



Overview and Scrutiny Committee

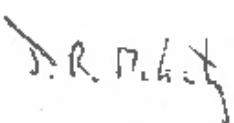
Meeting: Monday, 30th September 2019 at 6.30 pm in Civic Suite - North Warehouse, The Docks, Gloucester, GL1 2EP

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

AGENDA

1. APOLOGIES	To receive any apologies for absence.
2. DECLARATIONS OF INTEREST	To receive from Members, declarations of the existence of any disclosable pecuniary, or non-pecuniary, interests and the nature of those interests in relation to any agenda item. Please see Agenda Notes.
3. DECLARATION OF PARTY WHIPPING	To declare if any issues to be covered in the Agenda are under party whip.
4. MINUTES (Pages 5 - 12)	To approve as a correct record the minutes of the meeting held on the 2 nd of September 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 - 38)
	To receive the latest version of the Committee's work programme and the Council's Forward Plan.
8.	GLOUCESTER COMMUNITY BUILDING COLLECTIVE (Pages 39 - 50)
	To receive the report of the Cabinet Member for Communities and Neighbourhoods informing Members of the City's successful community building activities.
9.	WASTE AND RECYCLING PROPOSALS (Pages 51 - 58)
	To receive the report of the Cabinet Member for the Environment outlining proposals to improve the recycling and garden waste collection service.
10.	DATE OF NEXT MEETING
	Monday 28 th of October 2019.



Jon McGinty
Managing Director

Date of Publication: Friday, 20 September 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; orii. 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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Recording of meetings

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

FIRE / EMERGENCY EVACUATION PROCEDURE

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

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



OVERVIEW AND SCRUTINY COMMITTEE

MEETING : Monday, 2nd September 2019

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

Others in Attendance

Councillor Andrew Gravells, Cabinet Member for Planning and Housing Strategy

Councillor Hannah Norman, Cabinet Member for Performance and Resources

Anne Brinkhoff, Corporate Director

Jon Topping, Head of Policy and Resources

Ian Edwards, Head of Place

Claire Haslam, Principal Planning Officer

Adam Gooch, Planning Policy Team Leader

David Durden, Strategic Housing Officer

Miranda Bopoto, Democratic and Electoral Services Officer

APOLOGIES : Cllrs. Dee, Finnegan and Hawthorne

1. DECLARATIONS OF INTEREST

1.1 No declarations were made on this occasion.

2. DECLARATION OF PARTY WHIPPING

2.1 There were no declarations of party whipping.

3. MINUTES

3.1 The minutes of the meeting held on the 1st of July 2019 were confirmed and signed by the Chair as a correct record.

4. PUBLIC QUESTION TIME (15 MINUTES)

4.1 There were no questions from members of the public.

5. PETITIONS AND DEPUTATIONS (15 MINUTES)

OVERVIEW AND SCRUTINY COMMITTEE **02.09.19**

5.1 There were no petitions or deputations.

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

- 6.1 The Committee considered the Overview and Scrutiny Work Programme and Council Forward Plan.
- 6.2 Councillor Stephens suggested that the Local Council Tax Support Scheme Report should be considered before the Committee prior to going to Cabinet. Noting the importance of the report, the Committee agreed that it should be added to the Work Programme.
- 6.3 Furthermore, it was noted that there had been a slight delay in the Performance Monitoring Quarter 1 report. This would now be considered alongside the Quarter 2 report at the Committee's 6th of January 2020 meeting. This was due to the fact that there was a new post for a Performance and Improvement Officer, and the individual would need time to settle in before producing the report.
- 6.4 **RESOLVED that:** - (1) Enquiries would be made as to when the local Council Tax Support Scheme Report would be going to Cabinet and added to the Overview & Scrutiny Work Programme accordingly; (2) Both the Performance and Monitoring Quarter reports would be added to the agenda for the 6th of January 2020 meeting.

7. CITY PLAN

- 7.1 The Cabinet Member for Planning and Housing Strategy, Councillor Gravells, began by thanking the Chair and the Committee for agreeing to look at the City Plan. He then thanked the Officers who were involved in producing the plan, pointing to the hard work required to bring it to fruition. Councillor Gravells then stated that much of the City Plan had been considered at the Planning Policy Member Working Group meetings, and as such, nothing would come as a surprise for those Members who were part of the working group.
- 7.2 Councillor Gravells then proceeded to highlight key aspects of the City Plan in turn. First, he considered Policy A2 (Affordable Housing). He felt that the 25% affordable housing requirement (on housing sites of 10 or more/ or sites with a gross site area of 0.5 hectares or more) was a major leap for the City. He explained that had this been in place beforehand, ongoing major developments such as Winnycroft Farm may have been subject to this requirement, meaning that there would have been a good proportion of affordable housing built as part of the development.
- 7.3 Furthermore, he brought the Committee's attention to Policy B6 (Protection of Public Houses), Policy A5 (Specialist Housing – Housing Choice for older, frail and disabled people), Policy C4 (Hot Food Takeaways), Policy C7 (Fall Prevention from Taller Buildings) and Policy F3 (Community Safety).

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- 7.4 Lastly, he informed the Committee that the version of City Plan which was being presented to them was not yet completed.
- 7.5 Adam Gooch, Planning Policy Team Leader, added that a number of the introductory sections were missing from this version of the report, however, the key sections were all there. Moreover, the appendix on the policies map would be available by the time the report would go to Cabinet on the 11th of September. He added that everyone had been waiting a long time for the City Plan, and it had been written in a way that complimented the work of the Joint Core Strategy (JCS), the co-ordinated strategic development plan between Gloucester City Council, Cheltenham Borough Council and Tewkesbury Borough Council.
- 7.6 The floor was then opened up to the Committee for questions.
- 7.7 Councillor Stephens opened up the discussion and stated that City Plan was an excellent piece of work. He said that he welcomed the inclusion of Policies B6 (Protection of Public Houses), C8 (Changing Places Toilets), and, Policy A2 (Affordable Housing). He then made some suggestions on further improving the City Plan. First, he suggested that homelessness and climate change could be added within the vision statement. Secondly, he felt that there should a specific policy on moving towards sustainable transport. Lastly, he explained that whilst he welcomed the policy A5 on Affordable Housing, he also questioned its viability in practise.
- 7.8 Responding to Councillor Stephens, Adam Gooch started by thanking him for the positive feedback. On the issue of climate change and sustainable transport, he informed Councillor Stephens that City Plan included policies on both climate change and renewable energy. With regard to Policy A5, he stated that this increase to 25% was progress and felt that it was viable, and that as much as they would like this to be higher, they had to comply with national policy.
- 7.9 Further to the above, David Durden, Strategic Housing Officer explained that the Local Housing Needs Guidance from the Ministry of Housing, Communities and Local Government provides the framework on the housing needs of the City. For example, how much affordable rent/social rent properties should be made available. Moreover, the 25% had been rigorously tested and then approved by the Consultants with whom the Council had worked with. This was echoed by Claire Haslam, Principal Planning Officer who felt that the majority of sites could meet the 25% requirement. Moreover, the benefit of having this policy is that it would save developer and officer time. In the exceptional circumstances where this policy could not be met, the G8 review mechanism would be available.
- 7.10 Councillor Wilson questioned whether a policy could be included on making homes solar panel friendly. In answer to this, Claire Haslam explained that there is not anything specific on solar panels within the City Plan as it would not be feasible for the Council to do the evidence base for this on its own as it would be too time consuming and expensive. However, she added that the

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Council was hoping to take the issue back through the JCS review and collaborate with the neighbouring authorities. This would have a wider impact across the JCS area. Claire Haslam explained that solar panels can be installed on homes without the need for planning permission if installed in accordance with the General Permitted Development Order.

- 7.11 Pointing to Policy A8 (Static Caravan Sites), Councillor Pullen asked why there was not anything in the policy on protecting transit sites. He felt that in its current state Policy A8 only covered permanent sites. Adam Gooch informed him that the version of the City Plan going to Cabinet would also include information on transit sites. Moreover, the report on Gypsies, Traveller and Travelling Show People Sites Position Update which was due to go to Cabinet on the 11th of September would outline the Council 's position in more detail.
- 7.12 Councillor Pullen then moved the discussion to Policy C7 (Fall Prevention from Taller Buildings). Whilst he welcomed the introduction of this policy, he questioned how it would be carried out in practise. Claire Haslam outlined that the policy had been put together in consultation with Public Health England, Gloucestershire Suicide Prevention, and the Police, and had been designed to be straightforward for applicants. Essentially, anyone putting in a planning application for a building or structure above 12 meters in height would only be granted permission if they can show that mitigation measures have been put in place to prevent suicide and accidental falls.
- 7.13 Addressing the Planning Officers, Councillor Haigh said that whilst she welcomed Policy C4 (Hot Food Takeaways), she would also like to see a policy on gambling houses. Secondly, she queried whether the proposed allocated key sites for residential development would be adequately served by public transport to accommodate people who may not have access to their own transport. Lastly, she asked whether a policy on cellar extensions could be included in the City Plan.
- 7.14 The Planning Policy Team Leader and the Principal Planning Officer replied to these queries in turn. In relation to gambling houses, they stated that they would investigate this further. Secondly, on the issue of public transport at the key sites, they explained to Councillor Haigh that as much as they have a desire to see all sites served by Public Transport, it is something over which they do not have much control. Thirdly, responding to Councillor Haigh 's query on cellar extensions, they informed her that it is not something which is straightforward as it gives rise to archaeological and flooding concerns and would be picked up through the development management process. Moreover, the Nationally Described Space Standard which the plan seeks to adopt would apply to cellar conversions.
- 7.15 Councillor Hilton was concerned with the way Policy A4 (Student Accommodation) had been drafted. Whilst it discussed purpose-built student accommodation, he felt that there was nothing to restrict the continued conversion of family homes for student accommodation use. He felt that the final report needed to be clear on this. In addition, he felt that Policy G5 (Broadband Connectivity) could be made clearer by defining the minimum

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threshold for 'high speed'. His view was that this would help to future proof broadband provision and allow room for technological developments.

- 7.16 Similarly, he felt that Policy G3 could be improved by removing the 2% threshold. He explained that Policy G3 which sets out that there will be electric charging points 2% of spaces within 100 or more car parking spaces might prove to be insufficient and restrictive in the future. He then referred the Committee to Policy C4 (Hot Food Takeaways) which he thought could be enhanced by including guidelines on waste disposal. Finally, turning his attention to Policy SA19, he suggested that the land off Myers Road would need to be sorted out before any residential development was permitted on the site.
- 7.17 In answer to Councillor Hilton 's query about the conversion of family homes into student accommodation, Claire Haslam advised that they supported the comments made previously at the Planning Policy Working Group which they had taken on board. The City Plan now included a statement on 'saturation' by conversion into flats or large Houses in Multiple Occupation (HMOs). Moreover, there was now a clear definition of 'saturation' within Policy A1. This would go some way to resolve the issue in the future. However, she also acknowledged the policy 's limitations in that the Council could only enforce the policy in relation to Flats/HMOs which come through planning applications which the Planning department look at. They would not be able to do this for smaller HMOs that do not require planning permission. With regard to the 2% threshold in Policy G3, she explained that it may well be that this policy would be changed in the JCS Review. Indeed, authorities are required to review their policies every 5 years. Furthermore, the way policies are framed provides a base position but that is not to mean that they cannot be changed if the need should arise. On Policy SA19 (Land off Myers Road) she explained that before any development is given planning permission, it would have to comply with the relevant local and national planning policies. This would protect any future residents should a planning application be made for industrial uses on the adjacent site.
- 7.18 Councillor Organ submitted that the City Plan was a good document which had been carefully written and reviewed. Nevertheless, he emphasised to the Committee the importance of design aesthetic in order to avoid unsightly designs which would be detrimental to the City. He proposed that there should be a process whereby any plans would be checked and approved by a Board. Further, he asked that this is included within the City Plan.
- 7.19 The Cabinet Member for Planning and Housing Strategy reiterated his thanks to both the Committee and the Officers. The Chair also thanked the Officers and the Councillor Gravells on behalf of the Committee.
- 7.20 **RESOLVED that:** - Cabinet be asked to implement the recommendations made at the meeting.

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8. UNIVERSAL CREDIT - GAP MEETING UPDATE

- 8.1 The Chair informed the Committee that he had attended the Gloucester Advice Partnership meeting on the 30th of July. He stated that Universal Credit had undergone changes since being launched. In October, the repayment cap would be lowered from the current 40% maximum, down to 30%. Moreover, the Department for Work and Pensions would be working closely with housing agencies in order to upscale job opportunities.
- 8.2 Expressing his disappointment that Green Square would no longer be operating as part of the reception move to 'The Gateway', Councillor Toleman asked the Officers and Cabinet Members present whether there would be a replacement advice centre to provide help to those in need. Councillor Norman, Cabinet Member for Performance and Resources responded to say there were ongoing talks with advice centres to put in place a replacement, and that there should be an update soon.
- 8.3 **RESOLVED that:** - The Committee NOTE the update.

9. FINANCIAL MONITORING QUARTER 1 REPORT

- 9.1 The Cabinet Member for Performance and Resources, Councillor Norman presented the report. She explained that the figures within the report forecast the best estimate at the current time of the year-end position in the Council's general fund. She then highlighted key aspects in each portfolio.
- 9.2 Members asked for clarification on why there was an overspend in the budget of £40,000. In particular, Councillor Hilton questioned why it appeared that no savings had been made. In response, Jon Topping, Head of Policy and Resources stated that this discrepancy could largely be attributed to transformation costs. However, there would be the option to drawdown if necessary.
- 9.3 Furthermore, Councillor Norman explained that in order to understand why there was currently an overspend in the budget and predicted savings had not been made, there were several factors which had to be considered. Firstly, the reception move to 'The Gateway' had taken place later than expected. Secondly, the disposal of the Herbert Kimberley and Phillipotts Warehouses was still an ongoing process, and the Council was still paying business rates. However, the warehouses were being marketed until the closing date in September. Thus far, there had been over 50 declarations of interest. Taking the above into account, it was expected that savings would be realised in the long term after the warehouses have been disposed.
- 9.4 Referring to the Culture and Leisure portfolio, Councillor Ryall queried what the total figure received from voluntary donations at the museum was. The Head of Policy and Resources stated that he would respond to Councillor Ryall and the Committee in writing.
- 9.5 **RESOLVED that:** - The Committee NOTE the report.

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10. DATE OF NEXT MEETING

10.1 30 September 2019 at 6.30pm in the Civic Suite, North Warehouse.

Time of commencement: 6:30pm

Time of conclusion: 8:00pm

Chair

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Gloucester City Council
Overview and Scrutiny Committee Work Programme
Updated 20 September 2019

Item	Format	Lead Member (if applicable)/Lead Officer	Comments
30 September 2019			
Community Building in Gloucester - Establishment of a Community Interest Company (CIC)	Report	Cabinet Member for Communities and Neighbourhoods	Requested by Committee
Waste Management and Recycling Service	Report	Cabinet Member for Environment	Requested by Chair
28 October 2019			
Aspire Trust Annual Report	Report	Cabinet Member for Culture and Leisure	Requested by Committee
Amey – more details to follow	Meeting	Cabinet Member for the Environment	Requested by Chair
Disposal of HKP Warehouses	Report	Cabinet Member for Regeneration and Economy	Requested by Committee
Regeneration of the Former Fleece Hotel Site	Written Report	Cabinet Member for Regeneration and Economy	Requested by Committee
4 November 2019 – Special Meeting (TBC)			
Matson and Podsmead Estates Regeneration Supplementary Planning Document	Written Report	Cabinet Member for Planning and Housing Strategy	Requested by Chair
25 November 2019			
Local Delivery of Grass Cutting in Podsmead	Written Report	Cabinet Member for Communities and Neighbourhoods	Requested by Chair

Item	Format	Lead Member (if applicable)/Lead Officer	Comments
Local Council Tax Support	Written Report	Cabinet Member for Performance and Resources	Requested by Committee
Financial Monitoring Quarter 2	Written Report	Cabinet Member for Performance and Resources	Requested by Committee
2 December 2019			
Budget – no other business			
06 January 2020			
Performance Monitoring Quarter 1 and 2	Written Report	Cabinet Member for Performance and Resources	Requested by Committee
03 February 2020			
02 March 2020			
NO DATE SET			
Progress on 67-9 London Road	Report	Cabinet Member for Regeneration and Economy	Requested by Committee

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



Publication Date: 17 September 2019

Gloucester City Council

FORWARD PLAN

FROM SEPTEMBER 2019 TO AUGUST 2020 (REVISED 17/09/2019)

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

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

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

Cabinet Members

Portfolio	Name	Email Address
Leader and Regeneration & Economy (LRE)	Councillor Paul James	paul.james@gloucester.gov.uk
Deputy Leader and Communities & Neighbourhoods (C&N)	Councillor Jennie Watkins	jennie.watkins@gloucester.gov.uk
Culture & Leisure (C&L)	Councillor Steve Morgan	mailto:steve.morgan@gloucester.gov.uk
Performance & Resources (P&R)	Councillor Hannah Norman	hannah.norman@gloucester.gov.uk
Planning & Housing Strategy (H&P)	Councillor Andrew Gravells	mailto:andrew.gravells@gloucester.gov.uk
Environment (E)	Councillor Richard Cook	richard.cook@gloucester.gov.uk

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

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

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

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

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

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

CONTACT:

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

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

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

SUBJECT (and summary of decision to be taken)		PLANNED DATES	DECISION MAKER & PORTFOLIO	NOTICE OF PRIVATE BUSINESS (if applicable)	RELATED DOCUMENTS (available on request, subject to restrictions on disclosure)	LEAD OFFICER (to whom Representations should be made)
SEPTEMBER 2019						
CM NON Page 17	Marketing Gloucester Ltd <u>Summary of decision:</u> As per the recommendations in the confidential report. <u>Wards affected:</u> All Wards	25/09/19	Cabinet Member for Culture and Leisure	The report is confidential as it contains exempt information as defined in paragraph 3 of schedule 12A to the Local Government Act 1972 (as amended).		Anne Brinkhoff, Corporate Director Tel: 01452 396745 anne.brinkhoff@gloucester.gov.uk
NON	Financial Monitoring Quarter 1 Report <u>Summary of decision:</u> To receive an update on financial monitoring information for the first quarter 2019/20 <u>Wards affected:</u> All Wards	11/09/19 30/09/19	Cabinet Overview and Scrutiny Committee Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk

NON	Strategic Risk Register <u>Summary of decision:</u> To update Members on the Council's Strategic Risk Register <i>Wards affected: All Wards</i>	22/07/19 11/09/19	Audit and Governance Committee Cabinet Cabinet Member for Performance and Resources			Stephanie Payne, Group Manager, Audit, Risk and Assurance Tel: 01452 396432 stephanie.payne@gloucester.gov.uk
BPF	City Plan <u>Summary of decision:</u> To agree the 'Pre-Submission' Gloucester City Plan for publication. <i>Wards affected: All Wards</i>	2/09/19 11/09/19 26/09/19	Overview and Scrutiny Committee Cabinet Council Cabinet Member for Regeneration and Economy			Ian Edwards, Head of Place Tel: 01452 396034 ian.edwards@gloucester.gov.uk

NON	Gypsy, Traveller and Travelling Showpeople; Sites Position Update <u>Summary of decision:</u> To update Members on the Council's position with regard to accommodation needs and sites for the Gypsy, Traveller and Travelling Showpeople community. <i>Wards affected: All Wards</i>	11/09/19	Cabinet Cabinet Member for Planning and Housing Strategy			Adam Gooch, Planning Policy Team Leader Tel: 01452 396836 adam.gooch@gloucester.gov.uk
NON Page 19	Stronger and Safer Gloucester Partnership - Annual Report <u>Summary of decision:</u> To update Members on the review of the Stronger Safer Gloucester Partnership. <i>Wards affected: All Wards</i>	11/09/19	Cabinet Cabinet Member for Communities and Neighbourhoods			Ruth Saunders, Head of Communities Tel: 01452 396355 ruth.saunders@gloucester.gov.uk

KEY	Culture Vision and Strategy 2016-26 Progress Report, Culture Trust Annual Report <u>Summary of decision:</u> To provide Cabinet with a 6 monthly update in relation to the Cultural Strategy Action Plan and make recommendations on actions to continue to deliver the Cultural Strategy. <i>Wards affected: All Wards</i>	11/09/19	Cabinet			Jonathan Lund, Corporate Director Tel: 01452 396276 jonathan.lund@gloucester.gov.uk
		26/09/19	Council Cabinet Member for Culture and Leisure			
Page 20	Gloucester Culture Trust Annual Report <u>Summary of decision:</u> To provide members with an update on the work undertaken by the Gloucester Culture Trust <i>Wards affected: All Wards</i>	11/09/19	Cabinet Cabinet Member for Culture and Leisure			Jonathan Lund, Corporate Director Tel: 01452 396276 jonathan.lund@gloucester.gov.uk

Page 1 KEY	<p>St. Oswalds Regeneration Review</p> <p><u>Summary of decision:</u> To agree a way forward for the development of the vacant land at St. Oswalds in conjunction with the retail park owned by Hammerson.</p> <p><i>Wards affected: Westgate</i></p>	<p>11/09/19 26/09/19</p>	<p>Cabinet Council Cabinet Member for Regeneration and Economy</p>	<p>The public are likely to be excluded from the meeting during consideration of this report as it contains exempt information as defined in paragraph 3 of schedule 12A to the Local Government Act 1972 (as amended).</p>		<p>Ian Edwards, Head of Place Tel: 01452 396034 ian.edwards@gloucester.gov.uk</p>
KEY	<p>Gloucestershire Airport (GAL)</p> <p><u>Summary of decision:</u> To consider increasing lending facilities to GAL to support the delivery of the business case and changes to the pension deficit arrangements.</p> <p><i>Wards affected: All Wards</i></p>	<p>11/09/19 12/09/19</p>	<p>Cabinet Council Leader of the Council</p>	<p>The public are likely to be excluded from the meeting during consideration of this report as it contains exempt information as defined in paragraph 3 of schedule 12A to the Local Government Act 1972 (as amended).</p>		<p>Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>

OCTOBER 2019						
NON	Community Building in Gloucester - Establishment of a Community Interest Company (CIC) <u>Summary of decision:</u> To update Members on the progress made in establishing a CIC for the Community Building Project. <i>Wards affected: All Wards</i>	9/10/19	Cabinet Cabinet Member for Communities and Neighbourhoods			Anne Brinkhoff, Corporate Director Tel: 01452 396745 anne.brinkhoff@gloucester.gov.uk
Paper 22	Armed Forces Community Covenant Update <u>Summary of decision:</u> To update Cabinet on the work done by Gloucester City Council to support current and ex-service personnel as part of the Gloucestershire Armed Forces Community Covenant. <i>Wards affected: All Wards</i>	9/10/19	Cabinet Cabinet Member for Communities and Neighbourhoods			Ruth Saunders, Head of Communities Tel: 01452 396355 ruth.saunders@gloucester.gov.uk

KEY	<p>Waste Management and Recycling Service</p> <p><u>Summary of decision:</u> To consider proposals for the waste management and recycling service.</p> <p><i>Wards affected: All Wards</i></p>	9/10/19	Cabinet Cabinet Member for Environment			Meyrick Brentnall, City Improvement and Environment Manager Tel: 01452 396829 meyrick.brentnall@gloucester.gov.uk
NON	<p>Improving Standards of Design in Gloucester</p> <p><u>Summary of decision:</u> To agree an action plan intended to drive up standards of architectural design within developments in the City.</p> <p><i>Wards affected: All Wards</i></p>	9/10/19	Cabinet Cabinet Member for Planning and Housing Strategy			David Evans, City Growth and Delivery Manager Tel: 01452 396847 david.evans@gloucester.gov.uk

NOVEMBER 2019					
KEY	Charging Orders for Non Payment of Council Tax	15/01/20	Cabinet Cabinet Member for Performance and Resources		Alison Bell, Intelligent Client Officer (Revenues & Benefits) Tel: 01452 396014 alison.bell@gloucester.gov.uk
	<p><u>Summary of decision:</u> To seek the introduction of charging orders for those residents who own a property and persistently fail without reasonable excuse to pay their council tax charge.</p> <p><i>Wards affected: All Wards</i></p>				
NON Page 24	<p>Regulation of Investigatory Powers Act 2000 (RIPA) - Review of Procedural Guide</p> <p><u>Summary of decision:</u> To request that Members review and update the Council's procedural guidance on RIPA.</p> <p><i>Wards affected: All Wards</i></p>	6/11/19	Cabinet Cabinet Member for Performance and Resources		Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk

NON	Geographical Information Systems and Grounds Maintenance Contract <u>Summary of decision:</u> To consider the Geographical Information Systems (GIS) and grounds maintenance contract. <i>Wards affected: All Wards</i>	6/11/19	Cabinet Cabinet Member for Environment			Meyrick Brentnall, City Improvement and Environment Manager Tel: 01452 396829 meyrick.brentnall@gloucester.gov.uk
KEY Page 25	Disposal of HKP Warehouses <u>Summary of decision:</u> To seek approval to dispose of the HKP Warehouses for alternate use. <i>Wards affected: Westgate</i>	6/11/19	Cabinet Cabinet Member for Regeneration and Economy			Mark Foyn, Property Commissioning Manager Tel: 01452 396271 mark.foyn@gloucester.gov.uk

NON	Regeneration of the Former Fleece Hotel Site <u>Summary of decision:</u> To consider the proposals received and identify a preferred partner. <i>Wards affected: Westgate</i>	6/11/19	Cabinet Cabinet Member for Regeneration and Economy			Ian Edwards, Head of Place Tel: 01452 396034 ian.edwards@gloucester.gov.uk
NON	Blackfriars Priory Development Plan <u>Summary of decision:</u> To approve the Blackfriars Priory Development Plan <i>Wards affected: All Wards</i>	6/11/19	Cabinet Cabinet Member for Culture and Leisure			Jonathan Lund, Corporate Director Tel: 01452 396276 jonathan.lund@gloucester.gov.uk

BPF	Matson and Podsmead Estates Regeneration Supplementary Planning Document <u>Summary of decision:</u> To adopt the Supplementary Planning Document for the Matson Estate following public consultation. <i>Wards affected: Matson and Robinswood; Podsmead</i>	6/11/19 21/11/19	Cabinet Council Cabinet Member for Planning and Housing Strategy			Claire Haslam, Principal Planning Officer Tel: 01452 396825 claire.haslam@gloucester.gov.uk
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DECEMBER 2019

NON	Draft Budget Proposals (including Money Plan and Capital Programme) <u>Summary of decision:</u> To update Cabinet on the draft budget proposals <i>Wards affected: All Wards</i>	Meeting Date 4/12/19	Overview and Scrutiny Committee Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
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NON	<p>Treasury Management Six Monthly Update 2019/20</p> <p><u>Summary of decision:</u> To update Cabinet on treasury management activities.</p> <p><i>Wards affected: All Wards</i></p>	4/12/19	<p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>
NON	<p>Financial Monitoring Quarter 2 Report</p> <p><u>Summary of decision:</u> To receive an update on financial monitoring information for the third quarter 2019/20</p> <p><i>Wards affected: All Wards</i></p>	4/12/19	<p>Overview and Scrutiny Committee Cabinet Cabinet Member for Performance and Resources</p>			<p>Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>

BPF	<p>Local Council Tax Support</p> <p><u>Summary of decision:</u> To advise members of the requirement to review the Local Council Tax Support Scheme (LCTS)</p> <p><i>Wards affected: All Wards</i></p>	4/12/19 30/01/20	<p>Cabinet</p> <p>Council Cabinet Member for Performance and Resources</p>			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
NON Page 29	<p>Performance Monitoring Quarters 1 and 2 Report</p> <p><u>Summary of decision:</u> To note the Council's performance in quarter 2 across a set of key performance indicators.</p> <p><i>Wards affected: All Wards</i></p>	28/10/19 4/12/19	<p>Overview and Scrutiny Committee</p> <p>Cabinet</p> <p>Cabinet Member for Performance and Resources</p>			Tanya Davies, Policy and Governance Manager Tel: 01452 396125 tanya.davies@gloucester.gov.uk

NON	Social Enterprise Activity <u>Summary of decision:</u> To update Members on Social Enterprise activity being supported by the Council. <i>Wards affected: All Wards</i>	4/12/19	Cabinet Cabinet Member for Communities and Neighbourhoods, Cabinet Member for Environment			Ruth Saunders, Head of Communities Tel: 01452 396355 ruth.saunders@gloucester.gov.uk
NON	Growing Gloucester's Visitor Economy <u>Summary of decision:</u> To provide Cabinet with an update on the annual review of the Visitor Economy Strategy. <i>Wards affected: All Wards</i>	4/12/19	Cabinet Cabinet Member for Culture and Leisure			Jonathan Lund, Corporate Director Tel: 01452 396276 jonathan.lund@gloucester.gov.uk

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JANUARY 2020

KEY	Festivals and Events Programme <u>Summary of decision:</u> To seek approval for the 2019-20 Festivals and Events Programme <i>Wards affected: All Wards</i>	15/01/20	Cabinet Cabinet Member for Culture and Leisure			Jonathan Lund, Corporate Director Tel: 01452 396276 jonathan.lund@gloucester.gov.uk
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NON	<p>Green Travel Plan Progress Report 2019 and Update</p> <p><u>Summary of decision:</u> Annual update on initiatives in the Green Travel Plan</p> <p><i>Wards affected: All Wards</i></p>	15/01/20	Cabinet Cabinet Member for Environment			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
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FEBRUARY 2020

BPF Page 31	<p>Council Tax Setting 2020/21</p> <p><u>Summary of decision:</u> To seek approval for the resolutions relating to the setting of Council Tax for 2020/21</p> <p><i>Wards affected: All Wards</i></p>	12/02/20 27/02/20	Cabinet Council Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
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BPF	Final Budget Proposals (including Money Plan and Capital Programme) <u>Summary of decision:</u> To seek approval for the final Budget Proposals for 2020-21, including the Money Plan and Capital Programme. <i>Wards affected: All Wards</i>	12/02/20 27/02/20	Cabinet Council Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
MARCH 2020						
NON Page 32	Pay Policy Statement 2020/21 <u>Summary of decision:</u> To seek approval for the annual Pay Policy Statement 2020-21 in accordance with Section 38 of the Localism Act 2011. <i>Wards affected: All Wards</i>	11/03/20 26/03/20	Cabinet Council Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk

BPF	<p>Treasury Management Strategy</p> <p><u>Summary of decision:</u> To seek approval for the Treasury Management Strategy.</p> <p><i>Wards affected: All Wards</i></p>	11/03/20 26/03/20	Cabinet Council Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
NON	<p>Financial Monitoring Quarter 3 Report</p> <p><u>Summary of decision:</u> To receive an update on financial monitoring information for the third quarter 2019/20.</p> <p><i>Wards affected: All Wards</i></p>	2/03/20 11/03/20	Overview and Scrutiny Committee Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
NON	<p>Performance Monitoring Quarter 3 Report</p> <p><u>Summary of decision:</u> To note the Council's performance in quarter 3 across a set of key performance indicators.</p> <p><i>Wards affected: All Wards</i></p>	2/03/20 11/03/20	Overview and Scrutiny Committee Cabinet Cabinet Member for Performance and Resources			Tanya Davies, Policy and Governance Manager Tel: 01452 396125 tanya.davies@gloucester.gov.uk

NON	Risk Based Verification Policy Review <u>Summary of decision:</u> To seek approval to continue with risk based verification policy. <i>Wards affected: All Wards</i>	11/03/20	Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
NON	Cultural Strategy Update <u>Summary of decision:</u> To provide Cabinet with a 6 monthly update in relation to the Cultural Strategy Action Plan. <i>Wards affected: All Wards</i>	11/03/20	Cabinet Cabinet Member for Culture and Leisure			Jonathan Lund, Corporate Director Tel: 01452 396276 jonathan.lund@gloucester.gov.uk

NON	Annual Report on the Grant Funding provided to the Voluntary Community Sector <u>Summary of decision:</u> To update Members on the impact of grant funding on the Voluntary and Community Sector (VCS) and value for money that has been achieved. <i>Wards affected: All Wards</i>	11/03/20	Cabinet Cabinet Member for Communities and Neighbourhoods			Anne Brinkhoff, Corporate Director Tel: 01452 396745 anne.brinkhoff@gloucester.gov.uk
APRIL 2020 - No meetings						
MAY 2020 - No meetings						
JUNE 2020						
NON	2019-20 Financial Outturn Report <u>Summary of decision:</u> To update Cabinet on the Financial Outturn Report 2019-20. <i>Wards affected: All Wards</i>	24/06/20	Audit and Governance Committee Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk

NON	Treasury Management Six Monthly Update 2019-20 <u>Summary of decision:</u> To update Cabinet on treasury management activities. <i>Wards affected: All Wards</i>	24/06/20	Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
NON	2019-20 Year End Performance Report <u>Summary of decision:</u> To consider the Council's performance in 2019-20 across a set of key performance indicators. <i>Wards affected: All Wards</i>	24/06/20	Overview and Scrutiny Committee Cabinet Cabinet Member for Performance and Resources			Tanya Davies, Policy and Governance Manager Tel: 01452 396125 tanya.davies@gloucester.gov.uk
NON	Strategic Risk Register <u>Summary of decision:</u> To update Members on the Council's Strategic Risk Register. <i>Wards affected: All Wards</i>	24/06/20	Audit and Governance Committee Cabinet Cabinet Member for Performance and Resources			Stephanie Payne, Group Manager, Audit, Risk and Assurance Tel: 01452 396432 stephanie.payne@gloucester.gov.uk

NON	Gloucester Culture Trust Update Report <u>Summary of decision:</u> To provide Members with an update on the work undertaken by the Gloucester Culture Trust. <i>Wards affected: All Wards</i>	24/06/20	Cabinet Cabinet Member for Culture and Leisure			Jonathan Lund, Corporate Director Tel: 01452 396276 jonathan.lund@gloucester.gov.uk
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JULY 2020**AUGUST 2020 - No meetings****ITEMS DEFERRED- Dates to be confirmed**

page 37	Museum of Gloucester Development Plan <u>Summary of decision:</u> To approve the Museum of Gloucester Development Plan. <i>Wards affected: All Wards</i>		Cabinet Cabinet Member for Culture and Leisure			Jonathan Lund, Corporate Director Tel: 01452 396276 jonathan.lund@gloucester.gov.uk
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NON	<p>Energy Costs and Reduction Projects Annual Report</p> <p><u>Summary of decision:</u> To update Cabinet on the City Council Energy Costs and Reduction Projects</p> <p><i>Wards affected: All Wards</i></p>		Cabinet Cabinet Member for Environment			Mark Foyn, Property Commissioning Manager Tel: 01452 396271 mark.foyn@gloucester.gov.uk
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Gloucester City Council

Meeting:	Overview & Scrutiny Committee	Date:	30 September 2019
	Cabinet		9 October 2019
Subject:	Gloucester Community Building Collective		
Report Of:	Jennie Watkins, Cabinet Member for Communities and Neighbourhoods		
Wards Affected:	all		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Anne Brinkhoff, Corporate Director (Partnerships)		
	Email: anne.brinkhoff@gloucester.gov.uk Tel: 394765		
Appendices:	1. Vision, mission and operating principles for community building in Gloucester		

FOR GENERAL RELEASE/ EXEMPTIONS

1.0 Purpose of Report

To provide an update on the City's successful community building activities, their national recognition and to set out future steps for the establishment of a Community Interest Company.

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/RECOMMEND** that
- (1) the progress in delivering community building activities in Gloucester be noted
 - (2) secondments and placements from Gloucestershire County Council (Adult Social Care) and the Constabulary (PCSOs) are welcomed
 - (3) the investment by Barnwood Trust of 2 days/week for a period of 52 weeks to mentor and facilitate the current team, further develop the Collective and undertake fund-raising be welcomed
 - (4) the next steps in the development of the Collective to become a community led organisation from October 2021 be noted
 - (5) the increasing national interest in our community building work, including our involvement in Nesta's 'Upstream Collective', the Key Cities work and the Centre for Public Impact be noted
 - (6) whilst plans for fund-raising are noted, the Council underwrite the salaries of the three City Council employed community builders until December 2020 amounting to £90,000 to provide job certainty and protect our investment in training and developing them as individuals and as a team

- (7) a Community Interest Company (CIC) for the purposes of community building be established, more specifically: -
 - a. that the name of this company is 'Gloucester Community Building Collective CIC'
 - b. that the City Council is the sole member
 - c. to note that the Leader intends to appoint the Council's Corporate Director (Partnerships) and Head of Communities as the sole Directors
 - d. that Cabinet nominate a charity in the event that the CIC is wound up
- (8) authority be delegated to the Corporate Director (Partnerships) in consultation with the Cabinet Member for Communities and Neighbourhoods to agree and enter into all necessary documentation to implement the above-mentioned recommendations, including the Memorandum and Articles of Association, Form CIC36 and Form INO1

3.0 Background and Key Issues

- 3.1 Asset Based Community Development (ABCD) is about growing sustainable communities, building connections between people that live in the area and empowering people to take action on things that are important to them – which will often be different to what statutory/public sector agencies perceive to be important. ABCD is not about setting up new services or groups, although people may come together informally as a result of building connections, but it can contribute to or complement the priorities of statutory partners. This is because building stronger communities supports people's feeling of safety, well-being and health more broadly. The focus of community building is not on providing specific outputs but about providing stronger community connections which, in turn, will provide increases in wellbeing and health. The council's commitment to ABCD is written into the current council plan (2017-2020) with an aspiration to become a Centre of Excellence. Although we recognise that there might be a financial case for this way of working, our commitment to ABCD is based on the belief that people live more fulfilling lives when they have the power to shape their own outcomes and change things that matter to them. For communities to thrive, they need to be given the tools and resources to find solutions that work for them and for the places where they live
- 3.2 In December 2018, Cabinet approved plans for the medium and longer-term delivery of community building in Gloucester. This included the vision, mission and operating principles (Appendix A), the establishment of a formal partnership with Barnwood Trust and Gloucestershire Constabulary, commitment of the 'Your Gloucester' budget (£10kpa) and £5k from the Gloucester Lottery central pot to the partnership for two years. Cabinet also authorised the Corporate Director (Partnerships) to work towards the establishment of an independent legal entity. This report seeks to update Cabinet on progress with the community building project.

Community building activities and partner engagement

- 3.3 Since January 2019 community building activity has grown and is delivered by a team of dedicated community builders who are funded through the City Council, CCG, and County Council (Adult Social Care). The team are co-located and work independently from the Age UK offices in the City Centre. They are developing their own identity as a Community Building Collective in preparation of becoming an independent legal entity. Line management and oversight is through the Head of Communities at Gloucester City Council. The team are encouraged to work in a self-managed way with external facilitation, mentoring and training, some of which has been delivered through Barnwood Trust.
- 3.4 The team of nine are funded through partnership contributions as follows:
- Gloucester City Council (1 established; 2 new fixed-term posts)
 - Gloucestershire County Council (3 secondments; for an initial 2 year period)
 - Gloucestershire Constabulary (3 PCSO placements to start from November '19)
 - CCG (1 established post, fixed term – this is located at Roots Café but works collaboratively with the Collective
- 3.5 Community Builders are based in Moreland, Tuffley, Kingsholm, Westgate and Elmbridge, with two further areas for new secondees yet to be agreed. The work to date has been focused on getting to know the area, facilities, people and groups as well as engaging with ward Councillors, community leaders and organisations. They have engaged in a wide range of community events over the summer months including the Tuffley Festival where they held an ideas stall, Tuffley Park Social Club fun day run by Moreland residents and Linden Residents Association World Café event.
- 3.6 A Memorandum of Understanding sets out the roles and responsibilities of the three partnership organisations (Gloucester City, Barnwood Trust and the Constabulary) with regards to operational management and the strategic development of the partnership. Partnership meetings are held monthly to review progress.

Developing the model – a phased approach

- 3.7 The experience of the last six months has highlighted that a phased approach is required to successfully grow the project into an independent company that is led by the community. The proposed phases are outlined below.

Phase 1 (January 2019 – December 2020) – developing

Project sponsorship ultimately lies with Gloucester City Council with input and support of Barnwood Trust and Gloucestershire Constabulary. Governance is through a Memorandum of Understanding, until a CIC (or similar) is in place. Delivery will come from a small team of community builders on fixed-term contracts (City Council) plus secondments from partners (County Council, Constabulary). Performance monitoring and systems for sharing information/stories of activity and impact will be developed.

Key activities include:

- Establishment of an independent legal entity (specifically a CIC) by the Council initially

- Bringing together a team of community builders (through direct appointments and secondments from partners) that are co-located and work to an agreed and consistent methodology
- Articulating a succinct ‘theory of change’ and developing work and performance monitoring criteria, processes and mechanisms that provide evidence of delivery and impact (input, output, outcome)
- Fundraising for the short and medium term, through negotiations with partners (staff secondments), identifying funding opportunities and submitting funding applications to a range of local/national partners, including the National Lottery
- Commence the development of a long-term financing option and approach, for example a social or community investment model
- Establishing and developing ways of showcasing and communicating the work of the CIC
- Commence a dialogue with the community to allow a transfer of governance, ownership and management gradually but as early as possible.

Phase 2 (October 2020 – October 2021) – transition to community-based model

Project established with shared governance between statutory planners and the community, some reliance on external grants but increasing financial independence.

- CIC (or similar) established with a small/growing number of community representatives as Directors
- External funding secured (ie through National Lottery; on-going secondments/placements) for the team of community builders to be funded in the medium-term
- Theory of change in place and performance monitoring systems embedded
- Agreed approach to operational and financial management of the CIC (ie including TEAL or more mainstream approaches), and processes and practices in place
- Agreed approach to longer-term funding of the community building project

Phase 3 (October 2021 – on-going) – community led with evolutionary purpose

Project established and governed by community. Financial independence. High visibility locally, county-wide and nationally.

- Strong Governance rooted in communities; Gloucester City Council no longer the largest shareholder but a core and key supporter in its role as local leader and place shaper
- Staffing structure in place – a likely mix of secondments/placements and staff directly employed by the legal entity
- Purpose continues to evolve – but grounded in ABCD principles
- Organisational arrangements for management are maturing
- Financial independence
- Explore opportunities for ‘traded services’
- Strong visibility throughout Gloucester

3.8 The experience of the last six months has also highlighted the complexity of the project and the need for dedicated development time. Acknowledging the City Council’s commitment to community building and protecting their investment in community building over the past five years, Barnwood Trust are investing in an

independent dedicated resource (2 days/week for one year) to support phase 1 of the project.

Becoming a nationally recognised centre of excellence

- 3.9 Gloucester is receiving national recognition for its successes in community building and asset-based approach to service delivery. The [Centre for Public Impact](#) visited the City in March to learn about our activities and what potential it holds for the future of local government. We hosted a visit from the 'Key Cities' in June and have been approached about taking an active part in a new 'portfolio for communities' and take a proactive part in engagement with government departments.
- 3.10 Gloucester City has bid successfully to join the 'Upstream Collaborative' run by Nesta (www.nesta.org.uk), a well-known and respected innovation foundation working in the public and private sectors. Starting in October 2019, the Upstream Collaborative is a network to support Local Government innovators to share, accelerate and evaluate new operating models that work upstream of social problems, creating the conditions from which good outcomes are more likely to emerge. It will bring together a group of senior, strategic leaders from pioneering councils from across the country to share their experiences and learn from each other as part of a collaborative network. Together, they will test how to build a shared movement of local government leaders experimenting with new operating models to find more effective and sustainable ways to meet citizens' needs. We will be sharing our experience and expertise of strengths-based working and will seek support for the Community Building Collective project.

Community Interest Company

- 3.11 As outlined in the December 2018 report to Cabinet, the rationale for an independent organisation such as a Community Interest Company (CIC) is that it allows community building to happen without the constraints of any one organisation. It is likely to achieve a wider buy-in from communities and a range of partner organisations and would ensure a longer-term success of the project. It would enable a joined up, coherent and consistent methodology for community building which is crucial for a scaled up and city-wide approach. In the longer term it enables community building to be led by the community itself
- 3.12 Advantages of a CIC are that specific social goals can form the organisational objectives ensuring that the project is always delivered with those objectives in mind. It also allows access to a wide range of funding opportunities through both grant making trusts and commercial activity should that be required to deliver the objectives. The governance and reporting requirements of a CIC are straightforward which means that as the CIC begins to transfer to community ownership, they will still be able to fulfil the legal obligations in the future.
- 3.13 The following operational points must be noted:
- It is envisaged that current staff employed by the City Council will not be transferred into the CIC for the foreseeable future.
 - Staff funded through successful fundraising activities will be appointed by the CIC.

- Until such time that the CIC is appointing staff, governance, HR, Legal, ICT and other support will be provided by Gloucester City Council

4.0 Asset Based Community Development (ABCD) Considerations

- 4.1 This project supports the vision for Asset Based Community Development in Gloucester

5.0 Environmental Implications

- 5.1 N/A

6.0 Alternative Options Considered

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

7.0 Reasons for Recommendations

- 7.1 Community Building is fundamentally inclusive. By setting up an independent CIC we give Community Builders the ability to work across the whole City with everyone, rather than being places within an organisation with specific objectives (inclusion, disability, health, etc).

8.0 Future Work and Conclusions

- 8.1 As outlined in sections 3.7 above

9.0 Financial Implications

- 9.1 As noted in the December 2018 Report the salaries of the Community Builders during the first two years were expected to be covered through secondments from the partner organisations and the City Council. This additional cost to the Council of £90k was to be met through fundraising and the extent of any additional financial commitment from the Council will need to be appropriately considered for inclusion in the 2020/21 budget process.
- 9.2 The setting up of a Community Interest Company (“CIC”) will require the input and support of several of the Council’s support services (Finance, Legal, Human Resources, etc) and accordingly the costs of this support will need to be included in future budget setting processes.
- 9.3 It is also essential that robust financial reporting and performance monitoring mechanisms are developed and implemented with regard to the proposed CIC from

the outset, including a clear timetable for financial reporting to the Council and partner organisations.

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

10.0 Legal Implications

- 10.1 The Council is empowered to set up the company by section 1 of the Localism Act 2011 – “the general power of competence”. Although wide ranging in what it permits authorities to do, the power is circumscribed by any legal provisions applicable to the proposed activity (see paragraphs 10.2 to 10.5 below).
- 10.2 The Company, Limited Liability Partnership and Business (Names and Trading Disclosures) Regulations 2015 require that the company’s name is suffixed by the words “Community Interest Company” or “CIC”).
- 10.3 Paragraph 2.2(7)d of this report describes the operation of the “asset lock” which ensures that the company’s assets on dissolution are not distributed for the benefit of any individuals but continue to be used for the wider public good. The assets can only be distributed to “an asset locked body” i.e. one which is “(another) community interest company, a charity, a permitted registered society or (an equivalent) body established outside the United Kingdom.” The Council has nominated a specific asset locked body in its articles of association i.e. Gloucester Round Table Charitable Trust Fund
- 10.4 With regard paragraph 3.4 of this report and Phase 3 of the timetable any secondments should be documented by formal agreements to avoid any possibility of staff transferring to the company by operation of TUPE (The Transfer of Undertakings (Protection of Employment) Regulations 2006) once the company transfers its governance to the community.
- 10.5 The Council’s nominated Directors will be required to comply with their duties under the Companies Act 2006, a summary of which is appended to this report.

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

11.0 Risk & Opportunity Management Implications

- 11.1 Inability to raise funds for the longer term (phase 2 and 3). - If funding beyond the first phase is not achieved the CIC will be wound up.
- 10.3 Loss of partnership support - the project has the support of several partners so one or two partners retracting support will have a notable but not significant impact.

12.0 People Impact Assessment (PIA) and Safeguarding:

- 12.1 This project is fundamentally inclusive and aims to work with all residents in all wards over the 10 year period.

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

13.0 Community Safety Implications

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

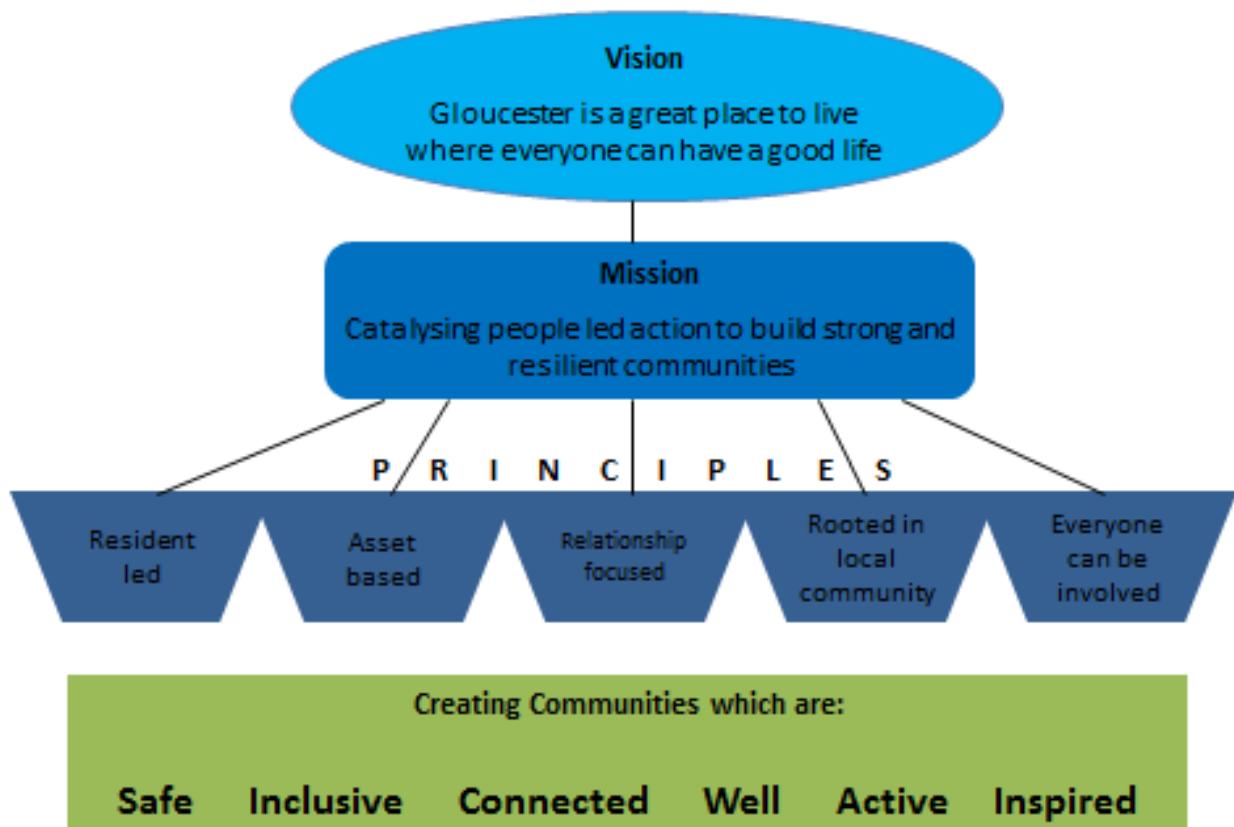
14.0 Staffing & Trade Union Implications

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

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

Background Documents: None

Appendix 1



APPENDIX 2

DUTIES OF DIRECTORS UNDER THE COMPANIES ACT 2006

Summarised below are the seven general duties set out in ss.170 to 181 of the Companies Act 2006 ('the Act').

1. Duty to act within their powers

This duty is set out in section 171 of the Act and codifies the common law rules that directors should exercise their powers under the terms that were granted for a proper purpose. A director's powers are set out in the articles of association and in the Members' Agreement (if any).

2. Duty to promote the success of the company

This duty is set out in section 172 of the Act. It imposes a duty to act in the way a director considers, in good faith, would be most likely to promote the success of the company. Although this duty is still owned to the Members of the Company as a whole, when exercising this duty the director is required to have regard to various factors, including, the following:

- (a) the likely consequences of any decision in the long term,
- (b) the interests of the company's employees,
- (c) the need to foster the company's business relationships with suppliers, customers and others,
- (d) the impact of the company's operations on the community and the environment,
- (e) the desirability of the company maintaining a reputation for high standards of business conduct, and
- (f) the need to act fairly as between members

It can be seen that among other things, this duty introduces wider corporate social responsibility into a director's decision making process.

It is important that detailed minutes are taken when exercising decisions to document the fact that directors have had regards to various factors listed in section 172.

3. Duty to exercise independent judgment

Section 173 of the Act imposes a positive duty on a director of a company to exercise independent judgment. It is important to recognise that a Council nominated director cannot subordinate the interests of the company to those of the Council.

4. Duty to exercise reasonable care, skill and diligence

This duty is set out in s. 174. It prescribes the degree of 'care, skill and diligence' expected from a director as follows:

- a. the general knowledge, skill and experience that may reasonably be expected of a person carrying out the functions carried out by the director in relation to the company; and
- b. the general knowledge, skill and experience that the director has.

If a director is appointed to undertake a particular function, then that director will be expected to exercise the skills required of that post in all aspects of decision making.

5. Duty to avoid conflicts of interest

This duty is set out in section 174 of the Act. It applies to a transaction between a director and a third party, such as the exploration of any property, information, opportunity. The duty does not extend to a transaction between a director and his own company, in respect of which s177 applies which requires a director to declare his interest to the other directors. It should be noted that such

transactions can be authorised by the non-conflicted directors on the board provided that certain requirements as listed in s175 (5) (6) including who can participate and vote on such authorisation are complied with.

6. Duty not to accept benefits from third parties

This duty is set out in section 176 of the Act and states that a director is not permitted to accept a benefit from a third party by reason of (a) his being a director or (b) his doing or not doing anything as a director.

7. Duty to declare interest in proposed transaction or arrangement with the company

Section 177 of the Act requires a director to disclose his interest to the board of the company when a transaction is proposed between a director and his company. The requirement for disclosure is dispensed in circumstances where the interest cannot reasonably be regarded as likely to give rise to a conflict of interest or if other directors are already aware or 'ought reasonably to be aware' of the director's interest.

LIABILITIES OF DIRECTORS UNDER THE COMPANIES ACT 2006

Personal liability

Directors act as agents of the company. There are a number of circumstances when a director may be held personally liable for company debts.

- Wrongful Trading - A director could be found guilty of wrongful trading if, at some point prior to the company going into insolvent liquidation, they knew or ought to have concluded that the company would have no reasonable prospect of avoiding insolvent liquidation. If a director is found to be guilty of wrongful trading, the Court may make an order to require a contribution to the assets of the company, to be distributed amongst its creditors.
- Fraudulent Trading – A director would be found guilty of fraudulent trading if it appeared to the liquidator that the company carried on business with the *intent* to defraud its creditors or for any other fraudulent purpose. It is not enough to show that the directors continued to run up debts whilst the company was insolvent, it must be shown that there was actual dishonesty, involving real moral blame.
- Misfeasance or breach of fiduciary duty - A director has a duty to act in the best interests of the company. Therefore if, in the course of a winding up the company, it appears that a director has misappropriated or retained, or become accountable, for any money or other property of the company; or been guilty of any misfeasance or breach of any fiduciary or other duty,

the Court may order the director to restore money or property with interest or pay compensation to the company. Some examples include: where a director enters into a contract on behalf of the company, but fails to disclose the company's interest; or if a director signs a cheque or places an order without stating that they are acting on the company's behalf, the other party may hold him liable. If the company avoids the transaction, the director may be left to deal with the financial consequences.

It is worth noting that the primary catalyst for directors' external personal liability is the imminent insolvency or winding up of the company. It is rare for directors to experience personal financial liability whilst the company is a going concern.

Gloucester City Council

Meeting:	Overview & Scrutiny	Date: 30 September 2019
	Cabinet	9 October 2019
Subject:	Waste and Recycling Proposals	
Report Of:	Richard Cook, Cabinet Member for Environment	
Wards Affected:	All	
Key Decision:	Yes	Budget/Policy Framework: No
Contact Officer:	Meyrick Brentnall Email: Meyrick.brentnall@Gloucester.gov.uk Tel: 396829	
Appendices:	None	

1.0 Purpose of Report

- 1.1 To seek the approval of Cabinet to a number of investments to improve the recycling and garden waste collection service.

2.0 Recommendations

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

- (i) an investment of £135,000 per annum be approved for the lease of an additional Refuse Collection Vehicle (RCV) and crew for use on the garden waste service to be reviewed in 3 years.
- (ii) a one off capital investment of £25,300 be approved for the upgrade of the existing aluminium/steel baler resulting in forecast income of up to £84,400 per annum due to higher quality recyclates
- (iii) an investment of £90,000 per annum for the rental of a new 'wide hopper' baler for all mixed fibres (paper and cardboard) resulting in a forecast income of up to £180,000 per year due to higher quality recyclates to be reviewed annually
- (iv) a one off investment of £25,000 for a communications campaign from November 2019 to market the benefits of recycling and the garden waste service our residents
- (v) the proposals around a glass screen contained in para 3.13 – 3.15 are noted, and that if after further monitoring the situation there is a clear business case for implementation then the power to purchase the necessary equipment is delegated to the Head of Place.
- (vi) A one-off investment of £38,000 to pigeon proof the recycling shed for the purpose of Health and Safety, quality of recycled material and longevity of operational equipment/building.

3.0 Background and Key Issues

- 3.1 Waste collection and recycling is a dynamic service with markets and demand for services changing frequently. It is also an area of intense technological change with new equipment and techniques frequently coming on stream.
- 3.2 The last significant change to the recycling service was in January 2017 when a fleet of Romaquip vehicles were purchased and an intensive kerbside collect service was introduced. At the same time a baler and eddy current separator were introduced at the Eastern Avenue depot allowing further sorting of recycled materials. As recipients of recyclate are increasingly demanding higher quality this equipment is fundamental to the financial sustainability of the service.
- 3.3 We are at a point where new technology coming on to the market and the need for high quality uncontaminated recyclate means there is a sound business case for further investment in new equipment and plant. This report details a number of the higher value projects that could be taken forward.

Garden waste

- 3.4 The Garden Waste collection service was introduced in 2005 initially as a free service funded by a grant from Defra, but since 2011 it has been a paid for service. Residents are given a 240-litre wheeled bin and are invited to use it for their garden waste. The waste is collected in a standard Refuse Collection Vehicle (RCV) by our contractor Amey who take it to Hempsted where it is composted and used as soil conditioner.
- 3.5 If the service did not exist a large amount of garden waste would find its way into residual waste and negatively impact upon our residual waste figures. Garden waste in landfill gives off methane a significant greenhouse gas. Alternatively, if incinerated it would impair the efficiency of the combustion process as it is mostly water, it would reduce heat and energy output of the plant.
- 3.6 When the paid for service was first introduced there were around 13,000 customers which increased over time to a peak of 20,000 households in 2016. Following an increase in prices in 2017 and 2018 the numbers declined slightly, however, these have since recovered.
- 3.7 The Council had an understanding with Amey that the number of sign ups exceeded 20,000 then the service would need to be extended with the commissioning of an extra vehicle and crew. We have now reached 20,021 households (July 19) and the service is at capacity with crews struggling to complete their rounds and the number of complaints about the service reflect this.
- 3.8 This is a paid for discretionary service and at the current level of £44 per household the service does not operate at a loss. A new RCV and crew would cost around £135,000 per annum and maintaining the charge at £44 per household would require an additional 3000 properties to sign up for the new vehicle and crew to pay for itself.
- 3.9 Gloucester is currently growing at approximately 550 dwellings per year (and has been for the past 10 years) and with the current Garden Waste take up rate of about 40% there should be a gradual increase in customers irrespective of how successfully it is marketed. It should not be forgotten that there are wider environmental benefits of the service and residents do value its convenience. There are some additional benefits concerning resilience of the overall service (if an RCV breaks down then we have one potentially to cover) and the garden service is also suspended at Christmas allowing Amey to direct all resources to household collection at a very difficult time of year.

Baler

- 3.10 The existing baler is currently not at full capacity due to health and safety concerns, as such we are unable to bale aluminium and steel and this has led to a significant reduction in income. To upgrade the baler so that we are confident that the problems will not re-occur will cost £25,300, however, the benefits are significant as we will be able to bale aluminium and steel with an increased value over existing of £84,000 pa and thus pay back the investment in a few months.
- 3.11 As well as ensuring the existing baler is fit for purpose by upgrading it there is also an additional option of a new, more powerful, ‘wide hopper’ baler allowing Amey to bale all mixed fibres (paper and cardboard). Currently we collect card and paper separately and that does cause confusion with residents, with the resultant cross contamination leading to a depressed value. If we can bale the material mixed we have an off taker ready to take it and pay £50 per tonne. More than 4000 tonnes of this material a year is collected at the kerbside and there is an opportunity to increase income from this material by £180,000 a year. This type of baler costs £300,000 to purchase but would give a simple pay back within 2 years. Alternatively there is an opportunity to hire the equipment for £7,500 a month or £90,000 a year. Renting the equipment has the benefit of de-risking the task as if for example the market changes again, we can return the equipment (subject to lease agreement terms). There is also less risk in terms of failure and maintenance. This option would give us additional revenue of £90,000 per year. There are other benefits too, having two balers would add resilience to the service and baled materials are easier to store. The storage buildings at Eastern Avenue were built when the volumes of recycling being handled on a daily basis were much lower than now. Baling all materials collected would allow us to use the space available in a better way, reducing the litter which is windblown in the yard. Given the volatility of this particular waste stream it is recommended we opt to rent the necessary equipment.

Communications plan

- 3.12 As with any other business operation, marketing is key to ensuring that customers are engaged with the service. Recycling is no different and as such it is important we continue to market the benefits of recycling to our residents and wider community. Since China stopped taking recyclate for re-processing there has been a number of negative press reports about where recycling goes, resulting in some people questioning why they are bothering. Also, if we are going to adopt some of the above recommendations then residents will be asked to present waste slightly differently, as such it is considered an opportune time to send out an information leaflet combined with Christmas collection information. It is therefore proposed that a marketing campaign is launched in November, to advise residents that there are changes to the way they need to present their recycling, reminding them of the environmental benefits of recycling, the advantages of signing up to the Green waste service and include a calendar of collections for the following 12 months. This at its core would focus on a leaflet posted to every household in the City. We expect this to cost in the region of £25,000 with the majority of that cost being for postage to 56,000 households. The financial benefits of this are very difficult to predict but if nothing else there is a real need to increase recycling rates to meet quite ambitious Government targets to recycle 55 % of all waste produced by 2025, 60% by 2030 and 65% by 2035. Any increase in uptake of Garden waste will help offset the cost of the new vehicle and crew.

Glass Screen on sort line

- 3.13 Glass is a frequent contaminant on the sort line. Although two operatives pull out the large items, it is the small pieces, such as nail varnishes and air fresheners that cause the problem. Glass damages the belt and causes significant down time. Since March this year there have been 3 incidences where glass has caused the machinery to be out of action for a significant period costing £13,500 in transport costs and gate fees and an estimated further £10,000 in lost revenue from sales.
- 3.14 The other problem with glass is that it is considered the worst contaminator by processors. Small fragments of glass recently discovered inside bales of plastic lead to them being returned to us and the end result was disposal to landfill/incineration. This has an impact on our off takers and they lose confidence in our product and inevitably reduce the price they pay us.
- 3.15 It is possible to improve the efficiency of our processing equipment with the addition of a glass screen at the front end. This innovation would remove all small fragments of glass and allow the quality of our aluminium, steel, HDPE and mixed plastic to be significantly improved. An indicative price for this equipment is £160,000 but it can be argued that this piece of equipment will prolong the life of both the sorting line and balers significantly. There is also the potential to be able to sort small amounts of commingled recycling for periods such as Christmas catch up, further reducing operational costs. Savings are difficult to predict as all we have to go on is past performance of the plant. Given the large nature of the investment it is proposed that the situation is further monitored and if a clear business case can be made then the head of place makes a decision to invest under delegated authority.

Pigeon Proofing of Recycling Shed

- 3.16 The recycling shed is an open fronted building that if built today would be enclosed. There are many problems associated with this, but one is the issue of roosting pigeons and the quite significant droppings they leave. This is unpleasant for the operatives, damages the fabric of the building and results in the occasional breakdown of operational machinery resulting in delays and added costs. The Environment Agency who issue the waste management licence to Amey have also started to raise concerns. Enclosing the whole building while preferable would be very expensive. As such we asked a contractor to quote to proof the inside of the building against roosting birds. This has come in £38,000. This does include initial cleaning which Amey have offered to carry out so costs should come down, also when out to tender it may come in cheaper so this should be seen as a maximum to complete the work.

4.0 Asset Based Community Development (ABCD) Considerations

- 4.1 The recycling service at its heart requires residents to engage and recycle and is therefore a good example of ABCD in action. The proposals within the report should enable residents to do more and in a simpler manner thus increasing their participation in the scheme. The recycling team are champions of ABCD and have successfully increased recycling across the city by regular engagement with “recycling champions”.

5.0 Environmental Implications

- 5.1 There are clear environmental benefits to a well-resourced and efficient recycling/garden waste service. Recycling ensures resources are not depleted and that Carbon dioxide and other greenhouse gas emissions are reduced. Ensuring that

plastics and other similar materials are kept out of the environment and re-used in some way is increasingly seen as important.

6.0 Alternative Options Considered

- 6.1 With regard to Garden waste we could suppress demand by raising prices and thus negate the need for a further vehicle and crew. This does present a reputational risk in that it is likely that substantial price increases would lead to public criticism. Generally, we could do nothing which would mean income would be lost and the service would deteriorate with resulting increase in complaints. There are also financial benefits to what is proposed that would not be realised.

7.0 Reasons for Recommendations

- 7.1 There are a number of improvements that are proposed for the Garden waste and recycling service. The former service is considered at capacity and a decision will need to be made whether or not to expand the service or limit uptake by refusing new applicants or increasing the cost. The report suggests that for a variety of environmental, operational and long-term financial reasons an extra vehicle and crew are procured in order to accommodate the expansion of the service.

With regard to other capital improvements a clear business case has been put forward that will lead to increased revenue. They also have the advantage of making recycling simpler, ensuring markets are found for recyclates and improving the credibility of the service in the eyes of the public.

Finally, the communications plan will increase awareness and it is hoped increase engagement and therefore recycling rates. Apart from the environmental benefits there are financial ones to the authority in terms of increased recyclate value and costs associated with residual waste

8.0 Future Work and Conclusions

- 8.1 This is a global fast-changing market both for recyclates and the technology to deal with them. All the above will need to be appraised to ensure they are delivering the predicted income/savings and the whole operation needs to be evaluated regularly to take advantage of new processes and markets.

9.0 Financial Implications

- 9.1 The additional Green waste vehicle and crew will cost £135,000 pa. Growing membership of the service by 3000 households would cover the additional cost and it is expected that this will happen naturally with growth in the city over a period of time and a predicted steady rise in take up of the service. We are hopeful it will break even in simple terms after 5 years.
- 9.2 The current baler upgraded to comply with BAMA and BSEN60079 regulations, which would mitigate the health and safety issues has been costed at £25,300. This includes replacement of the baler for the two weeks needed to carry out the work, all transport costs and commissioning. Based on present prices, the estimated increase in sales value of baled steel and aluminium is £84,0000 per annum.
- 9.3 The new baler at a rental cost of £90,000 a year should yield £180,000 additional revenue pa, and thus be £7,500 a month in the black from the outset of the operation.
- 9.4 The glass screen at £160,000 would be a significant investment but will reduce the downtime of our sorting equipment, reduce the need to bulk out materials at cost and prolong the life of both the sort line and balers. The ability to be able to sort commingled recycling during periods of "catch up" is another advantage. Further monitoring is required before an investment of this magnitude is recommended.

- 9.5 The communications plan is hard to predict but the £25k spend will not only increase recycling, reduce residual but ensure that the Green waste service is marketed, and Christmas/new year collection schedules communicated in a manner that we know customers prefer and has the greatest success rate.

10.0 Legal Implications

- 10.1 Any purchases of equipment per recommendations 2.1(i) – (iii) and (vi), and any purchase resulting from a decision to buy a glass screen, will need to be in accordance with the Council's own contract procedure rules (see part 4 of the Council's Constitution). In particular recommendations 2.1(i) and (iii) will result in expenditure in excess of the European Union mandated current goods and services threshold and will require a full procurement exercise under the provisions of the Public Contracts Regulations 2015 or a permitted alternative procedure such as purchasing via a framework agreement. At present this requirement remains unaffected by the prospect of the United Kingdom leaving the European Union on 31st October 2019.
- 10.2 With regard to paragraph 6.1, charging is governed by the provisions of the Controlled Waste (England and Wales) Regulations 2012 which, in conjunction with section 45(3) of the Environmental Protection Act 1990, allow the Council to make "a reasonable charge" for the collection of waste. The term "reasonable" in this context has no formal definition but is generally held to mean sufficient to allow a local authority to cover the cost of providing the collection service. This acts as a limitation on how much the annual charge can be increased, even if it is thought desirable to impose a substantial rise.
- 10.4 Regulation 12 of the The Waste (England and Wales) Regulations 2011 requires the Council to "take all such measures available to it as are reasonable in the circumstances to apply the following waste hierarchy as a priority order—
- (a) prevention;
 - (b) preparing for re-use;
 - (c) recycling;
 - (d) other recovery (for example energy recovery);
 - (e) disposal.

Measures which increase the quantity of waste being recycled will assist the Council demonstrating increased compliance with Regulation 12. The Council will be able to demonstrate that less waste is falling into the less desirable categories of (d) and (e).

11.0 Risk & Opportunity Management Implications

- 11.1 Recycling markets change constantly and over the last 12-18 months prices have been affected by China no longer accepting low quality recycling from the western world. It is clear that quality material is the key factor in finding stable end markets

and keeping income levels up. There is an opportunity to enter into 12 month contracts for baled mixed paper, plastic, aluminium and steel. This will secure a set price and remove the risk that may exist from market forces.

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 There are no predicted impacts upon community safety.

14.0 Staffing & Trade Union Implications

- 14.1 None

Background Documents: None

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