



**Gloucester
City Council**

Cabinet

Meeting: Wednesday, 13th October 2021 at 6.00 pm in Civic Suite, North Warehouse, The Docks, Gloucester, GL1 2EP

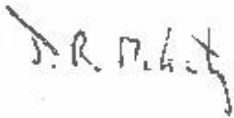
Membership:	Cllrs. Cook (Leader of the Council and Cabinet Member for Environment) (Chair), H. Norman (Deputy Leader of the Council and Cabinet Member for Performance and Resources), Gravells MBE (Cabinet Member for Planning and Housing Strategy), Hudson (Cabinet Member for Communities and Neighbourhoods) and Morgan (Cabinet Member for Culture and Leisure)
Contact:	Democratic and Electoral Services 01452 396126 democratic.services@gloucester.gov.uk

AGENDA

1.	<p>APOLOGIES</p> <p>To receive any apologies for absence.</p>
2.	<p>DECLARATIONS OF INTEREST</p> <p>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.</p>
3.	<p>MINUTES (Pages 7 - 12)</p> <p>To approve as a correct record the minutes of the meeting held on 15th September 2021.</p>
4.	<p>PUBLIC QUESTION TIME (15 MINUTES)</p> <p>The opportunity is given to members of the public to put questions to Cabinet Members or Committee Chairs provided that a question does not relate to:</p> <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

<p>5.</p>	<p>PETITIONS AND DEPUTATIONS (15 MINUTES)</p> <p>To receive any petitions or deputations provided that no such petition or deputation is in relation to:</p> <ul style="list-style-type: none"> • Matters relating to individual Council Officers, or • Matters relating to current or pending legal proceedings
<p>6.</p>	<p>LEADER AND CABINET MEMBERS' QUESTION TIME (15 MINUTES)</p> <p>Any Member of the Council may ask the Leader of the Council or any Cabinet Member any question without prior notice, upon:</p> <ul style="list-style-type: none"> • Any matter relating to the Council's administration • Any matter relating to any report of the Cabinet appearing on the summons • A matter coming within their portfolio of responsibilities <p>Only one supplementary question is allowed per question.</p>
<p>7.</p>	<p>PROPOSED DISPOSAL OF PUBLIC OPEN SPACE ARMSCROFT ROAD/BARNWOOD ROAD (Pages 13 - 22)</p> <p>To consider the report of the Leader of the Council presenting the points raised at the Cabinet Meeting of 14th July 2021 regarding the disposal of Public Open Space at Armscroft Road/Barnwood Road.</p>
<p>8.</p>	<p>ARMED FORCES COMMUNITY COVENANT UPDATE (Pages 23 - 30)</p> <p>To consider the report of the Cabinet Member for Communities and Neighbourhoods providing an update to Members on the support offered to current and former members of the armed forces, reservists and their families as part of our commitment to the Gloucestershire Armed Forces Community Covenant.</p>
<p>9.</p>	<p>ANNUAL REPORT FOR ENERGY COSTS AND ENERGY REDUCTION PROJECTS (Pages 31 - 36)</p> <p>To consider the report of the Cabinet Member for Environment seeking to to inform Members of the Council's energy costs and projects to reduce energy usage.</p>
<p>10.</p>	<p>TOGETHER GLOUCESTER 2 – PROGRAMME REVIEW (Pages 37 - 46)</p> <p>To consider the report of the Cabinet Member for Performance and Resources providing an update and summary of the work undertaken as part of the Together Gloucester Transformation Programme (Phases 1-2) and seeking Members to note that capacity has been created to support ongoing transformation work in support of the Council's priorities and objectives.</p>
<p>11.</p>	<p>FUTURE DELIVERY OF IT SERVICES (To Follow)</p> <p>To consider the report of the Cabinet Member for Performance and Resources presenting options for future delivery of IT services.</p> <p>REPORT TO FOLLOW</p>

<p>12.</p>	<p>EXCLUSION OF THE PRESS AND PUBLIC</p> <p>To RESOLVE that:</p> <p>the press and public be excluded from the meeting during the following item of business on the grounds that it is likely, in view of the nature of business to be transacted or the nature of the proceedings, that if members of the press and public are present during consideration of this item there will be disclosure to them of exempt information as defined in Schedule 12A of the Local Government Act 1972 as amended.</p> <p>Agenda Item No. Description of Exempt Information</p> <p>13 Paragraph 3: Information relating to the financial or business affairs of any particular person (including the authority holding that information).</p>
<p>13.</p>	<p>ACQUISITION OF PROPERTY TO MEET TEMPORARY ACCOMMODATION NEEDS (Pages 47 - 58)</p> <p>To consider the report of the Cabinet Member for Planning and Housing Strategy seeking the acquisition of a property to provide temporary accommodation.</p>



Jon McGinty
Managing Director

Date of Publication: Tuesday, 5 October 2021

NOTES

Disclosable Pecuniary Interests

The duties to register, disclose and not to participate in respect of any matter in which a member has a Disclosable Pecuniary Interest are set out in Chapter 7 of the Localism Act 2011.

Disclosable pecuniary interests are defined in the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 as follows –

<u>Interest</u>	<u>Prescribed description</u>
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	Any payment or provision of any other financial benefit (other than from the Council) made or provided within the previous 12 months (up to and including the date of notification of the interest) in respect of any expenses incurred by you carrying out duties as a member, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
Contracts	Any contract which is made between you, your spouse or civil partner or person with whom you are living as a spouse or civil partner (or a body in which you or they have a beneficial interest) and the Council (a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged
Land	Any beneficial interest in land which is within the Council's area. For this purpose "land" includes an easement, servitude, interest or right in or over land which does not carry with it a right for you, your spouse, civil partner or person with whom you are living as a spouse or civil partner (alone or jointly with another) to occupy the land or to receive income.
Licences	Any licence (alone or jointly with others) to occupy land in the Council's area for a month or longer.
Corporate tenancies	Any tenancy where (to your knowledge) – (a) the landlord is the Council; and (b) the tenant is a body in which you, your spouse or civil partner or a person you are living with as a spouse or civil partner has a beneficial interest
Securities	Any beneficial interest in securities of a body where – (a) that body (to your knowledge) has a place of business or land in the Council's area and (b) either – i. The total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or ii. If the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, your spouse or civil partner or person with

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

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

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

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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.

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CABINET

MEETING : Wednesday, 15th September 2021

PRESENT : Cllrs. Cook (Chair), H. Norman, Gravells MBE, Hudson and Morgan

Others in Attendance

Cllrs

Jon McGinty, Managing Director

Ian Edwards, Head of Place

Ruth Saunders, Head of Communities

Jon Topping, Head of Policy and Resources

Jon Burke, Climate Change Manager

David Rice, Democratic and Electoral Services Officer

APOLOGIES : Cllrs.

23. DECLARATIONS OF INTEREST

There were no declarations of interest.

24. MINUTES

RESOLVED that the minutes of the meeting held on 14th July 2021 are confirmed as a correct record and signed by the Chair.

25. PUBLIC QUESTION TIME (15 MINUTES)

There were no public questions.

26. PETITIONS AND DEPUTATIONS (15 MINUTES)

There were no petitions or deputations.

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

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

28. NET ZERO 2045 AND UK100

Cabinet considered the report of the Leader of the Council that sought membership of the UK100 network – bringing forward the City Council's net zero carbon

CABINET
15.09.21

commitment by five years to 2045 – and the Global Covenant of Mayors for Climate and Energy (GCoM).

The Leader of the Council reminded Members that Gloucester City Council had declared a Climate Emergency in 2019 (Council 11th July 2019 minute 21.6). He commented that it made sense to take the proposed actions in advance of the 2021 United Nations Climate Change Conference (COP26) commencing 31st October. The Leader of the Council outlined both the advantages and commitments of joining the UK100 Network and GCoM. He emphasised that these would include bringing the net zero carbon emissions target forward from 2050 to 2045 and help demonstrate the Council's ambition to be at the leading edge of reducing carbon emissions.

The Leader of the Council drew Members' attention to the recommendation of the Overview and Scrutiny Committee (6th September 2021 minute 25.10) contained in the appendix to the report. He asked the officers present for reassurance that the information requested regarding the funding models of the UK100 Network and GCoM would be available at the Council Meeting on 23rd September 2021. The Climate Change Manager confirmed that it would be. He presented a summary of the funding models of both organisations and stated that membership would be free of cost.

RECOMMENDED to Council that:

- (1) Gloucester City Council joins the UK100 Local Authority leaders' group and international Race to Zero commitment in advance of the 2021 United Nations Climate Change Conference (COP26), to be held in the City of Glasgow
- (2) as a condition of UK100 membership, Gloucester City Council bring forward its 2050 net zero target to 2045
- (3) Gloucester City Council becomes a signatory to the Global Covenant of Mayors for Climate and Energy.

29. DRAFT COUNCIL PLAN 2021-24 FOR CONSULTATION

Cabinet considered the report of the Leader of the Council that presented the draft Council Plan 2021-2024 and sought approval to commence the required consultation process.

The Leader of the Council highlighted the overarching vision 'Building a greener, fairer, better Gloucester' and outlined the three key priorities (3.4). He detailed the next steps to be taken (8.1), including public consultation, to progress the plan. The Cabinet Member for Planning and Housing Strategy drew Members' attention to the recurring theme of addressing inequality throughout the draft plan (appendix 1) and related it to work being done in housing. He took the opportunity to thank the Head of Communities and her team for their achievements so far which he attributed to innovation and partnership working in the spirit of the draft plan and looked forward to what they will achieve in future. The Cabinet Member for Performance and

CABINET
15.09.21

Resources expressed gratitude to the Policy and Governance Manager and the Policy and Development Officer as well as the Senior and General Management Teams for their comprehensive efforts to map a coherent journey forward. She further reminded Members that the draft plan was just an initial outline with the detailed plan to come following the consultation process.

RESOLVED that:

- (1) the draft Council Plan 2021-2024 is approved for public consultation
- (2) the timetable for the development and finalisation of the Council Plan 2021-2024 is noted.

30. PERFORMANCE MONITORING QUARTER 1 - 2021/22

Cabinet considered the report of the Cabinet Member for Performance and Resources that informed Members of the Council's performance against key measures in Quarter 1 of 2021/22.

The Cabinet Member for Performance and Resources summarised both the improving and declining trends revealed in the report and drew Members' attention to the narratives that provide context to the data. The Cabinet Member for Planning and Housing Strategy stated that it was important to highlight positive performance such as the increasing number of major and minor planning applications decided on time (appendix DM-2, DM-3). He noted that this improvement had been achieved despite COVID-19 and staff shortages and thanked the Planning Team for their achievement. The Cabinet Member for Culture and Leisure advised that the red performance indicator status of the Museum of Gloucester/Tourist Information Centre (appendix CD & VE-1) reflected difficult circumstances out of the control of officers rather than the effort they had put in which would take time to have significant positive impact. He further commented that the very positive increase in visitors to the visitgloucester.co.uk website (appendix TM-6) demonstrated how the work of officers had got many more people interested in Gloucester and what is going on in the city.

The Cabinet Member for Environment commented that the format of the report, and the Pentana software that generated it, made it relatively quick and easy for Members to monitor their portfolios. The Cabinet Member for Planning and Housing Strategy reiterated the usefulness of Pentana in making both Members and officers more effective.

RESOLVED that the Quarter 1 Performance Report 2021/22 at Appendix 1 to the report is noted.

31. FINANCIAL MONITORING - QUARTER 1, 2021/22

Cabinet considered the report of the Cabinet Member for Performance and Resources that sought Members to note year-end forecasts and financial pressures on the Council during the 1st Quarter ended 30th June 2021.

CABINET
15.09.21

The Cabinet Member for Performance and Resources highlighted some of the major headlines from the report including a £173,000 increase to the General Fund balance exceeding the budgeted increase by £50,000 (4.2). She reminded Members that COVID-19 continued to impact all portfolios including her own. Although the Cabinet Member for Performance and Resources warned that even the smallest percentage change in housing subsidy and benefit payments in a quarter would have a significant impact to the final outturn due to the large sums involved (5.5), she nonetheless expressed cautious optimism at this early stage for the year end position.

The Cabinet Member for Planning and Housing Strategy noted the £240,000 favourable position in his own portfolio (5.13). He commented that this was testament to great work going on behind the scenes. The Cabinet Member for Planning and Housing Strategy informed Members that £27,000 had been collected in penalty notices issued to landlords and that more would follow as while the majority of private landlords were good the small number who were not would be pursued. The Cabinet Member for Environment drew Members' attention to the favourable position of his portfolio due to increased income from recyclable materials (5.18). He informed them that just three years ago this income was £350,000 for the whole year compared to the £319,000 for the first five months of 2021-22 alone. The Cabinet Member for Environment further advised that improved collections and sorting had contributed to a yearend forecast of £209,000 to the favour on the waste contract as opposed to a £500,000 deficit in previous years. He stated that this would be the first year the waste contract would not have to be topped up, and credited much of this improvement to the work of the former Corporate Director Jonathan Lund.

RESOLVED it is noted that:

- (1) the forecast year-end position for the financial year is currently an increase to the General Fund balance of £173k against a budgeted increase of £123k
- (2) the details of specific budgetary issues identified by officers and the actions being taken to address those issues
- (3) the current level of Capital expenditure as shown in Appendix 2 to the report
- (4) the financial implications of COVID-19 and the level of economic recovery from the effects of the pandemic will continue to be monitored and reported alongside any grant funding provided to mitigate the spend or lost income.

**CABINET
15.09.21**

32. EXCLUSION OF THE PRESS AND PUBLIC

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

33. ST OSWALDS AND EASTGATE CENTRE LEASE REVIEWS

Cabinet considered the report of the Leader of the Council that sought to extend the authority to agree leases at these properties.

RESOLVED as per the recommendations in the confidential report.

Time of commencement: 6.00 pm

Time of conclusion: 6.23 pm

Chair

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Meeting:	Cabinet	Date:	13 October 2021
Subject:	Proposed Disposal of Public Open Space Armscroft Road / Barnwood Road		
Report Of:	Leader of the Council		
Wards Affected:	Elmbridge		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Melloney Smith Asset Management Officer		
	Email: Melloney.smith@gloucester.gov.uk	Tel:	396849
Appendices:	1. Original Cabinet Report for 14 July 2021 2. Timeline of Events		

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 To consider the points raised at Cabinet Meeting on 14 July 2021 regarding the disposal of Public Open Space at Armscroft Road/Barnwood Road.

2.0 Recommendations

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

- (1) the further information and objections received in response to the s123 notices be noted
- (2) the disposal of the whole site be approved following consideration.

3.0 Background and Key Issues

3.1 Please see the report considered by Cabinet on 14 July 2021

3.2 Please see in appendix 2 a timeline for this case

3.3 A site meeting has taken place with the developer who has agreed to provide a new bench. This will either be located on the pavement if agreement of Highways authority is forthcoming or on the land that is proposed to be disposed of. A request has been submitted to Highways.

4.0 Social Value Considerations

4.1 see report for Cabinet 14 July 2021

5.0 Environmental Implications

5.1 See Cabinet Report 14 July 2021

6.0 Alternative Options Considered

6.1 Disposal of part of the site – this would mean a smaller capital receipt; the developer would have to submit a new planning application and without the garden land may not obtain consent for a revised scheme. We would retain the main part of the public open space which is difficult to maintain and classified as low quality, low community value and low biodiversity value.

6.2 No disposal of land to take place – the opportunity for the provision of more homes is lost and the loss of a capital receipt. We retain public open space that is difficult to maintain and is classified as low quality, low community value and low biodiversity value.

7.0 Reasons for Recommendations

7.1 It is recommended that the whole site is disposed to permit the provision of new homes, to provide a capital receipt and to dispose of land that is difficult to maintain. The land will be sold subject to restrictions that the undeveloped land cannot be built on in the future.

7.2 It is recommended that a condition of the disposal is that the developer provides a bench for local residents' use.

8.0 Future Work and Conclusions

8.1 If the disposal or part disposal is agreed to then One Legal will need to be instructed to deal with the sale of the land.

8.2 If is not disposed of or only part disposed of then work to engage with the community to improve the open space could commence if there is any interest.

9.0 Financial Implications (comments from previous report)

9.1 If the land is all/part disposed of there will be a capital receipt.

(Finance were consulted in the preparation of this report)

10.0 Legal Implications (comments from previous report)

10.1 Before disposing of land held as public open space, the Council has a statutory duty (pursuant to s.123 of the Local Government Act 1972 (the “**Act**”)) to inform the

public of its intention by way of a notice published for two consecutive weeks in a local newspaper. The notice invites the public to submit any objections in writing to the Council and sets a time frame for doing so. The Council has a duty to consider the objections received within the time frame and must then make a decision as to whether the disposal should proceed.

- 10.2 The Council has a further statutory duty under the Act to secure the best consideration reasonably obtainable for the land being disposed of. In this instance, the Council sought an independent valuation of the land (carried out by Bruton Knowles) to ascertain what the best price obtainable on the open market would be and based the proposed sale price on the conclusions drawn.
- 10.3 The registered title covering this area of land has been reviewed and there are no existing restrictions which might impact on the proposed use of the land as private garden ancillary to the adjoining development, or for a small part of the land to be built upon as part of the adjoining development. If the whole area is disposed of, the Council is proposing to impose a restriction so that the part to be used as a private garden cannot be built on in the future

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

11.0 Risk & Opportunity Management Implications

- 11.1 There are no adverse risks associated with proposed course of action.

12.0 People Impact Assessment (PIA) and Safeguarding:

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

13.0 Community Safety Implications

- 13.1 None

14.0 Staffing & Trade Union Implications

- 14.1 None

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Meeting:	Cabinet	Date:	14 July 2021
Subject:	Proposed Disposal of public open space Armscroft Road/Barnwood Road		
Report Of:	Leader of the Council		
Wards Affected:	Elmbridge		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Melloney Smith Asset Management Officer		
	Email: Melloney.smith@gloucester.gov.uk	Tel: 396849	
Appendices:	1. Plan of land		
	2. Summary of Objections		

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 To consider public objections to the disposal of Public Open Space at Armscroft Road/Barnwood Road.

2.0 Recommendations

2.1 Cabinet is asked to:

(1) Consider the objections received in response to the s123 notices.

(2) Following consideration of the objections, Cabinet **resolve** to approve the disposal of the whole site.

3.0 Background and Key Issues

3.1 A local developer approached the Council on whether the Council wished to dispose of the open space land adjacent to the old B Grade Domestic building on the junction of Barnwood Road and Armscroft Road.

3.2 The land is classed as Public Open Space. Consultations took place with the Open Space Officer. In the Open Space Strategy, the land is classed as low quality, low community value and low biodiversity value. In his opinion the land is little used and difficult to maintain.

- 3.3 Local members were asked for comment on the proposed disposal. Only member responded but could not comment as on Planning Committee.
- 3.4 Property Commissioning Manager decided that land could be disposed of subject to open market valuation being obtained and the s123 of Local Government Act procedure being followed
- 3.5 The developer obtained planning permission and Bruton Knowles provided valuation advice taking into account the planning permission to ensure best value is achieved. Price was agreed with developer subject to contract and following the S123 procedure.
- 3.6 The Public Notices were published on 6 and 13 May 2021. 9 objections were received.
- 3.7 A summary of the objections raised are attached in appendix 2.
- 3.8 The developer took occupation of some of the land without the Council's prior consent and prior to being in legal possession of the land. This was also prior to the conclusion of the S123 consultation being completed. The developer was told to cease works and One Legal were consulted over issuing an injunction to stop works.
- 3.9 Due to the objections that have been received, Cabinet now has to consider them and decide whether
- a) the disposal should not go ahead
 - b) only part of the site should be disposed of (land edged red and not coloured on plan appendix 1)
 - c) the disposal of the whole site should go ahead

4.0 Social Value Considerations

- 4.1 The objections raised have commented on the social value of the land

5.0 Environmental Implications

- 5.1 Part of the proposed land to be disposed of would be built on and mean the loss of a grassed area. The remaining part would be private garden. This may have an impact on wildlife habitat and wildlife corridors.

6.0 Alternative Options Considered

- 6.1 Disposal of part of the site – this would mean a smaller capital receipt; the developer would have to submit a new planning application and without the garden land may not obtain consent for a revised scheme. We would retain the main part of the public open space which is difficult to maintain and classified as low quality, low community value and low biodiversity value.
- 6.2 No disposal of land to take place – the opportunity for the provision of more homes is lost and the loss of a capital receipt. We retain public open space that is difficult

to maintain and is classified as low quality, low community value and low biodiversity value.

7.0 Reasons for Recommendations

- 7.1 It is recommended that the whole site is disposed to permit the provision of new homes, to provide a capital receipt and to dispose of land that is difficult to maintain. The land will be sold subject to restrictions that the undeveloped land cannot be built on in the future.
- 7.2 It is recommended that a condition of the disposal is that the developer provides a bench for local residents' use.

8.0 Future Work and Conclusions

- 8.1 If the disposal or part disposal is agreed to then One Legal will need to be instructed to deal with the sale of the land.
- 8.2 If is not disposed of or only part disposed of then work to engage with the community to improve the open space could commence if there is any interest.

9.0 Financial Implications

- 9.1 If the land is all/part disposed of there will be a capital receipt.

(Finance were consulted in the preparation of this report)

10.0 Legal Implications

- 10.1 Before disposing of land held as public open space, the Council has a statutory duty (pursuant to s.123 of the Local Government Act 1972 (the "**Act**")) to inform the public of its intention by way of a notice published for two consecutive weeks in a local newspaper. The notice invites the public to submit any objections in writing to the Council and sets a time frame for doing so. The Council has a duty to consider the objections received within the time frame and must then make a decision as to whether the disposal should proceed.
- 10.2 The Council has a further statutory duty under the Act to secure the best consideration reasonably obtainable for the land being disposed of. In this instance, the Council sought an independent valuation of the land (carried out by Bruton Knowles) to ascertain what the best price obtainable on the open market would be and based the proposed sale price on the conclusions drawn.
- 10.3 The registered title covering this area of land has been reviewed and there are no existing restrictions which might impact on the proposed use of the land as private garden ancillary to the adjoining development, or for a small part of the land to be built upon as part of the adjoining development. If the whole area is disposed of, the Council is proposing to impose a restriction so that the part to be used as a private garden cannot be built on in the future

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

11.0 Risk & Opportunity Management Implications

11.1 There are no adverse risks associated with proposed course of action.

12.0 People Impact Assessment (PIA) and Safeguarding:

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

13.0 Community Safety Implications

13.1 None

14.0 Staffing & Trade Union Implications

14.1 None

Proposed disposal of public open space at the junction of Armscroft Road and Barnwood Road

Summary of events/actions

16/1/2020	Developer first approached Council
20/1/2020	Open Space Officer first approached for comment/opinion
19/2/2020	Local Members (Cllrs Howard Hyman and Emily Ryall) approached for comment/opinion. NB. Developer already been in direct contact with Cllr Paul James
22/7/2020	Planning application submitted. As part of this an Open Space Assessment was submitted by the developer
28/8/2020	Planning application validated
29/9/2020	Initial valuation from Bruton Knowles received
11/3/2021	Final valuation advice received from Bruton Knowles which took into account the planning permission
30/3/2021	Price for land agreed with developer subject to the public notice
1/4/2021	One Legal instructed
13/4/2021	Planning permission decision issued
22/4/2021	Email correspondence with Cllrs Andrew Gravells and Clive Walford
6 & 13/5/2021 Developer	One Legal placed public notice once undertaking of costs received from Developer
20/5/2021	Email correspondence with Cllr Hyman
27/5/2021	Closing date for objections/comments. 9 comments received.
19/5/2021	Notified that developer started on site
15/6/2021	SMT
23/6/2021	Cabinet Briefing
14/7/2021	Cabinet

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Meeting:	Cabinet	Date:	13 October 2021
Subject:	Armed Forces Community Covenant Update		
Report Of:	Cabinet Member for Communities & Neighbourhoods		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Isobel Johnson – Community Wellbeing Officer		
	Email: Isobel.johnson@gloucester.gov.uk Tel: 39(6298)		
Appendices:	1. Gloucester City Council – Specific Measures		

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 To provide an update to Cabinet on the support offered to current and former members of the armed forces, reservists and their families as part of our commitment to the Gloucestershire Armed Forces Community Covenant ('the Covenant').

2.0 Recommendations

2.1 Cabinet is asked to **RESOLVE** that work undertaken to support current and ex-service personnel as part of the Council's ongoing commitment to the Covenant be endorsed.

3.0 Background and Key Issues

3.1 An Armed Forces Covenant exists between the people of the UK and the Armed Forces and their families. It lays out the principles that should exist in the relationship between the Armed Forces and the rest of the Nation, including respect, support and fair treatment. It makes clear that no-one who has served should face disadvantage from their service and that, in some cases, special consideration is appropriate.

3.2 A Gloucestershire Armed Forces Community Covenant ('the Covenant') stands alongside the Armed Forces Covenant and is a voluntary statement of mutual support between the people of Gloucestershire and the local Armed Forces community.

- 3.3 Through its membership of the Covenant, Gloucester City Council has made a commitment to the wider Armed Forces Covenant, to support the Armed Forces community within Gloucester and the wider County. Cllr Andy Lewis represents the Council as its Armed Forces Champion and this position is appointed to (or re-appointed to) annually by the Council. In addition, we now have an Armed Forces Officer Champion and an operational Lead Officer based in the Community Wellbeing Team. They will be working towards several outcomes this year and liaising regularly with partners.
- 3.4 In following these commitments, the Council is involved in a number of areas to support the Armed Forces, their families and those who have served to be a part of the wider community. The aims of the Covenant are as follows –
- Encourage local communities to support the Armed Forces community in their areas;
 - Encourage the Armed Forces community to help and support the wider community, whether through participation in events and joint projects or other forms of engagement such as volunteering;
 - Promote understanding and awareness among the public of issues affecting the Armed Forces community;
 - Recognise and remember the sacrifices made by the Armed Forces community at many annual events.
 - Encourage activities which help to integrate the Armed Forces community into local life.
- 3.5 The 2011 census results indicated that over 300 serving members of the military were living in Gloucester at the time of the survey, not including partners or children. The results of the 2021 census will be available in February 2022 and will provide us with a more accurate picture.
- 3.6 In January 2019 the Ministry of Defence estimated that by 2028 there will be 1.6 million veterans living in the UK with over a half of all veterans being aged 65 or older and 87% of all veterans being male.
- 3.7 Gloucestershire is home to 18 Army Cadet detachments with 2 of these being located in Gloucester, namely - Malmesbury Road Platoon and the Gloucestershire ACF Band & Corps of Drum.
- 3.8 In the previous 12 months, 13 individuals who identified as service or ex service personnel have been re-housed in Gloucester through the Gloucestershire Homeseeker Choice Based Lettings Scheme. The reasons for re-housing were as follows; homeless or threatened with homelessness (5), urgent/significant medical welfare (2), overcrowding (2), downsizing (1) with the remaining 3 having a low housing need.
- 3.9 The armed forces bill of 2006 was renewed this year and makes provision for a further period of five years, ending no later than 2026. Now known as the

Armed Forces Bill 2021, it requires the council to pay due regard to the principles of the Armed Forces Covenant in terms of housing.

- 3.10 We are required to comply with the Code of Guidance on Homelessness 2018 and have regard to armed forces personnel in our housing allocation scheme. In addition, we are committed to improving housing outcomes for members and ex-members of the armed forces. The countywide Homeseeker plus allocations policy gives additional preference in terms of re-housing armed forces members. Members of the armed forces have a local connection to the district of their choice. This greater level of choice evidences the additional preference afforded to those who are serving or have recently served in the armed forces.
- 3.11 In addition to any duties owed under the homelessness legislation, on discharge members of the armed forces with Homeless priority need (i.e. dependent children or vulnerable as a result of disability) will be awarded Gold band for 6 months from the discharge date. Those that are homeless with a non - priority need are given Silver band from their discharge date. Should they become homeless again within 5 years of the discharge priority need or unintentionally homeless applicants will be awarded Gold band again for 6 months from Notice being received.
- 3.11 The 'duty to refer' applies to the Ministry of Defence under the Homelessness Reduction Act 2017, therefore they are required to refer any service personnel facing homelessness within 56 days to the local housing authority. This enables access to housing services as early as possible in the process and increase access to social housing.
- 3.12 The charity Alabare run a 12 bed home for veterans based in Longlevens which is the second of their Gloucestershire properties.
- 3.13 A list of specific measures that the Council implements in support of the Covenant is included at Appendix 1 and covers areas such as housing advice & support, enabling and supporting events and charitable causes and access to Council services. It is these customer facing aspects of the Council which are likely to be more relevant to our Armed Forces.
- 3.14 The Council is also represented by Councillors and senior officers at several annual events to mark a range of important dates such as Remembrance Day but also events to celebrate our local armed forces community operating out of Imjin Barracks. Sadly, as was the case in 2020, many of this year's public events have been celebrated virtually due to Covid 19. However, the Council recognise both the historical and ongoing sacrifices and efforts of our armed forces by marking key dates with the flying of flags outside North Warehouse and running social media campaigns.
- 3.15 Our District Council partners in addition to Gloucestershire County Council are also signed up to the Covenant and continue to work together to improve how councils can collaborate as a network, with a particular focus on -
 - 1) Identifying where contributions can be made to the South West Regional Development Project;

- 2) Obtaining a better understanding of the needs of children and young people in the armed forces community;
- 3) Understanding our workforces better in terms of their connection to the armed forces.
- 4) Aligning our services and sharing resources to increase the support available to veterans and their families

3.16 The Armed Forces Community Covenant Meeting, organised by Gloucestershire County Council, has been meeting in 2021. Meetings are scheduled quarterly with the next one due to take place at the end of September.

3.17 The Community Wellbeing Team have started making connections to relevant charities, organisations and other agencies to discover how the council can work in partnership to better support the armed forces community. Most notably, SSAFA (Soldiers, Seamen, Airmen and their Families Association) and the Occupational Therapy team at Gloucestershire NHS Trust. Through these connections, the Community Wellbeing Team are able to;

- Support the mental health of injured veteran's by matching them into meaningful volunteering opportunities
- Help integrate veterans and their families into their local community through community building activities
- Enhance the support of SSAFA and the Occupational Therapists by linking them to other resources and services such as the Community Wellbeing Agents who have access to schemes such as exercise on referral at Aspire Leisure Centre

3.18 There are several mental health organisations represented at the armed forces community covenant partnership meeting. This provides the council with close links to vital counselling and therapy services which officers can refer veterans and their family members to, if necessary. The council also works closely with the community wellbeing agents and social prescribers who can support with low level mental health conditions.

3.19 The Armed Forces Covenant Fund launched in 2015 provides £10m each year to support members of the Armed Forces community. Applications are welcomed from Local Government, to support local delivery of Armed Forces Covenants. Armed Forces Covenant Fund: Force for Change programme has is open for applications until 19 November 2021. The Council is exploring ideas to apply in partnership with the Occupational Therapy team.

3.20 The Council's website which was updated this year, includes a page dedicated to information about the support we offer to Armed Forces Personnel and veterans and includes resources and links to other pages.

4.0 Asset Based Community Development (ABCD) Considerations

4.1 For the Armed Forces Community, the Covenant encourages the integration of service life into civilian life and encourages members of the Armed Forces community to help their local community.

5.0 Alternative Options Considered

5.1 There are no alternative options for consideration

6.0 Reasons for Recommendations

6.1 The Council are committed through the Gloucestershire Armed Forces Community Covenant to work in partnership and act together to honour the covenant. The council encourage support for the Armed Forces Community working and residing in the City and work to recognise and remember the sacrifices that they have, and continue to make.

7.0 Future Work and Conclusions

7.1 The council will be applying for the Bronze Defence Employer Recognition Award in Autumn/Winter 2021. The Defence Employer Recognition Scheme (ERS) encourages employers to support defence and inspire others to do the same. The scheme encompasses bronze, silver and gold awards for employer organisations that pledge, demonstrate or advocate support to defence and the armed forces community, and align their values with the Armed Forces Covenant. To achieve bronze status, the council have to:

- pledge to support the armed forces, including existing or prospective employees who are members of the community
- must have signed the Armed Forces Covenant
- promote being armed forces-friendly and be open to employing reservists, armed forces veterans (including the wounded, injured and sick), cadet instructors and military spouses/partners.

7.3 The results of the staff survey will indicate if the council need to better support veterans, reservists, or staff who have family members currently serving. An internal working group will be created if there is enough interest and suggestions will be taken forward for improvements to HR policies and/or the delivery of front-line services.

7.4 Gloucestershire County Council will be rolling out an online training program for front line services on armed forces awareness within the next year. This is so staff can effectively sign post and ensure people are receiving all of the support they need.

7.5 Gloucester City Council remains committed to our Armed Forces community and an annual update report for Cabinet will continue to be provided each autumn.

8.0 Financial Implications

8.1 Financial implications are discussed within the report and appendix. associated with this report.

(Finance have been consulted in the preparation of this report)

9.0 Legal Implications

9.1 There are no legal implications associated with this report.

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

10.0 Risk & Opportunity Management Implications

10.1 N/A

11.0 People Impact Assessment (PIA):

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

12.0 Other Corporate Implications

Community Safety

12.1 There are no community safety comments associated with this report.

Sustainability

12.2 There are no sustainability comments associated with this report.

Safeguarding

12.3 There are no safeguarding comments associated with this report.

Staffing & Trade Union

12.4 There are no staffing or trade union comments associated with this report.

Background Documents:

Gloucestershire Armed Forces Community Covenant

Appendix 1 – Gloucester City Council Specific Measures

Theme	Measure(s)
Organisational Development	Staff who are members of the Territorial Army or other military support service are, supported through flexible working arrangements contained in HR policies
Building Control	For Armed Forces personnel returning from duty with a disability, the Council provides free Building Control advice and will not charge for any applications made for extensions or alterations to their home.
Remembrance Sunday Event	The Council continues to work with armed forces on events including the sale of poppies for Remembrance Sunday and the promotion of Armed Forces Day through internal & external communications and inclusion in the Council's events calendar.
Armed Forces Day Committee	The Council's Armed Forces Champion has previously been involved with the Armed Forces Day Committee, but the committee has not met since before the pandemic and there has not been any news on when they will regroup.
British Legion Poppy Day	The council will be meeting with the military and Royal British Legion in mid-September to plan this year's event. It will take place on Sunday 14th November will consist of a service at the Gloucester park memorial, a military parade through the city gate streets and a Cathedral service in the afternoon.
War Memorial, Cenotaph & War Graves	The Council commits to maintaining the war memorial at the cenotaph in Gloucester Park and the war graves at Tredworth Cemetery, to a high standard.
Army Recruitment Events	The Council will continue to support recruitment events by enabling access to suitable sites
Housing Advice & Homelessness	In the previous 12 months, 13 individuals who identified as being armed forces or ex service personnel have been re-housed in Gloucester through the Gloucestershire Homeseeker Choice Based Lettings Scheme with our allocations policy enabling them to benefit from priority need.
Benefit Claimants	Where applicants are in receipt of housing benefit (HB) and/or council tax support (CTS), the City Council has adopted a policy to disregard as income some extra elements of war disablement pensions. The total expenditure for 2020/21 war disablement pension is £23,546. The council received a subsidy of 75% of this value totalling £17,660. Therefore, the cost to the council is £5,886.
Discretionary Housing Payments (DHP)	The Council provides further help with housing costs through the use of DHP, with a local procedure enabling us to disregard as income some extra elements of war disablement pensions (the same as in housing benefit) when awarding payment.
Under-occupation Reductions in Housing Benefit	Legislation continues to assist armed forces personnel in that a bedroom used by members of the armed or reserve forces will not be counted as a 'spare' room whilst they are away from their main place of residence, providing that they have an intention to return to the property and they were in fact treated as a non-dependant person prior to their absence.
Access to Council Venues	The Council offers discounts to Defence Privilege card holders to use at the Guildhall. Access to the Gloucester Museum is free of charge.

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Meeting:	Cabinet	Date:	13 October 2021
Subject:	Annual Report for Energy Costs and Energy Reduction Projects		
Report Of:	Cabinet Member for Environment		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Abi Marshall Asset Management 01452 396212		
	Email: Abi.Marshall@gloucester.gov.uk		
Appendices:	None		

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 The purpose of the report is to inform Cabinet of the Council’s energy costs and projects to reduce energy usage

2.0 Recommendations

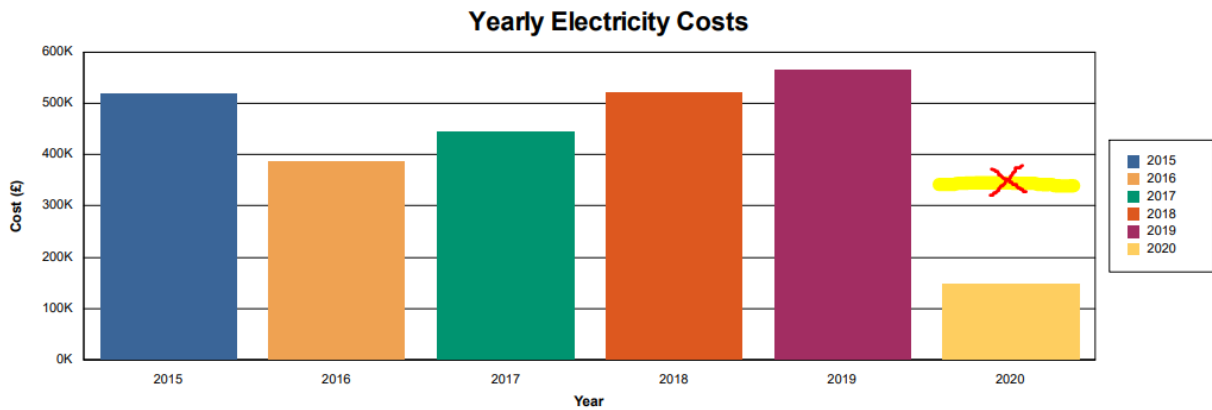
2.1 Cabinet is asked to **RESOLVE** that:

- (1) progress in the reduction of energy usage and consumption in the year 2020-21 be noted
- (2) continued implementation of projects to save energy in the Council’s main buildings as set out in section 4 of this report be supported.

3.0 Background and Key Issues

3.1 Gloucester City Council adopted a revised and updated Energy Management Strategy in 2012. One of the key objectives of this strategy was a commitment to reduce the Councils energy use across its buildings by 2% per year, along with a commitment to yearly monitoring of energy costs and consumption with an annual report to cabinet. The Council is also committed to reduce its annual spend on energy by £50,000 pa. So far for what we have been billed for in 2020 we are seeing a significant reduction in our annual energy spend, however this is not surprising in light of COVID.

3.2 The councils various operational buildings and sites (including those operated by partners e.g. Aspire) consume significant quantities of gas and electricity. The total gas and electricity bills for the year to date 2019-20 for the net operational sites excluding our partners is £563,750 this equates to £1,549 per day. We will not receive the invoices for 2020 - 2021 for a couple of months but on our estimate it will amount to £360,000 (marked with a red cross on the chart below), which results in a significant drop to £989 per day, therefore saving for the Council.



	Cost (£)
2015	518699
2016	386152
2017	443799
2018	520568
2019	563506

IMPORTANT NOTE

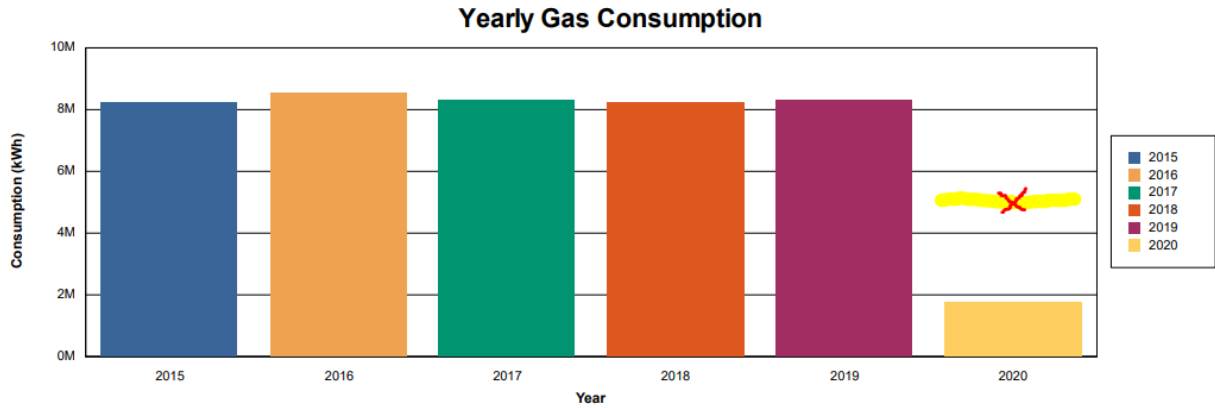
3.2.1 Costs have increased but consumption on the core operational properties has reduced significantly due to COVID.

3.3 Gas Use

We now supply more buildings, arranging the utility supplies to addition sites e.g. the new sports complex at Plock Court and the new Bus Station. They are energy efficient but they do sway the figures, taking out the properties where we pass through the costs the estimated figures are shown below. Gas heats most of the council's buildings and is also used to cool HKP. However, HKP has been vacant now for two years with minimal gas use.

3.4 Work has started at Plock Court where a study identified a large flat roof capable of holding Solar PV's and the adjoining sports field will house a ground source heat pump. This will enable savings of approximately £35,000 per annum and reduce CO2 emissions by 69 tonnes. <http://www.local.gov.uk/case-studies/gloucester-city-council-renewable-energy>. These works have been grant funded by Salix (a non departmental public body wholly owned by the Government). Savings will not be realised until 2022, once the works have been completed.

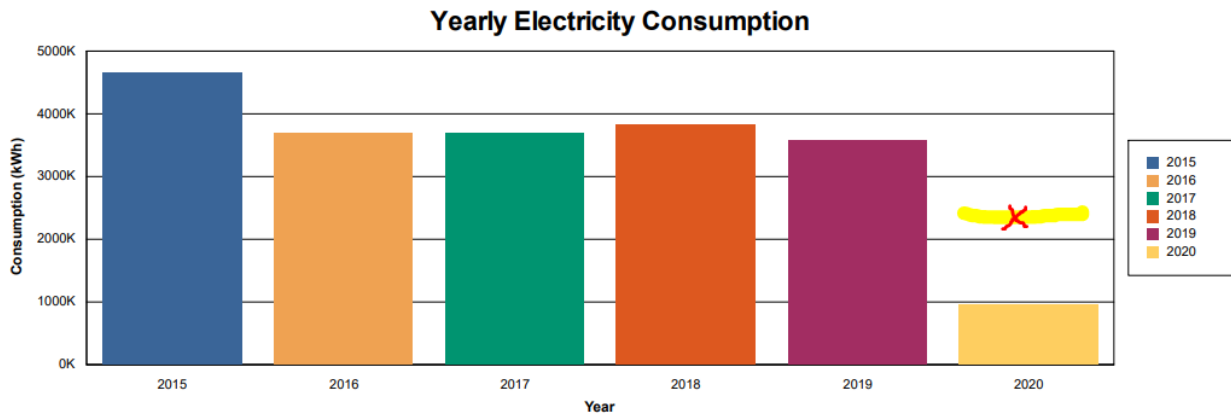
3.5 It is not surprising that due to COVID our gas use has dropped significantly. The estimated amount of gas that we believe will have been consumed for 2020 - 21 is indicated on the chart below with a red cross. You can see over the last 5 years prior to this our consumption has not fluctuated significantly.



	Cons (kWh)
2015	8223766
2016	8538300
2017	8312935
2018	8213454
2019	8290115

3.4 Electricity Use

Again we do not have full year figures but on the same basis as the gas the estimated annual comparison for electricity consumption is shown below.



	Cons (kWh)
2015	4667132
2016	3701944
2017	3693705
2018	3830721
2019	3582306
2020	948988

3.5 Water Use

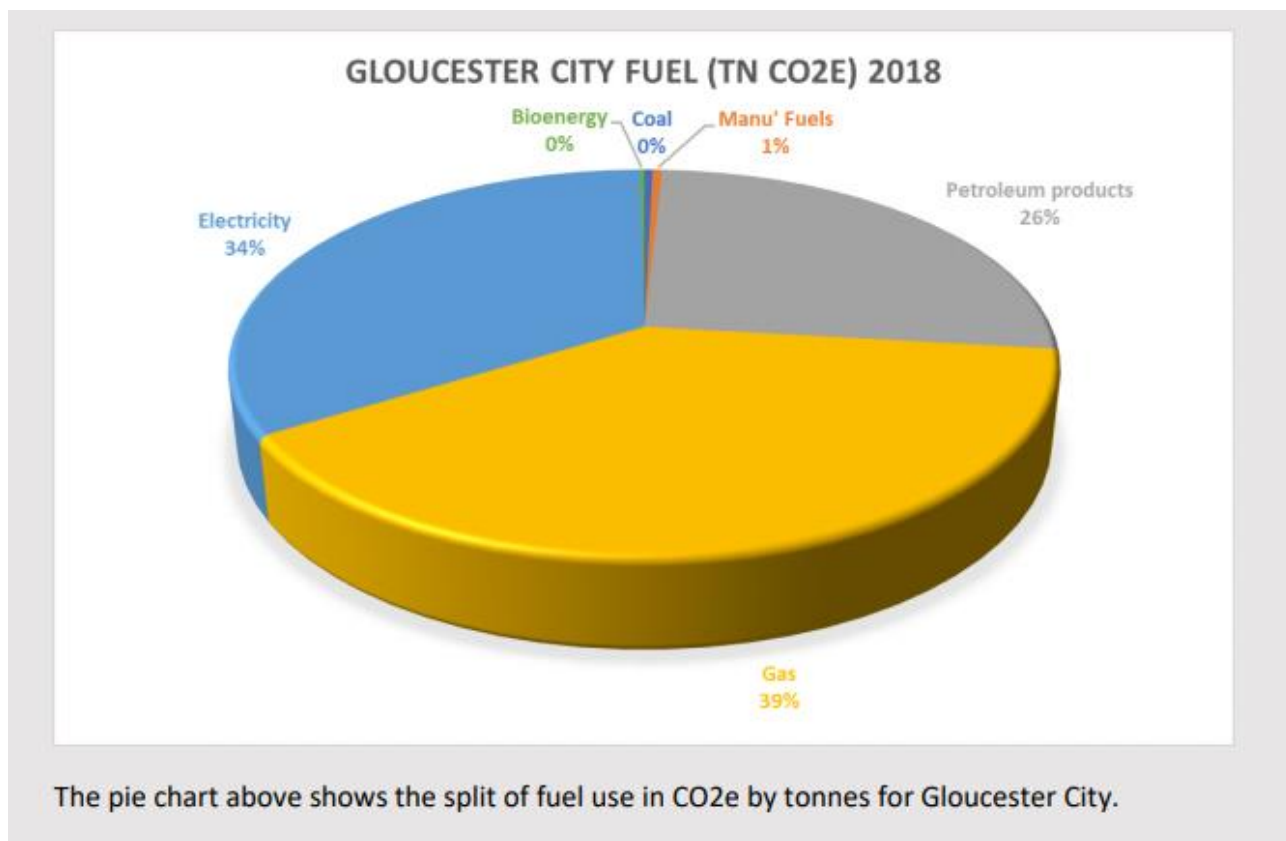
The other main utility cost for the Council is water, currently supplied by Severn Trent. The monitoring of water resources are carried out under contract by Aquafund who both monitor our usage and at their own cost have installed water saving devices in our building the cost of which are covered by sharing the resulting drop in water costs with them.

3.6 General energy price trends

It is highly likely and very probable that energy prices will rise sharply 2021-2022. West Mercia Energy (WME) are warning of extreme market rises. We are shielded for the next 12 months due to a cap we have in place, so now is exactly the right time to consider alternatives with significant grants available for implementation of a number of schemes that target carbon neutrality. However, expertise is required to tap into these, this expertise does not lie within the property team, who are best positioned to help with the implementation and advise on Green Leases.

3.7 Carbon Dioxide Emissions

In October 2020 a report was commissioned by the Climate Change Officer in relation to our Carbon Emissions and how the Council could expect to make large savings in energy use and consequent reductions in CO2 emissions. The Council is working towards achieving net zero carbon emissions by 2030 and a City wide commitment of 2050. The report is extremely comprehensive. [Climate Change Strategy Appendix 1.pdf \(gloucester.gov.uk\)](#)



The councils CO2 emissions have reduced by year on year when compared with the baseline year 2003-4.

4.0 Energy Saving Projects

The move to a pool fleet reduced the Councils Carbon output. Reducing the fleet and the implementation of pure electric vehicles will further extend this.

Installing EV charge points across appropriate car parks will further help encourage more BEV car ownership amongst its residents and businesses across the city.

Investigating and moving to alternative fuels for the Councils heavy RCV fleet is achievable within the Councils 2030 target.

Work has commenced at Plock Court and the installation of the Ground Source heat pump is well under way using grant monies and targeted energy savings of £35,000pa as well as much improved fuel economy using renewables.

Since 2003 the City Council has brought forward a number of capital projects aimed at reducing energy use in all its main buildings.

In the year 2018-19 the main projects delivered were:

- *Installation of LED Lighting in Longsmith Street Car park*
- *Installation of outdoor LED flood lighting and personnel lighting around the City e.g. 43 external lights at Plock court, Flood Lighting at Bishop Hooper monument. Westgate Street reception project replaced lights with LED on PIRs. Although the individual savings produced are small the aggregation of a large number of marginal gains make significant contribution.*
- *Recommissioning and rebalancing of the City Museum boilers, the museum was running on 4 boilers we have got all 8 boilers working and balanced the system which will not only improve resilience but will make fuel savings.*
- *Photovoltaic panels and other energy efficiency measures were made an integral part of the new Bus Station design.*
- *The roll out of the Enterprise Car scheme this has resulted both in a reduction of car usage/journeys and budget savings on travel.*

4.1 A number of other energy saving projects are in the process of development and evaluation. These include; Oxstalls Tennis Centre lighting replacement scheme, Crematorium heat exchanger connection, GL1 Photovoltaic roof scheme and continued replacement of incandescent with LED lights for example North Warehouse flood lights and the Guildhall.

4.2 The 2020 (October) report undertaken by CLS Chartered Consultancy sets out a large number of achievable property related recommendations. This needs a dedicated lead to take forward. There are 13 high consuming sites which have been identified to permit the optimum fuel and energy savings. Targeting these will lead to the most significant cost and carbon reduction. These include buildings such as GL1 and Crematorium.

4.2 Through its leadership, setting good examples by its actions and trend setting the Councils joint ventures and arms length companies will be encouraged to follow suit. Also, because it has control over a large majority of its buildings, operations and fleet, half ownership of the airport and a large influence over its tenanted properties, it will encourage businesses and residents to follow suit by showing what can be achieved.

5.0 Social Value Considerations

5.1 Although there is limited direct scope for social value in the management of the portfolio the disposal strategy seeks to encourage Community Asset Transfer of suitable property Assets which will produce opportunities for ABCD.

5.2 By adopting an Energy strategy in 2003 and continuing to work to improve the energy efficiency of its main buildings the City council is acting in a leadership role by setting an example of good practice that the community can follow.

6.0 Alternative Options Considered

6.1 The Strategy has been carefully considered and is an amalgam of good estate management and the Council's values.

7.0 Reasons for Recommendations

7.1 The Strategy will enable the Council to continue to make a significant contribution towards carbon reduction while cutting costs.

8.0 Financial Implications

8.1 There are no direct financial implications but the strategy will allow the Council to manage its property portfolio in a way that seeks to protect the returns on the property interests. However, there could be savings by the reduction of our energy usage during the pandemic and moving forward. If any savings can be realised then the Councils Money Plan will be updated to account for these.

9.0 Legal Implications

9.1 One Legal have been consulted in the preparation of this report and there are no legal implications at this stage.

10.0 Risk & Opportunity Management Implications

10.1 There are no adverse risks associated with the proposed Strategy it does not change the risk profile of the way our portfolio is managed. However, this is best led by an energy specialist in conjunction with the property team to maximise gains.

11.0 People Impact Assessment (PIA):

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

12.0 Other Corporate Implications

Community Safety

12.1 No adverse impacts.

Sustainability

12.2 No adverse impacts.

Staffing & Trade Union

12.3 No adverse impacts.

Background Documents:

Climate Change Strategy - [Climate Change Strategy Appendix 1.pdf \(gloucester.gov.uk\)](#)



Meeting:	Cabinet	Date:	13 October 2021
Subject:	Together Gloucester 2 – Programme Review		
Report Of:	Cabinet Member for Performance and Resources		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Bob O’Brien, Transformation and Commercialisation Manager		
	Email: bob.o'brien@gloucester.gov.uk	Tel:	396110
Appendices:	None		

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 To provide an update and summary of the work undertaken by the City Council as part of the Together Gloucester Transformation Programme – Phases 1 and 2. To formally close Together Gloucester Phase 2 and to note that capacity has been created to support ongoing transformation work in support of the Council’s priorities and objectives

2.0 Recommendations

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

- (1) the information set out in this report be noted
- (2) the action taken by the Council as part of the Together Gloucester Transformation process be welcomed and endorsed
- (3) the closure of Together Gloucester Phase 2 and the incorporation of future work into ongoing “business as usual” be formally endorsed.

3.0 Background and Key Issues

3.1 Together Gloucester Phase 1

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

- 3.3 We asked the team to be radical and innovative in their approach and apply the following design principles:
- Delivering at least a £1 million budget saving from the Council's salary budget of approximately £8m
 - Reduction in the compartmentalisation (or "silos") delivering Council services
 - Delivering priorities in the emerging Council Plan
 - Implementation of generic job roles and descriptions while maximising multiskilling
 - Cross-organisational style management using project teams to respond flexibly to future demand and priorities
 - Embedding the principles of Asset Based Community Development (ABCD) in the way the Council operates, enabling individuals and communities
 - Embrace channel shift opportunities
 - Foster a more commercial approach to service delivery
 - Promote new ways of working: empowered staff, home working, hot-desking, remote/mobile working and opportunities for co-locating
 - Aspire to downsize to one warehouse
 - Retain and recruit staff with the right attitudes, skills and competencies
- 3.4 The transformation project was called 'Together Gloucester' and its proposals were implemented during the Summer of 2017.
- 3.5 The project streamlined the Council Corporate Plan into four key objectives and created four new service areas, Place, Culture, Communities and Policy & Resources. Structural hierarchies were flattened, teams were made more cross-cutting and job roles were made more generic. The staff establishment reduced by 60 posts. Through vacancies, natural turnover and voluntary leavers, compulsory redundancies were kept to just 9 people.
- 3.6 Together Gloucester achieved savings from the staffing budget of £1.23m per annum from 1st June 2017. To date, Together Gloucester has saved around £4.92m. Over a 10-year period this represents a cumulative £12.30m saving.
- 3.7 When Together Gloucester was implemented it was made clear that the Council was not expecting the same workloads, delivered in the same ways to be delivered by smaller teams, and when we launched the new structures in June 2017, we invited staff to ask the 'why questions' "Why do we do that?" "Why don't we do this instead?"
- 3.8 Whilst Together Gloucester delivered on many of the original design principles feedback from the staff survey (October 2017) and the LGA peer challenge (November 2017) highlighted that, to make the most of the opportunities to transform how Gloucester City Council delivered services, we needed to provide support and capacity for teams struggling with how to change their processes and systems to do things differently and, in some cases, to 'stop doing things'.
- 3.9 Together Gloucester Phase 2
- 3.10 In September 2018, following a period of review and working with external change experts - Ignite, the Council agreed to launch Together Gloucester Phase 2.

3.11 Together Gloucester 2 (TG2) comprised seven distinct but related workstreams:

1. **Design and Benefit Management** – providing the groundwork for a successful change programme including a Transformation Board, a Benefits Management Plan, procurement processes and recruiting, training and coaching key staff.
2. **Process Redesign** – A systematic review of the Council's 400+ processes to identify opportunities to eliminate redundant processes, simplify or streamline where necessary and automate where possible. Ignite helped the Council identify 180 high volume, high value processes which needed priority review.
3. **Technology and Systems** – this workstream focussed on creating an integrated IT strategy, approach and implementation plan to equip the City Council with the technology necessary to support new methods of service delivery.
4. **Culture, Change and Engagement** – A council-wide programme of awareness raising, capability improvement, training, change preparedness, and the co-ordination and flexible management of making change happen designed to leave a lasting legacy of how to manage change in the future.
5. **Strategy, Performance and Governance** – A work package intended to strengthen the City Council's key strategy, performance and governance activities to enhance the Council's ability to address existing challenges and future opportunities.
6. **Commercialisation and Commissioning** – In 2018 the City Council had budgeted service expenditure of £20.6m (excluding housing benefit payments), £7m of this was staff expenditure. The commercialisation workstream was focussed on driving value for money through opportunities in the other £13.6m of expenditure.
7. **Accommodation** – The Council planned to relocate from its offices in Gloucester Docks into accommodation in Shire Hall. This workstream was about ensuring that the new accommodation met the Council's transformational aspirations around more agile working, was integrated into the IT transformation, enabled and drove service redesign and new ways of working, realised the savings expected from the move out of HKP and promoted and facilitated greater collaboration with the County Council.

3.11 TG2 was managed by the Council's Customer Service and Transformation Manager and a team of Business Analysts seconded from their day jobs and trained in systems redesign. Fixed term and agency staff and support from Ignite provided additional capacity during the implementation of TG2 during 2018/19.

3.12 The estimated cost of the TG2 Programme was £1.65m which included £0.9m investment in new IT. For further information on the TG2 Programme please see [Cabinet Report dated 12 September 2018](#)

3.13 TG2 Actions

- a. **Design and Benefit Management** - A Programme Board and governance arrangements were setup to provide clear direction and monitoring of TG2. The programme team was designed and recruited in Autumn 2018 alongside training and coaching of key staff. A wider learning and development programme was developed for leadership as part of the Culture, Change and Engagement workstream. The programme vision and workstreams were documented, and a benefits management plan produced. This included the identification of six broad clusters of benefit: increased income; reduced expenditure; more efficient business processes; better use of resources; improved channel mix and higher customer satisfaction. Programme templates were developed to support the procurement activity and reporting processes amongst other things.
- b. **Process Redesign** - We trained up a team of 6 in-house business analysts from across the organisation and, in collaboration with the relevant service areas, conducted a review of 140 council processes. 'As is' and 'to be' process maps were created alongside sets of detailed business requirements for each process. This review resulted in business and technology actions that were taken forward to transform our processes, with a focus on the end to end customer journey. In order to build service redesign capability, a series of virtual 'show and tells' and web editor training sessions were used to share tips and tricks and share simple tool-kits that people could take away and use within their teams - for example, a content design toolkit for web editors.
- c. **Technology and Systems** – A comprehensive investment was made to achieve a step-change in the Council's technology and systems. Brand new laptops with Skype (and later Teams) telephony allowed staff to work more flexibly from the most appropriate location and a new digital platform and contact centre was procured to allow customers to self-serve and improve the customer experience. Contact Centre functionality was delivered for Housing and Revenues and Benefits for the first time, providing quality management information and customer insight to inform future improvements. And redesigned processes were launched on the digital platform across a range of council services from council tax and benefits to licensing and street scene. We're now refining and improving services based on customer feedback, building a culture of learning and continuous improvement.

Improvements were identified and made to our website to improve accessibility, enhance customer journeys, and ensure that users trusted that they were interacting with the council. We developed a style guide based on Government best practice and rebranded third party micro-sites to ensure consistency across services.

- d. **Culture, Change and Engagement** – A network of change champions was established with representatives from across the organisation at all levels. It worked alongside Transition planning activity with the Gloucester Management Team to agree our vision and target culture. Change Champions were advocates for change within their teams but also acted as early warning indicators if we hadn't got something right, and came together regularly to help shape the transformation and work through issues. A communication plan was developed and implemented encompassing internal and external communications and we launched new communications products such as TG2 Flash (a monthly digital newsletter) and

virtual 'show and tells'. These were designed to ensure everyone understood why we needed to change, communicate what was changing, and share progress. Communication campaigns were designed for the council tax billing cycle to promote paperless billing, increase the percentage of direct debit customers and encourage residents to sign up to our 'My Gloucester' online services. We built change capability through the change network and by incorporating change leadership training into a relaunched management development programme. A 6-monthly change survey was created alongside an annual staff survey in order to collect and review staff feedback. We used this to develop and implement an annual culture action plan which ensured we were on the right track to achieving our target culture. And we made good on our promise to create an organisation that encouraged flexible working by launching an agile working policy that trusted staff to choose how and where they worked based on the needs of our customers and the Council.

- e. **Strategy, Performance and Governance** – A review of the Council's policies and strategies was conducted and four theme strategies created, aligned to our key priorities. Improvements were made to the service planning cycle in order to better connect personal objectives to the council plan. And the Council's first Customer Engagement Strategy was developed and used to guide the customer-facing transformation and channel shift activity. In order to create more policy and strategy capacity and help build a performance culture, two new posts were created and filled; Strategy and Policy Officer and Performance Improvement Officer. These roles have already had an impact.
- f. **Commercialisation and Commissioning** – A programme to manage the delivery of four significant service contract renewals between 2019 and 2024 was developed (Waste/Street Scene (2022), Information Technology (2022), Revenues and Benefits (2021) and Leisure Services (2023)). As part of our options appraisal work for our Waste, Street Scene and Grounds Maintenance services, we have undertaken a comprehensive digital mapping exercise of our grounds maintenance assets. This will allow us to drive future enhancements to our digital services as well as improve operational performance. Work also commenced to map the benefits of the Council's substantial Property Investment Strategy and review the income potential of the City's investment in commercial businesses, with a report due this autumn.
- g. **Accommodation** – the Council moved from underoccupied accommodation on 13 floors spread across 3 warehouses at Gloucester Docks to a single floor, open plan office space in Shire Hall, Gloucester. The new accommodation was designed to accommodate 80% of office-based staff and was laid out to offer "hot desk" facilities for staff equipped with laptops and software-based telephony. All staff could work from any workstation or from home or other off-site locations. The accommodation move facilitated the Council's "Agile" approach to work environments and provided a sound platform for the Council's response to the 2020/21 Coronavirus Pandemic.

At the same time the Council moved its customer service activities into a new City Centre premises in Westgate Street called The Gateway.

The move out of Gloucester Docks released the property for sale to generate a capital receipt, enable the further regeneration of Gloucester Docks and facilitate the development of Gloucester's first, city centre 4-star hotel.

4.0 Impact

4.1 Customer

- 4.2 70+ new digital services have been launched on our new digital platform across a range of council services. These new services provide:
- The ability for customers to self-serve 24/7 from any location and from a device of their choosing
 - Increased visibility of the end-to-end customer journey for customers and staff; users can track their cases via their My Gloucester account and receive notifications about the progress of their requests
 - Reduced back office processing times for a number of services, with the opportunity to further streamline in future iterations
 - Valuable customer insight to help inform future enhancements and improve operational services
- 4.3 Over 15,000 users have registered since launch, with many more choosing to use services anonymously. Every time our digital services are used we invite user feedback. Over 82% of users rate our digital services 4 or 5 stars out of 5 and we use the valuable feedback to improve services.
- 4.4 Since rollout of our digital platform we have been better able to record 'one and done' interactions and we're starting to use that information to identify opportunities to make improvements. In addition to the digital services feedback, we regularly invite customers to complete a customer survey. This has consistently shown that customers would use an online process in the future. Further indication of improved customer satisfaction comes from the number of complaints which has remained low and an increase in the number of compliments being received.
- 4.5 Our website redesign and style guide has helped transform user journeys, making information and services more discoverable, accessible, and consistent. Between Q3 2019 and Q4 2020 it climbed 120 places on a public sector benchmarking site, securing improved overall ratings. The site was assessed on accessibility, quality and performance.
- 4.6 Despite the challenges of the pandemic which saw some residents cancelling direct debits, the percentage of customers on a direct debit plan for council tax has increased from 63% in March 2020 to 65% in June 2020 before rising to 68% in June 2021. We've also seen the number of users choosing paperless billing increase from 382 in June 2020 to 3,585 in June 2021 and will work to increase this in the coming year, supporting the Council's climate goals.
- 4.7 In July 2021 a new customer engagement platform, GovDelivery, launched with 8 topics at go live. This will better connect people to what's happening in Gloucester and provide further opportunities for enhancing digital services.
- 4.8 Finally, the Council's transformation achievements were recognised at the 2021 Granicus Digital Public Sector Awards where we were winners or finalists in three categories:
- **FINALIST: Digital Achievement Award (Capstone Award)** – "For organisations delivering impressive outcomes through digital tools & tactics"

- **FINALIST: Modern Service Delivery Award** – “For an organisation that ushered in a new era of service delivery for citizens”
- **WINNER: Service Designer/Implementer of the Year** – “For making a remarkable difference for implementing a new digital service” and individuals whose “leadership, vision, creativity, & dedication changes lives”

4.9 Staff

- 4.10 Staff Surveys have been undertaken every year since 2017. The number of staff responding to the survey is high (86% in 2020) and the data shows the positive impact of TG2.
- 4.11 Comparing the pre-TG2 2017 results with the post-TG2 2020 results shows that the number of staff who believed that the organisation valued innovation and creativity rose from 50% to 78%. The view that ideas for improvement were encouraged and considered rose from 55% to 84%. Staff feeling a sense of personal accomplishment rose from 48% to 86%. Satisfaction in the provision of training rose from 40% to 76% and the provision of the right equipment for work rose from 42% to 70%. Although the question changed slightly over the period, in 2017 only 20% of staff felt that change was well handled, whereas in 2020 89% of staff said that the City Council had the capability for change and 86% said we had the capacity to deliver it. Confidence in the Senior Management Team (SMT) rose from 48% to 84% and the view that SMT communicates well rose from 39% to 84%. In 2017 60% of staff felt proud to work for the City Council, in 2020 this rose to 92%.
- 4.12 As supported by the staff survey results, implementation of the Together Gloucester Transformation Programme has allowed us to grow change capability and capacity internally. We have developed change leadership skills across the Gloucester Management Team and raised awareness across the organisation with a fully engaged Change Champion network. Business Analysts, bringing a wealth of service knowledge from across the organisation, have developed a range of transformation and service redesign skills from workshop facilitation, process mapping, and creation of user stories and detailed business requirements, to form building, user testing, training and rollout.
- 4.13 The move to an appointment system for Housing and Customer Services and launch of The Gateway has improved our ability to shape and manage demand. This has been supported by investment in a new digital contact centre, bringing contact centre functionality to Housing, Revenues and Benefits teams for the first time. This has eliminated the risk of losing calls through poor hunt group processes by providing demand and queue management capability alongside real time information on calls. Teams are now using this data (real time and historical) to analyse trends and maximise resource planning.
- 4.14 The new digital contact centre can be staffed from any location providing much needed flexibility which allowed us to quickly switch to home working during the pandemic. It has also helped us promote our digital services as they've gone live or respond to unexpected issues with time sensitive voice messages. These have helped reduce peaks in demand whilst also encouraging channel shift. It has put teams in Customer Services, Housing and Revenues and Benefits in direct control to adapt these when needed. And our move away from legacy systems and

alignment onto a single digital platform that is more connected to our users is helping to provide a single, consolidated view of work.

- 4.15 There is also evidence of a more mature performance culture emerging; the technology and systems workstream has provided systems with the capability to better record customer insight and performance metrics. These are being used to inform changes to digital services, highlight operational issues and conduct individual performance reviews. Customer Services are using Contact Centre and Digital Platform data to identify training opportunities and encourage a healthy performance culture of continuous improvement in the team.
- 4.16 The new Strategy and Policy Officer and Performance Improvement Officer posts have acted as a catalyst for this maturing performance culture by working with teams and providing much needed corporate capacity. In addition to this dedicated capacity for policy and performance work, the council have been able to use it to respond quickly to changing corporate priorities and projects that we might otherwise have struggled to resource. Some examples include:
- Leadership and development of the service planning process, including support and challenge to service managers
 - Development of the measuring and monitoring of success through data and the corporate performance report
 - Introduction of performance clinics to highlight problem areas and drive improvement activity
 - Development and oversight of the policy review schedule, including support for individual policy review processes
 - Leading role in the Equalities Working Group
 - Leading role in the Commission to Review Race Relations
 - Covid19 Data Dashboard
 - Project governance support for the Barton and Tredworth improvement programme

5.0 Business as Usual

- 5.1 Together Gloucester 2 was intended to run to April 2020. As a consequence of delays in the procurement of aspects of the technology platforms, unexpected absence, and disruption caused by the pandemic, the Council agreed to extend the project to April 2021 with a reduced team of seconded business analysts. This extension has allowed progress on systems redesign and implementation to continue and provided essential capacity to support the Council's response to the onset of the coronavirus pandemic and the urgent establishment of a community support hub.
- 5.2 In the spring of 2021 the Council reallocated resources released as a consequence of the work of the Transformation Team in order to retain the Transformation and Commercial Manager role and make permanent two full-time business analyst posts. The intent behind this move is to create a small, permanent in-house capacity to support ongoing organisational and systems transformation in support of the Council's priorities and objectives. This will ensure that we continue to build digital services that meet our customer journey aspirations and have the capability and capacity to respond to new opportunities, for example the adoption of in-cab technology and automation for waste services on transition to UBICO. It also provides the capacity to oversee the Council's commissioning programme, foster a

more commercial approach to future projects, and develop robust commercial reporting to ensure best value. Finally, it gives us the ability to use customer and staff feedback to iterate service improvements, delivering benefits for customers and staff. A template has been developed to do this in a structured way.

6.0 Social Value Considerations

6.1 The Council recognises it has a role to play in generating social value for local people through its day-to-day activities. Through the implementation of the Social Value Policy we look to integrate economic, environmental and social sustainability into our work.

6.2 The Together Gloucester 2 Programme has looked across the board to increase efficiency without compromising quality. This has taken many forms but notably the move to online services creates benefits across all three aspects; it enables the Council to save Officer time as they are not handling a large number of straight forward enquiries (economic), it reduces paper waste (environmental) and it allows Officers to focus their time on more vulnerable customers who need additional support (social).

7.0 Environmental Implications

7.1 The Council's focus on maximising the opportunities for agile working offers the potential to make a real contribution to delivering the City Council's Climate Action Plan

8.0 Alternative Options Considered

8.1 This report is an update report. Alternatives to the actions set out in this report were considered at the time that Together Gloucester 1 and 2 were commissioned.

9.0 Financial Implications

9.1 None arising from the content of this report.

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

10.0 Legal Implications

10.1 None arising from the content of this report.

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

11.0 Risk & Opportunity Management Implications

11.1 None arising from the content of this report.

12.0 People Impact Assessment (PIA) and Safeguarding:

12.1 None arising from the content of this report.

13.0 Community Safety Implications

13.1 None arising from the content of this report.

14.0 Staffing & Trade Union Implications

14.1 None arising from the content of this report.

Background Documents: None

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