



# Gloucester City Council

## Cabinet

**Meeting: Wednesday, 12th June 2019 at 6.00 pm in Civic Suite - North Warehouse, The Docks, Gloucester, GL1 2EP**

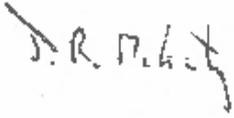
<b>Membership:</b>	Cllrs. James (Leader of the Council and Cabinet Member for Regeneration and Economy) (Chair), Watkins (Deputy Leader and Cabinet Member for Communities and Neighbourhoods), Cook (Cabinet Member for Environment), Gravells (Cabinet Member for Planning and Housing Strategy), Morgan (Cabinet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

## AGENDA

<b>1.</b>	<b>APOLOGIES</b>  To receive any apologies for absence.
<b>2.</b>	<b>DECLARATIONS OF INTEREST</b>  To receive from Members, declarations of the existence of any disclosable pecuniary, or non-pecuniary, interests and the nature of those interests in relation to any agenda item. Please see Agenda Notes.
<b>3.</b>	<b>MINUTES</b> (Pages 7 - 10)  To approve as a correct record the minutes of the meeting held on 8 <sup>th</sup> May 2019.
<b>4.</b>	<b>PUBLIC QUESTION TIME (15 MINUTES)</b>  The opportunity is given to members of the public to put questions to Cabinet Members or Committee Chairs provided that a question does not relate to: <ul style="list-style-type: none"><li>• Matters which are the subject of current or pending legal proceedings, or</li><li>• Matters relating to employees or former employees of the Council or comments in respect of individual Council Officers</li></ul>
<b>5.</b>	<b>PETITIONS AND DEPUTATIONS (15 MINUTES)</b>  To receive any petitions or 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>

6.	<p><b>LEADER AND CABINET MEMBERS' QUESTION TIME (15 MINUTES)</b></p> <p>Any Member of the Council may ask the Leader of the Council or any Cabinet Member any question without prior notice, upon:</p> <ul style="list-style-type: none"> <li>• Any matter relating to the Council's administration</li> <li>• Any matter relating to any report of the Cabinet appearing on the summons</li> <li>• A matter coming within their portfolio of responsibilities</li> </ul> <p>Only one supplementary question is allowed per question.</p>				
7.	<p><b>GREEN TRAVEL PLAN PROGRESS REPORT 2018 AND UPDATE (Pages 11 - 18)</b></p> <p>To consider the report of the Cabinet Member for Environment seeking to update Members on the implementation of the Council's Green Travel Policy and its effectiveness following 12 months of operation from April 2018 to March 2019.</p>				
8.	<p><b>TENANCY RESCUE AND HOMELESSNESS PREVENTION INITIATIVES (Pages 19 - 38)</b></p> <p>To consider the report of the Cabinet Member for Communities and Neighbourhoods seeking support for revised tenancy rescue and homelessness prevention initiatives to be used as a spend to save approach for the Housing Service. The funds are to be sourced from central government funding made available to local authority to prevent homelessness (Homelessness Prevention Grant Funding).</p>				
9.	<p><b>ANNUAL REPORT ON THE GRANT FUNDING PROVIDED TO THE VOLUNTARY COMMUNITY SECTOR (Pages 39 - 48)</b></p> <p>To consider the report of the Cabinet Member for Communities and Neighbourhoods outlining the Council's financial contributions towards the voluntary and community sector during the year 2018-19.</p>				
10.	<p><b>TREASURY MANAGEMENT SIX MONTHLY UPDATE 2018-19 (Pages 49 - 60)</b></p> <p>To consider the report of the Cabinet Member for Performance and Resources highlighting issues specific to the Council, interest rate forecasts and providing an overview of the Council's performance for 2018/19.</p>				
11.	<p><b>DELIVERY OF STRATEGY PERFORMANCE PROJECT GOVERNANCE (Pages 61 - 64)</b></p> <p>To consider the report of the Cabinet Member for Performance and Resources seeking approval for the establishment of two new posts to deliver an effective policy, strategy and performance management and governance function.</p>				
12.	<p><b>EXCLUSION OF PRESS AND PUBLIC</b></p> <p><b>To resolve:</b> that the press and public be excluded from the meeting during the following item of business on the grounds that it is likely, in view of the nature of business to be transacted or the nature of the proceedings, that if members of the press and public are present during consideration of this item there will be disclosure to them of exempt information as defined in Schedule 12A of the Local Government Act 1972 as amended.</p> <table border="1" data-bbox="225 1928 1477 2074"> <thead> <tr> <th data-bbox="225 1928 512 1966">Agenda Item No.</th> <th data-bbox="512 1928 1477 1966">Description of Exempt Information</th> </tr> </thead> <tbody> <tr> <td data-bbox="225 1995 512 2033">14</td> <td data-bbox="512 1995 1477 2074">Paragraph 3: Information relating to the financial or business affairs of any particular person (including the authority holding that information).</td> </tr> </tbody> </table>	Agenda Item No.	Description of Exempt Information	14	Paragraph 3: Information relating to the financial or business affairs of any particular person (including the authority holding that information).
Agenda Item No.	Description of Exempt Information				
14	Paragraph 3: Information relating to the financial or business affairs of any particular person (including the authority holding that information).				
13.	<p><b>ACQUISITION OF TEMPORARY ACCOMMODATION (Pages 65 - 70)</b></p>				

To consider the report of the Cabinet Member for Communities and Neighbourhoods seeking approval for the Council to enter into agreements with the Cheltenham YMCA (CYMCA) to facilitate the acquisition by the CYMCA of a 48 unit scheme in Gloucester to be used as supported accommodation for households presenting to the council as homeless or at risk of homelessness.



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

**Date of Publication: Tuesday, 4 June 2019**

## 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.

This page is intentionally left blank



## CABINET

**MEETING** : Wednesday, 8th May 2019

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

**Others in Attendance**

Managing Director

Corporate Director

Head of Policy and Resources

Head of Place

Head of Communities

Democratic Services and Elections Officer

**APOLOGIES** : None

### 113. DECLARATIONS OF INTEREST

There were no declarations of interest.

### 114. MINUTES

**RESOLVED** that the minutes of the meeting held on 3rd April 2019 be confirmed as a correct record and signed by the Chair.

### 115. PUBLIC QUESTION TIME (15 MINUTES)

A member of the public informed Cabinet that a number of homeless individuals had told him that they had been refused access to the homeless hub in Gloucester. He asked what the criteria for admission was and why people might not be offered accommodation. The Cabinet Member for Communities and Neighbourhoods replied that records indicated only one person had been refused access and that was because they already had accommodation. She confirmed that the hub was for people who were homeless as assessed by StreetLink and advised that details of specific cases should be taken up with the Countywide Homelessness Co-ordinator.

The member of the public advised Cabinet that a City Council officer had not offered information on the homeless hub to a person in need of assistance and sought assurance that the matter would be addressed. The Cabinet Member for Communities and Neighbourhoods expressed concern and emphasised the

**CABINET**  
**08.05.19**

importance of people being able to access help. She reassured Members that officers would address the matter.

The member of the public enquired how many people have been prosecuted annually between 2010 and 2018 for street begging. The Cabinet Member for Communities and Neighbourhoods responded that although there had been 29 criminal behaviour orders issued these concerned all offences not just begging. She stated that providing a detailed response would take time to retrieve given the different agencies and timescale involved but gave assurance that she would provide a written answer to the questioner. The member of public asked what was known about the reasons behind people begging and what incentives were in place to prevent them reoffending. The Cabinet Member for Communities and Neighbourhoods commented that most people begging suffered with addiction as well as other issues around mental health and general wellbeing. She made it clear that engaging with and offering support to individuals was prioritised with enforcement seen only as a last resort. The member of the public further asked if people paid fines while incarcerated and what support was available to those coming out of prison. The Cabinet Member for Communities and Neighbourhoods stated that the Council worked hard to fully engage with the criminal justice system and ensure that individuals were engaged with all relevant services and agencies. She commented that those people often had convictions for other offences but acknowledged that systems sometimes fail and asked that individual cases be raised so that they could be looked into.

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

There were no petitions or deputations.

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

There were no questions to the Leader of the Council or Cabinet.

**118. CABINET MEMBER FOR CULTURE AND LEISURE AND CABINET MEMBER FOR PLANNING AND HOUSING STRATEGY**

The Leader of the Council announced that the Cabinet Member for Culture and Leisure and Cabinet Member for Planning and Housing Strategy would be stepping down. He took the opportunity to place on record his thanks to both Cabinet Members for their contribution.

**119. EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED** that the press and public be excluded from the meeting during the following item of business (Agenda item 8) on the grounds that it is likely, in view of the nature of business to be transacted or the nature of the proceedings, that if members of the press and public are present during consideration of this item there will be disclosure to them of exempt information as defined in Schedule 12A of the Local Government Act 1972 as amended.

**CABINET  
08.05.19**

**120. BAKERS QUAY REDEVELOPMENT**

Cabinet considered the report of the Cabinet Member for Regeneration and Economy that sought to update Members on the development strategy for the remaining phases of the Bakers Quay redevelopment.

**RESOLVED** as per the recommendations in the confidential report

**Time of commencement: 6.00 pm**

**Time of conclusion: 6.20 pm**

**Chair**

This page is intentionally left blank

# Gloucester City Council

<b>Meeting:</b>	<b>Cabinet</b>	<b>Date:</b>	<b>12<sup>th</sup> June 2019</b>
<b>Subject:</b>	<b>Green Travel Policy Annual Update</b>		
<b>Report Of:</b>	<b>Cabinet Member for Environment</b>		
<b>Wards Affected:</b>	<b>All</b>		
<b>Key Decision:</b>	<b>No</b>	<b>Budget/Policy Framework:</b>	<b>No</b>
<b>Contact Officer:</b>	<b>Jon Topping – Head of Policy and Resources</b>		
	<b>Email: jon.topping@gloucester.gov.uk</b>	<b>Tel:</b>	<b>396242</b>
<b>Appendices:</b>	<b>1. Green Travel Policy</b> <b>2. Statistical Data Mar 2018 – Mar 2019</b>		

## FOR GENERAL RELEASE

### 1.0 Purpose of Report

- 2.1 To update Cabinet on the implementation of the Council's Green Travel Policy.
- 2.2 To update on the effectiveness of the policy following 12 months of operation from April 2019 to March 2019.

### 2.0 Recommendations

- 2.1 Cabinet is asked to **RESOLVE** that
  - (1) The effectiveness of the policy be noted following 12 months of operation.

### 3.0 Background and Key Issues

- 3.1 In March 2017 Cabinet approved a Green Travel Policy the aim of which is to encourage greener and more cost effective travel as a Council. In addition approval was also granted for the procurement of an integrated business travel portal, which could provide access to a fleet of modern and effective pool vehicles and hire cars.
- 3.2 In November 2017 the Council awarded a contract for the above services to Enterprise Travel Plc which would provide us with use of the Enterprise Direct Online Travel Portal, give us access to 5 pool vehicles based at the Council and have the ability hire vehicles where necessary.
- 3.3 In February 2018 Cabinet noted the full implementation of the Green Travel Policy attached at Appendix 1, while requesting a further report back following 12 months of operation.
- 3.4 Key benefits of implementing the policy by the Council are highlighted below:

- A reduction in risk to the council associated with mileage reimbursement. The council have a duty of care to ensure their employees have business insurance, valid license and a fully maintained and MOT'd car for business trips. By implementing the policy, this risk has been greatly reduced.
- The need for employees to bring their own cars to work is reduced as staff who are able to travel to work by other means now have onward mobility for official journeys through the use of Car Club or for longer journeys car hire.
- The average 'employee owned' car will have a higher level of CO2 emissions than the rental cars due to age and type. Although an estimate, there is an expected reduction in CO2 emissions in the 12 months it is 3 tonnes carbon dioxide emissions.
- Car Club cars are self-managed with keys and fuel card stored in the car. Staff are able to manage their own bookings, providing a reduction in administration in the Council.
- As staff do not need to make numerous mileage claims, there is an efficiency in reduced requirement on managers to check and approve claims, plus the saving on administration of reimbursing claims to staff.
- Detailed management information is provided to the Council via the Car Club telematics to monitor usage and journey distance. Appendix 2 provides a summary of this data for the 12 months in this report.

3.5 Following the first 12 months of operation multiple stakeholders within the council are generally happy with the new policy and operation of fleet of vehicles. There are however areas of availability of vehicles and cancellations that require further work. Section 8 of the report provides further detail on future actions.

3.6 During the year the lease on the mayor's vehicle expired and a new vehicle would have needed procuring. In consultation the lease vehicle was not replaced and one of the pool vehicles was upgraded. Through agreement with Enterprise no commercial branding is on this vehicle. This vehicle can now be booked for use by staff when not required for civic duties providing both financial and efficiency savings.

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

4.1 There are no ABCD implications from this report

#### **5.0 Environmental Implications**

5.1 As highlighted earlier in the report by implementing this policy the Council has reduced CO2 emissions through the use of more modern and environmentally friendly vehicles. An estimate of carbon dioxide tonnes saved is 3 tonnes.

5.2 By exploring the opportunity to change all pool vehicles to electric based upon journey distances will further reduce the emissions of the Council.

5.2 Establishing a fleet of business vehicles that are environmentally credible is important given our ambassadorial position within the City and County and recognises the importance the Council attaches to green travel.

## **6.0 Alternative Options Considered**

6.1 No alternative options are currently being considered

## **7.0 Reasons for Recommendations**

7.1 Providing a fleet of business vehicles based on business need, supports staff in undertaking their roles more efficiently within our communities and also promotes the Council more visibly through vehicle branding.

## **8.0 Future Work and Conclusions**

8.1 As highlighted para 3.5, there have been some periods of vehicle unavailability in the period. To ensure this is quantified the booking tool is to be expanded to record all booking request for vehicles even if no vehicle was available for officers. This data will then be analysed to assess the number of pool vehicles required in the future. A 6 week trial of a further vehicle will also be undertaken to assess the impact.

8.2 With the move to Shire Hall the opportunity has now arisen to explore the opportunity of having a shared car club with Gloucestershire County Council. Both the City and the County have similar arrangements with Enterprise, this would provide further efficiency opportunities for both Councils.

8.3 Based upon the average length of journey for the pool vehicles, the opportunity to deliver a full fleet of electric vehicles will be explored.

8.4 The opportunity to provide electric bicycles to staff for shorter journeys in the city will also be explored, again potentially working with Gloucestershire County Council

## **9.0 Financial Implications**

9.1 The implementation of this policy has seen the consolidation of revenue budgets for vehicle repairs and maintenance, mileage claims, fuel and vehicle insurance excluding Countryside Unit, Cemeteries and the Guildhall.

9.2 There has been no overall reduction in the Councils budget because of implementing the policy, however this does not quantify the benefits realised at paragraph 3.4 of this report. As the authorisation of mileage claims is now the exception it is still expected that this expenditure will further reduce to deliver budgetary savings.

## **10.0 Legal Implications**

10.1 None relating directly to this report.

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

## **11.0 Risk & Opportunity Management Implications**

11.1 There are no new risks identified as a result of this report. The key opportunity is to the potential to share with the County to provide both environmental and financial benefits.

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

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

## **13.0 Community Safety Implications**

13.1 None

## **14.0 Staffing & Trade Union Implications**

14.1 None

**Background Documents:** None

## Appendix 1 – Green Travel Policy



**Gloucester City Council is committed to encouraging greener travel by its staff and Elected Members. To do so the Council endorses the following principles for greener travel supported by the provision of an online integrated business travel portal:**

- To reduce the need to travel;
- To increase awareness among staff of travel choices and their implications;
- To facilitate and promote more active modes of travel;
- To encourage staff to commute to work by walking, cycling and using public transport and reduce in particular, single occupancy car journeys;
- To encourage the use of sustainable and cost effective forms of transport on business Journeys;
- To maximise the efficiency of fleet vehicles and hire availability vehicles where these are identified as the most sustainable and cost effective form of travel
- To ensure the Travel Policy is embedded into existing corporate and departments processes reviewed on a regular basis

**The travel hierarchy upon which this Travel Policy is based is provided below:**

- Is there a need to travel – can a telephone call, tele-conference, video conference, email exchange or use of google maps (etc.) deliver the same outcome;
- Walking / cycling – the healthiest and cheapest forms of transport, negligible carbon emissions flexibility;
- Public transport – reduced carbon emissions particularly if travelling as a group but does come with issues or reliability and congestion.
- Pool Car & Hire Car – access to a clean, fully serviced and well maintained vehicle does prove popular and can reduce carbon emissions particularly where journeys are shared.
- Air Travel – sometimes the only viable option. High in carbon emissions and thus high in cost but sometimes may be cheaper in monetary terms for other long distance modes of travel.
- Private car – sometimes the only option due to need but better if a shared trip

**Every business journey you undertake will require planning and where you are considering undertaking your journey by vehicle then that will require to be pre-planned (unless 'business critical' exceptional circumstances) through the Council's online business travel portal**

Once you have submitted your business journey details, the portal will direct you to travel in the most sustainable and cost effective manner available and this will include, pool car and hire car. Other than by exception you will be expected to travel in the most sustainable and cost effective manner and if you choose not to do so and use your own personal car for business travel then the Council will not reimburse that journey.

Row Labels	Average of Trip Tim	Average of Trip Distance Used
Gloucester City Council	5.26	10.31
<b>Grand Total</b>	<b>5.26</b>	<b>10.31</b>

Hours/Trip	No of Trips
<0 or (blank)	
0-10	1307
10-20	230
20-30	13
30-40	2
40-50	2
50-60	1
60-70	4
70-80	4
<b>Grand Total</b>	<b>1563</b>

Miles/Trip	No of Trips
(blank)	
0-9	972
10-19	373
20-29	140
30-39	30
40-49	17
50-59	6
60-69	5
70-79	3
80-89	1
90-99	6
100-109	1
110-119	3
120-129	3
200-209	2
280-289	1
<b>Grand Total</b>	<b>1563</b>

Hours/Trip	Total Hours
0-10	4622
10-20	2518.5
20-30	312.75
30-40	61.75
40-50	92.75
50-60	56.5
60-70	267
70-80	284.75
<0 or (blank)	
<b>Grand Total</b>	<b>8216</b>

Hours/Trip	Total Miles
0-10	13806
10-20	686
20-30	527
30-40	490
40-50	248
50-60	8
60-70	148
70-80	201
<0 or (blank)	
<b>Grand Total</b>	<b>16114</b>

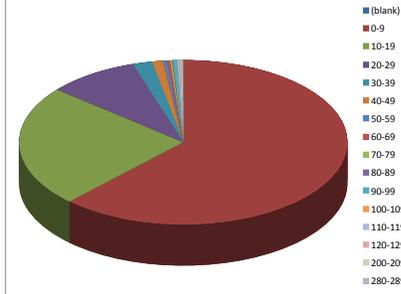
Row Labels	Total Miles
DS18 HZJ	2500
EA68 UKV	1702
EF67 AEY	3783
FL17 YKN	608
FL66 KMG	4470
FL66 KTU	1255
FN18 KUB	1006
FN68 YOY	163
VN17 EHY	627
(blank)	
<b>Grand Total</b>	<b>16114</b>

Row Labels	Total Hours
DS18 HZJ	1172.75
EA68 UKV	486.25
EF67 AEY	1596
FL17 YKN	1198.25
FL66 KMG	1494.75
FL66 KTU	479
FN18 KUB	1416.25
FN68 YOY	64.25
VN17 EHY	308.5
(blank)	
<b>Grand Total</b>	<b>8216</b>

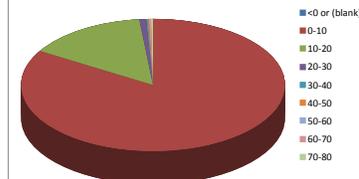
Weekday	No of Trips
Monday	284
Tuesday	297
Wednesday	336
Thursday	338
Friday	299
Saturday	6
Sunday	3
(blank)	
<b>Grand Total</b>	<b>1563</b>

Row Labels	Count of AM/PM
AM	1102
PM	461
(blank)	
<b>Grand Total</b>	<b>1563</b>

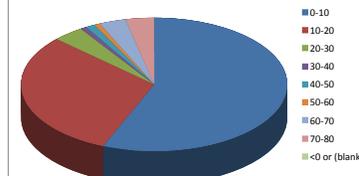
No of Trips/Mileage Category



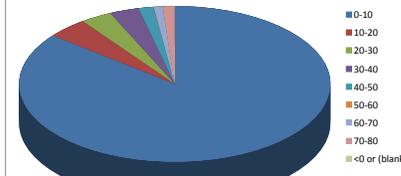
No of Trips/Time Category



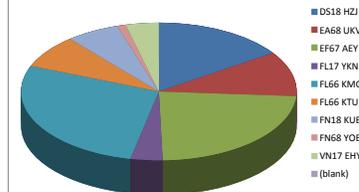
Total Hours/Time Category



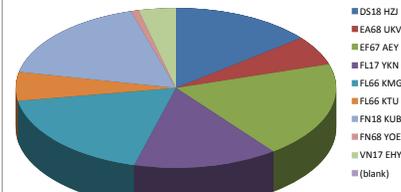
Total Miles/Time Category



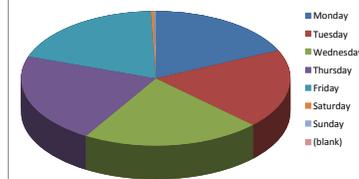
Total Miles/Car



Total Hours/Car



Trips/Day



AM/PM Split



This page is intentionally left blank

# Gloucester City Council

<b>Meeting:</b>	<b>Cabinet</b>	<b>12 June 2019</b>
<b>Subject:</b>	<b>Tenancy Rescue and Homelessness Prevention Initiatives</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/No</b>	<b>Budget/Policy Framework: No</b>
<b>Contact Officer:</b>	<b>Mohammed Bhula</b>	
	<b>Email: <a href="mailto:mohammed.bhula@gloucester.gov.uk">mohammed.bhula@gloucester.gov.uk</a></b>	<b>Tel: 396510</b>
<b>Appendices:</b>	<ol style="list-style-type: none"> <li><b>1. Homelessness Prevention – Guiding Principles</b></li> <li><b>2. Draft SLA for Mediation Service</b></li> <li><b>3. Draft Supplemental Agreement</b></li> <li><b>4. PIA Screening attached</b></li> </ol>	

## FOR GENERAL RELEASE

### 1.0 Purpose of Report

- 1.1 The purpose of this report is to seek support for revised tenancy rescue and homelessness prevention initiatives to be used as a spend to save approach for the Housing Service. The funds are to be sourced from central government funding made available to local authority to prevent homelessness (Homelessness Prevention Grant Funding).
- 1.2 The proposals outlined in this report replace existing tenancy rescue measures undertaken by the Council. Current tenancy rescue initiatives are on an ad-hoc basis and approved on a case by case basis using the Homelessness Prevention Fund. This proposal seeks to extend this remit and make tenancy rescue a staple part of a Housing Officer’s toolkit in order to reduce the burden on the Temporary Accommodation Budget. There is a recognised framework outlined in this report to ensure fairness and equitable use of this process.

### 2.0 Recommendations

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

- (1) the use of Homelessness Prevention Funding to be used for tenancy rescue initiatives be approved
- (2) authority be provided to the Housing Service Manager to adopt a flexible approach to Homelessness Prevention and to provide financial incentives that “allow households to remain in their accommodation or move to alternative accommodation” on the understanding that homelessness for these households is likely to have a greater financial impact on the Council’s budget
- (3) a set of Homelessness Prevention Guiding Principles as opposed to a prescriptive policy in order to allow a degree of flexibility in the Council’s approach to Homelessness Prevention be adopted (Set out in Appendix 1)
- (4) authority be provided to the Housing Services Manager to agree any variations to the Guiding Principles that may be required to reflect the housing market.

### **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 prevention duty lasting 56 days to assist a household threatened with homelessness to either remain in their accommodation or move to alternative accommodation.
- 3.2 When a household presents as homeless, or if prevention work has been unsuccessful, the local authority may owe an "interim duty" to accommodate the household if we have reason to believe the household is priority need. Interim accommodation is becoming increasingly costly for the Council and action should be taken now to reduce the impact of this.
- 3.3 Should a household (once homeless) be found to be eligible for assistance, in priority need and unintentionally homeless, the local authority may also owe a 'main' homelessness duty and as a result is required to identify suitable longer-term accommodation in order 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' (PRSO – provided it is for a period of 12 months). Such offers or refusals of suitable offers will bring to an end to the Council's main duty and our duty to provide temporary accommodation (TA).
- 3.3 The average cost of homelessness per household is calculated to be approx. £37,000 (Homeless Link, 2017) This figure takes into account costs placed on Local Authorities as well as other statutory and non-statutory services (NHS, Social Care, Voluntary Agencies, Criminal Justice, Employment, Education). The average prevention incentive is likely to be significantly less.
- 3.4 The average cost of temporary accommodation for a household in Gloucester City varies depending on household make up and property type. B&B accommodation is usually the most expensive type of accommodation and prices range from £150pw-£500pw depending on the requirements of the applicants being placed. The Council under s188 of the Housing Act 1996 will have a duty to provide applicants who they have reason to believe are priority need (as defined by the act) with temporary accommodation, the new relief duty brought in by the Homelessness Reduction Act requires the Council to assist a household to relieve their homelessness for a period of 56 days. No decisions around whether a main duty is owed can be made within this time and as a result many households will remain in TA for the duration of these 56 days until their homelessness can be relieved or a decision around whether a full housing duty is owed can be reached.
- 3.5 Below are indications of possible scenarios (not exclusive) where increased flexibility with the prevention budget will allow the Housing Service to increase the number of households we are able to help to remain in their existing accommodation.
- Rent Arrears Payments
  - Repairs Payments
  - Deposits
  - Furnishings
  - Rent Top Up's

#### Wider Prevention Work -

- Commissioning a Mediation/Counselling Service an example service level agreement attached (appendix 2)
  - This service may incorporate some Adverse Childhood Experience (ACES) principles to assist households at risk of homelessness as a result of lifestyle

or behaviours influenced by adverse childhood experiences. More work around the feasibility of this will be undertaken during procurement.

3.6 The table below provides an opportunity/risk breakdown of assisting households in these circumstances using prevention funding. List is not exhaustive and a flexible/creative approach to tenancy rescue is required in order to be successful and sustainable. The table below illustrates some of the more common actions that can be taken.

Scenario	Possible Actions to Prevent	Opportunity	Risk
Rent Arrears	Payment to resolve full or partial rent arrears in agreement that the landlord will provide another fixed term tenancy – min 6 months	<p>Cost substantially less than placing a household into interim accommodation.</p> <p>Opportunity to engage household with money advice services/employment services.</p>	<p>Difficult to recover the money without a robust recovery process however payments would be expected from household and overall cost in the long term would be lower.</p> <p>This option will allow families to remain in their home – paying off arrears for households who may have deliberately worsened their situation may not at first seem like fair solution. Financially this may be the more effective option.</p>
Repairs Payments	<p>Payment to resolve repairs issues at the property (e.g. if a tenant has damaged part of the property and the landlord wants to evict as a result)</p> <p>Should not be used for repairs which are the Landlord’s responsibility e.g. roof repairs/central heating repairs etc</p>	<p>Cost substantially less than placing a household into interim accommodation.</p> <p>Household able to remain and property condition improved.</p>	<p>Difficult to recover the money without a robust recovery process however payments would be expected from household and overall cost in the long term would be lower.</p> <p>Risk that no payments will be recovered</p>
Deposits	In line with current landlord incentive scheme – deposits could be provided as an assurance to landlords for assisting	This can be used to assist households to move to alternative accommodation or remain in existing accommodation – double deposits could be provided for tenants in lieu of a guarantor or bad credit.	Robust recovery process required in order to recycle these deposits and to ensure that tenants are responsible for withheld deposits. Supplemental agreement example attached (appendix 3)

Furnishings	Very occasional but on an ad hoc basis – landlord could be incentivised to continue with existing tenancy if damaged furniture/fixtures are replaced etc.	This could include doors, painting of the property, carpets etc. Occasionally landlords may want to evict as tenants may have caused damage to the fixtures in the property –this can occasionally be resolved swiftly using tenancy rescue measures	Landlord could still evict tenant once this is paid – in order to mitigate the risk a fixed term of 12 months will be expected in order to confirm assistance.
Rent Top Ups	Top up rent when unaffordable.	<p>On basis that applicant works with agencies to assist to work/ money advice services to maximise income. Local Housing Allowance is significantly lower than market rents in the City and this incentive as a prevention tool is vital to allow the Council to access properties in the private rented sector. Assistance through rent top up will be dependent on the creation of a 6 month fixed term tenancy (minimum)</p> <p>This provision incentivises households (that are able) to actively look for work to ensure they can afford to remain once the top up ends.</p>	<p>Will need to ensure that rent can reasonably be affordable at the end of the fixed term paid for by GCC. If no reasonable prospect of affordability – e.g. unable to work/benefits maximised no top up should be approved.</p> <p>Cannot fetter discretion – there may be special reasons why the household should remain – medical adaptations for example</p>

3.6.1 All incentives will be provided on the production of a new fixed term tenancy agreement, required minimum suggested as 12 months however a 6 month fixed term may be considered in exceptional circumstances.

3.7 Commissioning a Mediation/Counselling Service can be an effective method of reducing homelessness as a result of relationship breakdown. A flexible approach to both counselling and mediation should be considered and the remit of this service should be open to all forms of relationships.

This service will try to incorporate principles around ACES (adverse childhood experiences) however the finer details of how this will work in practice will need to be discussed with a provider.

- 3.8 Guiding Principles will need to be reactive to changes in the market, local pressures, legislation and regulations. To avoid delays in seeking cabinet decisions, the Housing Services Manager could be delegated to have flexibility to agree minor variations to the policy.
- 3.9 Staff training required around new guidance and processes need to be mapped out – will need training around adopting a flexible approach to prevention and the processes for signing off payments and beginning the recovery process.
- 3.9.1 Sign off on payments over £3500 will require approval from Head of Communities and Head of Finance. Payments of this size will only be in very exceptional circumstances so sign off from heads of service is an additional budgetary safeguard.

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

- 4.1 This initiative has been considered in conjunction with ABCD principles. Households assisted as a result of tenancy rescue will be able to remain in their existing accommodation for a reasonable period of time allowing them to continue to engage and contribute to their local community. This will also prevent upheaval for families with children having to be placed into temporary accommodation which in itself could be considered an adverse childhood experience leading to further social impacts in the future.
- 4.2 Where appropriate Housing Officers will signpost/refer applicants to relevant agencies or self-help services within the community. This is an additional layer of support ensuring the sustainability of the tenancy.

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

- 5.1 No alternative options considered – proposed improvement to current tenancy rescue measures.

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

- 6.1 The main reasons for the recommendations are associated with the desire to reduce the Councils reliance on temporary accommodation and the budget impact incurred as a result. Intention is to prevent households from becoming homeless at a lower overall cost to the Council.

It is unacceptable to the MHCLG for families to reside in bed and breakfast for any longer than is absolutely necessary whilst more suitable longer term options are secured.

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

- 7.1 Flexible Mediation/Counselling Service option to be explored in particular around ACES principles
- 7.2 Continuous review of guiding principles to ensure process is effective

#### **8.0 Financial Implications**

- 8.1 Cost implications involve the expenditure of the Homelessness Prevention Budget. The flexibility around this scheme makes it difficult to predict total expenditure however savings should be seen to the temporary accommodation budget and KPI's around the number of successful homelessness preventions should increase.

- 8.2 Robust recovery process to ensure monies spent on preventing homelessness (where possible) can be recycled. This is particularly important when paying deposits for households. Process to be determined with finance but could involve landlords registering the deposit in the Council's name and returning the deposit once the tenancy ends. Any claim to the deposit as a result of unpaid rent/damage will require approval from the Local Authority and subsequently the applicant will receive an invoice for this amount. (set out in supplemental agreement – appendix 3)
- 8.3 Initial ringfence of £30,000 from Homelessness Prevention Budget in year 19/20 and 20/21 for pilot of this project. Forecasted reduction on TA budget will be outlined in 20/21 once pilot has had a year of implementation. Difficult to determine impact on TA budget in the first year due to nature of Homelessness Prevention, no way to determine how many eligible households will present to Local Authority. This figure will always be comparable against total presentations and reduction in TA budget usage will be on the assumption that levels of homelessness remain around the levels they are currently at.
- 8.4 Limited impact on DHP Budgets – DHP budget will always be used first as a priority if appropriate. DHP can be facilitated for some elements of tenancy rescue however it is not always appropriate to access this funding.
  - 8.4.1 Some households if not currently in receipt of Housing Benefit or Universal Credit will not be eligible to apply for DHP.
  - 8.4.2 Rescuing of a tenancy requires negotiation with a landlord and swift decisions on whether funding can be approved, this is not always possible with DHP as they require an application and approval outside of the Housing Service Remit.
- 8.5 Passed to finance for comments – awaiting feedback

## **9.0 Legal Implications**

Pursuant to Section 2 of the Homelessness Act 2002, local Housing Authorities have a duty to review homelessness in their District and to formulate and publish a strategy based on the results of their review. The Homelessness Reduction Act 2017 which came into force on 3 April 2018, requires that Local Authorities take reasonable steps to either maintain or secure accommodation for an eligible applicant threatened with homelessness, which is known as the 'prevention and relief' duty. In addition pursuant to section 182 of the Housing Act 1996, Local Authorities are also obliged to have regard to the Secretary of State's Homelessness Code of Guidance. A revised code was published on 22 February 2018. Failure to have a strategy may impact the Council's ability to defend challenges to decisions made under the Housing Act 1996 as amended by the Homelessness Reduction Act 2017.

Where the Council exercises discretion it must ensure that it does so in a lawful and fair manner otherwise it may be vulnerable to judicial review challenge. It is critical that those responsible for implementing any forthcoming policy in relation to any of the prevention measures in this report, are competent and suitably trained and that they implement those policies in a fair and lawful manner.

The procurement of any external Counselling/advisory service should be subject to such contract standing orders as may apply and any contract for services should be considered in conjunction with One Legal.

Any strategy should be subject to a People Impact Assessment before implementation.

## **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 reports are completed quarterly of the cost savings made through successful prevention.

10.2 Another area of risk is around public relations and the politics where the Local Authority have paid for households to remain in accommodation when they may have deliberately worsened their situation. These households are likely to incur a cost to the authority regardless, this decision however will be around which budget they will impact (temporary accommodation or homelessness prevention) in the event the household is found intentionally homeless (once a main duty decision has been reached) if they have children they will incur further costs to Social Care budgets. As part of this process Households will only be assisted once through this scheme, if necessary exceptions can be made however this will need to be approved by the Service Manager.

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

11.1 PIA Screening attached

**12.0 Other Corporate Implications**

Community Safety

12.1 Limited impact

Sustainability

12.2 Sustainability will be dependent on continued Homelessness Prevention Funding. Recycling of existing budget through a robust recovery process will assist with this and enable the Council to assist more households with existing resources.

Staffing & Trade Union

12.3 No impact

This page is intentionally left blank

## **Appendix 1 – Homelessness Prevention – Guiding Principles**

1. Prevention Funding can be used to reduce burdens on other budgets
2. Prevention Funding can be used to reduce GCC's reliance on TA or as an alternative to temporary accommodation
3. Officer to take a pragmatic approach to use of funding for tenancy rescue
  - a. This could be a spend to save approach
  - b. This could include considering the welfare impacts on households if they were to become homeless
4. Financial savings are more important than subjective considerations about the merit of a case or the deservedness of a household.
5. Customer focused approach – determining the ideal outcome at the best price
6. Flexibility is key to preventing homelessness – one size does not fit all

This page is intentionally left blank

## Appendix 2 - SLA for Counselling/Mediation Service

### HOUSING COUNSELLING

#### Service Level Agreement between Gloucestershire Counselling Service and Gloucester City Council Housing Advice Team

Gloucester City Council – Corporate Aim

#### Objective

To prevent homelessness by providing a Talking Service\* financed by Gloucester City Council to households experiencing personal difficulties in their homes.

This includes (but is not limited to):

- Couples experiencing relationship breakdown
- Young people experiencing relationship breakdown with their parents/carers
- Other individual cases where Counselling/Mediation may be appropriate to prevent homelessness

#### Statement of work, roles and responsibilities

The referral to this Counselling Service may form part of the process for an application for rehousing or may be as a result of a telephone enquiry prompted by advertising in the public domain.

#### In both cases:

- The Housing Advice Officer/Homelessness Prevention Officers will brief the applicant on the referral process.
- A referral will be made to the Counselling Service.
- The Counsellor will contact the applicant direct to arrange a mutually convenient appointment.
- The Counselling Service on occasion may receive self referrals for households who meet the criteria outlined in this document. On these occasions contact will be made with a Homelessness Prevention Officer who will confirm via email whether funding can be drawn down for these cases. Applicants who self refer will be made aware by Gloucestershire Counselling Services that data may be shared with Gloucester City Council for outcome monitoring.
- Counselling interview/s held with the applicant. Counsellor to explain the boundaries of confidentiality.
- Counsellor and applicant to determine the best course of action in relation to the type of service received. This may include counselling for individuals and mediation between parties.
- The Counsellor will provide Gloucester City Council with a statement of outcome relating to the applicant's housing needs.

#### Agreed Performance Monitoring Information

- |   |               |
|---|---------------|
| • Number of counselling referrals       | Glos CS – GCC |
| • Number of 'No show'                   | Glos CS - GCC |
| • Number of applicant only interviews   | Glos CS – GCC |
| • Number of interview with both parties | Glos CS – GCC |

Statement of details

**Agreed cost of Counselling Service**

- GCC will pay to Gloucestershire Counselling Service **£50** per initial session and **£40** per further session up to a maximum of 6 sessions in total.
- GCC will pay to Gloucestershire Counselling Service **£20** for each session booked where the applicant(s) does not show.
- Gloucestershire Counselling Service will contact GCC if an applicant fails to attend 2 consecutive booked sessions to determine whether further sessions for these applicants will be funded.

**Additional Sessions**

- Additional sessions outside of the above criteria (Youth Counselling/Couples Counselling) will be negotiated between Gloucester City Council and Gloucestershire Counselling Services on a case by case basis.

Payment

- Invoices to be sent for payment to GCC on completion of counselling sessions.

Venue for Counselling

Gloucestershire Counselling Service will provide a private counselling room.

**Review of Service**

This services provided as outlined in this document will be reviewed after 6 months of commencing by Gloucestershire Counselling Services and Gloucester City Council.

**Period of Notice**

If this agreement is terminated by either party, there will be a period of one month's notice given.

**Signed on behalf of Gloucester City Council**

Name .....

Position .....

Signature .....

Date .....

**Signed on behalf of Gloucestershire Counselling Services**

Name .....

Position .....

Signature .....

Date .....

## Appendix 3 – Supplemental Agreement

THIS SUPPLEMENTAL AGREEMENT is made on 04 June 2019 BETWEEN

- (1) (Name & Address) ('the Landlord')
- (2) (Name & Address) ('the Tenant')
  
- (3) Gloucester City Council of Herbert Warehouse, The Docks, Gloucester, GL1 2EQ

### 1 PARTICULARS

- 1.1 **The Tenancy Agreement** — the assured shorthold tenancy agreement for the minimum term of one year made on ..... between the Landlord and the Tenant.
- 1.2 **The Deposit** — £
- 1.3 **The Property** — The residential accommodation known as (ADDRESS).

### 2 AGREEMENT TO PAY DEPOSIT

The Council in pursuance of its powers as a Local Housing Authority and all other powers enabling it agree with the Landlord and the Tenant to advance the Deposit to the Landlord in accordance with the agreements set out below.

### 3 AGREEMENTS

The Council and the Tenant and the Landlord agree to observe the requirements of this agreement.

#### 3.1 Payment

The Council will pay the sum stated in the Particulars ('the Deposit'), to the Landlord (or the Agent), to be held by them using a tenancy deposit scheme (in accordance with s.213 Housing Act 2004) to be applied towards the discharge or part discharge of any liability of the Tenant referred to in the Tenancy Agreement. **It is a legal requirement that within 30 days of receiving the Deposit, the Landlord must give both the Tenant and the Council the prescribed information about the scheme being used** (s213 (5) and (6) Housing Act 2004 as amended by s184 (2)(b) Localism Act 2011).

#### 3.2 Use of the Deposit

In the event of any Tenant liability as set out in 3.1 above, the Landlord will contact the Council prior to any contractor being engaged to agree liability, seek quotations and confirm prices.

#### 3.3 Restoration of the Deposit

If the Landlord does apply the Deposit or part of it as authorised above, the Tenant must, at the Landlord's or the Council's written request, pay the Council a further sum to restore the Deposit to the agreed amount stated in the Particulars. **Whilst any such monies are owed, the Tenant will have a housing debt with Gloucester City Council and, in line with Homeseeker Plus Policy Section 9.1, any existing or new Homeseeker Plus application would be suspended.** Should the application of Deposit occur within the tenancy term the sum owed should be restored to the Landlord directly, who should again secure this within the registered scheme and return the full amount as set out in 3.3 below.

#### 3.4 Refund of the Deposit

Subject to the provisions of clauses 3.2 & 3.3 above, the Landlord must return the Deposit or the balance of it to the Council as soon as possible after the end of the Term.

Signed by The Tenant: .....(Tenant)

Signed by The Landlord: .....(Landlord/Agent)

Signed on behalf of The Council: .....(Authorised Signatory)

This page is intentionally left blank

## People Impact Assessment Template

For help in completing this assessment see the guidance notes at the end of these forms

Directorate: Communities	Service: Housing Service
Accountable Officer: Mohammed Bhula	Telephone & e-mail: 01452 396510
Date of assessment: 24/04/2019	Who was involved in completing this assessment? Mohammed Bhula
Name of service/function/policy/strategy or process: Housing Service	
Is this new or existing? New	

### **Part 1 – Screening**

**1. Please provide an Executive Summary of this service/function/policy/strategy or process, including the reasons behind the proposed change and who will deliver this service. Remember to demonstrate how you have shown due regard to both negative and positive aspects, for example:**

#### Negative

- Discrimination, harassment, victimisation and any other prohibited conduct (state how you will eliminate this)
- Prejudice and lack of understanding (how will you foster good relations between people to tackle prejudice and promote good understanding?)
- Which protected characteristics could be negatively affected by this change? Use the table in question 2 to explain these fully

#### Positive

- Who is to benefit from this change, and what positive opportunities does this offer to Gloucester (residents, GCC and partner agencies)
- Advance equality of opportunity: (remove or minimise disadvantage; meet people's needs; take account of disabilities; encourage participation in public life). (Does not apply to marriage and civil partnership or pregnancy and maternity)
- How might ABCD approaches be implemented?

Tenancy Rescue/Homelessness Prevention initiatives involve payments and incentives to allow households to remain in their existing accommodation. It is available to all groups as long as they are threatened with homelessness within 56 days. No impact to groups with protected characteristics and all cases will be assessed on its merits in accordance with guiding principles outlined in report.

**2. Which groups could be affected by this change, in either a negative or positive way?**  
 Please include the evidence (i.e. consultation/research) as to how you reached this decision.  
**(Positive – it could benefit, Negative – it could disadvantage, Neutral – neither positive nor negative impact or Not sure?)**

'Protected Characteristic'	Type of impact, reason & evidence base for decision
Age	Neutral
Disability	Neutral
Gender	Neutral
Marriage and Civil Partnerships	Neutral
Pregnancy and Maternity	Neutral
Race (including Gypsy & Traveller)	Neutral
Religion/Belief	Neutral
Sexual Orientation	Neutral
Transgender	Neutral
Community Cohesion	Neutral
Other Socio-economic Groups (i.e. Single Parents)	Neutral
<b>Any Human Rights implications?</b>	Neutral

**3. Is any part of this policy/service to be carried out wholly or partly by contractors?**  
 If yes, please consider equalities impact through procurement.

Yes       No

**4. Is a Full People Impact Assessment required?** If you have identified any potential or actual negative impact you will need to complete a Full People Impact Assessment.

Yes       No      Date it is to be completed:

**I AM SATISFIED A FULL PEOPLE IMPACT ASSESSMENT IS NOT REQUIRED**

<b>Author of People Impact Assessment to complete:</b>		
Assessment completed by: Mohammed Bhula Role: Housing Team Leader	Date: 24/04/2019	
<b>Manager/ Director to Complete</b>		
Countersigned by: Role:	Date:	
<b>Date Reviewed at SMT</b>		
	Date:	
<b>Cabinet Member to complete:</b>		
Signature: Post:	Date:	

Please keep the signed hard copy with your team for auditing purposes and forward an electronic copy to Emily Jones, Community Wellbeing, so that it can be archived and published, where required: [emily.bolland@gloucester.gov.uk](mailto:emily.bolland@gloucester.gov.uk)

## **Part 2 – Full People Impact Assessment**

**1. Summarise the likely negative impacts for relevant groups identified in the screening process** (start to think about possible alternatives)

**2. What consultation/involvement activities have taken place or will need to take place with groups/individuals from each relevant equality group?** (do not forget to use the Consultation Toolkit on the intranet & Focus)

**3. What other research has been or will need to be carried out to help you with the assessment? Will you need support from other teams or departments to complete this?**

**4. Results of research/consultation** (what does it tell you about the negative impacts?)

### **5. Conclusions & Action Planning**

You should explain what negative impacts there may potentially be and how they have been reduced or removed. Remember to also highlight how positive impacts are to be improved or included.

Your final decisions or recommendations may include making immediate changes, stopping or proceeding with a new policy, justifying a decision or adding objectives/targets to the service development plan/equality scheme (long term changes).

You can use the template below to record your conclusions/actions. You should also make reference to any additional monitoring or research that is still required, or was not retrievable at the point of assessment, but will be required in subsequent reviews or in order to complete actions.

<b>Impact/Issue</b>	<b>Action/Objective/Target or Justification</b>	<b>Will this remove negative impact?</b>	<b>Resources</b>	<b>Lead Officer &amp; Timescale</b>

**6. How will you monitor, evaluate and check the policy in the future?**

## 7. When will a review take place?

Please complete

**We are satisfied that a full people impact assessment has been carried out.**

<b>Author of People Impact Assessment to complete:</b>	
Assessment completed by: Role:	Date:
<b>Manager/ Director to Complete</b>	
Countersigned by: Role:	Date:
<b>Date Reviewed at SMT</b>	
	Date:
<b>Cabinet Member to complete:</b>	
Signature: Post:	Date:

Please keep the signed hard copy with your team for auditing purposes and forward an electronic copy to Emily Jones, Community Wellbeing, so that it can be archived and published, where required: [emily.bolland@gloucester.gov.uk](mailto:emily.bolland@gloucester.gov.uk)

## People Impact Assessment (PIA) - Helping you through the process

*If you need support to complete any part of this assessment, please contact Emily Bolland.*

PIAs are Gloucester City Council's agreed way of demonstrating we meet our Public Sector Equality Duties, which we have to do by law. The prompts in this PIA document will encourage you to consider the impact of your own service area on customers and colleagues, and encourage GCC to work in partnership more effectively whilst using strength-based approaches in our service delivery.

You should never consider doing an Impact Assessment on your own, it is much better to have several people talking through the assessment; more people will bring more thoughts to the table! Remember it should be an integral part of policy development not a last minute thought.

Best Practise for completing PIAs should involve the following people:

**PIA screenings:** Service/function manager, Equality & Diversity lead, and relevant frontline staff. **Full PIA:** Service/function manager, Equality & Diversity lead, customers, relevant frontline staff and other related teams, representatives from the relevant 'protected characteristics' groups, appropriate external and partner agencies, voluntary and community sector

### **Part 1 - The screening stage.**

**This should always be completed.**

At this stage you should be assessing obvious positive or negative impact or gaps in knowledge about likely impact. It should be a relatively short process which makes use of any previous consultation results, any differences in user satisfaction among groups, personal knowledge and experience, research, reports, existing equality data about service usage, internet searches, internal and external specialist advice, employees with previous experience of similar work, known inequalities etc. **If the likely impact on a particular group is unknown, then action needs to be taken to acquire this information.**

## **Part 2 - Full People Impact Assessment**

If the activity has the potential to cause adverse/negative impact or discriminate against different groups in the community it will require a full people impact assessment. In some cases it might be easy to put in place simple adjustments to eliminate any negative impact while you are working through the screening process, especially if you already have clear evidence/consultation and the process is an integral part of your policy development. These amendments should only be made at the screening stage if you are absolutely confident that no other impact will be identified. If you choose to do this you should clearly document the reasons/evidence and put in place monitoring to ensure action is taken if unanticipated impact occurs.

Part 2 of the template guides officers through the full people impact assessment process, ensuring that research/consultation with relevant equality groups has been carried out and leads to an action plan aiming to minimise the negative impact(s).

It is important to ensure sufficient time and resources are dedicated to the consultation/research process to encourage full participation. You should refer to the Consultation Toolkit to ensure your consultation follows good practice and protocol. The Focus system should also be used and is able to give you information relating to other consultation activities across the council as well as existing groups/volunteers you may be able to access.

### **Take a Proportionate Approach**

Your approach to assessing the people impact of a policy, strategy, function, process or service should be proportionate to the likely impact it will have. Issues you should consider include:

- the number of people likely to be affected
- the size of the budget/amount of money involved
- the extent of the proposed change
- wider public policy implications

PIAs mean you will assess more rigorously the policies which are likely to have a significant impact on the local community.

This page is intentionally left blank

# Gloucester City Council

<b>Meeting:</b>	<b>Cabinet</b>	<b>Date:</b>	<b>12 June 2019</b>
<b>Subject:</b>	<b>Annual Report on the Grant Funding provided to the Voluntary Sector</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>Yes</b>
<b>Contact Officer:</b>	<b>Isobel Edwards, Community Wellbeing Officer</b>		
	<b>Email: isobel.edwards@gloucester.gov.uk</b>	<b>Tel:</b>	<b>396330</b>
<b>Appendices:</b>	<b>1. List of Groups Funded</b>		

## FOR GENERAL RELEASE

### 1.0 Purpose of Report

- 1.1 To outline the Council's financial contributions towards the voluntary and community sector during the year 2018-19.

### 2.0 Recommendations

- 2.1 Cabinet is asked to **RESOLVE** that the report be noted.

### 3.0 Background and Key Issues

- 3.1 The Council adopted the Asset Based Community Development (ABCD) model in 2012 and this has underpinned our approach to working with communities and partner agencies. ABCD is a philosophy and approach that seeks to identify and mobilise individual and community 'assets', rather than focusing on problems and needs.
- 3.2 ABCD's premise is that communities can drive the development process themselves by celebrating existing strengths, responding to challenges and creating local social and economic improvements. To enable this, they often need a small amount of seed funding.
- 3.3 The Council's role is to support communities to recognise strengths and catalyse activity for themselves, as opposed to be more passive recipients of public services and our approach to funding supports this.
- 3.4 It is important to note that many of the activities funded in 18/19 (see appendix 1) have led to a dynamic and organic growth of projects, events, activities or support – without any additional intervention from the Council.
- 3.5 Community groups are supported by officers to achieve sustainability by making connections with other groups and organisations and sharing venues and equipment or assets. These connections are sometimes made by officers but often happen organically when groups have the chance to get together such as at our Lottery event.

## 4.0 Asset Based Community Development (ABCD) Considerations

4.1 Our vision for Asset Based Community Development is a guiding principle for investing our voluntary and community sector budget. At present we invest in the following activities:

- **Grant Funding to advice agencies** (The Law Centre; CAB; Gloucestershire Action for Refugees and Asylum Seekers (GARAS)) – who provide advice and very specific support to vulnerable people and communities.
- **Councillor Community Fund** – a fund to enable councillors to support community led projects within their own wards.
- **Your Gloucester** – a small ‘seed funding’ budget for residents who wish to deliver new activities in the City.
- **Gloucester Lottery** – a weekly online Lottery where local good causes can register to raise additional funds. There is a central pot of funding which the Council redistributes to voluntary and community groups on an annual basis.

## 5.0 Alternative Options Considered

5.1 No longer providing grant funding in any form is an option, however this does not help to realise the ambitions we have for our City and build on the excellent progress which has been made in previous years through small investments in our communities.

5.2 Other Districts in Gloucestershire deliver support to the VCS in a variety of different ways which are similar to Gloucester but reflect the local context and approach. The amount of grant funding available to community groups is similar across the County, however, we are confident that our approach fits with our ethos around ABCD which adds benefit to our residents.

## 6.0 Reasons for Recommendations

6.1 Cabinet are asked to note the contents of this report.

## 7.0 Future Work and Conclusions

7.1 Where possible, Community Wellbeing Officers look out for additional funding from a variety of sources. Most recently, the team were successful in working with a number of community groups to secure £15,000 of funding from the Ministry of Housing, Communities and Local Government for the delivery of Windrush Day Celebrations throughout summer and autumn 2019. The following groups were successful;

- Black Elders Community Day Centre - £1750 for a commemorative lunch
- All Nations Community Centre in partnership with All Nations UK - £5000 (2 x £2500 projects) for Story Catching Events, Community Celebration & Exhibition Day, Windrush Drums & Dance Workshops, Community Book & Video Blog.
- The Melting Pot, Podsmead - £750 towards the creation of a Windrush Ship which will act as a children’s climbing frame and seating area at the front of the café as well as Windrush themed spoken word and poetry at the annual Podsmead Fun Day.
- Global Arts Inc – £3000 to run a number of educational workshops.
- Tredworth High Street Party - £1000

- 7.2 Future grants from the City Council will be made through Councillor's Community Fund, the Lottery and through a small pot of funding through the Community Building Project.
- 7.3 Community Wellbeing Officers will continue to signpost groups to other local grant funders such as the Barnwood Trust and Gloucestershire Community Foundation.
- 7.4 A separate report will be brought to Members regarding the Advice Services grants as they are agreed through a Service Level Agreement (SLA).

## **8.0 Financial Implications**

- 8.1 Members Grant allocated have been included in the Council Budget for 2019/20.
- 8.2 Funds available through the Lottery will also be available for community groups.  
(Financial Services have been consulted in the preparation this report.)

## **9.0 Legal Implications**

- 9.1 None directly relating to this report.  
(One Legal have been consulted in the preparation this report.)

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

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

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

- 11.1 This is an update report and not PIA is required.

## **12.0 Other Corporate Implications**

### Community Safety

- 12.1 The work done through community projects can help increase social interactions and add to a feeling of security thus reducing the fear of crime.

### Sustainability

- 12.2 The nature of the grant funding available encourages community groups to sustain themselves and promotes the sharing of resources, equipment and volunteers. The 'Your Gloucester' grant has been successful in terms of sustainability as none of the groups who applied to it since it became available in 2015 have asked for further funding for their core costs.

### Staffing & Trade Union

- 12.3 Not applicable

**Background Documents:** None

This page is intentionally left blank

## Appendix 1- List of Groups Funded

Group	Activity	Fund	Grant value
38th Gloucester (Longlevens) Scouts	Essential equipment for the troop to enable us to fulfil our Duke of Edinburgh and Section Award Badges	Gloucester Lottery	£880.00
Ambitions Dance and Drama	An air track for the Club's Acro Classes	Gloucester Lottery	£1,000.00
Barton and Tredworth Memory Café	Refreshments and volunteer expenses	Gloucester Lottery	£1,000.00
Cotswold Riding for the Disabled	Supporting the costs of subsidised riding lessons	Gloucester Lottery	£1,000.00
Echoes #2	Revamp the garden area at The Vibe and create space for the children to have planting sessions in the Spring and Summer.	Gloucester Lottery	£1,000.00
Eddy Stone - supporting people with HIV	Wellbeing activities for group members such as arts & crafts, knitting and yoga.	Gloucester Lottery	£600.00
Friends of Saintbridge Pond	Environmental activities and open days to attract new volunteers.	Gloucester Lottery	£540.00
G15	Funding towards the 'G15 Celebration of Success' - a summer showcase which shines a light on the artistic talents in each of our 15 institutions. Each puts forward a short performance of music, song or dance which provides for a very professional, varied and colourful evening's entertainment.	Gloucester Lottery	£500.00
GL4 Festival	Funding towards 2 events in October 2018 and March 2019 which will bring a national touring theatre to Matson.	Gloucester Lottery	£500.00
Glo-Active	To fund various creative activities and to support the annual Christmas performance.	Gloucester Lottery	£500.00
Gloucester Athletics Track Management Ltd	Develop para-athletics for young people in Gloucester.	Gloucester Lottery	£1,000.00
Gloucestershire Arts and Crafts Centre	Joint project with the City Farm to make sheep out of willow.	Gloucester Lottery	£500.00
Hucclecote Community Association	Funding towards the building of a free Children's Trim Trail at the Hucclecote Community Centre	Gloucester Lottery	£1,000.00
Info Buzz	12 topic sessions to train 192 adults over 2 years, adding skills and strength to their mission of supporting families and young people to address their mental and emotional needs through a range of specialist, counselling and therapeutic services.	Gloucester Lottery	£1,000.00
Matson, Robinswood and White City Community Partnership	The first ever Community Festival called the 'Last Blast Fun Fest' taking place in September 2018.	Gloucester Lottery	£500.00
Polish Association Gloucestershire (PAG)	Towards a Polish Supplementary School in Gloucester which will act as a hub for the local community.	Gloucester Lottery	£700.00

Pride in Gloucestershire	To support the annual PRIDE in Gloucestershire.	Gloucester Lottery	£500.00
Rainbow Social Club	To support a social club for adults with disabilities.	Gloucester Lottery	£500.00
Redwell Rompers	To fund toys and equipment for a new parent and toddler group.	Gloucester Lottery	£500.00
Roots Coffee and Community	Funding to cover the cost of running and resources needed for fun days, cooking, lego club, dance, martial arts, art sessions, wriggly worm roadshow, teddy bears picnic, movie afternoons.	Gloucester Lottery	£750.00
Saintbridge Allotments Garden Association	Purchase materials to construct a patio area on the allotment's community garden.	Gloucester Lottery	£500.00
St Catherine's Under 5's Playgroup	Tell a Story-The grant would be used to buy new furniture and equipment for the playgroup to develop their skills of story making and art	Gloucester Lottery	£1,000.00
The Venture: White City	Funding towards play sessions and creative activities.	Gloucester Lottery	£500.00
The Wiggly Worm	No Person Hungry Project running from Barton Street during two weeks in August 2018.	Gloucester Lottery	£500.00
Young Gloucestershire	Support to throw an open fun day for the Young people of Gloucestershire	Gloucester Lottery	£150.00
ME CFS Friendship Group	Newly formed support group for those living with ME and Chronic Fatigue Syndrome	Your Gloucester	£250.00
PRIDE in Gloucestershire	To help fund the annual PRIDE event due to take place in September - top up Glos Lot grant.	Your Gloucester	£500.00
Jigsaw Mental Health Support	Mental health support group	Your Gloucester	£500.00
Womens Worth	Support group for women who have been through domestic violence	Your Gloucester	£500.00
Gloucestershire Arts & Crafts	Local shop that supports a selection of local artists	Your Gloucester	£500.00
Redwell Rompers	New toddler and baby group based at the Redwell Centre - top up Glos Lot grant.	Your Gloucester	£500.00
Police Cubs	Police Cubs is an after school club aimed at Year 6 children, aged 10-11 years old similar to Junior Wardens.	Your Gloucester	£500.00
Splat Messy Play	New messy play group in the Quedgeley area.	Your Gloucester	£500.00
Homelessness Mapping Project	Mapping exercise of all the pathways of housing and support when someone presents as homeless.	Your Gloucester	£295
LesbiFriends	fun and friendly social group for women interested in women who would like to meet up with like minded people. Meeting up on a weekly basis in Gloucester city centre	Your Gloucester	£500
Midlife Fitness	Project to promote the health and wellbeing of mature adults 40+, to encourage them to take part in physical activity to prevent various health issues	Your Gloucester	£500

Polish Association Gloucestershire (PAG)	Towards International Childrens Day at Glos Park 2nd June 2018	Councillor's Community Fund	£450.00
The Friendship Café	Girls Group Activities.	Councillor's Community Fund	£250.00
Gloucester City Mission	Sporting and life skills sessions and courses to clients, particularly from hostels in the Kingsholm Ward. The life skills sessions will be based around basic cooking courses while the sports sessions will be using GL1 for football and walking rugby with Gloucester Rugby.	Councillor's Community Fund	£1,000.00
Dinglewell Junior School	Safety banner.	Councillor's Community Fund	£90.00
Hillview School	Safety banner.	Councillor's Community Fund	£90.00
Hillview Primary School	Running track.	Councillor's Community Fund	£820.00
Barnwood Park Arts College	Safety banner.	Councillor's Community Fund	£90.00
St Lawrence Church	Towards the Flower Festival.	Councillor's Community Fund	£205.00
Friends of Barnwood Arboretum	Replacement noticeboard.	Councillor's Community Fund	£205.00
Gloucester Retro Festival	Running costs.	Councillor's Community Fund	£2,400.00
Kingsway Community	Wooden bench.	Councillor's Community Fund	£530.00
GL Communities	Fencing for the community hub.	Councillor's Community Fund	£400.00
Robinswood Academy After School Club	Healthy food sessions during the school holidays.	Councillor's Community Fund	£250.00
Matson Gateway Trust	Shelving for the 'Lettuce Begin' Project.	Councillor's Community Fund	£100.00
The Venture: White City	Funding for the 'Last Blast Community Festival'.	Councillor's Community Fund	£750.00
Echoes #2	Vegetable planting and anti-graffiti paint to enhance the community garden at The Vibe.	Councillor's Community Fund	£500.00
Police Cubs	Speed gun.	Councillor's Community Fund	£109.00
Chatter Coffee	New social group at Abbeydale Community Centre.	Councillor's Community Fund	£341.00
Saintbridge Balancing Pond	New flag pole.	Councillor's Community Fund	£150.00
Friends of Saintbridge Pond	Repairs to vandalised information sign.	Councillor's Community Fund	£350.00
Charlie's Cancer Support Group	Development of Charlie's New Art Room extension, for activities for people affected by Cancer.	Councillor's Community Fund	£500.00
The Church of St Paul and St Stephen	Support group for local residents.	Councillor's Community Fund	£250.00
Amey	Litter bin for the Grange area.	Councillor's Community Fund	£240.00
University of Gloucestershire	Stop the Heartbreak' project	Councillor's Community Fund	£380.00

Rising Stars YFC	A local football team in Barton and Tredworth committed in delivering positive sporting opportunities for young people in the ward.	Councillor's Community Fund	£325.00
One Church	Housing Project to support women with complex needs.	Councillor's Community Fund	£90.00
Global Arts Inc	Tredworth Lantern Project and 'Youth Counts' Project in Podsmead	Councillor's Community Fund	£600.00
Friendship Café	Weekly lunch club.	Councillor's Community Fund	£100.00
TETRA	Christmas Party and a Community coach trip to Cardiff.	Councillor's Community Fund	£285.00
Quedgeley Wanderers Football Club	Running costs.	Councillor's Community Fund	£1,000.00
The Spring Centre	Refurbishments to the building.	Councillor's Community Fund	£250.00
Elmscroft Community Centre	General repairs to the building.	Councillor's Community Fund	£1,000.00
Gloucester Rotary	Support for Schools Charity Technology Tournament at the University of Gloucestershire	Councillor's Community Fund	£150.00
Longlevens AFC	Contribution to necessary electrical works at their Clubhouse.	Councillor's Community Fund	£150.00
Hempsted Village Hall	For Hempsted Rainbows	Councillor's Community Fund	£150.00
Hempsted Village Hall	For building repairs	Councillor's Community Fund	£200.00
Hempsted Residents Association	Running costs.	Councillor's Community Fund	£50.00
St Oswalds Retirement Village	For the residents group	Councillor's Community Fund	£100.00
Messy Play	Messy arts and crafts sessions.	Councillor's Community Fund	£140.00
Castlemeads Court	For the residents association.	Councillor's Community Fund	£260.00
Westgate Gardening Club	Flowers and plants.	Councillor's Community Fund	£50.00
St Bartholemews	For the residents association.	Councillor's Community Fund	£50.00
Tree planting in Grange ward		Councillor's Community Fund	£200.00
Wotton Hall - Bygone Barnwood	Hire of hall at Wotton Hall Social Club for History Festival City Voices event 'Bygone Barnwood' to be held on 5th Sept. This will be ticketed through the History Festival but a free event.	Councillor's Community Fund	£140.00
Barnwood Elephant Talks		Councillor's Community Fund	£60.00
Barnwood Reading Rooms	General repairs to the building.	Councillor's Community Fund	£200.00
Severn Vale Rotary Club	Kingsway Family Fun Run.	Councillor's Community Fund	£250.00
Quedgeley Knit and Natter	Running costs.	Councillor's Community Fund	£250.00

Abbeymead Rovers FC	Building works.	Councillor's Community Fund	£900.00
Gloucester Youth Project	To support a community theatre event at Parry Hall involving people from the local community.	Councillor's Community Fund	£300.00
The MS Society	Provision of seating & lighting as part of new counselling service for people experiencing mental health difficulties.	Councillor's Community Fund	£250.00
St Mary De Crypt	Restoration and fete.	Councillor's Community Fund	£500.00
Longlevens Church Community Play Group	Fence to allow outdoor play	Councillor's Community Fund	£500.00
One Tots, One Church Kingsway	New equipment.	Councillor's Community Fund	£150.00
Acting Out	Youth Drama.	Councillor's Community Fund	£150.00
Kingsway Wildlife and Sustainability group	Replacement signage.	Councillor's Community Fund	£70.00

This page is intentionally left blank

# Gloucester City Council

<b>Meeting:</b>	<b>Cabinet</b> <b>Audit and Governance Committee</b>	<b>Date:</b>	<b>12 June 2019</b> <b>22 July 2019</b>
<b>Subject:</b>	<b>Treasury Management Update – Annual Report 2018/19</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 Finance</b>		
	<b>Email:</b>	<b><a href="mailto:jon.topping@gloucester.gov.uk">jon.topping@gloucester.gov.uk</a></b>	<b>Tel: 396242</b>
<b>Appendices:</b>	<b>1. Prudential and Treasury Indicators</b> <b>2. Interest rate forecasts</b>		

## FOR GENERAL RELEASE

### 1.0 Purpose of Report

- 1.1 This Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2018/19. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management, (the Code), and the CIPFA Prudential Code for Capital Finance in Local Authorities, (the Prudential Code).
- 1.2 The regulatory environment places responsibility on members for the review and scrutiny of treasury management policy and activities. This report is, therefore, important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by members.
- 1.3 This report will highlight issues specific to the Council and also highlight interest rate forecasts as provided by the Council's treasury advisors Link Asset Services.
- 1.4 The body of the report provides an overview of the Council's performance for 2018/19;
  - **Appendix 1** highlights the key performance indicators in line with the Council's Treasury Management Strategy.
  - **Appendix 2** Interest Rate Forecast.

## 2.0 Recommendations

- 2.1 Audit and Governance Committee is asked, 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 the contents of the report be noted.

## 3.0 Annual Investment Strategy

The Treasury Management Strategy Statement (TMSS) for 2018/19, which includes the Annual Investment Strategy, was approved by the Council on 22<sup>nd</sup> March 2018. It sets out the Council's investment priorities as being:

- Security of capital;
- Liquidity; and
- Yield

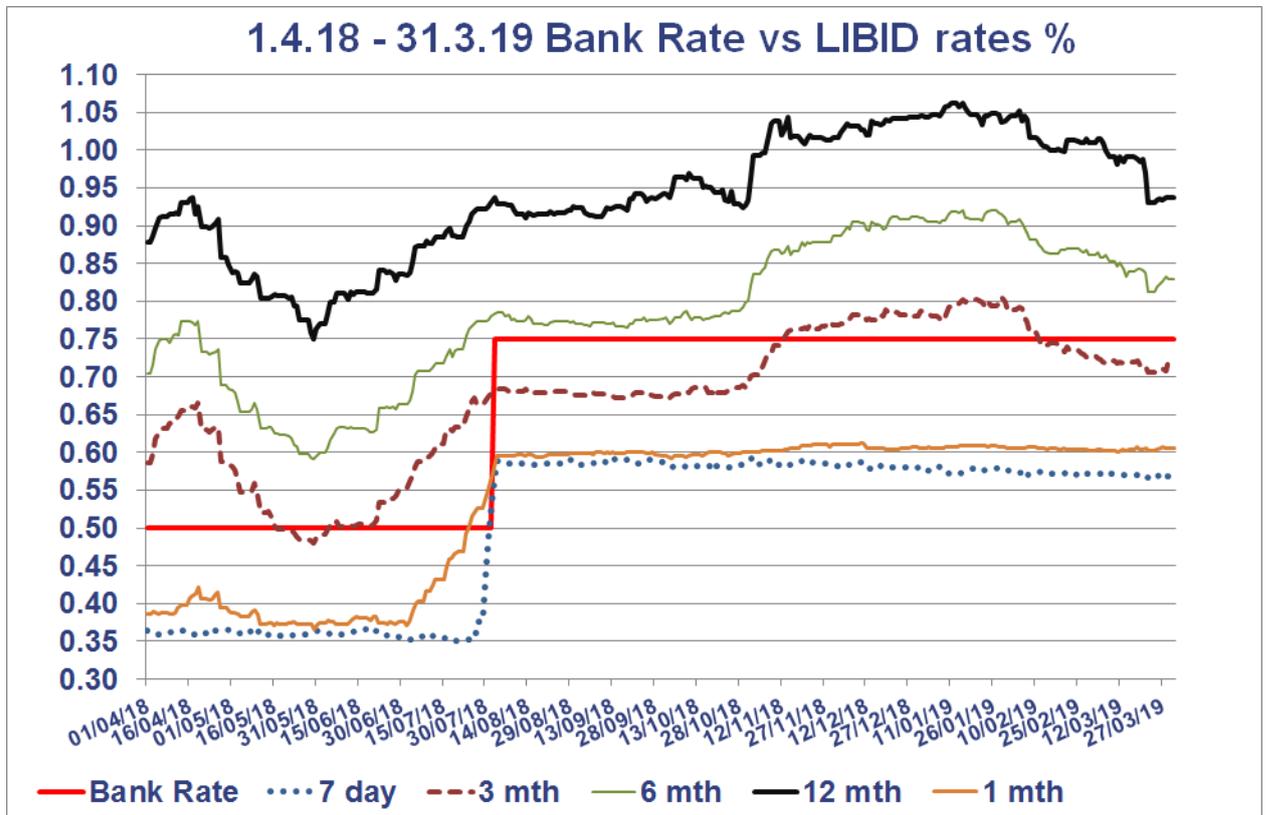
- 3.1 The Council will also aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity. In the current economic climate it is considered appropriate to keep investments short term to cover cash flow needs, but also to seek out value available in periods up to 12 months, with highly credit rated financial institutions, using our suggested creditworthiness approach, including a minimum sovereign credit rating, and Credit Default Swap (CDS) overlay information.
- 3.2 The average level of funds available for investment purposes during the year was £11.2m. These funds were available on a temporary basis, and the level of funds available was mainly dependent on the timing of precept payments, receipt of grants and progress on the Capital Programme. The Council holds £10m core cash balances for investment purposes (i.e. funds available for more than one year).

### Investment performance for the financial year 2018/2019

Benchmark	Benchmark Return	Council Performance	Investment Interest Earned
7 day	0.57	0.65	£73k
1 month	0.61	0.68	£2k
3 month	0.72	0.59	£8k
6 month	0.83	0.83	£22k

As illustrated, the Council outperformed the benchmarks by 0.02 bps.

Longer term investment rates were on a rising trend for most of the year until they started falling in December / January.



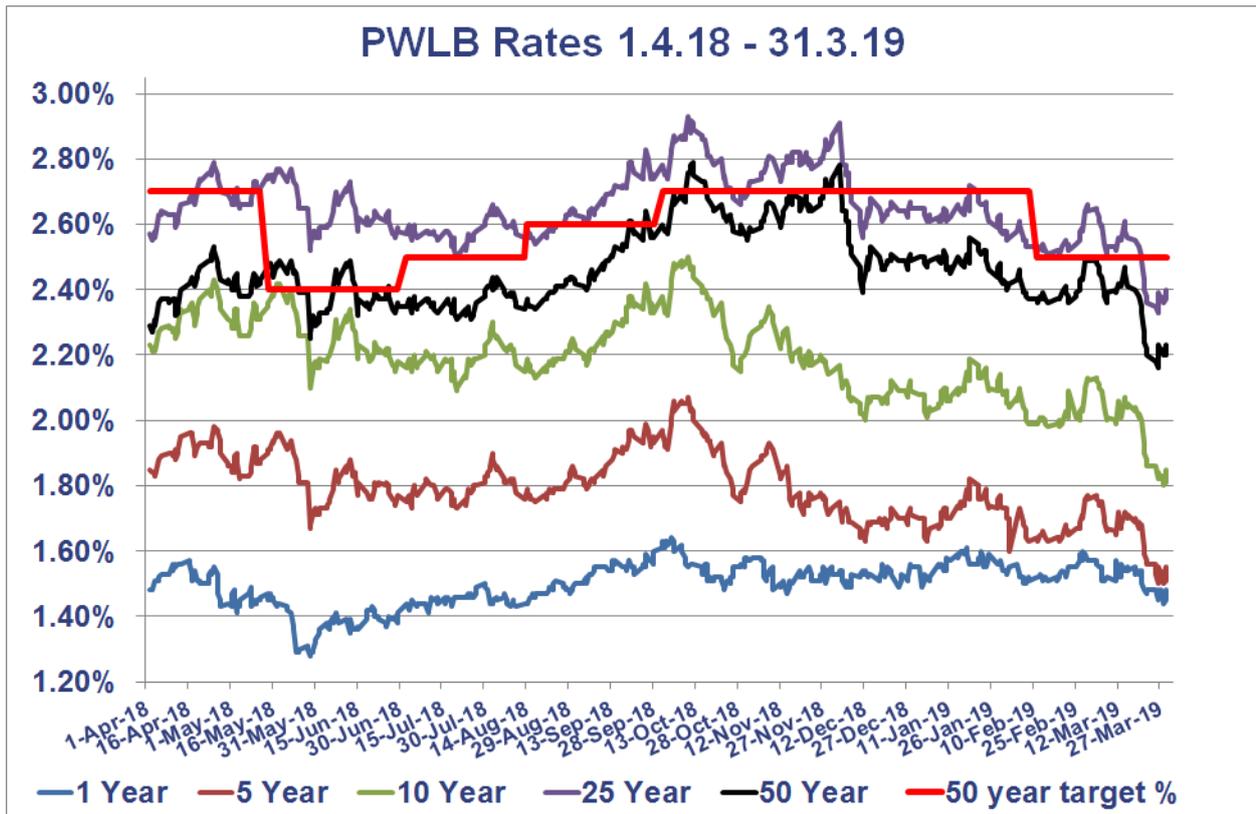
	Bank Rate	7 day	1 mth	3 mth	6 mth	12 mth
<b>1/4/18</b>	0.50	0.36	0.39	0.59	0.70	0.88
<b>31/3/19</b>	0.75	0.57	0.61	0.72	0.83	0.94
<b>High</b>	0.75	0.59	0.61	0.81	0.92	1.06
<b>Date</b>	02/08/2018	01/11/2018	10/12/2018	29/01/2019	15/01/2019	11/01/19
<b>Low</b>	0.50	0.35	0.37	0.48	0.59	0.75
<b>Date</b>	01/04/2018	19/07/2018	30/05/2018	30/05/2018	30/05/2018	30/05/18
<b>Average</b>	0.67	0.51	0.54	0.68	0.79	0.94
<b>Spread</b>	0.25	0.24	0.25	0.33	0.33	0.31

## 4.0 New Borrowing

- 4.1 No long term borrowing was undertaken during the year ended 31 March 2019.
- 4.2 Since PWLB rates peaked during October, most PWLB rates have been on a general downward trend since then, though longer term rates did spike upwards again during December, and, (apart from 1 year), reached lows for the year at the end of March. The 50 year PWLB target (certainty) rate for new long term borrowing varied between 2.40% and 2.70% during this period.

### PWLB certainty rates, for the financial year to the 31<sup>st</sup> March 2019

	1 Year	5 Year	10 Year	25 Year	50 Year
<b>2/4/18</b>	1.48%	1.85%	2.23%	2.57%	2.29%
<b>29/3/19</b>	1.48%	1.55%	1.85%	2.40%	2.23%
<b>Low</b>	1.28%	1.56%	1.86%	2.36%	2.20%
<b>Date</b>	29/05/2018	22/03/2019	22/03/2019	22/03/2019	22/03/2019
<b>High</b>	1.64%	2.07%	2.50%	2.93%	2.79%
<b>Date</b>	04/10/2018	10/10/2018	10/10/2018	10/10/2018	12/10/2018
<b>Average</b>	1.50%	1.80%	2.20%	2.66%	2.47%



## 5.0 Debt Rescheduling

5.1 During the year ended 31<sup>st</sup> March 2019, no debt rescheduling was undertaken.

## 6.0 Compliance with Treasury and Prudential Limits

6.1 It is a statutory duty for the Council to determine and keep under review the affordable borrowing limits. The Council's approved Treasury and Prudential Indicators (affordability limits) are included in the approved TMSS.

6.2 During the financial year the Council has operated within the treasury limits set out in the Council's Treasury Management Strategy Statement and in compliance with the Council's Treasury Management Practices. The Council debt profile is currently structured on short term borrowing. The Council is able to benefit from reduced costs associated with short term borrowing compared to longer term rates while operating within the Council's borrowing requirements, this strategy will continue to be reviewed in line with market expectations. The prudential and treasury Indicators are shown within appendix 1.

## 7.0 Other

7.1 The 2018 CIPFA Codes and guidance notes have placed enhanced importance on risk management. Where an authority changes its risk appetite e.g. for moving surplus cash into or out of certain types of investment funds or other types of

investment instruments, this change in risk appetite and policy should be brought to members' attention in treasury management update reports.

- 7.2 The Council continued to maintain an under-borrowed position in 2018/19.
- 7.4 This under-borrowing reflects that the Council resources such as reserves and provisions will have reduced debt rather than be externally invested. This strategy is sensible, at this point in time, for two reasons. Firstly, there is no differential between the marginal borrowing rate and investment rate so there is nothing to be gained by investing Council resources externally. Secondly, by using the resources to reduce debt the Council will reduce exposure to investment counterparty risk.
- 7.5 The Council will continue to monitor its approach to under borrowing in light of market movement and future events.
- 7.6 The Council has utilised short term borrowing in 2018/19 as part of its overall borrowing strategy, this policy has allowed the Council to benefit from lower interest rates available over the short term, reducing borrowing costs significantly in the short term. Over our current 2018/19 borrowing requirement, the Council has been able to obtain short term borrowing at 0.80% compared to current long term rates at 2.20 % for 10 year. Over the year the policy has reduced annual borrowing costs by £210k.
- 7.7 The Council will continue to monitor its approach to short term borrowing in accordance with our treasury advisor forecasts and future Council events which impact on the Council borrowing requirement.

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

- 8.1 This report notes the treasury management performance of the Council. There are no anticipated ABCD implications from this report.

## **9.0 Financial Implications**

- 9.1 Contained in the report

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

## **10.0 Legal Implications**

- 10.1 There are no legal implications from this report  
(Legal Services have been consulted in the preparation this report.)

## **11.0 Risk & Opportunity Management Implications**

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

**12.0 People Impact Assessment (PIA):**

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

**13.0 Other Corporate Implications**  
Community Safety

13.1 None

Sustainability

13.2 None

Staffing & Trade Union

13.3 None

This page is intentionally left blank

Prudential and Treasury Indicators as at 31<sup>st</sup> March 2019

Treasury Indicators	2018/19 Budget £'000	Annual (Apr-Mar) Actual £'000
Authorised limit for external debt	£120M	£120M
Operational boundary for external debt	£110M	£110M
Gross external debt	£110M	£20.15M
Investments	N/A	£13.75M
Net borrowing	£110M	£6.40M
<b>Maturity structure of fixed and variable rate borrowing - upper and lower limits</b>		
Under 12 months	0% - 100%	75%
12 months to 2 years	0% - 100%	0%
2 years to 5 years	0% - 100%	0%
5 years to 10 years	0% - 100%	0%
10 years to 20 years	0% - 100%	0%
20 years to 30 years	0% - 100%	25%
30 years to 40 years	0% - 100%	0%
40 years to 50 years	0% - 100%	0%
Upper limit of fixed interest rates based on net debt	100%	75%
Upper limit of variable interest rates based on net debt	100%	25%

This page is intentionally left blank

## INTEREST RATES FORECASTS

The Council's treasury advisor, Link Asset Services, has provided the following forecast:

Link Asset Services Interest Rate View												
	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22
Bank Rate View	0.75%	1.00%	1.00%	1.00%	1.25%	1.25%	1.25%	1.50%	1.50%	1.75%	1.75%	2.00%
3 Month LIBID	0.80%	1.00%	1.10%	1.20%	1.40%	1.50%	1.50%	1.60%	1.70%	1.80%	1.90%	2.00%
6 Month LIBID	0.90%	1.20%	1.30%	1.40%	1.50%	1.60%	1.70%	1.80%	1.90%	2.00%	2.10%	2.20%
12 Month LIBID	1.10%	1.40%	1.50%	1.60%	1.70%	1.80%	1.90%	2.00%	2.10%	2.20%	2.30%	2.40%
5yr PWLB Rate	1.90%	2.00%	2.10%	2.20%	2.30%	2.30%	2.40%	2.50%	2.50%	2.60%	2.60%	2.70%
10yr PWLB Rate	2.30%	2.40%	2.50%	2.60%	2.60%	2.70%	2.80%	2.90%	2.90%	3.00%	3.00%	3.00%
25yr PWLB Rate	2.80%	2.90%	3.00%	3.10%	3.20%	3.20%	3.30%	3.40%	3.40%	3.50%	3.50%	3.60%
50yr PWLB Rate	2.60%	2.70%	2.80%	2.90%	3.00%	3.00%	3.10%	3.20%	3.20%	3.30%	3.30%	3.40%

After the August 2018 increase in Bank Rate to 0.75%, the first above 0.5% since the financial crash, the MPC has put any further action on hold, probably until such time as the fog of Brexit might clear and there is some degree of certainty of what the UK will be heading into.

***The above forecast, and other comments in this report, were based on a central assumption that there will be an agreement on a reasonable form of Brexit.*** In view of the current, (1 April 2019), lack of any majority in the House of Commons for one option for Brexit, the above forecasts will probably need revision to take account of the current impasse if that were to continue. This could mean that the start of increases in Bank Rate may need to be pushed back.

### The balance of risks to the UK

- The overall balance of risks to economic growth in the UK is probably neutral.

The balance of risks to increases in Bank Rate and shorter term PWLB rates, are probably also even and are broadly dependent on how strong GDP growth turns out, how slowly inflation pressures subside, and how quickly the Brexit negotiations move forward positively.

This page is intentionally left blank

# Gloucester City Council

<b>Meeting:</b>	<b>Cabinet</b>	<b>12<sup>th</sup> June 2019</b>
<b>Subject:</b>	<b>Effective delivery of strategy, performance and project governance</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: No</b>
<b>Contact Officer:</b>	<b>Anne Brinkhoff, Corporate Director</b>	
	<b>Email: anne.brinkhoff@gloucester.gov.uk</b>	<b>Tel: 394765</b>
<b>Appendices:</b>	<b>N/A</b>	

## FOR GENERAL RELEASE

### 1.0 Purpose of Report

- 1.1 To seek approval for the establishment of two new posts to deliver an effective policy, strategy and performance management and governance function.

### 2.0 Recommendations

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

(1) The creation of two new permanent posts as set out in the report be approved

### 3.0 Background and Key Issues

- 3.1 In September 2018, Cabinet approved a work and investment proposal to complete the Together Gloucester programme and safeguard the savings already made. This programme consisted of six work packages and Cabinet made provision for an additional one-off investment of £1.6m.

- 3.2 The objective of work package 4 – Strategy, Performance and Governance (SPG) was to design an improved strategy, performance and governance framework. This would enable better prioritisation, governance and delivery of the Council’s agreed corporate priorities and resources. This work package was launched in November 2018 with a piece of consultancy work delivered by ‘Ignite’. The work package sought to improve strategy development, service planning, target setting and programme, project and performance management. The expectation was that on-going work would be delivered by three new full-time posts supporting strategy development, performance management and programme delivery. To this effect Cabinet approved a budget for the three posts in September 2018 in principle, but requested a separate report that would outline the rationale for these posts.

- 3.3 The work delivered through work package 4 involved strategic mapping and advice, technical input and workshops with Directors and Service Managers and has provided us with:
- a new framework, structure and guidance to break down policy into operational service plans
  - a clear framework to measure operational delivery (input, activity, output) and the wider political goals of the Council (outcome and impact)
  - a methodology for improved project management and governance.

This work builds on our developing arrangements of performance management and our investment in a performance management system (Pentana).

- 3.4 Effective strategic planning and performance management requires investment in processes and systems but also in developing a performance management mindset. At present, there is no dedicated officer resource and the development and administration largely falls to the Policy and Governance Manager and to Service Managers. The introduction of additional corporate capacity will enable us to devise a corporate methodology leading to a consistent approach in how strategies are delivered and how they feed into the operational service plans. Improved project and performance management arrangements will provide us with better information and assurance that we are delivering the best outcomes in the most efficient way for the residents of the City.

- 3.5 Recognising the financial pressures of the Council we consider that we don't require three full time posts, each with a separate portfolio. Instead we propose the creation of two new posts, each with a specific focus but with an expectation that the two posts will work closely together and collectively deliver an improved strategy, performance and governance function. These posts will be managed by the Policy and Governance Manager. They are:

- a **Policy & Development Officer** – who will be responsible for the production and revision of the Council's policy schedule and drive the preparation and revision of key council policies and strategies. They will manage our SLA with the county wide research and data team (Maiden) and undertake research and support managers with the preparation of external funding bids where appropriate
- a **Performance & Improvement Officer** – who will oversee the design, development and production of and access to accurate, timely and meaningful performance and project information. They will also drive, with support from the Policy and Governance Manager and SMT, the creation of a robust performance management culture and mindset across the organisation.

- 3.6 It should be noted that the role of these new officers to provide technical advice as well as challenge to SMT and Managers who ultimately remain responsible for effective corporate planning and performance management.

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

- 4.1 N/A

#### 5.0 **Environmental Implications**

5.1 N/A

## **6.0 Alternative Options Considered**

6.1 Do nothing. If the council wishes to improve arrangements in strategy, programme and governance it will have to resource this adequately.

6.2 Establish a shared service arrangement with the County Council. We consider that these posts are at the heart of our corporate planning and performance monitoring arrangements which are different to that of the County Council. We cannot foresee any efficiencies or economies of scope in a shared arrangement.

## **7.0 Reasons for Recommendations**

7.1 The proposals will increase the efficiency and effectiveness of our corporate planning, performance management and governance processes so that we can ensure that we spend budgets wisely and with maximum return on investment.

## **8.0 Future Work and Conclusions**

8.1 Both roles will need to go through a job evaluation process before we go out to recruitment. Both roles will be advertised internally and externally.

## **9.0 Financial Implications**

9.1 We expect the costs of the two posts to be in the region of £100,000 pa (including on-costs). The 2019/20 budget includes provision for this.

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

## **10.0 Legal Implications**

10.1 None in addition to the normal HR implications

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

## **11.0 Risk & Opportunity Management Implications**

11.1 Nothing further to add

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

12.1 N/A

## **13.0 Community Safety Implications**

13.1 N/A

## **14.0 Staffing & Trade Union Implications**

14.1 N/A

**Background Documents:** None

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank