



Overview and Scrutiny Committee

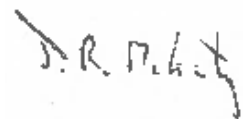
**Meeting: Monday, 25th November 2019 at 6.30 pm in The Fisher Room
Gloucester Guildhall 23 Eastgate Street GL1 1NS**

Membership:	Cllrs. Coole (Chair), Ryall (Vice-Chair), Dee, Finnegan, Haigh, Hilton, Hyman, Lewis, Organ, Patel, Pullen, Stephens, Taylor, Toleman, Tracey, Walford and Wilson
Contact:	Democratic and Electoral Services 01452 396126 democratic.services@gloucester.gov.uk

AGENDA

1.	APOLOGIES To receive any apologies for absence.
2.	DECLARATIONS OF INTEREST To receive from Members, declarations of the existence of any disclosable pecuniary, or non-pecuniary, interests and the nature of those interests in relation to any agenda item. Please see Agenda Notes.
3.	DECLARATION OF PARTY WHIPPING To declare if any issues to be covered in the Agenda are under party whip.
4.	MINUTES (Pages 5 - 12) To approve as a correct record the minutes of the meeting held on 28 th of October 2019.
5.	PUBLIC QUESTION TIME (15 MINUTES) To receive any questions from members of the public provided that a question does not relate to: <ul style="list-style-type: none">• Matters which are the subject of current or pending legal proceedings, or• Matters relating to employees or former employees of the Council or comments in respect of individual Council Officers
6.	PETITIONS AND DEPUTATIONS (15 MINUTES) To receive any petitions and deputations provided that no such petition or deputation is in relation to: <ul style="list-style-type: none">• Matters relating to individual Council Officers, or• Matters relating to current or pending legal proceedings

7.	OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME AND COUNCIL FORWARD PLAN (Pages 13 - 14) To receive the latest version of the Committee's work programme and the Council's Forward Plan.
8.	HOUSING, HOMELESSNESS AND ROUGH SLEEPING STRATEGY (Pages 15 - 42) To receive the report of the Cabinet member for Communities and Neighbourhoods and Cabinet Member for Planning and Housing Strategy. The report seeks approval for the draft Housing, Homelessness and Rough Sleeping Strategy 2020-2025 to go to public consultation.
9.	SOCIAL ENTERPRISE ACTIVITY (Pages 43 - 50) To receive the report of the Cabinet Member for Neighbourhoods and Communities and the Cabinet Member for the Environment on the trial devolution of part of the grass cutting contract in Podsmead ward to the Stewkley Enterprise Agency.
10.	FINANCIAL MONITORING QUARTER 2 (Pages 51 - 62) To receive the report of the Cabinet Member for Performance and Resources which sets out financial monitoring report details including budget variances, year-end forecasts, and progress made against agreed savings targets for the 2nd quarter ended 30th September 2019.
11.	DATE OF NEXT MEETING 2 nd of December 2019.



Jon McGinty
Managing Director

Date of Publication: Friday, 15 November 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 <ul style="list-style-type: none"> (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) – <ul style="list-style-type: none"> (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 – <ul style="list-style-type: none"> (a) that body (to your knowledge) has a place of business or land in the Council's area and (b) either – <ul style="list-style-type: none"> i. The total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or ii. If the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, your spouse or civil partner or person with

whom you are living as a spouse or civil partner has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

For this purpose, “securities” means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

NOTE: the requirements in respect of the registration and disclosure of Disclosable Pecuniary Interests and withdrawing from participating in respect of any matter where you have a Disclosable Pecuniary Interest apply to your interests and those of your spouse or civil partner or person with whom you are living as a spouse or civil partner where you are aware of their interest.

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



OVERVIEW AND SCRUTINY COMMITTEE

MEETING : Monday, 28th October 2019

PRESENT : Cllrs. Coole (Chair), Ryall (Vice-Chair), Hilton, Hyman, Lewis, Organ, Pullen, Stephens, Toleman, Tracey and Wilson

Others in Attendance

Jacquie Douglas, Chief Executive of the Aspire Sports and Cultural Trust

Robin Brown, The Chair of the Aspire Sports and Cultural Trust
Major Projects Consultant

Transformation Manager at Civica

Cabinet Member for Regeneration and the Economy

Cabinet Member for Performance and Resources

Cabinet Member for Culture and Leisure

Head of Policy and Resources

Intelligent Client Officer

Democratic and Electoral Services Officer

APOLOGIES : Cllrs. Dee, Finnegan, Patel, Taylor and Walford

1. DECLARATIONS OF INTEREST

Councillor Taylor declared an interest in agenda item 8 by virtue of being a Board Member for Aspire Trust.

2. DECLARATION OF PARTY WHIPPING

There were no declarations of party whipping.

3. MINUTES

The minutes of the meeting held on the 30th of September 2019 were confirmed and signed by the Chair as a correct record.

4. PUBLIC QUESTION TIME (15 MINUTES)

There were no questions from members of the public

5. PETITIONS AND DEPUTATIONS (15 MINUTES)

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There were no petitions or deputations.

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

- 6.1 Councillor Haigh requested that the *Green Travel Plan Report 2019 and Update* be considered before the Committee at the 6th of January 2020 meeting. It was noted that the Committee had a long-held interest in this area.
- 6.2 The Chair stated that he would like to look at the *Annual Report on the Grant Funding provided to the Voluntary Community Sector* at the Committee 's 2nd of March 2020 meeting.
- 6.3 Councillor Hilton drew Members' attention to the *Demolition of Wessex House and Intended Land Use Report* and the *Wessex House, Provision of Homeless Support Service reports*. He submitted that as the Ward Councillors for Kingsholm and Wotton, him and Councillor Brazil should have been briefed by Cabinet and the relevant Officers, given that both reports affect their ward. The Leader of the Council explained that Cabinet is happy to consult with Members where appropriate, and therefore Cabinet would brief them both. Councillor Organ asked Councillor Hilton whether Wessex House had not been considered at the Planning Policy Working Group (PPWG), of which he was a Member. Councillor Hilton responded to say that whilst it had been considered by the PPWG, there had been no direct contact from officers to him and Councillor Brazil.
- 6.4 **RESOLVED:** - (1) That the *Green Travel Plan Report 2019 and Update* would be included on the Committee 's 6th of January 2020 meeting agenda. (2) The *Annual Report on the Grant Funding provided to the Voluntary Community Sector* would be included on the Committee 's 2nd of March 2020 meeting. Councillor Hilton would be briefed on the Wessex House reports, and then it will be re-assessed whether the two reports still need to come to the Overview and Scrutiny Committee.

7. ASPIRE TRUST ANNUAL UPDATE

- 7.1 The Chief Executive of the Aspire Trust, Jacquie Douglas, presented the Aspire Sports and Cultural Trust Performance Review Annual Report 2018-19. She summarised the report and brought to Members' attention key aspects including the financial statements and the Trust's proposed next steps. Further, she stated that the Trust continued to value the partnership with Gloucester City Council.
- 7.2 Councillor Ryall opened the discussion and asked whether they were working on an exercise prescription as part of their partnership with Gloucestershire NHS Trust. The CEO stated that they did have an exercise prescription programme, and that they had done so for 8 years. She added

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that they were working with a range of health providers, including mental health providers, physiotherapists and people who welcome patients in GP surgeries.

- 7.3 Councillor Pullen stated that he welcomed the report, moreover, that the developments showed that GL1 had become more than just a sports centre, but a community centre. Noting the £48,000 investment in the gym, he asked whether this had made a difference. Further, he asked whether they had been successful in retaining good staff. The CEO replied to say that the investment was largely about retaining the customer base, as they had lost a number of customers to competitors in the past. On the topic of retaining staff, she explained that this was difficult as they were in competition with neighbouring companies such as Asda, as well retail stores within the City. She added that the difficult hours, as well as the fact that several the roles were only minimum wage exacerbated the issue. As an example, she highlighted that Front of House and Lifeguard roles had a higher staff turnover, compared to others such as Swimming Instructor roles.
- 7.4 Councillor Stephens observed that from its conception, affordability had been a key aim of The Aspire Trust. He therefore questioned whether they offered concessionary rates for the less privileged, and whether the Health and Wellbeing Hub could be rolled out across poorer parts of the City. The CEO advised that concessionary rates of up to 40% which were offered, particularly for individuals on benefits. Moreover, the Health and Wellbeing Hub was currently only £2.50 per visit, with even lower rates being offered for individuals who stay with the Hub in the long term. She further explained that the Aspire Trust would be looking to other initiatives within the community. Robin Brown, the Chair of the Trust added that the Health and Wellbeing hub had the dual benefit of attracting those who wish to use the gym, as well as helping the community.
- 7.5 Councillor Hilton questioned how healthy the Trust 's financial accounts were. He pointed out for example that in the previous financial year, they had a £44,000 deficit. Moreover, he queried whether the Section 104 Officer had seen the accounts of the last financial year. The CEO responded to say that deficit was to be dealt with by the Aspire Trust as a separate entity on whom any liability would fall. The accounts were in the public domain, and the Section 104 officer saw the trust 's financial accounts every quarter.
- 7.6 Councillor Haigh congratulated the CEO and the Chair of the Trust for achieving what she felt were difficult targets in a tough financial climate, particularly as the Trust was no longer receiving management fees from Gloucester City Council. In particular, she believed the fact that the Trust had remained inclusive for everyone was particularly noteworthy.
- 7.7 Councillor Tracey questioned how many staff the Trust employed. She was informed by the CEO of The Aspire Trust that there were 185 staff currently in employment – with 70 of them on full-time contracts. Further, she asked whether they had experienced issues with attracting people due to parking. The CEO responded to say that there were neighbouring car parks in the

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area, as well as good transport links. Lastly, she informed Councillor Tracey that GL1 's busiest hours were between 4-7pm in the evenings and also on Saturdays.

- 7.8 The Cabinet Member for Culture and Leisure stated that he was delighted to hear the positive news. He noted that The CEO had been passionate and enthusiastic in her role and commended her for looking outside the box even in challenging times.
- 7.9 Councillor Organ remarked that in the 10 years that Gloucester City Council had been involved with the Aspire Trust, GL1 had evolved a lot in those years, thus, becoming a Leisure Centre.
- 7.10 The Chair echoed these sentiments and congratulated the CEO and the Chair of the Aspire Trust.
- 7.11 **RESOLVED:** - That the Overview and Scrutiny Committee **NOTE** the Report.

8. LOCAL COUNCIL TAX SUPPORT SCHEME

- 8.0 The Cabinet Member for Performance and Resources presented the report and highlighted key aspects. It was noted that since 2013, Gloucester City Council has maintained an up to 100% reduction scheme. However, changes needed to be considered, and hence a public consultation was carried out.
- 8.1 Councillor Wilson asked whether households had been warned of the increase. Moreover, he queried whether the scheme was worth it, considering only £46,000 in savings would be made. In response, the Intelligent Client Officer explained that they had engaged households most likely to be affected by the scheme, through voluntary organisations and social media amongst others. Additionally, The Cabinet Member for Performance and Resources explained that £43,000 was a good figure in terms of budget saving.
- 8.2 Councillor Ryall expressed her concern with the way the survey had been constructed, which she believed was difficult to understand, even for someone with a PHD. In her view, some of the survey responses suggested people were unsure how to respond to some of the questions, with such answers as 'unsure' and 'I don't know'. The Intelligent Client Officer responded to say that she accepted this, and that the complicated part of the consultation was to simplify what was an intrinsically complicated issue. Prior to launching the consultation, they had engaged with service users such as housing associations, and ultimately, had done the best they could in the circumstances.

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- 8.3 Councillor Ryall asked whether it would be possible to be sent the summary of the survey. The Intelligent Client Officer said that this would be sent to Committee members.
- 8.4 Councillor Stephens suggested that the scheme would affect the poorest in society, who would struggle to make the payments. Further he questioned whether an equality impact assessment had been carried out. Similarly, he submitted that, ultimately, the costs would only be picked up elsewhere. Finally, he observed that the scheme was being looked at without the Budget which he felt was problematic. Responding to Councillor Stephens' queries, the Cabinet Member for Performance and Resources advised that the responses from the public consultation would be taken on board, and the responses would be included in the report going to Cabinet.
- 8.5 The Transformation Manager explained that around 36.4% of local authorities had taken up a local council tax support scheme. In addition, he pointed to studies which support a local authority's ability to collect council tax if government cuts are over a certain amount. He added that there were plans in place to deal with any potential pressure on low income households. In particular, the Discretionary Housing Scheme would help to alleviate any pressure on low income households.
- 8.4 Councillor Stephens asked whether it was known how much the Discretionary Housing Scheme costs now and would cost in the future. The Transformation Manager advised that as the scheme had only been introduced towards the end of the last year, there were no figures currently available.
- 8.5 Councillor Haigh pointing to paragraph 3.9 questioned why all war pensions could not be fully disregarded. The Transformation Manager explained that the £10 was only relevant to people who were not in receipt of Universal Credit. On the other hand, households who were in receipt of Universal Credit would still have their war pensions fully disregarded.
- 8.6 Councillor Hilton argued that the local council tax support scheme was flawed. His reasons were as follows; firstly, that only a small amount of money was being collected. Secondly, he suggested that it would affect the poorest in society, and potentially put these households in debt. Finally, he stated that the scheme needed to be reconsidered, and that the Council should try by all means to maintain a 100% discount.
- 8.7 The Cabinet Member for Performance and Resources answered Councillor Hilton 's queries as follows. There was a collections process in which those who found themselves in trouble would be treated fairly, with a different

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process being considered for smaller balances. She added that the policy for this would be circulated to members. Furthermore, the City Council had protected those most challenged in society since 2013, however maintaining this would be financially challenging. Moreover, they would need to look at this with Gloucestershire County Council as the billing authority. Lastly, she added that the proposals for the scheme would be going through multiple rounds of scrutiny, and all options were still open at this stage.

The Chair extended the meeting by 15 minutes.

8.9 **RESOLVED:** - That the Overview and Scrutiny Committee makes the following recommendations to Cabinet:

- (1) The Overview and Scrutiny Committee does not accept the proposal of the minimum payment scheme. Cabinet is asked to reconsider the scheme and look at alternative options
- (2) Notwithstanding the recommendation above, if Cabinet decides to go ahead with the scheme, the Overview and Scrutiny Committee recommends that (a) introduction of the scheme is phased out over two years (b) all war pensions to be disregarded under the scheme.

9. REDEVELOPMENT OF THE FORMER FLEECE HOTEL SITE

9.1 The Cabinet Member for Regeneration and the Economy introduced the report and highlighted key aspects. He explained that they had gone through the Competitive Dialogue process and were pleased with the appointment of Dowdeswell Estates as a Partner.

9.2 Councillor Pullen opened the discussion. He questioned what would happen with the Longsmith Street Car Park in the redevelopment, and, moreover, what lifespan it had. The Cabinet Member for Regeneration and the Economy responded to say that the car park was largely no longer fit for purpose, something which was evident from its current condition. The Major Projects Consultant explained that the existing structure of the car park could potentially be used, however there were likely to be several archaeological considerations. He added that the car park had perhaps reached the end of its usefulness, however the question of what to do with it was still being considered. Councillors Pullen and Tracey commented on the dilapidation of the car park – namely the staircases, the doors and the parking spaces which were now too small for modern vehicles. Councillor Tracey in particular was of the opinion that any redevelopment proposals should also include redevelopment of the car park. The Major Projects Consultant responded to say that the main focus will be the redevelopment of the former Fleece Hotel. Additionally, whilst Longsmith Street Car Park would remain a public car park in the interim, this was likely to change in the future with the possibility that it would become a private car park.

9.3 Councillor Organ asked the Cabinet Member for Regeneration and the Economy and the Major Projects Consultant how far into the legal process of the sale they were. The Cabinet Member for the Regeneration of the

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Economy advised that it was not a straightforward sale as it was likely to be a Joint Venture relationship - the Council 's lawyers, One Legal, and Dowdeswell 's lawyers were currently in contact about this. The Major Projects Consultants added that Dowdeswell Estates appealed as a partner given that they have end users in the form of the proposed hotel and restaurants. Lastly, he informed the Committee that due to the complexity of the project and the planning required, it could take at least 5 years.

- 9.4 Councillor Hilton commented that he was pleased with the progress made thus far. He stated that the development would be good for both Westgate Street and the City of Gloucester as a whole. In relation to the Longsmith Street Car Park, he asked whether the structure was safe, and whether it had been assessed by engineers. The Major Projects Consultant explained that they would need to take samples of the structure, but that there were ways to strengthen the core structure, if needed. Noting the issues with the car park, Councillor Toleman asked whether any maintenance costs had been set aside. The Cabinet Member for Regeneration and the Economy stated that they did not have the detailed cost of figures at this stage. Additionally, it was also about striking the right balance, looking at how prudent it would be to spend money on maintenance of the car park before the development itself had started.
- 9.5 Councillor Tracey stated that she welcomed the report and asked whether the development could be brought forward. Councillor James responded to say that they would need to gain permission as it was a Joint Venture between the Council and Dowdeswell Estates. He re-iterated that from start to finish the project would likely take 5 years.
- 9.6 **RESOLVED:** - That the Overview and Scrutiny Committee **NOTE** the Report.

10. DATE OF NEXT MEETING

Friday 25th of November 2019.

Time of commencement: 6:30pm

Time of conclusion: 20:31pm

Chair

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**Gloucester City Council
Overview and Scrutiny Committee Work Programme
Updated 15th November 2019**

Item	Format	Lead Member (if applicable)/Lead Officer	Comments
2 December 2019			
Budget – no other business			
19 December 2019 – <i>Special Meeting</i>			
MGL Review Meeting			
06 January 2020			
Performance Monitoring Quarter 1 and 2	Written Report	Cabinet Member for Performance and Resources	Requested by Committee
Green Travel Plan Progress Report 2019 and Update	Written Report	Cabinet Member for the Environment	Requested by Committee
Amey Review	Written Report – and attendance by Amey representatives	Cabinet Member for the Environment	Requested by Chair
03 February 2020			
02 March 2020			

Item	Format	Lead Member (if applicable)/Lead Officer	Comments
Annual Report on the Grant Funding provided to the Voluntary Community Sector	Report	Cabinet Member for Communities and Neighbourhoods	Requested by Committee
NO DATE SET			
Progress on 67-9 London Road	Report	Cabinet Member for Regeneration and Economy	Requested by Committee
Disposal of HKP Warehouses	Report	Cabinet Member for Regeneration and Economy	Requested by Committee
Housing and Homelessness Strategy Report – Post Consultation	Report	Cabinet Member for Communities and Neighbourhoods and Cabinet Member for Planning and Housing Strategy	Requested by Chair

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



Meeting:	Overview and Scrutiny Cabinet	Date: 25.11.19 04.12.19
Subject:	Housing, Homelessness and Rough Sleeping Strategy	
Report Of:	Cabinet member for Communities and Neighbourhoods and Cabinet Member for Planning and Housing Strategy	
Wards Affected:	All	
Key Decision:	Yes	Budget/Policy Framework: Yes
Contact Officer:	Ruth Saunders, Head of Communities	
	Email: ruth.saunders@gloucester.gov.uk	Tel: 39(6789)
Appendices:	1. Draft Housing, Homelessness and Rough Sleeping Strategy 2. Rough Sleeping Action Plan 2019 3. Consultation responses for Rough Sleeping Action Plan 4. Consultation Plan for Strategy	

FOR GENERAL RELEASE

1.0 Purpose of Report

- 4.1 To seek approval from Cabinet for the draft Housing, Homelessness and Rough Sleeping Strategy 2020-2025 to go to public consultation.
- 4.2 To seek approval of Cabinet to adopt the Rough Sleeping Action Plan 2019 which has been consulted upon and will form an appendix of the Housing and Homelessness Strategy and will be updated annually.

2.0 Recommendations

- 2.1 **Overview and Scrutiny Committee** is asked to consider the information contained in the report and make any recommendations to the Cabinet.
- 2.2 Cabinet is asked to **NOTE**
 - (1) The engagement work carried out to create the draft Housing, Homelessness and Rough Sleeping Strategy and the involvement of key stakeholders, including pre-consultation engagement.
- 2.3 Cabinet is asked to **RESOLVE** that
 - (1) The Draft Housing, Homelessness and Rough Sleeping Strategy can go out to public consultation.
 - (2) The Rough Sleeping Action Plan be adopted.

3.0 Background and Key Issues

- 3.1 There is a legal requirement for Local Authorities to have a 5-year Homelessness Strategy. The current Housing, Homelessness and Rough Sleeping Strategy was produced in 2015 and was a five-year strategy running until 2020. Since the inception of the current strategy, there have been many changes in the external environment as well as local changes. It is therefore timely to develop a new strategy to meet the current challenges and those we anticipate for the next 5 years.
- 3.2 The purpose of the strategy is to set out the Council's aims and objectives in relation to housing and to articulate a clear vision for the role that housing plays within the community. It recognises that the Council has a key leadership role in delivering the Strategy, but that partners and stakeholders are fundamentally important to its success.
- 3.3 Ark Consultancy have been appointed to assist in co-ordinating and facilitating the development of the strategy. This work is on-going, with the draft high-level Strategy that has been produced setting out the vision, themes, outcomes and actions. The key themes are increasing the supply of housing, making best use of existing stock and reducing homelessness, with an overarching outcome of contributing to the creation of successful and thriving communities.
- 3.4 The formation of the Strategy has been developed following consultation with both Council Members and Council staff, as well as some initial stakeholder input. The engagement has taken the form of one to one conversations with key staff and stakeholders, along with a series of workshops. These discussions have identified the challenges that are faced with in Gloucester in relation to housing and sought solutions and outcomes that will be the focus over the next five years.
- 3.5 The document is built on good evidence, with the high-level data being included within the Strategy. It is written in the context of the Council Plan, the Economic Growth Strategy, the Regeneration and Economic Growth Strategy and Gloucester City Plan. It also reflects the objectives of the Gloucestershire Joint Housing and Well Being Strategy 2019- 2030.
- 3.6 A pre-consultation has been carried out with a small number of stakeholders to ensure the document being consulted on is well formed and covers key areas.
- 3.7 The initial draft Strategy (found in appendix 1) forms the basis for wider consultation with stakeholders and the public. This engagement will take place, subject to approval of the Cabinet, in December/January. Following the consultation, a fuller Strategy will be developed which fully reflects the consultation and explores further the context and drivers for the themes and outcomes. As well as checking that the actions are the right ones. A communication and consultation plan is being developed.
- 3.8 The actions within the strategy give an overview of the workstreams and activities that need to be undertaken. More detailed SMART actions supported through appropriate budgetary provision will be developed through the Housing Service Plan. These will be linked to key performance indicators and the progress of the Strategy Action Plan will be reported annually to Overview and Scrutiny Committee.
- 3.9 Throughout the life span of the Strategy it will be regularly reviewed in the light of economic, environmental and social change.

4.0 Social Value Considerations

- 4.1 Housing in the City has a significant impact on the health and wellbeing of our communities. The Housing and Homelessness Strategy seeks to ensure we deliver our services on the basis of the needs of our residents. It also identifies quality and standards as a key theme which is known to have a significant impact on health.

5.0 Environmental Implications

- 5.1 Responding to climate emergency is a cross cutting theme of the draft strategy. Housing is a key part of our environment and the impact on our environment in terms of design, planning and delivery will be carefully considered.

6.0 Alternative Options Considered

- 6.1 The current Housing and Homelessness Strategy is coming to an end and it is a statutory requirement under the Homelessness Act 2002 for us to have a Homelessness Strategy. We could consider only adopting a Homelessness strategy, but this would not take into account the broader impact of Housing challenges across the City. For this reason, it makes sense to develop a new Housing and Homelessness Strategy for the City for the next 5 years.

7.0 Reasons for Recommendations

- 7.1 In order to ensure an effective strategy that is relevant to a wide range of stakeholders, including our residents, a thorough and well-planned consultation is essential.
- 7.2 In order to satisfy the requirements of the Ministry of Housing, Communities and Local Government (MHCLG), Gloucester City Council must have an adopted Rough Sleeping Action Plan by the end of 2019 and this must feed into the Housing and Homelessness Strategy.

8.0 Future Work and Conclusions

- 8.1 Following the consultation a final draft of the Housing and Homelessness Strategy with the consideration and inclusion of consultation feedback, will come back to Cabinet in the new year for endorsement. As this is a framework policy, the strategy will be finally adopted at March 2020 Council.
- 8.2 On adoption of the Rough Sleeping Action Plan 2019, a final version will be sent to MHCLG. This will then be updated annually.

9.0 Financial Implications

- 9.1 Gloucester City Council received a Homelessness Prevention Grant to the value of £372K last year. This strategy will help to ensure that resources are targeted appropriately to meet our Housing needs and ensure efficient service delivery.
- 9.2 Temporary Accommodation cost the Council £1,259k last year which is a considerable cost. This strategy will help us to identify opportunities for both reduction in need and therefore save the Council revenue costs.

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

10.0 Legal Implications

- 10.1 Whilst under S29 of the Deregulation Act 2015 the council is not required to have a housing strategy, it is required to have a Homelessness Strategy in place so that its duties under the Housing Act 1996 (as amended) and the Local Government Act 2003 can be met. The Homelessness Act 2002 requires local authorities to publish a strategy setting out how it will address homelessness (including rough sleeping) and the Localism Act 2011 places a duty on all local authorities to produce a tenancy strategy.
- 10.2 S3(8) of the Homelessness Act 2002 provides that the council shall consult with the public, other local authorities and other persons they think appropriate in relation to the draft strategy and take into account the outcome of that consultation prior to adoption.
- 10.3 Any strategy should be reviewed regularly.

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

11.0 Risk & Opportunity Management Implications

- 11.1 There are no risks associated with consulting upon the draft strategy.

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 The design, planning, delivery, management and mix of accommodation across the City can have a significant impact on community safety. This strategy will help by informing our priorities and our approach to developing new communities and delivering on the City's Housing Needs.

14.0 Staffing & Trade Union Implications

- 14.1 None

Background Documents:

- 1. Draft Housing, Homelessness and Rough Sleeping Strategy**
- 2. Rough Sleeping Action Plan 2019**
- 3. Consultation responses for Rough Sleeping Action Plan**
- 4. Consultation Plan for Strategy**

Housing That Works for Everyone



Draft Housing, Homelessness & Rough Sleeping Strategy

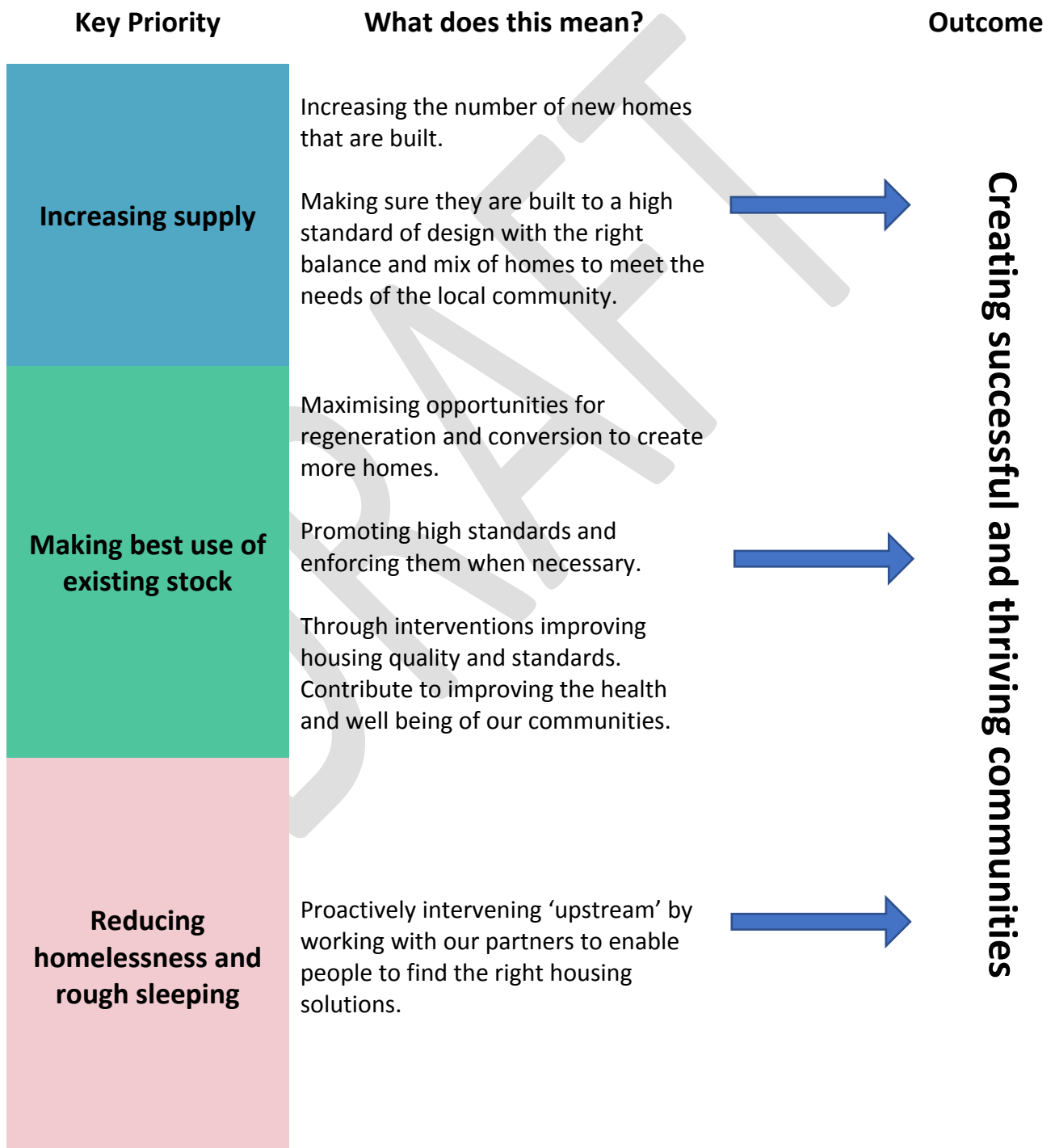
1. Introduction

To be finalised in consultation.

Our Vision

‘Housing That Works for Everyone’

key Priorities



2. Our cross cutting priorities

These priorities underpin all of the objectives of the Strategy.

Partnership working
Focusing on health and well being
Responding to climate emergency
Promoting good design and high standards

3. Key facts about our city

(These will be portrayed graphically within the Strategy, there will be some contextual text to support the data as part of the full Strategy.)

- The housing requirement for the five-year period from 2019/20 to 2023/24 is 3,590 dwellings (Policy SP1: *The Need for New Development*)
- Population 129,083 (*Mid-2017 population estimates, ONS*) and estimated to increase to 138,300 by 2025.
- 61% of the population is of working age (*Mid-2017 population estimates, ONS*)
- Predicted 70% increase for 65+ year olds by 2041 (*2016-based Subnational Population Projections, ONS*)
- 10.5% of the total population of Gloucester were born outside the UK (compared to 7.7% for the county) (JSNA)
- In 2011 there were 50,363 households in Gloucester (ONS, 2011 census)
- 154 households in temporary accommodation 2017/18 (MHCLG live tables)
- 337 statutory homelessness applications 2017/18 (MHCLG live tables)
- In 2017/18 the most significant cause (32%) of statutory homeless households in Gloucester was the loss of rented accommodation Source
- Employment rate of 77.9% 2018/19
- In 2017 10.3% of households in Gloucester were considered to be in fuel poverty (Sub regional fuel poverty data, BEIS)
- 28% of children are estimated to live in poverty once housing costs have been taken into consideration (End Child Poverty Coalition)
- Monthly rents in Gloucester increased from £550 in 2014/15 to £640 in 218/19, this equates to growth of 16.4% which was higher than the county average (6.9%), national average (15.8%) and all other districts in the county. (Valuation Office Agency, Private Rental Market Statistics)
- Median house prices increased by 37.9% from £139,995 in 2009 to £193,000 in 2018 (Median house prices for administrative geographies: HPSSA dataset 9) while median annual earnings increased by 8.6% (Annual Survey of Hours and Earnings, ONS)
- 279 care leavers aged 16-25 in Gloucester in 2019.

4. Challenges

The Challenges have been identified through the various consultation and discussions with officers, members and stakeholders.

- There is a growing population which is getting older;
- Younger people need to be encouraged to live and work within the city, to support economic activity and maintain the cities diversity.;
- The housing stock within in the city is ageing, meeting modern standards, particularly; around energy efficiency is difficult;
- There is limited available land to develop within the city boundaries;
- Affordability of housing is a big issue for many residents;
- There is a lack of single-person and large family accommodation;
- Limited housing choices for older people to move from family homes, thus restricting the availability of family housing.
- Achieving the balance between affordability, viability and high standards for new developments;
- The quality and standards of accommodation provided by private landlords is varied;
- There is a lack of robust data on the condition of the private housing stock;
- The need to responding to the impacts of climate change;
- Some communities are isolated and have higher levels of poverty and poorer health outcomes;
- The impact of austerity and changes to the welfare system;
- The increase in approaches for assistance from those facing homelessness;
- Increased numbers and length of stays of households in temporary accommodation;
- Lack of good quality temporary accommodation and increased use of bed and breakfast;
- The increasing numbers of individuals who are homeless with complex needs;
- Insufficient outreach working is taking place to prevent homelessness;
- Continuity and certainty of homelessness services which have an annual funding cycle
- The Lack of move on options from temporary accommodation to permanent housing solutions.

5. Achievements

- 2493 homes built since 2014-15, including 573 affordable homes and 430 for rent;
- Working with stakeholders and partners to develop the vacant Blackfriars site; including the delivery of 300 units of student accommodation with a further 200 planned;
- Working with providers to secure millions in Homes England grants to deliver affordable housing in the city;
- Adopting the Joint Core Strategy and developing and securing Council approval for the City Plan;
- Facilitating the delivery of key housing sites in the city centre, including Black Dog Way and Greyfriars, for private, affordable and social housing;

- Tackling poor standards within HMO's.
- Spending xx on Disabled Facility Grants to enable people to remain within their own homes.
- Working closely with Gloucester City Homes on developing Supplementary Planning Guidance to enable the regeneration of the Matson and Podsmead estates;
- With partners, securing millions in government funding to tackle homelessness in Gloucestershire, including two further outreach workers, specialist mental health support, specialist drug and alcohol support and landlord incentive schemes;
- Somewhere Safe to Stay Hub in Gloucester opened in March 2019 to provide 24/7 assessment and support for rough sleepers;
- ACTion Glos has supported 126 people in Gloucestershire since 2017 who have been rough sleeping or are long-term homeless with complex needs;
- The Landlord Incentive Scheme, set up in November 2018, has had 86 enquiries, 71 arranged visits and 30 properties signed up. This allowed 18 households to be discharged from emergency accommodation with 12-month tenancies;
- Potter's Place, run by the YMCA, will provide temporary accommodation for homeless people in the city centre;
- Updating the housing service in line with the Homelessness Reduction Act.

6. Outcomes and delivery

Priority 1 - Increasing supply

Increasing Supply	Outcome	Action
	The housing supply objectives are meeting the delivery targets of the Gloucester City Plan and Joint Core Strategy (including numbers, size and tenure mix).	Fully implement the planning policies underpinning the Gloucester Plan and the Joint Core Strategy.
		Ensure that the infrastructure for new developments, such as community facilities, are provided in a timely manner.
		Contribute to the Joint Core Strategy Review to ensure the strategic sites contribute to the supply of homes to meet the needs of the city and people of Gloucester.
		Enable the completion of the development of St Oswald's Village through successful land assembly and procurement.
	Land/existing buildings that are more difficult to develop and require strategic leadership to deliver are being brought in to use.	Explore the opportunities for joint ventures between the Council and private and public sector to bring forward sites and meet housing need.
		Investigate and explore the options for the Council to directly build new homes and the mechanisms to do this.
	Public and private sector Investment into housing and associated infrastructure projects is maximised.	Explore investment opportunities to leverage resources, both through land and funding streams to enable the delivery of more housing.
	More larger family homes are being developed.	Work with partners to establish opportunities through new developments to provide larger family homes.
	Housing is being designed to meet the changing needs of the population of Gloucester.	Put in place policies, that accord with the Gloucester Local Plan and aim to build at least 50% of new homes to accessible standards to enable them to meet current and future needs.

	Specialist housing is provided to meet the needs of those who require it, such as older people and those with disabilities.	Work with commissioners and delivery partners to respond to identified specialist housing need to enable appropriate provision.
		Contribute to and assist in the implementation of Gloucestershire County Council Housing with Care Strategy.
		Work in partnership with Barnwood Trust to support the completion of the Manor Gardens Scheme for people with disabilities, and use as an example for further developments.
	'Affordable homes' are affordable to more people.	Implement the Gloucester Local Plan to ensure that affordable housing requirements are policy compliant.

Priority 2 - Making best use of existing stock

Make best use of existing stock	Outcome	Action
	Standards in the private sector are raised.	Continue to develop a more robust regime for Houses in Multiple Occupation.
		Explore the opportunity for a landlord licencing scheme.
		Put in place a registration scheme for private landlords to support those offering good quality accommodation.
		Deploy enforcement powers pro-actively to address issues with landlords who are providing poor quality accommodation.
		Conclude the comprehensive review of the Private sector Housing Service.
		Explore options for the Council, through innovation to assist owners in addressing dis-repair and poor standards within their homes.

Make best use of existing stock	Good quality stock condition information is enabling pro-active and targeted intervention in the private housing sector.	Complete Stock Condition Survey and put in place a system to continue to collect and manage data, so that it remains dynamic.
		Analyse outcomes from the Stock Condition Survey and put in place and deliver an implementation plan.
	Improved housing conditions are leading to positive health outcomes.	Put in place a system for targeting poor quality properties that pose a high health and safety risk.
		Proactively manage affordable warmth and energy efficiency initiatives.
		Adopt an effective and targeted approach to managing disabled facility grants.
	Options to optimise the use of underused space and address under occupation are in place.	Continue the programme of bringing upper stories of heritage buildings into residential use in the city centre. Specifically the Westgate Street High Street Heritage Action Zone.
		Explore opportunities to enable schemes that encourage owner occupiers to rent rooms to individuals such as key workers.
		Adopt a targeted approach to prioritising problem and long standing empty homes.
		Develop a model to enable the identification and response to opportunities that arise to repurpose stock, where its current use is redundant, to meet housing need.
		Support and enable high quality regeneration of the Matson and Podsmead estates.
		Complete the current development at Bristol Road and explore further opportunities for regeneration to create a mixed use and sustainable neighbourhood.

		Put in place and enable a programme of smaller infill sites for housing (e.g. garage sites) with key partners.
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Priority 3 – Reducing homelessness and rough sleeping

Reducing Homelessness and Rough Sleeping	Outcome	Action
	Response to homelessness is pro-active and person centred.	Ensure pathways for homeless people are understood by all partners and agencies.
		Put in place processes to ensure better and faster placed based streamlined decision making through effective co-operation with partners.
		Review systems and processes to ensure that they are robust enough to enable consistency of approach, the offer of a more personalised service, along with timely advice and earlier referrals and intervention.
	The occurrence of homelessness is reduced through effective early intervention.	Liaise with private landlords at an early stage where homelessness has been identified as likely to occur.
		Explore with partners the opportunity to set up a fund to tackle the threat of potential homelessness, through for example a deposit scheme/rent in advance, whilst demonstrating cost effectiveness.
		Identify and deliver new, better quality temporary accommodation options.
	The use of temporary accommodation is minimised, with only good quality appropriate accommodation available. Bed and Breakfast is no longer used.	Put a clear programme in place to reduce the use of bed and breakfast to zero as a form of emergency accommodation.
		Work with partners to ensure that those living in temporary accommodation, such as shelters and hostels have plans put in place for re-housing.
		Establish options to enable individuals to move to directly to permanent accommodation.
		Develop an understanding of the accommodation needs of survivors of domestic abuse and implement appropriate solutions.

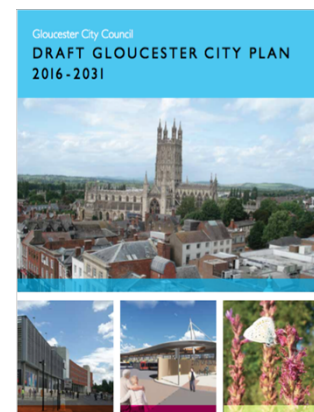
		Put in place year round severe weather provision for rough sleepers.
		Continue to contribute to the funding of the Assertive Outreach Team until at least 2022.
		Continue to support the 'Social Impact Bond' until at least 2022 – which supports entrenched rough sleepers in living independently and assists them into training, education or employment.
		Establish means to ensure funding continuity for rough sleeping services post 2022.
		Investigate with partners providing accommodation, together with personalised support, that satisfies "Housing First" principles.

7. Links to other Strategies

This Housing, Homelessness and Rough Sleeping Strategy does not operate in isolation and links to our other strategies and our City Plan. *A further description to be added, on linkages between the various strategies and to corporate objectives.*



July 2019





8. Measuring and Monitoring Outcomes

This strategy will be supported by the Housing Service Plan. This will contain the detailed actions and tasks to enable the outcomes of the Strategy to be delivered and will provide the golden thread between strategic objectives and practical measurable outcomes.

It will be under pinned by key performance indicators. Progress made against the outcomes within this Strategy will be reviewed by the Overview and Scrutiny Committee.

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PROJECT PLAN	Draft Housing and Homelessness Strategy Engagement 6 weeks <ul style="list-style-type: none"> Start 5th December End 10th January 	GOVERNANCE	Cabinet
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	Activity	4 Nov	11 Nov	18 Nov	25 Nov	2 Dec	9 Dec	16 Dec	23 Dec	30 Dec	6 Jan	13 Jan	20 Jan	27 Jan	3 Feb	10 Feb	17 Feb	24 Feb	Mar
Page 31 Activities	Council meetings		CB		25 th O&S	4 th Ca							CB		3 rd O&S	12 th Ca			
	Plan consultation:																		
	I. Targeted social media campaign																		
	II. U-Engage online survey																		
	III. Website																		
	IV. Postcards																		
	V. Printed questionnaire booklet																		
	VI. Shortlist and contact focus groups and key forums																		
	VII. Roadshow link up with CCG, email Caroline																		
	VIII. Set-up or assign generic email																		
	IX. Maintain notes of any engagement																		
	Write questionnaire																		
	Pre-consultation feedback from officers/stakeholders		Open 14th		Close 25th														
	Pre-consultation feedback from community groups																		
	Make amendments ahead of cabinet				29th														
	Strategy Communications materials ready					4 th													
	Engagement starts/online engagement live					5th													
	Send link to key contacts & groups																		
	Strategic bodies/forums																		
	Focus groups																		
	Visit:																		
	- SSTS hub																		
	- P3																		
	- City Mission																		
	- Cathedral breakfast club																		
	- Gateway																		
	- YMCA																		
	CCG roadshow bus																		
	Stakeholder workshops:																		
	- RPs																		
	- Business community																		
	- Service providers																		
	Engagement ends										10th								
	U-engage analysis																		
	Incorporate feedback																		
	Cabinet sign-off												CB		3 rd O&S	12 th Ca			

Strategic Groups/Meetings	Provider/RP/agency	Community Groups
Gloucestershire Economic Growth Joint Committee	Bromford	Chinese Elders
Gloucestershire Operations Partnership Forum	Merlin Housing Society (Subsidiary of Bromford Housing Group)	Mandarin School Parents
CHIG	Cheltenham Borough Homes	Barnwood Trust
B&B Task Force Meeting	Fortis Living	Active Ageing Forum
Stronger Safer Gloucester Partnership	Two Rivers Housing	Local voluntary, community and residents group
Planning committee	Sovereign Housing Society	Friendship Café
Growth and delivery team meeting (internal)	Guinness	Positive Carers Group
Private Sector Housing team meeting (internal)	Sanctuary	Polish Association
Outreach meeting (P3)	Legal & General Affordable Homes	Positive Carers Group
Violence Prevention Working Group	County	Asian Elders
Strengthening Local Communities	Gloucester City Homes	Black Elders
Enabling Active Communities	P3	Ebony Carers Groups
Gloucester Integrated Locality Partnership	CCP	GL Communities
Domestic Abuse and Sexual Violence in Gloucestershire	Elim/Time to Heal	The 'Venture
Health and Wellbeing Board	Riverside	Meet and Eat
GFirst LEP	Rooftop	Redwell Centre – Exercise classes, Friendship Social Group, Inclusion Gloucester
LNP	YMCA	Linden Residents Association
FSB	Emmaus	Echoes Youth Club
BID	Homegroup	Podsmead Residents Association
Landlord forum	Greensquare	Kingfisher Treasure Seekers - Cavern
	Emerging Futures	Barton and Tredworth Memory Café
Page 32	Pivotal Homes	
	OPCC	
	Project Solace	
	Nightstop	
	Ara	
	CGL	
	Nelson Trust	
	NHS (2gether Trust)	
	NHS	
	Homeless Healthcare Team	
	DWP (Partnership Manager)	
	GARAS	
	Gloucestershire VCS Alliance	
	Gloucester City Mission	
	Faith Group	
	Faith Group (HaVinG)	
	Salvation Army	
	Homeless Link	

Name	Provider Response	Housing Response
Gloucestershire County Council	It all looks good, only one minor amendment, in the main text on page two please can the title of the diagram for appendix 2 be called 'Service pathway for homelessness & people in vulnerable circumstances' rather than the 'Gloucestershire Rapid Rehousing Pathway' which only forms part of the wider provision.	This has been amended
Crimestoppers	<p>I work for the charity Crimestoppers, representing Gloucestershire. I realise that your plan may not include crime prevention and crime intelligence gathering but I wondered if there was a possibility Crimestoppers could link in with the consultation through the offering of resources to support raising awareness of the charities anonymous free reporting service.</p> <p>I believe many homeless witness criminal activities and may not always feel they have an opportunity to have a voice (for whatever reason), this is where we could be of support. The charity takes information via the phone and work to extraordinary lengths to make it untraceable. Would this link in with any of your targets, which could then be measured e.g. increase in call / online forms etc...?</p> <p>I would to explore this possibility with you and wondered if I could learn more on this plan and the offer of our support, where possible.</p>	The Housing, Homelessness & Rough Sleeping Strategy which the action plan will be part of is about preventing and reducing rough sleeping, advised crime prevention and crime intelligence gathering would really link in to strategies, policies and the work of colleagues in Community Wellbeing and Project Solace.
Elim Housing	I have read through the rough sleepers action plan and looked at the pathway. The briefing and action plan is clear and describes the plan well.	This has been amended and advised Housing Services does not include Supported Housing it

	<p>There are a couple of typos: Page 2 second sentence 'We will to support ...' and final page of the action plan first section 'We will be in discussions with the faith community and Homeless Link on how to improve ...'</p> <p>Please can I check a couple of times recorded in the action plan document: you refer to 'housing services' does this include supported housing?</p> <p>Lastly on the final page the action to explore 'Move on' commencing in August 2019; is this anything Elim should be involved with?</p> <p>The pathway document is clear and explains the journey well.</p>	relates to Gloucester City Council Housing Services
Gloucestershire County Council	<p>It all looks good to me.</p> <p>The only thing I can't see is some reference to drug and alcohol services – perhaps reference could be made to the specialist Mental Health and Drug and Alcohol Navigator roles that sit alongside the 'somewhere safe to stay' hubs as part of the rapid rehousing pathway.</p>	Agreed and have made reference to the specialist navigators.
Faith & VCS Homeless & Vulnerable Forum	<p>Just a couple of quick comments, ...has the recommendations in the Healthwatch Report on 'Access to Health and social care services....' etc been considered? are they applicable?</p>	Health would be covered in the Health & Wellbeing Strategy, which the Housing, Homelessness & Rough Sleeping Strategy would refer to.
Gloucestershire County Council	<p>Comments:</p> <p>Do you want to mention the vulnerable women SIB?</p> <p>Action around the use of data to inform service delivery and identify gaps and emerging trends</p>	<p>The vulnerable women's SIB has not been implemented yet, this could be mentioned in the 1st year's review of the Strategy.</p> <p>There are monthly and quarterly meetings to review the data, this is mentioned in the action.</p>

	<p>with this co-hort? Maybe continue to do this with key partners – CHIG – easy win?</p> <p>Some of the timescales on here are quite tight – are they achievable? A lot starting in Autumn 2019</p> <p>Do you need to add here about re-commissioning of the Assertive Outreach Service once the contracts are up for renewal?</p>	<p>Majority of the schemes/projects mentioned e.g. the Somewhere Safe to Stay and the rough sleeping initiative have already commenced.</p> <p>This would be mentioned as part of the 1st year's review of the strategy.</p>
Solace	<p>Solace Officer and I have now reviewed it and don't have anything extra to add to the plan at this time.</p> <p>I did wonder though in appendix 2 the "Service pathway for homelessness & people in vulnerable circumstance" under the "prevention and support" heading is there a possibility of adding a box covering face to face interventions? Am thinking of the P3 outreach workers / policing teams / Solace who will undertake immediate engagement with people who are rough sleeping/begging in the city when they see them and compile info on them/support needs/referrals which can be made.</p>	<p>The appendix 2, that is a County pathway with services funded by the County's Commissioning therefore any changes would need to be discussed with the County.</p>
P3	<p>Staff member and I have both reviewed the Action plan and have little to add as it seems pretty comprehensive. I suggest adding P3 into the partnerships at one point and the date of the Street count but nothing else.</p>	<p>Agree and this has been updated.</p>

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Gloucester City Council – Rough Sleeping Strategy Briefing

The Ministry of Housing, Communities & Local Government (MHCLG) published the Rough Sleeping Strategy in August 2018. It sets out Government's strategy for halving rough sleeping by 2022 and ending it by 2027 and is backed by £100m of funding.

The 2027 vision is that all parts of central and local government, in partnership with business, communities, faith and voluntary groups and the general public are working together to ensure that no one has to experience rough sleeping again. The strategy takes a three-pronged approach to tackling rough sleeping:

1. **Prevention:** understanding the issues that lead to rough sleeping and providing timely support for those at risk.
2. **Intervention:** helping those already sleeping rough with swift support tailored to their individual circumstances.
3. **Recovery:** supporting people in finding a new home and rebuilding their lives.

Gloucester's proposed vision is to mirror that of central government in seeking to minimise rough sleeping with immediate effect and fulfil the ambition that nobody will need to sleep rough by 2027.

One of the prevention commitments from the Government is that they will work with the Local Government Association and local authorities, so that by winter 2019; all local authorities update their strategies and rebrand them as homelessness and rough sleeping strategies and they are made available online and submitted to MHCLG and report progress and publish annual action plans.

Gloucester City Council currently have a **Housing and Homelessness Strategy 2015-20** and are in the process of reviewing and updating the strategy this will include incorporating the Rough Sleeping Strategy, therefore as interim measure we have produced a Rough Sleeping Action Plan stating our actions, targets, and who is leading on the actions and the partner agencies supporting us in the delivery of them.

Currently we participate with the County Council and the other 5 councils - Cheltenham Borough Council, Cotswold District Council, Forest of Dean District Council, Stroud District Council and Tewkesbury Council and a range of providers in a comprehensive homelessness pathway outlined in appendix 2. This pathway has been modified and expanded upon as Gloucester and other authorities have taken up new funding opportunities to enhance the original pathway of services we have available. We believe our pathway provides a broad range of accommodation and support services to alleviate rough sleeping and our action plan indicates further options to continue to check that this remains as effective as it can be.

Please see **Appendix 1** for the Action Plan.

We will work collaboratively with partners to ensure recently awarded funds are implemented effectively across the city, these include the Rapid Rehousing Pathway, Rough Sleeping Initiative and Social Impact Bond. We will support the continuation of the Assertive Outreach Team, by seeking to ensure future opportunities are actively pursued with partners including other district and upper tier authorities, the Clinical Commissioning Group and Police Crime Commissioners office.

Please see **Appendix 2** for the Service pathway for homelessness & people in vulnerable circumstances.

The Severe Weather Protocol provides a key component in our response to rough sleeping and in line with previous practice, we will review the outcomes from last winter's SWEP and agree any necessary adjustments ahead of winter 2019/20 with partnership with the other 5 districts, County, Registered Providers and the Faith Group Communities.

We will support the Assertive Outreach Team in coordinating an annual rough sleeping count or estimate

Headline figures

A total of 4,677 people were counted or estimated by local authorities to be sleeping rough in England on any one night in Autumn 2018, representing 2% decreases from the 2017 figure of 4,751. This is the first time in eight years that the estimated number of rough sleepers in England has gone down. Homeless Link

From the figures below, you can see Gloucester and Cheltenham counts have reduced however other districts in the County have seen an increase.

Gloucester City Rough Sleepers Count

Year	total	
2012	11	Estimate
2013	11	Count
2014	17	Estimate
2015	13	Estimate
2016	23	Estimate
2017	15	Estimate
2018	6	Count

Cheltenham Rough Sleepers Count

Year	total	
2012	6	Estimate
2013	3	Estimate
2014	0	Estimate
2015	1	Estimate
2016	11	Estimate
2017	9	Estimate
2018	2	Count

Rural authorities

Local Authority	2010	2011	2012	2013	2014	2015	2016	2017	2018
Cotswold	7	5	4	2	4	4	6	1	5
Forest of Dean	2	2	1	0	0	2	0	1	1
Stroud	4	5	5	5	1	1	2	2	4
Tewkesbury	2	2	2	1	4	0	0	2	1

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ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD/PARTNERSHIPS
We will work collaboratively with partners to ensure recently awarded funding opportunities are implemented effectively across the city, by reviewing outcomes. This includes:	Monthly partnership meetings Quarterly reviews	2019/20	Housing Services Districts and County Council Clinical Commissioning Group
The Rapid Rehousing Pathway: Somewhere Safe to Stay and navigator funding (Access to immediate, short-term accommodation for rough sleepers coupled with support and specialist Mental Health, Drug and Alcohol Navigators)		Autumn 2019	Police and Crime Commissioners Office CHIG and CHIG + county-wide partnerships P3
The Rough Sleeping Initiative: Increasing the Assertive Outreach services to support rough sleepers into accommodation and increasing personalisation budget		Summer 2019	P3 County Homelessness Coordinator
Social Impact Bond: ActionGlos – supporting entrenched rough sleepers to live independently and into training, education or employment	Regular reviews of outcomes	Ongoing to summer 2021	P3 Pivotal County Homelessness Coordinator Housing Services

We will work collaboratively with partners to ensure we continue to fund the Assertive Outreach Team	Quarterly reviews of outcome	2019 - 2022	<p>County Homelessness Coordinator/Housing Services</p> <p>Districts and County Council</p> <p>Clinical Commissioning Group</p> <p>Police and Crime Commissioners Office</p> <p>CHIG and CHIG + county-wide partnerships</p>
We will seek to ensure future funding opportunities are actively sourced.	As opportunities arise these will be picked up via monthly partnership meetings	2019/20	<p>Housing Services</p> <p>Districts and County Council</p> <p>Clinical Commissioning Group</p> <p>Police and Crime Commissioners Office</p>
We will review outcomes from last winter's SWEP (severe weather emergency protocol) and agree any necessary adjustments ahead of 2019/20 winter	Approach to winter 2019/20 SWEP agreed	Summer 2019	<p>Housing Services</p> <p>Districts and County Council</p> <p>Registered Providers & Faith Group Communities</p>
We will support the Assertive Outreach Team in coordinating an annual count or estimate of the number of people rough sleeping in Gloucester	Agree with partners on this year's street count	Autumn 2019 – 06.11.19	<p>Housing Services</p> <p>District authorities</p> <p>P3</p>

We will be in discussion with the faith community and Homeless Link on to improve the participation arrangements in relation to rough sleeping, acknowledging the role the faith community play and other stakeholders	Discussion with partners to commence Sept 19	Autumn 2019	County Homelessness Coordinator Faith forum Wider stakeholders
Explore 'Move on' funding with Registered Provider partners to expand the availability of move-on accommodation from supported housing environments	Commencement August 19	Winter 2019	Registered Provider partners.
Keep under review 'No Recourse to Public' Funding arrangements in light of any changes associated with Brexit	Monitoring Government announcements and legislation	Autumn 2019	Housing Services
Embed the arrangements for the new 'Vulnerable Women' commissioned project and learn from the outcomes and findings	Support to vulnerable women in conjunction with the Nelson Trust	August 2019	Housing Services County Council Nelson Trust
Review arrangements for those clients with Mental Health (MH) or Learning Disabilities (LD) who are at risk of rough sleeping and improve partnership working if required.	Explore linkages with LD/PD Commissioners.	January 2020	Housing Services County Council
We will review intelligence concerning rough sleepers through Street Aware initiative and seek to adapt practices to ensure we divert rough sleepers from the streets at the earliest opportunity	Review outcomes	Winter 2019	County Homelessness Coordinator Project Solace



Meeting:	Overview and Scrutiny Cabinet	Date: 25/11/2019 04/12/2019
Subject:	Social Enterprise Activity	
Report Of:	Councillor Jennie Watkins – Cabinet Member for Neighbourhoods and Communities and Councillor Richard Cook- Cabinet Member for Environment	
Wards Affected:	Podsmead and Matson and Robinswood	
Key Decision:	No	Budget/Policy Framework: Yes
Contact Officer:	Isobel Johnson – Community Wellbeing Officer Isobel.johnson@gloucester.gov.uk	
		Tel: 396614
Appendices:	None	

FOR GENERAL RELEASE

1.0 Purpose of Report

- 1.1 To update Cabinet on the trial devolution of part of the grass cutting contract in Podsmead ward to the Stewkley Enterprise Agency and request approval for continuation of the current contractual arrangements and extension of the trial to other wards.

2.0 Recommendations

- 2.1 Cabinet is asked to **note** the review of the grass cutting trial in Podsmead ward as delivered by the Stewkley Enterprise Agency.
- 2.2 To **approve** the continuation of grass cutting in Podsmead ward and note that the Head of Communities will, following the grant of a waiver of the Council's Contract Rules, in consultation with the Council's Solicitor, enter into a new services contract with by the Stewkley Enterprise Agency for 1 year.
- 2.3 To **approve** plans to explore a further trial of the scheme in Matson & Robinswood ward in 2020 and delegate authority to the Head of Communities in consultation with the Cabinet Member for Communities and Neighbourhoods to enter into a new contract/ vary the current contract to include this work.
- 2.4 To **note** that if the Podsmead Clearance Team and Podsmead Big Local become a legal entity, the Head of Communities will consider whether to terminate the contract with Stewkley Enterprise Agency and enter into a new arrangement with the new entity (subject to the grant of waiver).

3.0 Background and Key Issues

- 3.1 As part of the city council's plan to build strong and resilient communities, Officers have been working with communities to consider how residents can become more involved in shaping services.
- 3.2 Transferring part of the grass cutting contract from Amey to a community group was trialled following the success of a similar project in a local district.
- 3.3 The Stewkley Enterprise Agency (SEA) in Buckinghamshire was created in 2012 by local resident and parent following the lack of part time employment in the area. Buckinghamshire County Council were exploring the option of devolving low level maintenance activities to communities with a particular focus on verge mowing and a proposition was made by the resident to Stewkley Parish Council to bid for the contract. SEA would deliver the work and manage the project by employing part-time workers aged 16-19 years. It took 18 months of discussions but the grass verges in the village of Stewkley are now maintained by the SEA. Following this initial change, 10 other neighbouring villages have followed suit and SEA now employs up to 30 part time workers.
- 3.4 In summer 2017, Gloucester City Council explored the idea of devolving part of the grass cutting service to community groups. The previous Head of Communities researched wards in the city where this would be viable and discovered that Matson & Robinswood, Podsmead and Quedgeley would be most suitable.
- 3.5 Meetings were organised with key community representatives from each of these wards to discuss the proposal and how it could work successfully. Matson & Robinswood and Quedgeley wards decided not to proceed at the time but Podsmead were keen to take part.
- 3.6 Gloucester City Council commissioned SEA to work with Podsmead Big Local (PBL) to set up the scheme which included; promotion to the local community, recruitment of the grass cutters and scheme coordinator, as well as full training for staff once they were recruited.
- 3.7 The Podsmead Clearance Team was established in March 2018 and are employed by Stewkely Enterprise Agency.
- 3.8 The team employs up to 12 local people to maintain the grass verges in the area. They are paid the living wage and provided with full training and safety equipment. On average there are 7 workers and one volunteer but currently there are 4 workers, 2 work experience students and 3 volunteers. Current staff members are aged 16-19 however the work is not exclusive to young people and would also suit the long term unemployed or older people looking to semi-retire.
- 3.9 We have been approached by Together in Matson who are keen to explore a trial in Matson and Robinswood in 2020. They have been talking with PCT to understand what the delivery requirements are and how they could tailor a scheme to work for their area. We are not proposing that this will form part of the contract with SEA at this stage and decisions about this will be made once a proposal has been developed for Matson and Robinswood.

4.0 Social Value Considerations

- 4.1 ABCD and strengths-based working is at the core of this approach. The council was bold in handing over responsibility to a local community group, but the risks have been outweighed by the significance of the social value for the community in Podsmead. The pilot has provided several local people with meaningful work. Most of the PCT staff have not worked before due to a lack of employment opportunities for young people in the ward and manage to fit their grass cutting around studying and volunteering commitments. As a result, they have developed the following skills;
- organisation
 - communication
 - planning
 - time management
 - team working
 - customer care
 - receiving and giving constructive feedback
 - operating equipment
 - looking after tools and machinery.
- 4.2 One of the PCT team has a diagnosis of autism spectrum disorder and has previously struggled to find work because of his additional needs. He is now able to maintain his own patch of grass verges because of the patience and support he receives from his colleagues which has increased his confidence and self-esteem as well as provide him with reliable references which will be vital for his future career prospects.
- 4.3 As previously mentioned, PCT take on work experience students. Some of these individuals use the experience as part of their Duke of Edinburgh Award and for others it provides them with valuable skills development as well as the offer of part time paid work with PCT once they are fully trained. 2 of the current team members came through this route
- 4.4 Two PCT staff members volunteer an additional 8 hours per week each; completing additional grounds maintenance work, litter picking and keeping the neighbourhood tidy. They do this because they feel privileged to be in paid employment and fortunate to be able to shape the condition of their local environment. They say there is less anti-social behaviour in the area because other teenagers in the ward admire their hard work and therefore have more respect for the streets, parks and open spaces.
- 4.5 Expanding the scheme into Matson and Robinswood proliferates the social value wider than just one ward of the City.

5.0 Environmental Implications

- 5.1 The grass cutting scheme has contributed to making Podsmead a healthier and more connected neighbourhood with residents more engaged with where they live and therefore more protective of their local environment. It is important to note that the majority of PCT volunteer on other environmental projects in the area, including Milton Avenue Open Space where they organise and run conservation volunteer days during the school holidays. 10 volunteer days have taken place so far.

- 5.2 These volunteering days are run by PCT every half term and during the school holidays in partnership with Gloucestershire Wildlife Trust and Gloucestershire Gateway Trust. On average, 10 additional residents will join in and volunteer, taking pride in their local park and learning valuable skills in wildlife conservation. To date, in addition to the 8 volunteering hours per week from the 2 staff members, 10 hours per week from the 3 volunteers and the contribution of all of the other local residents on the volunteering days which has amounted to the equivalent of £99,600. (source – Heritage Lottery Fund Volunteer Calculator – Volunteers x Volunteer Hours x £50)
- 5.3 Once a year, PCT also receive volunteering help from the Leyhill Prison Team. This scheme enables a group of prisoners who, nearing the end of their release and following good behaviour, are provided with valuable volunteering opportunities to increase their employability on release. The team of 15 help with shrub clearance and tree pruning on the large nature reserve site at Milton Avenue, enabling this project to progress significantly.
- 5.4 The grass cutting scheme has brought other residents together through the process of monitoring quality and responding to feedback. It is part of the coordinator's role to handle complaints and he does this successfully through face-to-face conversations. Residents are pleased when they discover that young people are responsible for the maintenance of the local environment. They appreciate that the scheme is providing much needed jobs and that there is a more personal approach when it comes to improving the service. Residents are also happy with the freedom they have to influence the look of the green and open spaces. For example, in Spring 2019, residents enjoyed the multiple daffodils that had been planted in the Milton Avenue nature reserve by PCT the previous winter.

6.0 Alternative Options Considered

- 6.1 This part of the grass cutting contract could be handed back to Amey but in doing so the social impact would be lost. It would also cause further confusion for residents who have engaged with the local team and see the value of this approach.

7.0 Reasons for Recommendations

- 7.1 This trial has created employment and training opportunities for young people, engaged residents in taking care of their own place and created a sense of ownership for residents of Podsmead; a range of social impacts which are hard to achieve. Although there have been some challenges for the team, there is more benefit for the City in continuing the trial and seeing how it would work elsewhere, than there would be in Amey taking the work back.
- 7.2 Due to the gift of a ride on mower, PCT are better placed to continue maintaining the grass verges in Podsmead ward and to expand their responsibility to include larger areas of land such as Scott Avenue Open Space and Tuffley Park once they have been trained to use the machinery.
- 7.3 The next stage of testing the benefits of such a project is to trial it in a different area. Matson & Robinswood residents have expressed an interest in beginning a trial in March 2020 so allowing that is a sensible next step.

8.0 Future Work and Conclusions

- 8.1 PCT applied to Podsmead Big Local for a grant to purchase a ride-on mower and this was agreed through the online voting system for projects with over 70 residents voting yes. <https://www.podsmeadbiglocal.org.uk/projects/approved-projects/podsmead-clearance-team>
This is to enable the team to cut the grass shorter and to a higher standard. This is following feedback from several residents who prefer their grass to be cut shorter than the hand-held mowers allow. Using a ride-on mower will also enable the team to take on larger areas of land. Residents that use Tuffley Park field as well as the owners of 'The Club at Tuffley Park' have asked if it is possible for the work to be completed by PCT instead of Amey so that areas that have previously been uncared for can be better maintained.
- 8.2 Since PCT received approval for purchasing their ride-on mower through Podsmead Big Local, Amey have kindly gifted a decommissioned ride-on mower to the team. This is being serviced and will be available for PCT to collect in the coming weeks. The agreed funding from Podsmead Big Local will go back to another local public vote with the request to spend the allocated amount on training, fuel and insurance.
- 8.3 Through the help of their volunteers and some support from the City Council's Community Wellbeing team, PCT have applied for Bright Ideas Funding and if successful this will be invested in;
- specialist training in tree surgery, sports pitch ground maintenance and ranger safety
 - topping up their salaries as they build up more of a customer base from garden maintenance work
 - business mentoring and support
- 8.4 PCT have recently taken on the overgrown gardens service for Gloucester City Homes in the Podsmead area. Gloucester City Homes are also keen for PCT to maintain the grass verges on the land they own in Podsmead which surrounds the blocks of flats.
- 8.5 Following the positive social impact of the Podsmead trial, representatives from the Matson and Robinswood community are keen to pilot this approach in their own area.

9.0 Financial Implications

- 9.1 The total cost of supporting the scheme including; staffing, equipment, maintenance and insurance is £12,653 for the duration of the grass-cutting season each year. In addition, a Community Wellbeing Officer has supported the team with regular progress meetings and bid writing totalling (on average) 2 hours per month. Another Community Wellbeing Officer and the Parks and Open Spaces Officer have also helped by responding to occasional queries from the community.
- 9.2 It has not been possible at this stage to indicate the social return on investment for this work. However, SEA will be working with the team over the coming season to better demonstrate the impact of their work.

10.0 Legal Implications

- 10.1 The Council's Contract Rules contained in the Constitution sets out when services to be provided to the council must be the subject of a procurement process to choose the service provider. The value of the contract will determine the required procurement procedure. Waivers of the procurement rules for contracts with a value under the current EU threshold (currently £181,302 for goods and services) can be given if the reasons fall within those set out in Rule 6 of the Contract Rules. Where repeat contracts awarded (as in this case) the value of each contract is taken into account for the purposes of the EU threshold.
- 10.2 The Council has previously awarded contracts for grass cutting services in Podsmead to Stewkley Enterprise Agency, a company limited by guarantee, in 2018 and 2019 pursuant to a waiver of the contract procedure rules.
- 10.3 The Head of Communities has the delegated authority to let a new contract to Stewkley Enterprise Agency and a Corporate Director or the Managing Director has delegated authority to award the waiver to the contract rules, as the value is less than £100,000.
- 10.4 If there are to be changes to the services provided by Amey, a Service Change Notice will be required.
- 10.5 The contract with Stewkley Enterprise Agency will need to include provisions to vary the contract to include the addition of Matson and Robinswood areas. It will also need to contain a provision to enable the council to terminate the contract on notice so enable the Council to enter into a new contract with any new legal entity formed by the PCT and PBL.

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

11.0 Risk & Opportunity Management Implications

- 11.1 There will be similar risks involved with expanding into another Ward as there were when the process began in Podsmead but the potential benefits and social return far outweigh any potential issues.
- 11.2 We have learnt from the pilot in Podsmead and know what is needed to ensure a successful delivery in another area.
- 11.3 There is also greater risk in preventing another community from the opportunity as they would feel they were not being awarded the same chances as Podsmead.

12.0 People Impact Assessment (PIA) and Safeguarding:

- 12.1 An Equality Impact Assessment screening was completed and a full assessment is not required.
- 12.2 Considerations are given when undertaking all community engagement to ensure that we do not adversely impact on any group and that we are fostering good relations and promoting advancement of opportunities within the community.

13.0 Community Safety Implications

- 13.1 Research has suggested that residents feel safer in their communities when they are well connected and do things together. The sense of ownership of their outside space in Podsmead has reduced ASB as young people in the area respect the work of the team. Since the team took on their responsibilities there has been less fly tipping and vandalism in the parks and open spaces, especially Milton Avenue Open Space which used to be a hot-spot for discarding rubbish, furniture and other house hold items.

14.0 Staffing & Trade Union Implications

- 14.1 None

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Meeting:	Overview & Scrutiny Cabinet	Date:	25 th November 2019 4 th December 2019
Subject:	Financial Monitoring - Quarter 2, 2019/20		
Report Of:	Cabinet Member for Performance and Resources		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Jon Topping, Head of Policy & Resources		
	Email: jon.topping@gloucester.gov.uk	Tel: 396242	
Appendices:	1. Progress against savings targets 2. Capital monitoring		

FOR GENERAL RELEASE

1.0 Purpose of Report

- 1.1 For Cabinet to note year-end forecasts, and progress made against agreed savings targets for the 2nd Quarter ended 30th September 2019.

2.0 Recommendations

- 2.1 Overview and Scrutiny Committee is asked to consider the information contained in the report and make any recommendations to the Cabinet.
- 2.2 Cabinet is asked to **RESOLVE** that
 - (1) The forecast year end position is currently for a decrease to the Council's General Fund balance of £222k against a budgeted decrease of £91k.
 - (2) The details of specific budgetary issues identified by officers and the actions being taken to address those issues
 - (3) The current level of Capital expenditure as shown in Appendix 2.

3.0 Background and Key Issues

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

4.0 Whole Council Summary

- 4.1 The forecast position is a decrease of the Council's General Fund by £222k as shown in the table below. This is consistent with the position presented at the end of Quarter 1 albeit the areas of budget pressure have changed over the quarter. Where such budget pressures and variances have been identified officers are taking appropriate steps to work towards ensuring a balanced position at year end. Therefore, although the forecast is currently for a overspend to budget of £131k there can be some confidence that this will have been turned into a neutral position by the end of the year.

Council Summary	19/20 Budget	Actual	Year End Forecast	Final Variance
Regeneration and Economy	(3,248)	1,201	(3,426)	(178)
Communities and Neighbourhoods	1,458	359	1,384	(75)
Performance and Resources	5,552	6,564	5,384	(168)
Culture	945	625	1,002	57
Planning and Housing	82	465	558	476
Environment	4,058	3,005	4,144	86
Corporate and Funding	(8,755)	16,431	(8,823)	(68)
Total	91	28,649	222	131

- 4.2 The budget monitoring undertaken during 2019/20 will inform if any pressures or opportunities can be included in Money Plan to be presented to Council in February 2020.

5.0 Regeneration and Economy

Regeneration & Economy	19/20 Budget	Actual	Year End Forecast	Final Variance
Economic Development	199	287	174	(26)
Asset Management	741	827	1,019	278
Commercial Property	(3,319)	474	(3,752)	(434)
Parking	(1,238)	(685)	(1,220)	19
Senior Management	473	378	502	29
Markets and Street Trading	(106)	(80)	(149)	(43)
Total	(3,248)	1,201	(3,426)	(178)

- 5.1 This portfolio is currently forecast to be favourable to budget by £178k.
- 5.2 Income from commercial property during 2019/20 is currently forecast to be favourable by £434k; this is predicated upon the completion of several major investment projects which are currently under negotiation. The regeneration of Kings Walk is in progress, but the present forecast is for rent income during 2019/20 to be lower than that budgeted for the year. Some of the Kings Walk rent reduction is mitigated by the rent guarantee sums agreed when the contract was entered into in 2017.
- 5.3 The anticipated overspend in Asset Management has increased since Quarter 1. There are three elements to this forecast overspend:

- (a) The disposal of the HKP warehouses is in progress and is unlikely to be completed within this financial year. As such the budgeted savings are not expected to be realised in the year.
- (b) An increase in one-off repair costs. These will be managed through the remainder of the year, and if necessary some funds will be transferred from the Repairs Reserve to the General Fund.
- (c) The running costs of the bus station, especially for cleaning, are greater than budgeted. Various revenue generating opportunities are currently being explored with the aim of mitigating these costs.

6.0 Communities and Neighbourhoods

	19/20		Year	
Communities and Neighbourhoods	Budget	Actual	End Forecast	Final Variance
Voluntary Sector Grants	135	46	134	(0)
Community Strategy and Other Projects	145	112	168	23
Homelessness	1,174	263	1,088	(86)
Shopmobility	76	32	60	(15)
Health and Safety	3	2	2	(1)
Private Sector Housing	(73)	(95)	(69)	4
Total	1,458	359	1,384	(75)

- 6.1 This portfolio is currently forecasting to be under budget by £75k.
- 6.2 The Council continues to experience significant costs in relation to the placing of homeless families in temporary accommodation; many of whom have complex needs. This is largely due to a general shortage of social rented housing or affordable rented housing. These increased costs are partly recoverable through the housing benefit system and positive steps have been taken to ensure that the amounts recovered are being maximised.
- 6.3 During Q1 the Council entered into an arrangement to allow the purchase of properties at Potters Place which are subject to nomination rights for the placement and support in the prevention of homelessness. The impact of this arrangement is forecast to come into effect in the latter part of 2019.
- 6.4 A flexible homelessness prevention grant has been received from Government and much of this will be used to fund the in-year costs, as well as to further develop alternative sources of temporary accommodation provision to reduce pressures in the longer term.

7.0 Performance and Resources

Performance and Resources	19/20 Budget	Actual	Year End Forecast	Final Variance
Internal Audit	190	32	176	(14)
Financial and Corporate	1,238	562	1,262	24
Revenues and Benefits Admin	913	1,236	791	(122)
Housing Subsidy	(377)	2,739	(387)	(10)
IT	1,522	1,191	1,583	61
Human Resources	278	110	277	(0)
Communications	89	0	90	1
Legal Services	394	123	388	(6)
Contact Centre and Customer Services	448	223	423	(26)
Democratic Services	858	348	781	(77)
Total	5,552	6,564	5,384	(168)

- 7.1 The portfolio is currently forecast to be under budget by £168k. However, there are several significant variances contributing to that overall position.
- 7.2 The largest forecast adverse variance is the £61k forecast overspend in relation to IT. This primarily relates to the continued spend on transformation projects. These budgets are being closely monitored. Where expenditure is identified as capital it will be charged to the appropriate capital budget.
- 7.3 The current forecast for housing subsidy and revenues & benefits administration is favourable to budget by £122k, however it must be noted that the Council manage in excess of £42m of benefit payments and the smallest percentage change has a significant impact on this forecast. Accordingly, these items will continue to be monitored closely.
- 7.4 The contact centre and customer services are forecast to underspent by £26k, compared to the forecast overspend of £67k in Quarter 1. This is a result of separating out the costs related to the service transformation project and charging them to reserves as previously agreed.
- 7.5 The underspend of £77k in Democratic Services results from delaying recruiting the Policy and Performance Officer's into post. The Performance and Improvement Officer was recruited during Quarter 2. The Policy and Development role is currently being recruited.

8.0 Culture and Leisure

	19/20		Year	
Culture	Budget	Actual	End	Final
			Forecast	Variance
Museums	213	36	179	(34)
Food and Drink	(74)	(3)	(79)	(5)
Guildhall	64	100	109	45
Aspire Client	(30)	(53)	(30)	0
TIC	20	5	82	63
Great Place	0	39	0	0
Marketing Gloucester	261	284	261	0
Visitor Experience	491	218	479	(12)
Total	945	625	1,002	57

- 8.1 This portfolio is currently forecasting to have a overspend against budget of £57k.
- 8.2 The removal of the charges to visit the Museum of Gloucester and the relocation of the Tourist Information service have led to a significant increase in footfall. This increased footfall has led to increases in income from the shop, catering offer and the major exhibitions that have been staged across the summer. It is hoped that these increases will continue for the second half of the year and the exhibitions to be staged during this time will prove as popular.
- 8.3 As noted above the Tourist Information Centre transferred from its Southgate premises from 1st April 2019. This is seeing savings realised in relation to the property rental and upkeep. However, in the short term there will be the cost of dilapidations payable under the terms of the lease to the landlord of the previous Southgate property. This amount is under negotiation and provision of estimated costs have been included in the figures above, these costs are one off in year.
- 8.4 The proposed transfer of the Life Museum is almost complete and some savings arising from this are forecast to be delivered during the year. There are still some ongoing costs in relation to the storage and management of the various exhibits. Income is being generated from the loan of museum exhibits. This is minimal at present but is seen as an area for continued development.

9.0 Planning and Housing

	19/20		Year	
Planning and Housing	Budget	Actual	End	Final
			Forecast	Variance
Housing Strategy and SIB	0	189	(0)	(0)
Planning	82	275	558	476
Total	82	465	558	476

- 9.1 This portfolio is currently forecast to be over budget by £476k during the year.
- 9.2 Income from Planning Fees provides a significant source of funding for the Service and is currently forecast to be significantly lower than the budgeted levels. There are two major elements to this forecast variance:

- (a) Delay in the submission of several major applications from developers with a number now expected to be received in 2020/21
- (b) A significant reduction in the income from non-major applications of £114k

Whilst points 1 – 2 above are largely out of the control of City Council officers, any fluctuation in the level of income received may have a large financial impact and accordingly this income source will continue be monitored closely and appropriate actions taken to ensure related costs are managed.

- 9.3 There has also been significant expenditure of circa £100k in relation to the development and compilation of the City Plan that was passed at the Council meeting in October, and a further contribution of £60k to the Joint Core Strategy. The combination of these costs in a single financial year has led to an overspend of £35k against budget.

10.0 Environment

Environment	19/20 Budget	Actual	Year End Forecast	Final Variance
Waste and Streetcare	4,742	3,255	4,903	161
Neighbourhood Management	19	6	46	28
Countryside and Allotments	87	41	109	22
Environmental Health	602	281	572	(30)
Flooding and emergency planning	107	67	113	6
Head of Service	62	32	65	3
Cemetery and Crematorium	(1,303)	(520)	(1,352)	(49)
Licensing	(257)	(158)	(312)	(55)
Total	4,058	3,005	4,144	86

- 10.1 This portfolio is currently forecast to be over budget for the year by £86k.
- 10.2 There is a cost pressure in relation to the Amey contract of £161k that results from the contract indexation being higher than the Council budgeted for. This was out of the Council's control and the Council is working to resolve this position going forward.
- 10.3 The saving within Environmental Health is largely a result of lower than budgeted staff costs.
- 10.4 Income at the Crematorium is forecast to be lower than 2018/19 as a result of Cheltenham crematorium now being back in operation. However, the income for the year is expected to achieve the budgeted target for 2019/20.

11.0 Progress against savings targets

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

12.0 Capital Programme

- 12.1 The Capital Programme budget for the year is £6.6m including budgets carried forward from 18/19. The expenditure for the period to Quarter 2, including amounts committed totals £2.3m. The forecast outturn position anticipates an annual spend

at £5.8m. Quarter 2 has seen work on Kings Walk as the programme of work continues with the improvements to the car park.

12.2 The first half of 2019/20 has seen work on the Council's estate including work on the Guildhall and work at 92-94 Westgate Street allowing the Council to open The Gateway as part of the ongoing transformation programme. The transformation programme has also seen continued spend on the council's IT provision to enable the transformation.

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

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

13.0 Prompt payment performance

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

	<u>July</u>		<u>August</u>		<u>Sept</u>		<u>Qtr 2</u>	
Number paid within 30 days	653	92%	560	93%	548	96%	1,761	94%
Number paid over 30 days	57	8%	40	7%	20	4%	117	6%
Average Days to Pay (from receipt of invoice to payment date)	8		7		6		7	

14.0 Social Value Considerations

14.1 There are no direct social value implications as a result of this report.

15.0 Environmental Implications

15.1 There are no direct social value implications as a result of this report.

16.0 Alternative Options Considered

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

17.0 Reasons for Recommendations

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

18.0 Financial Implications

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

19.0 Legal Implications

19.1 There are no legal implications from this report.

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

20.0 Risk & Opportunity Management Implications

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

22.0 People Impact Assessment (PIA) and Safeguarding:

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

23.0 Community Safety Implications

13.1 None.

24.0 Staffing & Trade Union Implications

14.1 None.

Scheme	Budget 2019/20	Actual Spend to date	Variance	Forecast
Kings Quarter development	1,000,000	332,302	667,698	1,000,000
Kings Walk Shopping Centre	3,000,000	512,323	2,487,677	2,500,000
City Centre Improvement Fund	536,133	-	536,133	394,859
GCC Building Improvements	148,371	530,271	(381,900)	258,371
ICT Projects	50,000	370,058	(320,058)	400,000
Housing projects	1,042,250	250,348	791,902	535,000
Drainage and Flood Protection Works	150,353	16,555	133,798	50,000
Townscape Heritage Initiative - HLF	120,115	44,941	75,174	120,115
Horsbere Brook Local Nature Reserve works	76,698	1,288	75,410	25,000
Play Area Improvement Programme	116,560	69,595	46,965	116,560
Grant Funded Projects	19,614	128,136	(108,522)	169,614
Robinswood All Paths Project	49,683	9,294	40,389	49,000
Robinswood Hill	200,000	-	200,000	200,000
GL1 Emergency Works	46,490	-	46,490	46,490
SWRDA Asset Transfer works	7,645	-	7,645	-
TOTAL CAPITAL PROGRAMME	6,563,912	2,265,111	4,298,801	5,865,009

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Savings Monitoring 2019/20

Appendix 1

Prior Year Savings

Service	Details: aim of the project	Target £000	Achieved £000	In Progress £000	At Risk £000	Comments	Status
Policy & Resources	Reduce postage costs	(20)	(20)	0	0	Digital mail project is due to go live early in 2019/20	😊
Policy & Resources	Property Investment Strategy	(50)	(50)	0	0	Interest on loans provided for delivery of services	😊
Total		(70)	(70)	0	0		

Savings Target 2019/20

Service	Details: aim of the project	Target £000	Achieved £000	In Progress £000	At Risk £000	Comments	Status
Policy and Resources	Energy efficiencies and income generation opportunities	(50)	0	(50)	0		😊
Policy and Resources	Property Investment Strategy	(100)	0	(100)	0	A number of projects are under review to deliver, these investments are expected to be completed prior to the end of the year	😊
Policy and Resources	Disposal of HKP warehouses	(100)	0	0	(100)	The disposal of the warehouses has commenced following relocation to Shire Hall and the Gateway. Submissions are currently being reviewed and evaluated.	😞
Total		(250)	0	(150)	(100)		
Savings Brought Forward		(70)	(70)	0	0		
Total		(320)	(70)	(150)	(100)		

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