieve a wider buy-in from communities and a range of partner organisations and would ensure a longer term success of the project. It would enable a joined up, coherent and consistent methodology for community building which is crucial for a scaled up and city wide approach. It also

allows Community Building to happen without the constraints of any one organisation's objectives. In the longer term it enables community building to be led by the community itself.

- 3.14 A CIC will allow the project to apply for funding from a wider range of trusts and grant makers and may, over time, sell services to others.
- 3.15 Other public sector organisations could second staff into the CIC for a period of time to help them in their wider organisational objectives or to equip seconded staff with community building skills which can be transferred into their own organisations to influence and change culture and practice.
- 3.16 The CIC will not be established immediately but will be incorporated at some point in the first 2 years which allows time for the project to start and for governance arrangements to be considered and established. The CIC will then continue in years 3-10 under the long term structure.
- 3.17 In the short-term, it is proposed to enter a formal partnership with Barnwood Trust to commence delivery of this integrated community building approach. Appendix 4 shows the staffing which has been secured through secondments from partners, current and prospective City Council staff.

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

- 4.1 This project builds on the development of the Asset Based Community Development approach in Gloucester.

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

- 5.1 Setting up a dedicated council team to deliver Community Building was considered which has been tried before. This approach does not have the independence required for community work of this nature and the risk is that communities will not engage with the Community Builders as they are seen as part of the Council
- 5.2 Setting up a company, wholly owned by the Council was considered, however, we do not consider that this would be viewed to be independent of the Council and it may still be unable to apply for some funding.

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

- 6.1 Community Building is fundamentally inclusive. By setting up an independent CIC we give Community Builders the ability to work across the whole City with everyone, rather than being places within an organisation with specific objectives (inclusion, disability, health, etc).
- 6.2 The success of the project is dependent on City wide buy in and support of the approach. Working in close partnership in this way ensures partners are fully bought in to the project.
- 6.3 Seconding staff in to the project protects staff and minimises the risk for all parties, including the CIC.

6.4 The Gloucester Lottery and the 'Your Gloucester' ABCD fund were established to create opportunities for community groups and voluntary sector partners to carry out community activities. This is thought to be well placed within the CIC as a mechanism for supporting new and evolving community activity quickly and efficiently.

## 7.0 Future Work and Conclusions

7.1 Key milestones for the project are as follows:

- January – March 2019: new structure in place, led by a Manager, with seconded staff starting in a phased way. Intensive programme on training and development. Team located in Barnwood Trust offices
- April 2019: Project Launch and team move to separate office accommodation
- by October 2020: CIC formed
- by April 2021: develop a longer-term funding model.

## 8.0 Financial Implications

8.1 An indicative 10 year budget for the project is attached at appendix 5

8.2 For the purposes of the first two years, salaries for the manager, community builders and team leaders are covered through secondments from partners and the City Council.

8.3 It is considered that the following cash contributions will be available over the first two years:

- £15k pa for two years (Barnwood Trust – training and development)
- £15k pa for two years (Grants through the OPCC)
- £10k pa for two years ('Your Gloucester' fund – Gloucester City Council)
- £5k pa for two years (Central Pot – Gloucester Lottery)

8.4 This leaves the project with a financial gap as set out in table 1 below. Cabinet must note that at the time of writing, fundraising continues and we will endeavour that the shortfall be reduced or met fully by April 2019.

**Table 1**

Outstanding costs to be covered	2019	2020
Evaluation Officer Salary	32,029	32,670
Evaluation Officer On Costs	8,808	8,984
Office Costs	27,170	18,316
Communications Officer (starts 6m	13,585	32,670
Communications Officer On Costs	6,833	8,984
<b>Total</b>	<b>88,425</b>	<b>101,624</b>

8.5 Any additional costs are expected to be met through fundraising and there will be no additional budget requirements.

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

## **9.0 Legal Implications**

- 9.1 The project will require a partnership agreement and secondments to be entered into by the Council and the Barnwood Trust which will remain in place until a new legal structure is set up and ready to operate. During this initial period, the partnership will not be a legal entity and will not have any decision making powers; decisions will need to be taken by the Council and the Barnwood Trust in accordance with their rules.
- 9.2 The Council has powers under the Section 1 of the Localism Act 2011 (the general power of competency) to enter into the partnership arrangement and create a new company to deliver the community building activities envisaged by this report.
- 9.3 The setting up of new legal entity will require consideration of various matters such as the objects of the new entity, its articles of association and members / shareholders' agreement, the composition of the board and its funding requirements.
- 9.4 Should it be necessary for the Council to give a grant to the Barnwood Trust to assist it in meeting its costs of the community building activities, state aid implications need to be considered. Due to the type and the local nature of the activities to be carried out it is unlikely that grant funding would be deemed to affect intra-community trade or considered to be unlawful. If any financial assistance is deemed to be an unlawful state aid, the sum would need to be repaid to the council with interest.
- 9.5 The Gambling Act 2005 governs the running of lotteries and specific legal advice will be required when exploring the feasibility of transferring the Gloucester Lottery to the new legal entity.

(Legal Services have been consulted in the preparation this report)

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

- 10.1 Secondees do not have experience of Community Building - we have planned to base the team with Barnwood Trust for at least the first quarter to ensure they are well supported by experienced Community Builders.
- 10.2 Inability to raise funds for the longer term (years 3-10 - we have fundraised for the first two years and during this time the staffing will all be by secondment. If funding beyond the 2 years is not achieved the project will finish.
- 10.3 Loss of partnership support- the project has the support of several partners so one or two partners retracting support will have a notable but not significant impact.

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

- 11.1 This project is fundamentally inclusive and aims to work with all residents in all wards over the 10 year period.
- 11.2 The PIA Screening Stage was completed and did not identify any potential or actual negative impact, therefore a full PIA was not required.

## 12.0 Other Corporate Implications

### Community Safety

- 12.1 This project is expected to have a positive impact on community safety over the 10 year period and research suggests that this will be the case.

### Sustainability

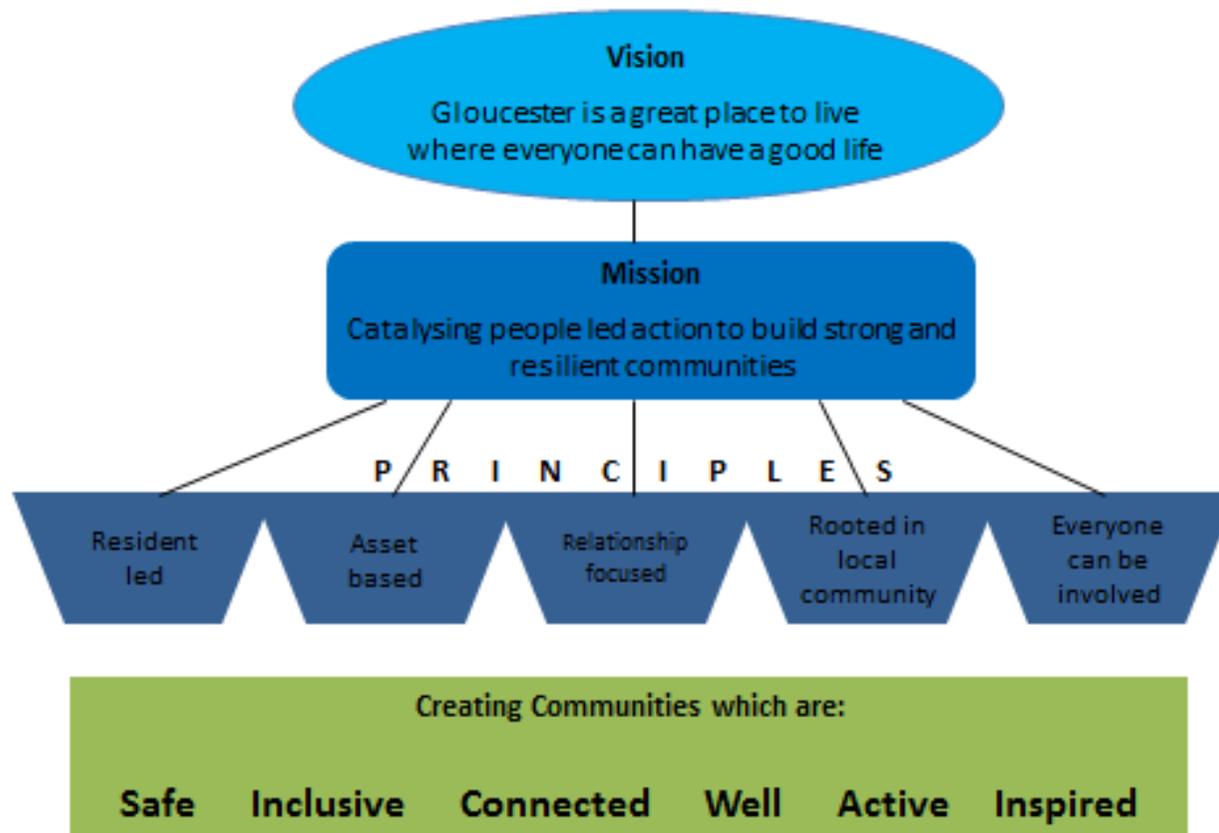
- 12.2 This project is designed to last for 10 years and then come to an end. It is thought that Community Building activity over that period will create extensive activity, connection and engagement in the City and will empower the natural Community Builders in the communities to continue without the need for a project.

### Staffing & Trade Union

- 12.3 Staffing from the City Council will be involved with the work of the CIC through secondments. This will ensure staff continue to benefit from the pay and conditions of the City Council.

**Background Documents:**           None

## Appendix 1



## Community Builders in all wards of Gloucester City ...

### What?

- Deploy a growing team of dedicated community builders within the City, drawn from a range of funding sources / agencies and working towards a common aim and coherent methodology
- Who are rooted within specific communities of place or interest
- Who receive support, guidance and training

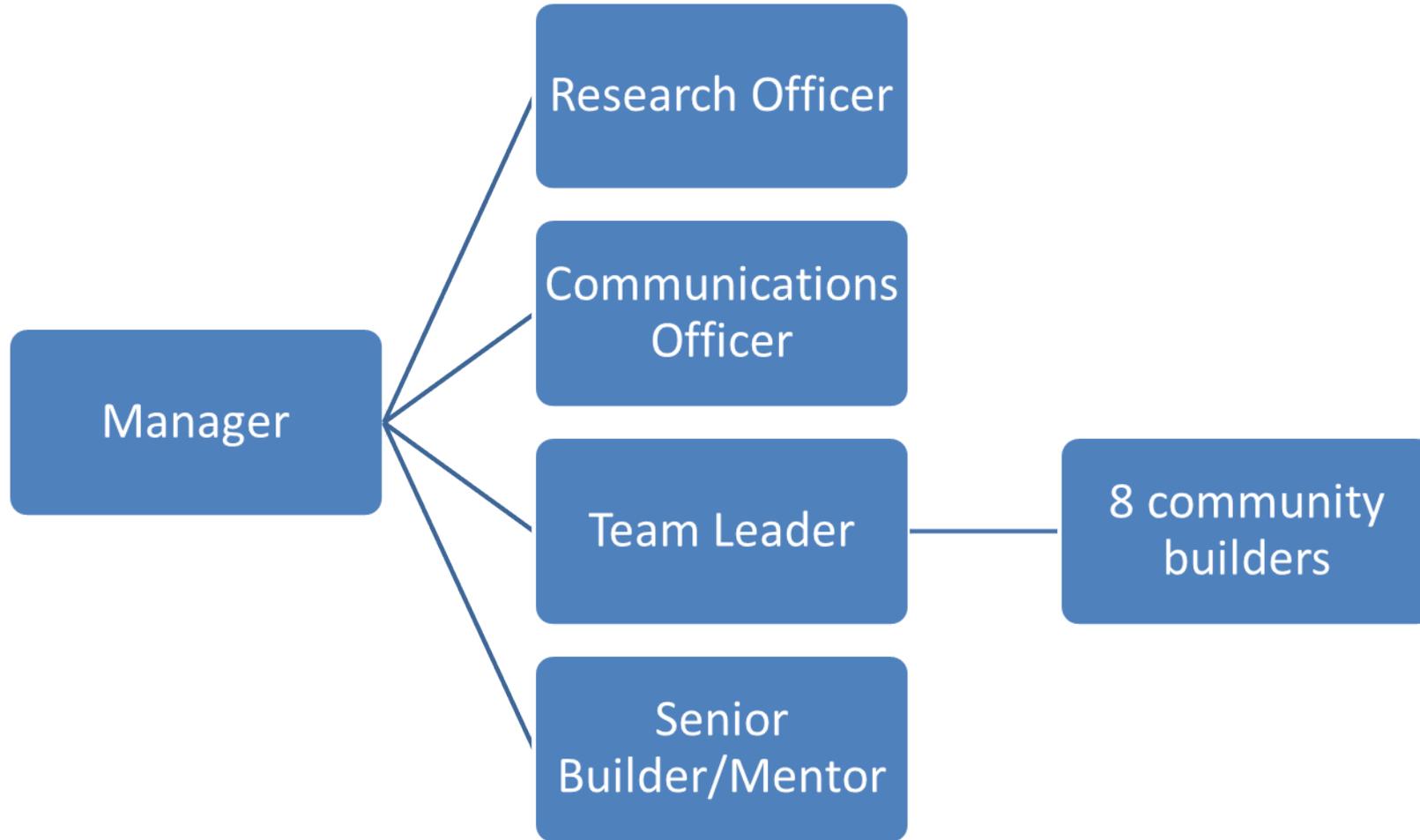
### How?

- Establish an independent delivery mechanism (eg CIC) with governance that reflects a systems approach
- Put in place an evaluation with a focus on:
  - what people experience;
  - noticeable changes in communities;
  - observable changes in the engagement with public sector agencies

### Why?

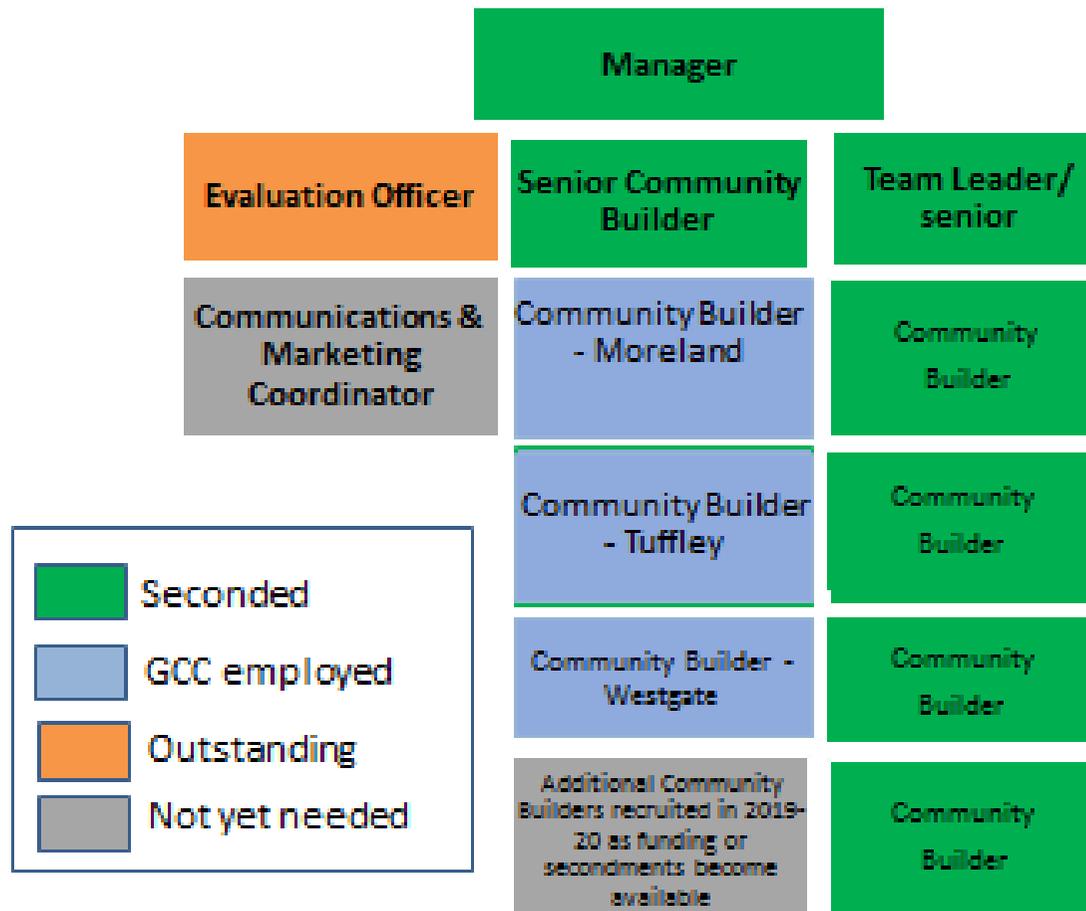
- Improve individuals' and communities' wellbeing, quality of life and resilience
- Grow self-reliance and community spirit within the City
- Ensure coherent strategy for Community Building across Gloucester
- Reduce dependency on the State and increase inter-dependency

**Appendix 3: proposed staffing structure**



Appendix 4: Staffing structure in place to-date

# So far so good!



## Appendix 5 – 10 year budget

	year 1	year 2	year 3	year 4	year 5	year 6	year 7	year 8	year 9	year 10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
salary costs (13 staff) (1)(18)	£355,214	£362,320	£369,569	£376,962	£384,502	£392,195	£400,041	£408,044	£416,206	£424,530
Employer NI contributions (2)	£35,521	£36,232	£36,957	£37,696	£38,450	£39,219	£40,004	£40,804	£41,621	£42,453
Employer Pension contributions (3)	£62,162	£63,406	£64,675	£65,968	£67,288	£68,634	£70,007	£71,408	£72,836	£74,293
<b>Total Employee related costs</b>	<b>£452,898</b>	<b>£461,958</b>	<b>£471,200</b>	<b>£480,627</b>	<b>£490,240</b>	<b>£500,048</b>	<b>£510,053</b>	<b>£520,256</b>	<b>£530,662</b>	<b>£541,275</b>
Office rental (4)	£14,832	£15,277	£15,735	£16,207	£16,694	£17,194	£17,710	£18,241	£18,789	£19,352
cost of Dell laptop computers x 12 (5) (8) (15)	£8,500	£0	£0	£0	£0	£8,500	£0	£0	£0	£0
cost of Samsung mobile phones x 12 (6) (9) (15)	£2,000	£0	£0	£2,000	£0	£0	£2,000	£0	£0	£0
O2 mobile airtime (7) (9) (16)	£1,545	£1,591	£1,639	£1,688	£1,739	£1,791	£1,845	£1,900	£1,957	£2,016
Business Broadband (7)	£618	£637	£656	£675	£696	£716	£738	£760	£783	£806
Office 365 Business Premium licences (10)	£1,800	£1,800	£1,800	£1,800	£1,800	£1,800	£1,800	£1,800	£1,800	£1,801
ICT support costs/recharges (11) (12) (13) (14) (15)	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Finance & HR costs/recharges (7)	£5,150	£5,305	£5,464	£5,628	£5,796	£5,970	£6,149	£6,334	£6,524	£6,720
Insurance costs/recharges (7)	£7,725	£7,957	£8,195	£8,441	£8,695	£8,955	£9,224	£9,501	£9,786	£10,079
Community Building budget (17)	£15,000	£15,750	£15,750	£16,538	£16,538	£17,364	£17,364	£18,233	£18,233	£18,233
Training and Development budget (17)	£15,000	£15,750	£15,750	£16,538	£16,538	£17,364	£17,364	£18,233	£18,233	£18,233
<b>Total non-employee related costs</b>	<b>£72,170</b>	<b>£64,066</b>	<b>£64,989</b>	<b>£69,515</b>	<b>£68,494</b>	<b>£79,656</b>	<b>£74,195</b>	<b>£75,002</b>	<b>£76,104</b>	<b>£77,240</b>
<b>Total costs</b>	<b>£525,067.85</b>	<b>£526,024.05</b>	<b>£536,189.25</b>	<b>£550,141.58</b>	<b>£558,734.23</b>	<b>£579,704.31</b>	<b>£584,247.66</b>	<b>£595,257.90</b>	<b>£606,765.63</b>	<b>£618,515.02</b>



<b>Meeting:</b>	<b>Overview and Scrutiny Cabinet</b>	<b>Date:</b>	<b>3<sup>rd</sup> December 2018 5<sup>th</sup> December 2018</b>
<b>Subject:</b>	<b>Financial Monitoring Quarter 2</b>		
<b>Report Of:</b>	<b>Cabinet Member for Performance and Resources</b>		
<b>Wards Affected:</b>	<b>All</b>		
<b>Key Decision:</b>	<b>No</b>	<b>Budget/Policy Framework:</b>	<b>No</b>
<b>Contact Officer:</b>	<b>Jon Topping, Head of Policy &amp; Resources</b>		
	<b>Email: jon.topping@gloucester.gov.uk</b>	<b>Tel:</b>	<b>396242</b>
<b>Appendices:</b>	<b>1. Progress against savings targets</b> <b>2. Capital monitoring</b>		

**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 2nd quarter ended 30<sup>th</sup> September 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 a reduction to the Council's General Fund balance of £28k 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.

#### 4.0 Whole Council Summary

- 4.1 The forecast position is a small reduction of the Council's General Fund by £28k as shown in the table below. This is a deterioration of £75k since Quarter 1 as shown in the table below.

<b>Council Summary</b>	<b>18/19 Budget</b>	<b>Q2 Actual</b>	<b>18/19 Forecast</b>	<b>Variance</b>	<b>Change from Q1</b>
Regeneration and Economy	(2,823)	1,334	(2,750)	73	42
Communities and Neighbourhoods	1,379	776	1,398	19	29
Performance and Resources	5,315	2,734	5,448	133	(33)
Culture	778	495	1,041	263	80
Planning and Housing	170	(130)	104	(66)	(25)
Environment	4,002	2,499	3,930	(72)	(46)
Corporate and Funding	(8,983)	1,762	(9,143)	(160)	28
<b>Total</b>	<b>(163)</b>	<b>9,469</b>	<b>28</b>	<b>191</b>	<b>75</b>

- 4.2 This report will primarily focus on the significant changes and risks that have developed or arisen in the Second Quarter. 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 overspend of £191k; there can be some confidence that this will have been turned into a balanced position by the end of the year.
- 4.3 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.
- 4.4 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

Regen	18/19 Budget	Q2 Actual	18/19 Forecast	Variance	Change from Q1
Economic Development	213	327	187	(26)	0
Asset Management	899	406	942	43	29
Commercial Property	(3,018)	924	(3,082)	(64)	(10)
Parking	(1,128)	(556)	(1,180)	(52)	4
Senior Management	471	280	469	(2)	(7)
Markets and Street Trading	(261)	(47)	(86)	174	26
<b>Total</b>	<b>(2,823)</b>	<b>1,334</b>	<b>(2,750)</b>	<b>73</b>	<b>42</b>

- 5.1 This portfolio is currently forecasting a deficit against budget of £81k.
- 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 has commenced 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. The new contract commenced in September and will deliver estimated savings of £25k in 2018/19; and in a full year expected savings will be £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 £64k 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 The anticipated overspend in Asset Management has increased since Quarter 1. This is mostly due to an increase in one-off repair costs. These will be managed through the remainder of the year and if necessary some funds will be transferred from the Repairs Reserve to the General Fund.

## 6.0 Communities and Neighbourhoods

Communities and Neighbourhoods	18/19 Budget	Q2 Actual	18/19 Forecast	Variance	Change from Q1
Voluntary Sector Grants	115	59	115	0	(0)
Community Strategy and Other Projects	149	89	151	2	6
Homelessness	1,035	668	1,100	65	64
Shopmobility	61	20	59	(2)	9
Health and Safety	3	4	3	0	(4)
Private Sector Housing	15	(63)	(30)	(46)	(46)
<b>Total</b>	<b>1,379</b>	<b>776</b>	<b>1,398</b>	<b>20</b>	<b>29</b>

- 6.1 This portfolio is currently forecasting a slight overspend of £20k.
- 6.2 In line with national trends, the Council continues to experience significant increases in the costs of placing homeless families in temporary accommodation; many of whom have complex needs. This increase is a result of having to place more people, allied with an increase in the cost of securing the accommodation types required to house large families and individuals with complex needs. This is largely due to a general shortage of social rented housing or affordable rented housing. These increased costs are partly recoverable through the housing benefit system and steps are being taken to ensure that the amounts recovered are maximised.
- 6.3 A flexible homelessness prevention grant has been received from Central Government and much of this will be used to fund the in-year costs, as well as to develop alternative sources of temporary accommodation provision to reduce pressures in the longer term. As at the end of Quarter 2 an overspend of £65k is forecast for the year.
- 6.4 There has been an improvement in the income forecasts of the Shopmobility Service meaning that it is now hoped that this will be on budget for the year.

## 7.0 Performance and Resources

<b>Performance and Resources</b>	<b>18/19 Budget</b>	<b>Q2 Actual</b>	<b>18/19 Forecast</b>	<b>Variance</b>	<b>Change from Q1</b>
Internal Audit	190	37	179	(11)	0
Financial and Corporate	1,243	920	1,248	5	(1)
Revenues and Benefits Admin	880	1,196	844	(36)	(3)
Housing Subsidy	(427)	(1,255)	(320)	108	(13)
IT	1,530	1,069	1,587	57	4
Human Resources	275	75	275	(0)	(0)
Communications	88	46	91	3	9
Legal Services	390	95	374	(16)	(16)
Contact Centre and Customer Services	412	248	481	69	8
Democratic Services	735	303	688	(47)	(21)
<b>Total</b>	<b>5,315</b>	<b>2,734</b>	<b>5,448</b>	<b>133</b>	<b>(33)</b>

- 7.1 The portfolio is currently forecasting overspend of £133k. 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 £108k, 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 £69k. This is consistent with the Q1 position and is a result of the current increased staffing within this service area.

- 7.4 The current level of IT spending on new products and transformation projects suggests there will be overspend this year due to a number of planned purchases of new systems and software. 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. The final level of expenditure is difficult to predict at the current time but it is estimated at £57k over budget.
- 7.5 Similar to 2017 the move to the new four year City Council election cycle and the resulting lack of a City election in year has created an underspend in Democratic Services.

## 8.0 Culture and Leisure

Culture	18/19 Budget	Q2 Actual	18/19 Forecast	Variance	Change from Q1
Museums	208	157	357	149	52
Food and Drink	(90)	(14)	(46)	44	26
Guildhall	303	214	348	45	(10)
Aspire Client	(30)	(80)	(30)	(0)	(0)
TIC	98	44	123	25	12
Great Place	20	(83)	20	0	0
Marketing Gloucester	269	257	269	0	0
<b>Total</b>	<b>778</b>	<b>495</b>	<b>1,041</b>	<b>263</b>	<b>80</b>

- 8.1 This portfolio continues to experience budget pressures.
- 8.2 The most significant contributor to the budget deficit is the Museums service which is currently forecast to overspend by £149k. Summer footfall has been down due to the good weather and the absence of a major exhibition. 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.
- 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. The increase in the expected overspend from the Q1 position is largely a result of additional spend of £30k on repairs to the roof of this museum that are required as part of the transfer process.
- 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 £45k. This is partly due to summer hire levels for Blackfriars being down, especially for use for weddings, as a result of the building works on the nearby student accommodation. It is anticipated that improvements made to the Guildhall website will improve ticket sales, an improved cinema offering and the investment in balcony seating will help narrow this gap by the end of the year. An element of the investment in improvements is likely to be identified as capital expenditure and recharged to an appropriate capital budget.

- 8.5 Food and Drink is currently behind its income target for the year. Plans are being developed to improve the facilities offered at the Guildhall and the self-service offering at the Museum of Gloucester. These changes are expected to have a positive impact on the income levels and will be closely monitored. The Arbor is on target and seeing a consistent level of activity with 2017/18.
- 8.6 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.
- 8.7 No variances are expected in the contractual arrangements with Marketing Gloucester and Aspire.

## 9.0 Planning and Housing

<b>Planning and Housing</b>	<b>18/19 Budget</b>	<b>Q2 Actual</b>	<b>18/19 Forecast</b>	<b>Variance</b>	<b>Change from Q1</b>
Housing Strategy and SIB	0	(20)	(20)	(20)	(6)
Planning	170	(109)	124	(46)	(19)
<b>Total</b>	<b>170</b>	<b>(130)</b>	<b>104</b>	<b>(66)</b>	<b>(25)</b>

- 9.1 This portfolio is currently forecast to be underspent by £66k during the year.
- 9.2 Income from Planning Fees provides a significant source of funding for the Service and is currently performing ahead of budget. This is currently expected to be maintained leading to a forecast underspend of £46k. Any fluctuation in the level of income received may have a large financial impact and accordingly this income source will continue be monitored closely during the year.

## 10.0 Environment

<b>Environment</b>	<b>18/19 Budget</b>	<b>Q2 Actual</b>	<b>18/19 Forecast</b>	<b>Variance</b>	<b>Change from Q1</b>
Waste and Streetcare	4,575	2,839	4,617	42	(11)
Neighbourhood Management	44	19	50	6	18
Countryside and Allotments	81	67	109	28	14
Environmental Health	606	254	538	(69)	(33)
Flooding and emergency planning	105	86	104	(1)	1
Head of Service	69	31	62	(7)	(0)
Cemetery and Crematorium	(1,226)	(664)	(1,276)	(50)	(32)
Licensing	(253)	(133)	(274)	(21)	(4)
<b>Total</b>	<b>4,002</b>	<b>2,499</b>	<b>3,930</b>	<b>(72)</b>	<b>(46)</b>

- 10.1 This portfolio is forecast to be underspent by £72k.
- 10.2 As in previous years, the final outturn position on the Amey contract continues to be reliant upon the level of income achieved from the sale of recyclable material.

Based on information received from Amey for sales up to the end of July, there is a shortfall in income up to then of £16k. However, the shortfalls have been decreasing month on month as the Council has been seen to take robust actions to improve the position. Any shortfall in actual income received will be a cost pressure in year; this will be closely monitored during the financial year.

- 10.3 The saving within Environmental Health is largely a result of increased income generation and the securing of a Thriving Communities Grant of £40k.
- 10.4 Income at the Crematorium is forecast to be ahead of target as a result of the operational difficulties currently being encountered at Cheltenham crematorium meaning a higher than usual level of activity at Gloucester.
- 10.5 The overspend within the Countryside and Allotments sector is a result of increased water usage costs resulting from this summer's lengthy dry spell.

#### **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 £8m. The expenditure for the period to Quarter 2, including amounts committed totals £4.5m. Quarter 2 reports continued progress on the Bus Station as part of the Kings Quarter development, with the majority of the works completed by the end of September; followed by a successful opening in October.
- 12.2 Quarter 2 has seen the continued investment in the Councils information technology and the relocation of customer services to 92-94 Westgate Street.
- 12.3 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
- 12.4 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>July</u>		<u>August</u>		<u>Sept</u>		<u>Qtr 2</u>	
Number paid within 30 days	603	90%	620	84%	481	95%	<b>1,704</b>	<b>89%</b>
Number paid over 30 days	67	20%	120	16%	27	5%	<b>214</b>	<b>11%</b>
Average Days to Pay (from receipt of invoice to payment date)	8		12		6		<b>6</b>	

### 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 third quarter.

### 18.0 Financial Implications

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

### 19.0 Legal Implications

19.1 There are no legal implications from this report

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

## **20.0 Risk & Opportunity Management Implications**

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

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

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

## **22.0 Other Corporate Implications**

### Community Safety

22.1 None

### Sustainability

22.2 None

### Staffing & Trade Union

22.3 None

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## Savings Monitoring 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	☹️
<b>Total</b>		<b>(147)</b>	<b>0</b>	<b>(147)</b>	<b>0</b>		

## 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	😊
<b>Total</b>		<b>(200)</b>	<b>(150)</b>	<b>(50)</b>	<b>0</b>		
<b>Savings Brought Forward</b>		<b>(147)</b>	<b>0</b>	<b>(147)</b>	<b>0</b>		
<b>Total</b>		<b>(347)</b>	<b>(150)</b>	<b>(197)</b>	<b>0</b>		

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Scheme	Budget 2018/19	Actual Spend to date	Variance	Forecast
Kings Quarter development	3,827,507	3,088,125	739,381	3,837,283
City Centre Improvement Fund	582,464	31,092	551,371	400,000
HCA Regeneration - Commercial Rd Public Realm	7,980	-	7,980	7,980
GCC Building Improvements	215,160	9,999	205,161	215,160
ICT Projects	578,905	547,472	31,433	578,905
Housing projects	1,522,195	144,214	1,377,981	650,000
Drainage and Flood Protection Works	151,710	72,013	79,697	80,000
Townscape Heritage Initiative - HLF	427,095	106,806	320,290	427,095
Ranger Centre Barns/Storage	67,490	96	67,394	50,000
Horsbere Brook Local Nature Reserve works	86,310	2,139	84,171	10,000
Play Area Improvement Programme	116,560	-	116,560	60,000
Crematorium Cremator Improvements	45,000	-	45,000	45,000
Grant Funded Projects	13,133	533	12,600	5,000
Robinswood All Paths Project	74,180	7,155	67,026	25,000
Robinswood Hill	200,000	-	200,000	-
GL1 Emergency Works	46,490	-	46,490	-
SWRDA Asset Transfer works	7,645	-	7,645	-
Kings Walk Shopping Centre	-	173,524	(173,524)	173,524
92-94 Westgate St Relocation Project	-	319,718	(319,718)	750,000
<b>TOTAL CAPITAL PROGRAMME</b>	<b>7,969,824</b>	<b>4,502,887</b>	<b>3,466,938</b>	<b>7,314,947</b>

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# Gloucester City Council

<b>Meeting:</b>	<b>Cabinet</b>	<b>Date:</b>	<b>7 November 2018</b>
	<b>Overview and Scrutiny Committee</b>		<b>3 December 2018</b>
<b>Subject:</b>	<b>Accessing the Private Rented Housing Sector for Temporary &amp; Permanent Accommodation</b>		
<b>Report Of:</b>	<b>Cabinet Member for Communities and Neighbourhoods</b>		
<b>Wards Affected:</b>	<b>All</b>		
<b>Key Decision:</b>	<b>No</b>	<b>Budget/Policy Framework:</b>	<b>No</b>
<b>Contact Officer:</b>	<b>Maxine Kyprianou – Housing Officer</b>		
	<b>Email: Maxine.Kyprianou@gloucester.gov.uk</b>		<b>Tel: 396534</b>
<b>Appendices:</b>	<b>None</b>		

## FOR GENERAL RELEASE

### 1.0 Purpose of Report

- 1.1 This report is to seek support for revised incentives to be made to landlords to secure referrals from the local authority to prevent or relieve homelessness. The funds are to be sourced from central government funding made available to local authority to prevent homelessness (Homelessness Prevention Grant Funding).

### 2.0 Recommendations

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

- (1) the range of options as outlined in paragraph 3.3 to 3.7 of the report be approved
- (2) the Head of Communities, in consultation with the Cabinet Member for Communities and Neighbourhoods, be authorised to agree any variations to the scheme or the way in which deposits are protected.

### 3.0 Background and Key Issues

- 3.1 The local authority has duties placed upon it to either prevent or relieve homelessness.
- 3.2 Through the Housing Act 1996 (as amended) and the more recent Homelessness Reduction Act 2017, the local authority has a duty lasting 56 days to assist in the prevention of a household's homelessness. If a household presents as homeless, or if prevention of homelessness has been unsuccessful and if the local authority has reason to believe a household member might be vulnerable and considers they

have a priority need, we will likely owe an “interim duty to accommodate the household.

- 3.3 Should a household be found to be eligible for assistance, in priority need and unintentionally homeless, the local authority may also owe a ‘main’ homelessness duty and be required to identify suitable longer-term accommodation to be able to discharge their duty. Discharging this duty may be achieved by offering a tenancy through Part VI of the Housing Act (a social tenancy); or through a ‘private rented sector offer’ Private Rented Sector Offer (PRSO) – provided it is for a period of 12 months) or if it is refused by the applicant. Such offers or refusals will then bring to an end our use of temporary accommodation.
- 3.4 The demand for social housing outweighs the supply available last year 63 affordable units (of all types) were developed; our current housing register has 3979 applicants, and our numbers in gold band are 174 who will include those determined as being homeless and our silver band is 1,583 which includes those with a significant need or where their homelessness is being investigated. At the end of quarter 1 there were 170 households in temporary accommodation. Last year the cost of temporary accommodation to the Council was £725,000
- 3.5 Currently there is a reliance on temporary accommodation and hotels which is costly, and unsustainable, as well as being unacceptable for long term temporary accommodation and on many occasions over runs the government 6 week target; an alternative is to help through the private Rented Sector, however the market rates are buoyant and also not keeping pace with the Local Housing Allowance rates. Incentives to landlords would bridge the gap.
- 3.6 These incentives have been developed having had regard to feedback from our previous initiatives and as a consequence of considering best practice in other local authority areas.
- 3.7 The basis of the offer(s) is identified below. It will be for the negotiating officer to consider which of a range of incentives it may be appropriate to make available, depending on the circumstances at any one time.

- (1) **The offer of** a ‘one off’ landlord ‘finder’s fee’ dependent on the size of the property. The fee is on a sliding scale of £100 to £500 at the start of a tenancy and is not repayable, with a caveat to consider higher finders fee for exceptional cases.

Studio	One Bed	Two Bed	Three Bed	Four Bed
£100	£200	£300	£400	£500

- (2) **And** the offer of one month deposit which a landlord must place into a suitable deposit scheme **and** one month ‘rent in advance’. In cases of ‘Universal Credit’ ‘Discretionary Housing Payments’ (DHP) can be utilised for this purpose, for legacy cases where Housing Benefit is still in place, these costs will be ‘reclaimed’ until such time as all claimants transfer across to ‘universal credit’. Rent in advance will not be re-claimed in the case of a PRSO where we are discharging a full homelessness duty and allow the local authority to end its use of temporary accommodation.

- (3) **Or** an alternative to option 2, will be that instead of a cash deposit, the offer of a landlord ‘bond’ whereby we keep the equivalent of a deposit in a protected bond fund, and in the event a tenant’s activities or rent management warrants a claim on the deposit, only then would the Council provide funds to the landlord. In cases where a tenancy has been managed successfully, the local authority never releases any funds. If there is call on the deposit, the tenant will then be ‘recharged’ the equivalent amount that has been charged to the local authority. The proposal increases the level of the bond the larger the property, recognising the difficulty in securing larger properties, and the significant level of rent at risk if unpaid. The bond approach means the landlord does not have to make use of a deposit bond scheme.

Studio	One Bed	Two Bed	Three Bed	Four Bed
One Month Bond equivalent to 1 months rent	One Month Bond at equivalent to 1 months rent	One and Half Month Bond equivalent to 1.5 months rent	One and Half Month Bond equivalent to 1.5 months rent	Two Months Bond at equivalent to 2 months rent
£350 = £350	£450 =£450	£600 + £300 = £900	£800 + £400 = £1,200	£1,000 + £1000 = £2,000

- (4) **In cases where a property rent is above ‘Local Housing Allowance’ (LHA) levels, we will offer a landlord a ‘one off’ payment to bridge the gap to an ‘average market rate’.** This payment would be to new or existing landlords for each new tenant. These funds wouldn’t be recoverable from tenants.

	LHA per month	Approx Average Market Rate	Shortfall	Incentive Shortfall	Incentive Rent Increase	Incentive Payment 6 months	Incentive Payment 12 months
Studio	£295	£350	£55	£50	£345	£300	£600
1 Bed	£399	£450	£51	£50	£449	£300	£600
2 Bed	£530	£600	£70	£50	£580	£300	£600
3 Bed	£638	£800	£162	£100	£738	£600	£1,200
4 Bed	£811	£1,000	£189	£140	£951	£840	£1,680

- (5) **Optional** - Offer a free property inspection so we can make sure your property complies with rental regulations, such as health and safety; the availability of free advice and information relating to tenancy management or maintaining the property in compliance with regulations.
- (6) **Optional** - Free Blank inventory pack for the start of the tenancy. (Information for Landlords, e.g. Right to Rent, How to Safeguard Deposits, Prescribed information leaflet)
- (7) **Optional** - A referral for appropriate ‘community based support’ where appropriate, for good relationships with landlords and successful tenancies an offer of ongoing support for the Landlord and tenant if and when needed, for example referral to one of the partner agencies Green Square, Home Group or project Solace
- (8) **Optional** - A link to website(s) offering a facility to download or print a tenancy agreement.

- (9) **Optional** - Financial help towards gas, energy performance certificate, and electric safety certificates up to a value of £100.

3.8 The table below show the costs associated with each type of property

	Finders Fee	LHA shortfall 6 months	LHA shortfall 12 months	Bond Rent Guarantee	Incentives EPC etc.	Total Cost with 6 month LHA shortfall	Total cost with 12 month LHA shortfall
Studio	£100	£300	£600	£350	£100	£850	£1,150
One Bed	£200	£300	£600	£450	£100	£1,050	£1,350
Two Bed	£300	£300	£600	£900	£100	£1,600	£1,900
Three Bed	£400	£600	£1,200	£1,200	£100	£2,300	£2,900
Four Bed	£500	£840	£1,680	£2,000	£100	£3,440	£4,280

	Finders Fee	LHA shortfall 6 months	LHA shortfall 12 months	Incentives EPC etc.	Including RIA & Deposit	Total Cost 6 months LHA shortfall	Total cost 12 month LHA shortfall
Studio	£100	£300	£600	£100	£700	£1,200	£1,500
One Bed	£200	£300	£600	£100	£900	£1,500	£2,700
Two Bed	£300	£300	£600	£100	£1,800	£2,500	£2,800
Three Bed	£400	£600	£1,200	£100	£2,400	£3,500	£4,100
Four	£500	£840	£1,680	£100	£3,360	£4,800	£5,640

- 3.9 In order to compare the cost of supporting households in current provision (based on average rates) with the amount that could be achieved by use of the bond or rent deposit, estimates based on current costs are shown below. For the purposes of the estimate and for the scope for initial budget consideration, we would aim to achieve between 20 to 50 PRSOs; if we were able to go beyond those figures, we would seek revised approval in line with the delegated authority.

Household size	Cost of B & B or dispersed provision	Estimated HB recoverable	Cost of landlord incentive (using deposit approach)	Saving to the Council
1 Bed	£17,108	£4,428	£1,500	£11,180
2 Bed	£23,400	£5,670	£2,800	£14,930
3 Bed (4 children)	£36,400	£7,020	£4,100	£25,280
4 Bed (couple 6 children)	£41,600	£9,180	£5,640	£26,780

- The above savings figures are based on 12 months
- The cost of Landlord figure is derived over a 12 month period e.g. for a Studio (Finder's Fee of £100 + LHA shortfall for 12 months of £600 + £700 RIA & Deposit + £100 incentive = £1,500).

- 3.10 Based on the figures in 3.9 above, our estimate of the potential annual cost savings to the Council range from £zero (no landlord interest) to using a prudent maximum is/of £363,397 (based on a mix of 20 required properties - 6 one bedroom, 6 two bedroom, 5 Three bedroom and 3 four bedroom).

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

- 4.1 This initiative has been considered in conjunction with local landlords and received warm approval. It might be that further options are considered with the group and whether as a consequence there is encouragement for landlords to use their resources to acquire more premises.

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

- 5.1 Our current approach to providing emergency accommodation, beyond our own or what is provided by our Registered Provider partners is to use bed and breakfast type establishments or other self-contained accommodation. Bed and Breakfast costs in 2017/18 amounted to £725,000. This takes account that through the previous scheme, we also paid out a total of £60,127.30 for rent in advance and deposits 2017/18.

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

- 6.1 The main reasons for the recommendations are associated with the desire to avoid single people, couples and families unnecessary long periods in short term hotel/bed and breakfast provision. The intention is either through prevention activity to relieve homelessness more quickly; increase the supply of housing or create greater access to the private rented market. The provision of self-contained homes where households can lead settled lives. It is unacceptable to MHCLG or families to reside in bed and breakfast for any longer than is absolutely necessary whilst more suitable longer term options are secured. To avoid or reduce the time and cost households spend in temporary accommodation including B&B and increase the chances of households of settling into permanent accommodation. Similar schemes have been operating in Southwark, Bournemouth and Bristol. A consultation took place at a Landlord Forum in Gloucester March this year, giving a PowerPoint presentation pitch, offering proposed incentives, the Landlords discussed wanting a deposit rent guarantee, the LHA rates are lower than the market rates an incentive to bridge the gap would be welcome and ongoing support if necessary through the life of the tenancy.

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

- 7.1 To promote landlord incentives to increase interest numbers of private rented accommodation available to the Council to support homeless applicants.
- 7.2 To advertise on social media, local radio and other marketing outlet newspapers.
- 7.3 To develop a customer brochure for advertising 'how to find your own private rented accommodation' and a corresponding 'how we can help' brochure detailing headlines from our incentives as above.

- 7.4 Enhance web content to promote initiatives.
- 7.5 To consider hosting a 'landlord expo' to be undertaken in 2019 – this will promote this and overlapping initiatives
- 7.6 To consider the use of supplemental agreements where the Council chooses to protect a deposit bond.
- 7.7 To implement as soon as possible on a pilot basis, organize advertising for the Promotion pack ready for Landlords and Letting Agents. Consult the market for potential names for the scheme.
- 7.8 An application is being made to the Private Rented Sector Access Fund for a bid with partnership authorities.

## **8.0 Financial Implications**

- 8.1 As noted above the Council has a statutory obligation to help people who are homeless by taking reasonable steps to secure suitable accommodation for them. If appropriately managed and controlled the proposed approach offers a potential opportunity to reduce the current overall costs to the Council of meeting these obligations.
- 8.2 The approach to the offering of incentives needs to be carefully managed to ensure that appropriate accommodation is secured within the bounds of the incentive costs quoted. The financial risk being that the monies available for the provision of accommodation are not applied timeously to reduce the short term temporary accommodation need and its related costs.
- 8.3 There also needs to be measures in place to ensure that the financial obligations created with the landlords for the provision of the necessary accommodation are fully utilised and that there are appropriate provisions for the situations whereby housed individuals leave properties of their own accord.

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

## **9.0 Legal Implications**

- 9.1 The Council has a duty under section 189B of the Housing Act 1996 (inserted by the Homelessness Reduction Act 2017) to help people who are homeless by taking reasonable steps to secure suitable accommodation becomes available for the applicant's occupation for at least 6 months.
- 9.2 The Secretary of State for Housing, Communities and Local Government has issued a Homelessness Code of Guidance to assist local authorities in discharging their duties under the 1996 Act. Paragraph 11.23 of the Guide states that "reasonable steps" includes "providing support to applicants, whether financial or otherwise, to access private rented accommodation". The proposals set out in this report would fall within this paragraph.
- 9.3 If Cabinet resolves to proceed with the proposal, appropriate legal documents will be prepared.

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

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

10.1 The main areas of risk concerning these proposals are the ability to keep within budget and the ability to source adequate good quality provision. These matters may be mitigated by careful management of the budget area and by ensuring assessments conducted using the Housing Health and Safety Rating System. An additional risk would be that the deposit has to be paid by the Council to the landlord if the tenant defaults under the terms of the tenancy agreement, and the Council is unable to obtain repayment from the tenant.

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

11.1 The report would be inclusive of all households being without prejudice or discrimination.

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

## **12.0 Other Corporate Implications**

### Community Safety

12.1

### Sustainability

12.2

### Staffing & Trade Union

**Background Documents:** None

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