



Overview and Scrutiny Committee

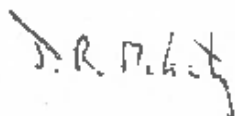
Meeting: Monday, 8th January 2024 at 6.30 pm in Civic Suite, North Warehouse, The Docks, Gloucester, GL1 2EP

Membership:	Cllrs. Field (Chair), Pullen (Vice-Chair), Durdey (Spokesperson), Ackroyd, Campbell, Castle, Dee, Evans, Hilton, Hudson, Hyman, Kubaszczyk, O'Donnell, Sawyer, Wilson and Zaman
Contact:	Democratic and Electoral Services 01452 396126 democratic.services@gloucester.gov.uk

AGENDA

1.	APOLOGIES To note 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 - 14) To approve as a correct record the minutes of the meeting held on 27 th November 2023.
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. To ask a question at this meeting, please submit it to democratic.services@gloucester.gov.uk by 12 noon on Wednesday 3 rd January 2024 or telephone (01452) 396203 for support.
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.	<p>PEER CHALLENGE ACTION PLAN PROGRESS REPORT (Pages 15 - 36)</p> <p>To consider the report of the Leader of the Council sharing the findings of the Local Government Association (LGA) Corporate Peer Challenge Team's feedback report from October 2023, and providing an update on the implementation of the recommendations.</p>
8.	<p>EUROPEAN REGIONAL DEVELOPMENT FUND (ERDF) GLOUCESTER URBAN GREENING PROJECT (Pages 37 - 58)</p> <p>To consider the report of the Cabinet Member for Environment providing an overview of the recently completed ERDF funded 'Urban Greening Project'.</p>
9.	<p>CEMETERY RULES AND REGULATIONS REVIEW (Pages 59 - 90)</p> <p>To consider the report of the Cabinet Member for Performance and Resources outlining the proposed changes to the rules and regulations for Gloucester Cemeteries following a decision by Council to review the 2014 rules.</p>
10.	<p>PROPOSED SALE OF LAND AT PODSMEAD FOR THE PURPOSE OF COMMENCING REGENERATION (Pages 91 - 102)</p> <p>To consider the report of the Cabinet Member for Performance and Resources and Cabinet Member for Planning and Housing Strategy seeking approval of the draft Heads of Terms for the disposal of sites in Podsmead to Gloucester City Homes (GCH) and progress the delivery of estate regeneration.</p>
11.	<p>OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME AND COUNCIL FORWARD PLAN (Pages 103 - 128)</p> <p>To receive the latest version of the Committee's work programme and the Council's Forward Plan.</p>
12.	<p>DATE OF NEXT MEETING</p> <p>Monday 22nd January 2024 at 6.30pm in Civic Suite, North Warehouse.</p>



Jon McGinty
Managing Director

Date of Publication: Thursday 28 December

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.

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



OVERVIEW AND SCRUTINY COMMITTEE

MEETING : Monday, 27th November 2023

PRESENT : Cllrs. Field (Chair), Chambers-Dubus, Ackroyd, Campbell, Castle, A. Chambers, Conder, Dee, Evans, Hilton, Hyman, Kubaszczyk, Wilson and Zaman

Others in Attendance

Cabinet Member for Performance and Resources, Councillor Hannah Norman

Cabinet Member for Communities and Neighbourhoods, Councillor Raymond Padilla

Managing Director

Head of Finance and Resources

Head of Transformation and Commissioning

Community Wellbeing Team Leader

Inspector, Gloucestershire Constabulary

Democratic and Electoral Services Officer

APOLOGIES : Cllrs. Pullen, Durdey, Hudson, O'Donnell and Sawyer

60. DECLARATIONS OF INTEREST

There were no declarations of interest.

61. DECLARATION OF PARTY WHIPPING

There were no declarations of party whipping.

62. MINUTES

RESOLVED – that the minutes of the meeting held on Monday 30th October 2023 were approved and signed by the Chair as a correct record, subject to an amendment to paragraph 56.11 and the correction of a typing error at paragraph 57.6.

63. PUBLIC QUESTION TIME (15 MINUTES)

There were no public questions.

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64. PETITIONS AND DEPUTATIONS (15 MINUTES)

There were no petitions nor deputations.

65. ACTION POINT ITEM

65.1 Councillor Hilton referred to the update regarding GL1 Leisure and noted that he would be interested to see documentary evidence of the Council selling the nearby nightclubs and when this occurred. The Cabinet Member for Performance and Resources, Councillor Norman, pointed out that this sale would have taken place a long time ago and that this information was likely held by Gloucestershire Archives.

65.2 Referring to the update concerning the Covid Memorial, Councillor Dee noted her disappointment in the update and design proposals. She stated that she disagreed with the location and the look of the stones, and that she would be interested to know who had contributed to the design.

65.3 Councillor Wilson noted that he shared Councillor Dee's view and expressed that he found the proposed design disappointing. In response to additional comments from Councillor Wilson, the Chair pointed out that the design proposals did include a plaque to provide context.

65.4 In response to a query from Councillor A. Chambers as to whether there was any way Members could raise their concerns, it was suggested that Members pass their concerns onto the Leader of the Council as the Cabinet Member with portfolio responsibility for the Covid memorial. The Managing Director noted that the Council aimed to have the memorial in place by the Spring, and that work had been underway for some time with Ecclesiastical Insurance as the funding partner. The Managing Director noted that the location had been selected as it was near the Ecclesiastical Offices, and that the Gloucestershire Community Foundation had been involved in the work.

RESOLVED – That the Overview and Scrutiny Committee **NOTE** the updates.

66. COMMUNITY SAFETY OVERVIEW

66.1 The Cabinet Member for Communities and Neighbourhoods, Councillor Padilla, provided an introductory overview. He advised that the Council's Community Safety Team had doubled in 2023 as a result of external funding secured by the team, noting that the Community Wellbeing Team Leader as the Community Safety Lead had secured £1.08m of external funding to help the Council deliver community safety projects.

66.2 Councillor Padilla outlined some key developments within the Council's community safety work, including the receipt of Safer Streets funding from the Home Office which had enabled the Council to recruit a Safer Spaces Lead Officer, and the work of the Stronger Safer Gloucester Partnership (SSGP) which he noted was regarded as the most active community safety

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partnership in the county. Councillor Padilla paid tribute to the Office of the Police and Crime Commissioner and local policing teams for their work in addressing safety issues, and advised Members that the Community Safety team would be looking to develop a new Community Safety Strategy for Gloucester from 2025 onwards.

- 66.3 The Community Wellbeing Team Leader delivered a presentation providing further information about the work of the Community Safety team over 2023, including the Stronger Safer Gloucester Partnership, youth violence prevention, external funding updates and Street Aware work, including the 'Op Ebrius' operation to tackle street drinking in Gloucester city centre. She also updated Members on the Council's Safer Spaces work and initiatives the team were exploring to gather data around how safe people feel within the city.
- 66.4 The Inspector introduced himself to Members and provided an overview of burglary and vehicle crime statistics, noting that there had been a 14% reduction in these crimes in 2023 compared to 2022. He advised Members that he would be happy to provide further data if requested.
- 66.5 Councillor Wilson asked whether the Community Wellbeing Team structure chart could be circulated to Members, to which Community Wellbeing Team Leader agreed that she would be happy to do so though the Democratic Services team.
- 66.6 In response to an additional question from Councillor Wilson regarding the Street Aware and Safer Streets Officers, the Community Wellbeing explained that these were different roles with different responsibilities.
- 66.7 In response to a further question from Councillor Wilson regarding the amount of time the Community Wellbeing team spent submitting bids, the Community Wellbeing Team Leader confirmed that bid writing did take up a significant amount of time when funding became available, as there was a need to be reactive when funding submissions opened.
- 66.8 The Chair asked whether it was the responsibility of the same team member to write funding bids. The Community Wellbeing Team Leader confirmed that it was her responsibility to put funding bids together, and that it was useful that the Council had a strong working relationship with the Office of the Police and Crime Commissioner as they were helpful with endorsing funding bids where this was needed. She noted that maintaining good working relationships with partners was a key element of the role.
- 66.9 In response to a further question from the Chair as to whether the Community Wellbeing Team were well-resourced, the Community Wellbeing Team Leader confirmed that the team were in a better position following the recruitment of the Youth Engagement Lead and Safer Spaces Officer, however additional resource to assist with community safety work would be welcome.

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- 66.10 Councillor Dee asked for further information around engagement with young people and how this took place. The Community Wellbeing Team Leader advised that the Youth Engagement Lead Officer was very experienced and had previous experience in running a youth engagement voluntary sector organisation. She confirmed that the Youth Engagement Lead Officer engaged with young people directly, and also closely engaged with Gloucester Academy.
- 66.11 Councillor Dee further asked whether youth engagement work involved discussions with parents and schools. The Community Wellbeing Team Leader noted that the Community Wellbeing Team were in the process of writing a Youth Violence Strategy and throughout this process, the Council would need to undertake more family-based work alongside working with partner agencies such as the County Council's Social Care team.
- 66.12 Councillor Castle asked whether the Council had engaged with the University of Gloucestershire around its Safer Spaces work. The Community Wellbeing Team Leader advised that the Safer Spaces Lead Officer was currently working on a Communications Plan and that she would welcome suggestions from Members about which agencies should be included. She confirmed that representatives from the University of Gloucester and Hartpury University were already included in the NightSafe partnership group.
- 66.13 Councillor A. Chambers asked for further information regarding the Op Ebrus street drinking enforcement work, including where the figures were taken from, and which areas of Gloucester were included in the operation. The Community Wellbeing Team Leader confirmed that the operation took place over a 2-month period within the city centre.
- 66.14 In response to concerns raised by Councillor A. Chambers regarding anti-social behaviour in the city, the Community Wellbeing Team Leader noted that in her view, Op Ebrus was a success due to good partnership working between the Council and police teams and had brought about daily returns.
- 66.15 Councillor A. Chambers asked whether Op Ebrus was a one-off operation to which the Community Wellbeing Team Leader responded that it was initially intended to be a one off, however consideration was being given to repeating the operation in December.
- 66.16 In response to a further question from Councillor A. Chambers regarding sexual violence and prevalence of sexual offences in the city, the Community Wellbeing Team Leader pointed towards initiatives such as Ask Angela which encouraged women and girls to report instances of sexual violence. She noted that spikes in sexual violence could sometimes be caused by increased awareness, and it was therefore important to have strong engagement work in place to gather data for analysis.
- 66.17 Councillor Conder asked how often patrols took place in the Kingsholm and Barton and Tredworth areas. The Community Wellbeing Team Leader confirmed that Kingsholm was on the patrol map, and that the team had not

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seen displacement, however Sinope Street was still an issue. She further noted that the team were hoping to broaden the patrol area once the city centre situation had improved. The Community Wellbeing Team Leader advised Members that currently, City Protection Officers operated in the Business Improvement District (BID) area, however as the team had been successful in bidding for additional funding from the Home Office Safer Streets fund, this would be used to deploy Officers to work in hotspot areas.

66.18 In response to a question from Councillor A. Chambers, the Cabinet Member for Communities and Neighbourhoods noted that Gloucester was a working progress and safer than it used to be.

66.19 The Chair suggested that if Members had any further queries, it was open for them to ask questions at the upcoming Cabinet meeting.

RESOLVED – That the Overview and Scrutiny Committee **NOTE** the update.

67. FINANCIAL MONITORING QUARTER 2 REPORT

67.1 The Cabinet Member for Performance and Resources, Councillor Hannah Norman, introduced the report. She advised that the report sought to outline year-end forecasts and the financial pressures on the Council during Quarter 2 ending in September 2023, as well as the performance of the Council against certain key performance indicators. Councillor Norman highlighted that the forecast year end position was currently a decrease of the Council's General Fund balance of £1,078k against a budgeted decrease of £104k.

67.2 Councillor Norman referred to 4.3 in the report and highlighted that key pressures facing the Council included temporary accommodation costs which were at an overspend of £456k, however she noted that the position had improved due to Council's decision to acquire emergency temporary accommodation. Councillor Norman outlined that further pressures included the decline in planning income as a result of development costs increases, and the closure of Longsmith Car Park and costs associated with repair maintenance work and lost income.

67.3 The Chair asked whether Longsmith Car Park was likely to be open before the end of the financial year. Councillor Norman explained that she was awaiting the final report measures, however Financial Monitoring reports and estimates tended to be on the pessimistic side.

67.4 In response to a further query from the Chair as to what was meant by 'NJC Green Book staff', the Head of Finance and Resources confirmed that this referred to the National Joint Council.

67.5 The Chair asked whether Councillor Norman was worried about the financial outlook. Councillor Norman replied that currently, local government finance was challenging with inflationary pressures impacting on every local authority, however she had confidence that Officers and the administration would take the necessary decisions in the Council's financial interest.

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- 67.6 Councillor Wilson referred to the £500k utility charge for Aspire Trust and asked whether the Council had managed to recover any of this debt. The Head of Finance and Resources confirmed that this £500k was an historic debt from the previous financial year. In response to a further question from Councillor Wilson as to likelihood of the Council reclaiming any of this money, the Head of Finance and Resources noted that this was a possibility however it was dependent on the Aspire Leisure Trust's liquidators.
- 67.7 Councillor Hilton asked whether the administration had any intention to sell Gloucestershire Airport. Councillor Norman confirmed that no formal discussions had taken place at Cabinet level but invited Members to put forward any questions they had to the Leader of the Council, as the relevant Cabinet portfolio holder, at the next Cabinet Meeting.
- 67.8 Councillor Hilton reflected on conversations he had had with Cabinet Members at Cheltenham Borough Council regarding a possible sale. Councillor Norman reiterated that no formal discussions had taken place at Cabinet level, however Councillor Hilton could ask the Leader of the Council at the upcoming Cabinet meeting if he so wished.
- 67.9 Councillor Hilton observed that there was currently no upcoming decision pertaining to Gloucestershire Airport in the Cabinet Forward plan and stated that no discussions had taken place with political Group Leads. He noted that he would hope for full disclosure of the options being considered as the Airport was an important asset in the County. Councillor Norman confirmed that the administration was committed to complying with all consultation and decision procedures, including Forward Plan notice requirements and the option for any report to be brought to the Overview and Scrutiny Committee.
- 67.10 In response to a query from Councillor A. Chambers regarding the £24k overspend outlined at 5.17 in the report, Councillor Norman explained that this related to Senior Management costs.
- 67.11 In response to an additional question from Councillor A. Chambers, the Managing Director explained that the Council paid a flat fee of £50k a year for 2.5 days a week for Monitoring Officer resource. He noted that there was no daily rate for this work and that this figure compared favourably to staffing costs previously incurred for interim Monitoring Officers in recent years. The Managing Director further confirmed that he was satisfied that the Council was getting its fair share of Monitoring Officer resource.
- 67.12 Councillor A. Chambers referred to the £617k overspend in Homelessness and Housing and asked whether the overspend was due to costs associated with housing asylum seekers. Councillor Norman confirmed that housing for asylum seekers was funded by the Home Office. She noted that reasons for this budgetary pressure varied from the cost of accommodation and changes to local housing allowances, and confirmed that this was the reason the Council had opted to acquire more emergency temporary accommodation.
- 67.13 In response to a further question from Councillor A. Chambers regarding the variance around HR and Communications, Councillor Norman explained that

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this related to the shared Communications Service with Gloucestershire County Council, including press and social media communications, rather than the Council's postal arrangements. The Head of Finance noted that this also included recruitment costs, such as advertising.

- 67.14 Councillor A. Chambers asked for further information around the £125k overspend in Cemeteries and the Crematorium. Councillor Norman explained that this was linked with the substantial rise in energy costs and the fact that cremators use large amounts of energy. She noted that the Council might need to compare its fees and charges in this area with other Councils.
- 67.15 Councillor A. Chambers asked whether the cremator was being replaced, to which Councillor Norman confirmed that the Council was in the process of replacing the cremator.
- 67.16 In response to an additional question from Councillor A. Chambers, Councillor Norman confirmed that the administration had ambitions for the city of Gloucester to grow and be attractive for residents and visitors. She expressed her hope that regeneration in the city, through projects such as the Forum development, would attract more investment opportunities which in turn, would generate more footfall for local businesses and feed through to other areas of the city. She expressed that she was proud of the investment the Council had made in the city.
- 67.17 Councillor Hilton referred to the narrative in the report at 4.4. He asked for further information about the grant submission to Sports England. He also asked in relation to the property purchases to increase the availability of temporary accommodation, how close the Council was to making the properties fit for occupation. Councillor Norman confirmed that offers had been made on various properties, and that the Council had discounted making offers on properties which required lots of work to make them fit for occupation. In relation to the Sports England bid, the Managing Director advised Members that the Council had submitted a bid in August for around £1m in capital funding, and that it was anticipated that successful bids would be announced in January 2024.

RESOLVED – That the Overview and Scrutiny Committee **NOTE** the report.

68. REPORT ON THE IMPACT OF THE CYBER INCIDENT AND THE LESSONS LEARNT

- 68.1 Councillor Norman introduced the report and welcomed the Head of Transformation and Commissioning. She paid tribute to all Officers for their hard work and innovation during the cyber incident and subsequent recovery. In particular, she thanked the Managing Director and former Director of Finance and Resources for their leadership, as well as the Council's IT team for their dedication in recovering the Council's IT systems.
- 68.2 Councillor Hilton thanked the Head of Transformation and Commissioning for the report and Council staff for their work in dealing with the cyber

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incident. He noted that the latest figures confirmed a total recovery cost of £1.142m and observed that the costs had therefore exceeded £1m. He asked whether the recovery had improved systems, and whether all applications had been transferred to the Cloud. Councillor Norman stated that she had previously asserted that she was not willing to give assurances that the total recovery costs would not exceed £1m, and that the Council had received some grant funding towards the costs. She also noted that some of the recovery work was already part of the IT recovery plan and that it had front-ended some upcoming planned improvement work. The Head of Transformation and Commissioning further added that an advantage of the Cloud was that it increased resilience through a distributed structure. He added that the investment had provided the opportunity to reengineer systems from scratch.

- 68.3 Councillor Hilton asked whether the Council had made a mistake in not investing in its IT systems earlier, particularly following the cyber incident experienced by the Council back in 2014. Councillor Norman noted that the latest attack experienced by the Council was sophisticated, however the Council had invested in its IT systems and was already in a much stronger position than other authorities at the time of the 2021 cyber-attack. The Managing Director also advised that the Council had heavily invested since 2014 in improving its defences, upgrades, and improving awareness and business continuity plans. He stated that hostile agents were evolving threats and it was his view that the Council was not unprepared for the attack.
- 68.4 Councillor Wilson referred to the narrative in the report at 12.1 and the statement that the configuration of some systems had been customised by external consultants. He asked whether this had the potential to make the Council's systems weaker if this happened in the future. The Managing Director noted that one positive arising following the incident was that the Council's backups were still intact. However with the Uniform system used for planning applications, as all Councils' systems were configured differently, this application had needed to be rebuilt from scratch before the backups could be loaded. He noted that this could be a lesson for all Councils to learn from.
- 68.5 In response to a query from Councillor A. Chambers regarding whether the Council ought to have adopted the same IT as Gloucestershire County Council, Councillor Norman explained that lengthy discussions had taken place at the time of the Gloucestershire Council's ICT procurement, however the Council had decided that this was not the right approach for the City Council.
- 68.6 Councillor A. Chambers asked whether the Council would apologise to residents for the cyber-attack and data breach. Councillor Norman responded that the Council had already issued communications to residents regarding the cyber incident.
- 68.7 In response to a further query from Councillor A. Chambers as to whether residents ought to have been informed of the cyber-attack earlier, the Managing Director advised that the Council had immediately reported the

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incident to the relevant organisations and had worked with expert crime agencies to try and ascertain what data had been stolen. He noted that during the 18 months following the cyber incident, the Council had continued to provide services and that systems had now been repaired.

- 68.8 Councillor A. Chambers referred to the narrative at 18.2 of the report and asked whether there had been any claims from residents in respect of the data breach. Councillor Norman confirmed that the Council had received the lowest level of reprimand from the Information Commissioner's Office and had fully complied with their recommendations. The Managing Director advised that he was not aware that the Council had accepted any claims from members of the public. He noted that he shared the anger of the public regarding the cyber-attack, but the advice the Council had received from expert advice agencies confirmed that they did not believe any information taken had been published online, and that it was very unlikely that it would be in the future.
- 68.9 In response to a query from Councillor Dee regarding the action plan from the lessons learnt, the Head of Transformation and Commissioning confirmed that the Council had a new way of monitoring the action plan.
- 68.10 Councillor Wilson noted that residents had been informed of the breach more than a year later, and asked whether in hindsight the Council could have done a better job of keeping them informed. Councillor Norman confirmed that the Council had followed the expert guidance given at the time. The Managing Director reiterated that in the months that followed, efforts had been made to ascertain exactly what data had been taken so that individuals could be directly informed, however this had not proved possible. He noted that improved monitoring software had since been installed.
- 68.11 In response to further comments from Councillor Wilson as to whether consideration would be given to informing residents earlier in the process if a similar attack took place in the future, the Managing Director noted his point but reiterated that the Council had followed the advice from national advisory bodies advising against talking openly about the attack due to the potential to attract the interest of hostile organisations.

RESOLVED – That the Overview and Scrutiny Committee **NOTE** the report.

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

- 69.1 The Chair advised Members of the Committee that a revised Work Programme had previously been circulated. He also suggested that the Committee consider the Proposed Sale of Land at Podsmead for the Purpose of Commencing Regeneration report, and it was agreed that this item be added to the agenda for the Overview and Scrutiny Committee meeting on 8th January 2024.

RESOLVED:

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- 1) That the Overview and Scrutiny Committee Work Programme be amended to reflect the above and
- 2) To **NOTE** the revised Work Programme.

70. DATE OF NEXT MEETING

Monday 8th January 2024.

Time of commencement: 6.30 pm hours

Time of conclusion: 8.40 pm hours

Chair



Meeting:	Overview and Scrutiny Committee	Date:	8 January 2024
	Cabinet		10 January 2024
Subject:	Peer Challenge Progress Review		
Report Of:	Leader of the Council		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Tanya Davies, Policy and Governance Manager		
	Liam Moran, Policy and Development Officer		
	Email:	tanya.davies@gloucester.gov.uk	Tel: 39-6125
		liam.moran@Gloucester.gov.uk	39-6643
Appendices:	1. Corporate Peer Challenge Progress Review Report 2. Progress Update on Corporate Peer Challenge Action Plan		

For General Release

1.0 Purpose of Report

1.1 The purpose of this report is to share the findings of the LGA Corporate Peer Challenge Team’s feedback report, following on from their visit in October 2023 to review the Council's progress towards the implementation of the recommendations from the Peer Challenge that took place in November 2022. An update on the recommendations as of October 2023 is included in the Action Plan appended to this report.

2.0 Recommendations

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

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

- (1) The Corporate Peer Team Progress Review report be welcomed.
- (2) The progress report be circulated to Members, Officers and partners involved in the Corporate Peer Challenge and made available to the public via the council’s website.
- (3) The Action Plan updates prepared for the Peer Team ahead of their October 2023 visit be noted.

3.0 Background and Key Issues

- 3.1 As part of its approach to sector led improvement, the Local Government Association (LGA) offers a fully funded Corporate Peer Challenge (CPC) every four to five years.
- 3.2 The LGA offers the following description of the CPC process: “By bringing together political and managerial leadership, through the use of member and officer Peers, a Peer challenge provides robust, strategic and credible challenge and support to councils. Peer challenge also enhances the capacity of the sector and helps to avoid insularity within councils.”
- 3.3 The CPC process is not an inspection; rather it is about continuous improvement. There is an expectation that councils share the feedback report widely to demonstrate openness and transparency about how they are led and managed.
- 3.4 The Peer Team considered the following five themes, which form the core components of all Corporate Peer Challenges and are critical to councils’ performance and improvement:
1. Local priorities and outcomes
 2. Organisational and place leadership
 3. Governance and culture
 4. Financial planning and management
 5. Capacity for improvement
- 3.5 In addition, the Council asked the Peer Team to provide feedback on:
- How the council responded to the cyber incident.
 - Whether the work undertaken by the Council to tackle inequalities is improving outcomes for residents
- 3.6 As required by the CPC process, a ten-month progress review after the initial corporate Peer challenge took place on 6 October 2023. The progress review is designed to provide space for the Council’s senior leadership to:
- Update Peers on the early progress made and to receive feedback on this including how the action plan aligns to the CPC’s recommendations.
 - Consider Peer’s reflections on any new opportunities or challenges that may have arisen since the Peer Team were ‘on-site’ including any further support needs.
 - Discuss any early impact or learning from the progress made to date
- 3.7 The progress review was attended by the following Peers:
- Huw Bowen, Chief Executive, Chesterfield Borough Council
 - Linda Haysey, former Leader, East Hertfordshire District Council
 - Kathryn Trant, Peer Challenge Manager, Local Government Association
- 3.8 The report at Appendix 2 outlines the Peer Team’s feedback on the Council’s progress towards implementing the recommendations as set out in the Peer Team’s report.
- 3.9 Within the progress review report, the Peer Team highlighted the challenges facing

the sector and the Council since the Peer Review in October 2022. This included the revenue budget gap, significant issues with temporary accommodation provision arising from the cost-of-living crisis, and the unexpected liquidation of Aspire, the Council's previous leisure provider. The Peer Team acknowledged that the challenge around homelessness is common across the sector and not unique to Gloucester. The Peer Team also considered progress against the Council's Action Plan along with the outcomes of meetings held during the day.

- 3.10 Some key points from the report are detailed below and the full reported is at Appendix 1.
- 3.10.1 The Peer Team saw evidence of, and were encouraged by, our evolved approach to the Council's performance management framework through a Council Plan update that was presented to Members in early 2023.
- 3.10.2 The Peer Team welcomed the increase in senior management capacity through the appointment of a Head of Transformation and Commissioning and noted that they would lead on the recommended reviews of delivery arrangements for external communications and HR delivery. The Team also noted positive comments regarding HR advice being provided and feedback from managers that external communications had improved.
- 3.10.3 With regard to the development and maintenance of robust project governance arrangements, the Peer Team noted that the Council responded with confidence to questions regarding the Forum development and saw evidence that the review of the business case is now embedded in the Major Projects reporting framework.
- 3.10.4 The Peer Team noted that a permanent Monitoring Officer had been appointed and recognised that the architecture of good governance was in place. However, they also noted that not a lot has changed in terms of Member behaviour, with a minority of Members behaving badly. The Peer Team was concerned that staff and managers had become conditioned by this behaviour and looked to the 2024 Member Induction as an opportunity for a reset.
- 3.10.5 The Peer Team noted that, at the time of their visit, the whole organisation review of the cyber incident was underway. They repeated their previous comments that the Council has come through the cyber incident well, and staff did very well to sustain services. They noted that engagement in the staff survey had been positive, and advised that it would be important for the Council to act on the feedback to support staff morale.
- 3.10.6 Finally, regarding the development of a strategic priority framework for tackling inequalities, the Peer Team noted that some progress had been made and highlighted the importance of adequate staff resource to be able to link together the Growth Strategy, Council Plan, and framework for tackling inequalities.

4.0 Social Value Considerations

- 4.1 A new strategic priority framework and corporate resource plan for tackling inequalities is being developed, which includes social value considerations.

5.0 Environmental Implications

5.1 The Peer Team noted the Council's commitment to acting on climate change, which, along with tackling inequalities, are the two key cross cutting themes that run through the Council Plan.

6.0 Alternative Options Considered

6.1 The LGA expects councils to produce and publish the CPC progress review report and an Action Plan, therefore no alternative options are available.

7.0 Reasons for Recommendations

7.1 The Peer Team's findings and recommendations are welcomed. Publication of the report demonstrates the Council's desire to be open and transparent.

8.0 Future Work and Conclusions

8.1 Continued delivery of the Action Plan will be monitored by Cabinet and SMT.

9.0 Financial Implications

9.1 There are no financial implications arising directly from the recommendations in this report.

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

10.0 Legal Implications

10.1 There are no legal implications arising directly from the recommendations in this report.

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

11.0 Risk & Opportunity Management Implications

11.1 Effective engagement with sector led improvement is an important part of good corporate governance. The findings of the Peer Challenge have provided us with assurance and its recommendations will enable further improvement of the Council's processes, practice and service delivery.

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 community safety implications arising directly from the recommendations in this report.

14.0 Staffing & Trade Union Implications

14.1 There are no staffing and trade union implications arising directly from the recommendations in this report.

Background Documents:

[LGA Corporate Peer Challenge Report November 2022](#)

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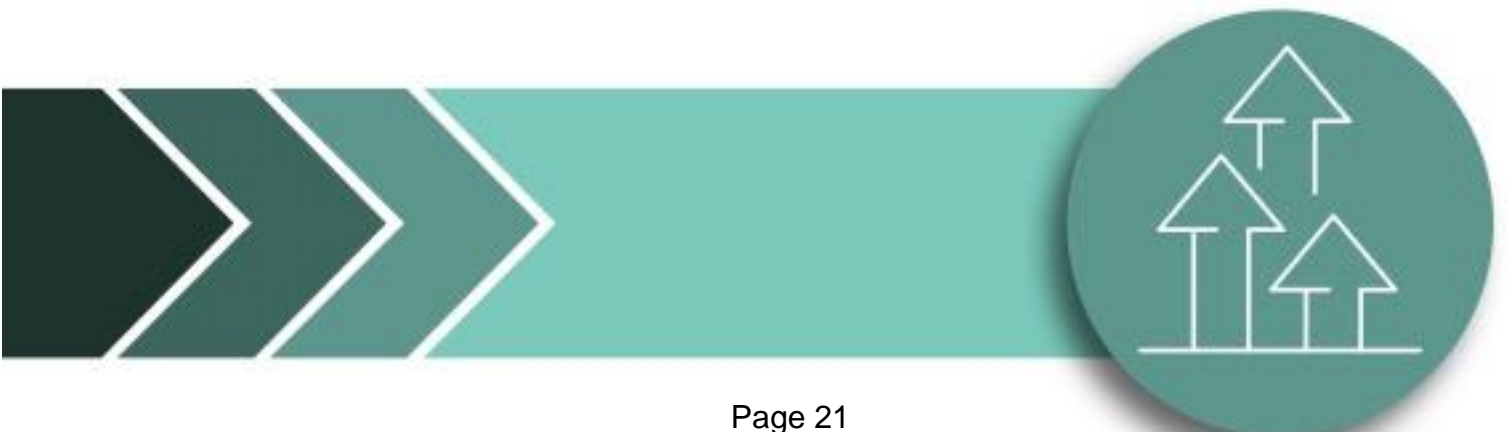
LGA Corporate Peer Challenge – Progress Review

Gloucester City Council

Corporate Peer Challenge: 22nd – 25th November 2022

Progress Review: 6th October 2023

Feedback





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1. Introduction

The council undertook an LGA Corporate Peer Challenge (CPC) during 22nd – 25th November 2022 and promptly published the full report with an action plan.

The Progress Review is an integral part of the Corporate Peer Challenge process. Taking place approximately ten months after the CPC, it is designed to provide space for the council's senior leadership to:

- Update peers on the early progress made and to receive feedback on this including how the action plan aligns to the CPC's recommendations
- Consider peer's reflections on any new opportunities or challenges that may have arisen since the peer team were 'on-site' including any further support needs
- Discuss any early impact or learning from the progress made to date

The LGA would like to thank Gloucester City Council for their commitment to sector led improvement. This Progress Review was the next step in an ongoing, open and close relationship that the council has with LGA sector support.

2. Summary of the approach

The Progress Review at Gloucester City Council took place on 6th October 2023.

The progress review focussed on each of the recommendations from the Corporate Peer Challenge, under the following theme headings:

- Local Priorities and Outcomes
- Organisational and Place Leadership
- Governance and Culture
- Financial Planning and Management
- Capacity for Improvement

For this progress review, the following members of the original CPC team were involved:

- Huw Bowen, Chief Executive, Chesterfield Borough Council

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Acting Chief Executive: Sarah Pickup CBE

Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577

- Linda Haysey, former Leader, East Hertfordshire District Council
- Kathryn Trant, Peer Challenge Manager, Local Government Association

Following pre-engagement calls with the Leader, Managing Director and Monitoring Officer, the peer team met face to face at Gloucester City Council over the course of 1 day with the following groups from the council:

- Cllr Hannah Norman, Deputy Leader
- Jon McGinty, Managing Director
- Managers Focus Group
- Councillors Focus Group

3. Progress Review - Feedback

Gloucester City Council (GCC) has made progress since the corporate peer challenge (CPC) took place in November 2022. The recommendations arising from the CPC are being progressed through an Action Plan which was updated and shared with the peer team ahead of the progress review taking place, and which sets out in some detail the progress made by the council against each of the original recommendations.

Despite the council applying its best efforts to continue along its improvement journey, the peer team were told that the revenue budgetary position at GCC has deteriorated since the CPC took place. Significant issues with homelessness provision arising from the cost of living crisis, reduction in private sector housing market, migrant and refugee activity and the impact of the Home Office fast track process have all adversely combined so that GCC is now forecasting an in year overspend on the homelessness budget of £1m.

The homelessness issue is one that is prevalent across the sector and not unique to GCC. To address it the council is tackling supply as a matter of urgency and is liaising closely with Gloucester City Homes about availability of more housing units. There are plans for further partnership working by directly intervening in the market and using partners to manage properties although it may take time for the benefits of this approach to be realised.

To further exacerbate the budgetary position, the Aspire Trust that was contracted to provide leisure services on behalf of GCC until September 2024, unexpectedly announced recently that they were going into immediate liquidation.

The council acted promptly to respond to the situation and there is a direction of travel to appoint an interim service provider for 12 to 18 months. The council has been approached by organisations who want to help, and a shortlisting process is being undertaken with a report being presented to an extraordinary council meeting within the next two weeks.

Further adverse budgetary impacts have been reported as in year reductions in both planning and commercial income which on their own would not have prevented the council from balancing the revenue budget at year end, but the additional impacts of both homelessness and leisure have required urgent mitigating action by the council.

The peer team then considered the council's action plan along with the outcome of meetings held during the day and consequently shared the following comments and feedback with GCC.

Performance Management Framework

One of the peer team recommendations was to evolve an outcome focused approach to the council's performance management framework by utilising the Council Plan to create a SMART framework that was qualitative based. The framework would demonstrate progress made against actions to achieve delivery of the Council Plan. The peer team saw evidence of progress in the Council Plan Progress Report presented to Overview and Scrutiny Committee and Cabinet earlier this year. As well as setting out progress against actions, the report drew attention to significant achievements such as the opening of the Learning Hub at the Forum, completion of the Kings Square regeneration project, successful transition to a new waste partnership, and the securing of funding from the Arts Council England for £600k capital investment into improvements in cultural venues.

The next report will be presented in March 2024. The progress made is encouraging, and given the election in May 2024, it will be important to reset the framework with the new Council Plan, as set out in the Action Plan update.

Review delivery arrangements for external communications and Review HR delivery arrangements

Little progress has been made as yet on the recommendations and corresponding actions relating to reviewing the delivery arrangements for external communications and HR. However, GCC has appointed a Head of Transformation and Commissioning, (linked to a later recommendation relating to senior management capacity), and it was always the intention that part of their role will be to progress these actions. The peer team did hear from some that external communications had improved, though this was not a view that was consistently expressed. As part of the review of delivery arrangements it would be beneficial to ensure that GCC is on 'the front foot' and able to 'control its narrative', particularly in addressing public responses that are factually incorrect. Media today is instantaneous and the ability to respond quickly is important to preserve the council's reputation and staff pride in the work they do.

Similarly with HR delivery, although no formal progress has been made, the peer team heard positive comments about advice being provided, particularly in respect of the recent difficult situation arising with the leisure trust staff. However, the peer team also heard evidence of issues around recruitment that present a less than favourable view first impression of GCC to new starters. The Head of Transformation and Commissioning will be progressing these actions according to the Action Plan.

Develop and maintain robust project governance arrangements

The council responded positively to the recommendation to develop and maintain robust project governance arrangements for major projects, by creating the Major Projects Board. The Board provides leadership and financial oversight and ensures a balance between momentum and risk. Attendees include the Managing Director and s151 officer, and the Leader and Cabinet Member for Performance and Resources. The scale of ambition in the council remains palpable and there is a lot to build on in making Gloucester a tourist destination. GCC responded with confidence to peer team questions regarding the Forum development and continuous review of that business case is now embedded through the Major Projects reporting framework. Large exposure to risk when the sector is under challenge will need to be managed carefully but the governance measures put in place are evidence of positive progress.

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Overarching Growth Strategy

Progress has been made on development of an Overarching Growth Strategy which will pull together all strands of the growth and regeneration work. There is a target date for adoption of the strategy in March 2024 and a project plan has been developed. Work is ongoing with external stakeholders to gain views and opinions. Aligning the strategy to the new Administration from 2024 to 2028 is sensible.

Address worklessness and improve the skills and employability of local people

GCC has started to make some progress with this recommendation and there is evidence of specific projects taking place to develop a skills programme to create employment opportunities in construction and hospitality. An understanding of devolution and where the council sits with the county council and the Local Enterprise Partnership will be important if this work is to progress successfully. There are opportunities to work with the college and university and positioning this work within the Overarching Growth Strategy will maintain a focus on this to avoid polarisation of existing residents.

Review staff resources against Council Plan requirements

GCC has made significant and positive progress in responding to this recommendation. A senior management restructure has been implemented and capacity at the senior level has increased. A permanent Monitoring Officer has been appointed which should help to put the statutory stability behind the organisation. The longstanding s151 officer left the organisation but his replacement was an internal appointment and the new s151 officer is establishing himself and dealing with significant budget challenges. Finally, the recent appointment of the Head of Transformation and Commissioning completes the restructured senior management team and the increased capacity at that senior level has already provided essential additional resource necessary to address the critical issue that recently arose with the leisure trust.

Review the role of Members

Code of Conduct protocols have been reviewed by the Monitoring Officer and the

architecture of good governance is being put in place. This is all positive, but the peer team have heard that not a lot has changed in terms of member behaviour. A minority of members behave badly, and the peer team concern is that staff and managers have become conditioned by it. We heard examples of intimidation and bullying behaviour that is accepted by managers as there is a sense of there being no value in reporting it. It cannot be right that bad behaviour is accepted. The council now has a Monitoring Officer with the capacity to act and a wider understanding of the role of the Monitoring Officer will strengthen the link with managers and build their confidence. Staff should be supported in any bullying claims that come forward.

That a work programming event took place for Overview and Scrutiny is positive, and the right people were in the room. However, the peer team have not yet seen evidence of Overview and Scrutiny working in the way it should by providing critical challenge to add value with pre-decision, monitoring and policy development.

There is a huge opportunity with the election in May 2024 to reset the landscape of member/officer relations and behaviour expectations of members with officers. The work of the Member Development Group in reviewing the Induction Programme will help to support a comprehensive new Induction Programme that will ensure members are well informed and understand the role of the councillor and how the council works. Further actions and training linked to this recommendation are planned to align with the timing of the election in May 2024.

Whole organisation review of the cyber incident

GCC has come through the cyber incident well, it was a huge issue, and the council did very well to sustain services. A staff survey has been carried out to support the recommendation of a whole organisation review.

Engagement in the staff survey was positive and it will be important to act on the feedback to support staff morale. Linked to improving morale, the council may wish to consider regular in person sessions for managers similar to the session held earlier with the peer team. Coming together as a group created a positive energy and the peer team believe managers would appreciate the opportunity and it would act as a support mechanism for them.

Develop a strategic priority framework for tackling inequalities

There has been some progress on developing a strategic priority framework for tackling inequalities, and linking to the Overarching Growth Strategy will be important so that resource implications can be managed. Once the council has reset from May 2024, ensure the new Council Plan has sufficient capacity and resources to be delivered. Any preparatory work that can be done in advance to understand resource implications will be helpful.

4. Final thoughts and next steps

The LGA would like to thank Gloucester City Council for undertaking an LGA CPC progress review.

We appreciate that senior managerial and political leadership will want to reflect on these findings and suggestions in order to determine how the organisation wishes to take things forward.

Under the umbrella of LGA sector-led improvement, there is an on-going offer of support to councils. The LGA is well placed to provide additional support, advice and guidance on a number of the areas identified for development and improvement and we would be happy to discuss this.

Paul Clarke (Principal Adviser) is the main point of contact between the authority and the Local Government Association (LGA) and his e-mail address is paul.clarke@local.gov.uk.

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**LGA Corporate Peer Challenge
Gloucester City Council Action Plan**

No	Recommendation from the peer team	Our response and current/planned action. (May 2023)	Update (September 2023)	RAG Rating	Timescale
1.	<p>Performance Management Framework Utilising the Council Plan as a base document; the council needs to evolve a SMART performance management framework that promotes timely challenge and proactive management action where needed, and allows the council to better communicate and celebrate its successes</p>	<p>Agreed. We will review the current input-based performance reporting information provided to Cabinet and Overview and Scrutiny with a more qualitative, outcome-focused approach that demonstrates the Council's progress towards achieving the vision and aims set out in the Council Plan. This work had already commenced with the production of the first bi-annual Council Plan Progress Report in January 2023.</p> <p>We will retain the existing performance framework for internal monitoring of service delivery and performance, as this has proved a valuable mechanism for identifying service challenges and ensuring appropriate and timely action.</p>	<p>The first Council Plan Progress Report was received by Cabinet and Overview and Scrutiny in January 2023. It reported on progress against the Council's strategic objectives, including, where available, details of outcomes and relevant performance. Each action had a RAG rating. The next report is scheduled for March 2024, to coincide with the end of this Council's term.</p> <p>After the 2024 local elections, work will commence on a new Council Plan and greater importance will be placed on identifying outcome-focused actions and measures.</p>	Complete	December 2023
2.	<p>Review delivery arrangements for external communications For the council to be better able to communicate and celebrate its successes, an urgent review is needed of the council's current delivery arrangements for external communications and marketing</p>	<p>Agreed. We will undertake a review of current arrangements, working with the Communications Business Partner and Managers to understand what works and what improvements are required to ensure that external communications are proactive and appropriately resourced. Following the review, we will consider options for future delivery of the service. As part of this, we will consider whether a dedicated LGA Communications Peer Review would assist the analysis.</p>	<p>A new Head of Transformation and Commissioning has been recruited and will begin to progress these actions when they start on 18 September.</p>	Not Started	March 2024

3.	<p>Review HR delivery arrangements The Council needs to carry out a review of its current strategic and transactional HR delivery arrangements with a view to optimising the ability of Gloucester City Council to recruit and retain the very best staff</p>	<p>Agreed. We will undertake a review of current arrangements, working with the HR Business Partner and Managers to understand what works and what improvements are required. The current arrangements consist of a collection of functions provided by different teams at Gloucestershire County Council and, as part of the review, we will take the time to fully understand the relationships between these functions. Following the review, we will consider options for future delivery of the service.</p>	<p>A new Head of Transformation and Commissioning has been recruited and will begin to progress these actions when they start on 18 September.</p>	Not Started	March 2024
4.	<p>Develop and maintain robust project governance arrangements If Gloucester City Council is going to continue on its current growth trajectory, it must develop and maintain robust project governance arrangements that provide timely line of sight for the political leadership on matters of budgetary management and control, and risk and sensitivity analysis, for example, it is recommended that the Forum Business Case is subject to continuous review and refresh to consider the impact of increased borrowing costs and contract inflation on delivery and the council's medium term financial plan</p>	<p>Agreed. We recognise that our ambitious growth agenda must be supported by rigorous governance arrangements, resource planning and risk management to ensure its success, while also maintaining the financial viability of the Council as a whole. We have begun formalising the project governance arrangements already in place for our major schemes, and the newly created Major Projects Board will provide the essential leadership and financial oversight needed to balance momentum with risk, through a robust reporting framework.</p> <p>In respect of The Forum, continuous review of the business case is already in place but will be embedded through the new major projects reporting framework.</p> <p>This work will be guided by the new overarching Growth Strategy highlighted in recommendation 5, to ensure that the Council takes a broad view across all major City-wide schemes and projects.</p>	<p>New reporting measures were put in place for major project governance in February 2023. The Cabinet Member for Performance and Resources now attends the Major Projects Board, alongside the Leader of the Council, Managing Director and S151 Officer.</p>	On time completion expected	Ongoing

5.	<p>Overarching Growth Strategy The council needs to consider pulling all the strands of its growth work into one overarching Growth Strategy which should align with the Council Plan</p>	<p>Agreed. The Regeneration and Economic Development Strategy expired in 2021 and, while the Council's ambitious growth agenda has pushed on at pace, regenerating the City and creating clear economic benefits, we agree that a new strategy is now needed to draw this work together. Building on the work of the City Commission, the new strategy will pull together the Council's priority regeneration projects alongside the actions and objectives of the City Commission, while putting equality of opportunity for all residents at the forefront of our plans. The strategy will also highlight the essential role that our partners play in achieving our vision.</p>	<p>Work is underway on the development of the growth strategy with a target date for adoption of March 2024. The terms of the strategy have been agreed by the Senior Management Team and Cabinet, and have been considered by the Overview and Scrutiny Committee. A resource has been appointed who has developed a project plan and is working with a range of external stakeholders to gain views and opinions.</p>	On time completion expected	March 2024
6.	<p>Address worklessness and improve the skills and employability of local people Active consideration needs to be given to the development of new programmes to address worklessness and to improve the employability and skills of people within the city's most deprived communities</p>	<p>Under consideration. The role of District Councils viz-a-viz other authorities such as the County Council in relation to the skills agenda is currently under review, following the County Council's Devolution bid and incorporation of adult skills resource from the Local Enterprise Partnership, and the Government's recent announcement that it is minded to cease funding Local Enterprise Partnerships from April 2024.</p> <p>The City Council is already delivering individual projects to improve the skills and employability of local people through its Social Value Policy application to various projects. In particular, it has contracted with Kier as part of the Forum development to develop a skills programme to create employment opportunity in construction and hospitality industries.</p>	<p>Activities currently underway include: Securing a mechanism to enable the Learning Hub at The Forum to continue beyond the build programme. Officers are discussing with Kier the legacy of the Hub and how it might continue to support skills development in the city centre after 2024.</p> <p>Ensuring the delivery of Employment & Skills Plans within major developments. The Gloucester City Plan, which was adopted by the Council in spring 2023, includes a policy requiring the developers of larger housing and commercial sites to prepare an Employment and Skills Plan. Two schemes have now been consented and the Council is working with them to ensure the developments provide opportunities for local people.</p> <p>The Council is also supporting a Construction Careers Roadshow amongst secondary schools in the County, delivered by the membership organisation, Constructing Excellence (Gloucestershire).</p> <p>City Council officers met recently with County Officers within the Learning and Skills team to share understanding of each others' activities. The County Council has a much greater resource directed at Employment & Skills activities, particularly targeted at overcoming the barriers to securing employment and skills that face many residents.</p>	On time completion expected	<p>End 2024</p> <p>Ongoing task</p> <p>Ongoing Task</p> <p>Ongoing task</p>

7.	<p>Review staff resources against the Council Plan requirements</p> <p>There is an urgent need to take stock as to the sufficiency of the council's senior staff resources to continue to deliver everything that the council is seeking to do through the Council Plan and at a pivotal time for the local government sector</p>	<p>Agreed. A Senior Management Restructure has been developed, consulted on, and is in the process of being implemented, with the primary aim of increasing strategic capacity by replacing the Director of Policy Resources post with two Head of Service posts, one for Finance and Resources and one for Transformation and Commissioning, along with the bringing together of a number of lines of business to provide greater synergy and cooperation, and to improve the customer journey. Increasing the Senior Management Team by one full time post will add to the capacity and resilience required to ensure that the Council is equipped to deliver the ambitions set out in the Council Plan and the focus on 'transformation' will allow important work to improve the customer journey to continue at pace, while also providing the necessary capacity to meet recommendations 2 and 3.</p>	<p>The Senior Management Restructure has been implemented, with the final personnel changes taking place in September with the arrival of the new Head of Transformation and Commissioning.</p>	Complete	September 2023
8.	<p>Review the role of members</p> <p>The council is recommended to seek external advice and support to review the role of members within the organisation and to help address a number of current challenges including member/officer relations, member conduct, and clarity on roles and responsibilities. The recruitment of a permanent Monitoring Officer, with sufficient capacity, would also help inform such a review and lead on any identified</p>	<p>Agreed. A permanent Monitoring Officer has been in post since January 2023, and we will undertake a programme of activity, steered by the Council's internal Corporate Governance Group and supported by the LGA as appropriate, including:</p> <ul style="list-style-type: none"> • A review of and update to key documents in the Constitution relevant to Member and Officer conduct and the relationship between Members and Officers. • Refresher training for all Members on the Code of Conduct. Training for 	<p>The Corporate Governance Group has agreed a rolling programme of work that includes items relating to the role of Members.</p> <ul style="list-style-type: none"> • The Council has adopted a countywide Members' Code of Conduct and a revised Protocol on Member/Officer Relations. The Officer Code of Conduct is in the process of being reviewed, so that it aligns with these newly adopted documents, and is scheduled for adoption in November 2023. • Refresher training for all Members on the Code of Conduct was delivered by the Monitoring Officer and was well-attended. Further 	Complete	Summer 2023

	<p>improvements</p>	<p>Members and Officers to allow better understanding of their respective roles and responsibilities.</p> <ul style="list-style-type: none"> In consultation with the Member Development Working Group, a review of the Member Induction Programme ahead of the 2024 City Council Elections and consideration of how the ongoing Member Development Programme can build on recent positively received sessions aimed at setting realistic expectations and increasing Members' understanding of how the Council works, and the Councillor's role within this. Discussion with the Overview and Scrutiny (O&S) Lead Members about how, alongside the successful pre-decision scrutiny, O&S can add value through policy development in areas that will have a positive impact on residents and businesses. 	<p>training will take place after the 2024 local elections.</p> <ul style="list-style-type: none"> The Member Development Working Group and Senior Management Team have reviewed the 2021 Induction Programme, referring back to feedback gathered at the time and undertaking a survey of Members in their first term of office to seek views on what they now think would have been helpful to include in the Induction. All feedback has been predominantly positive and, while the programme will be tweaked and the content updated, the main change will be to spread the sessions over an extended period to prevent information overload. Following the 2024 Induction, the Member development programme will focus on briefings about key service areas to ensure that new Members are well informed and able to support and advise their constituents in relation to common issues and concerns. Following discussion with the O&S Lead Members, the first Annual Work Programming workshop was held on 24 July, with Committee Members, Cabinet Members and Senior Management Team Officers. During the session, the Committee identified areas of interest to examine over the course of 2023-24 and Cabinet Members provided updates on their priorities and upcoming plans and policy changes. agreed a longer-term work programme to include areas of policy development alongside routine pre-Cabinet decision scrutiny. which the O&S Committee may wish to input into. Three key themes were identified and a longer term work programme, including areas of policy development alongside routine pre-Cabinet decision scrutiny was formally approved on 4 September and is available online at: (Public Pack)Agenda Document for Overview and Scrutiny Committee, 04/09/2023 18:30 (gloucester.gov.uk). 		<p>Spring 2024</p> <p>May 2024</p> <p>Autumn 2023</p>
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9.	<p>Whole organisation review of the cyber incident</p> <p>At the anniversary of the cyber incident, it is considered an opportune time for GCC to take stock of its recovery programme; it is important that this is a whole organisation review and not just centred on the technology aspects of the recovery</p>	<p>Agreed. In response to this recommendation, we included questions about the initial and ongoing impact of the cyber incident in the Staff Survey in order to better understand how the incident affected and continues to affect staff morale, and to highlight any blind spots in terms of the ongoing recovery.</p> <p>We will carry out a 'stock take' with our internal staff 'Change Champions' group to delve into the detail of the Staff Survey feedback and discuss the workarounds that improved service provision and should therefore be retained.</p> <p>This work will inform the organisation-wide recovery plan and associated communications plan, to ensure that ongoing recovery workstreams are captured and progress is communicated effectively. As part of an internal review of the incident already agreed to, there will be a full assessment of valuable lessons learned.</p>	<p>The staff survey was carried out in Jan/Feb 2023 and received a high response rate and a strong positive engagement score.</p> <p>Some of the specific cyber incident-related responses were:</p> <ul style="list-style-type: none"> - Did your personal morale suffer as a result of the cyber incident? 49% (agree or strongly agree) - Is your personal morale still suffering as a result of the Cyber incident? 32% - I think the organisation has worked well together to tackle some of the issues experienced due to lack of systems? 58% <p>The change champions staff network are reviewing all of the feedback arising from the staff survey and developing an action plan.</p> <p>In addition, officers have begun drafting a 'lessons learnt' report to take to Overview & Scrutiny Committee before the end of the calendar year. A round table lessons learnt workshop was recently carried out and this is being taken forward to an action plan to embed these lessons into the council's procedures. The recently published ICO report will also feed into this to ensure those actions are picked up.</p>		December 2023
10.	<p>Develop a strategic priority framework for tackling inequalities</p> <p>It is recommended that the council develops a strategic priority framework for tackling inequalities, both internally and with its partners, to be matched by adequate resource</p>	Agreed, we are in the early stages of a scoping exercise.	Some consultation and data gathering has been completed to enable us to scope the breadth of the strategy. A proposal was reviewed by SMT on 19th September with a revised timetable of commencement in Autumn 2023 with completion expected in mid-2024.	Delayed	December 2023 <i>New deadline July 2024</i>



Meeting:	Overview and Scrutiny Committee	Date: 8 January 2024
	Cabinet	10 January 2024
Subject:	European Regional Development Fund (ERDF) Gloucester Urban Greening Completion Report	
Report Of:	Cabinet Member for Environment	
Wards Affected:	10 of 18 (see Section 3.2)	
Key Decision:	No	Budget/Policy Framework: No
Contact Officer:	Nick Chadwick - Water & Environmental Consultant	
	Email: nick.chadwick@gloucester.gov.uk	Tel: 396657
Appendices:	Appendix 1 – Photographs Of Some Of The Work Carried Out	

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 To give an overview of the recently completed ERDF funded ‘Urban Greening Project’.

2.0 Recommendations

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

2.2 Cabinet is asked to **RESOLVE** that the contents of the report and success of the project be noted.

3.0 Background and Key Issues (Overview)

3.1 The ERDF ‘Urban Greening’ project commenced in 2019 with Gloucester City Council as the lead delivery partner, and three further sub-delivery partners (Cheltenham Borough Council (CBC), Tewkesbury Borough Council (TBC), University Of Gloucestershire (UofG)).

The project was originally forecast to have a three-year duration, but due to a number of factors, ended up taking four years to complete. These factors included:

- COVID-19.
- Serious issues with a contractor led to a contract being terminated and re-procured.
- A delivery partner project manager sadly passing away – Gloucester City Council had to take on responsibility for delivering that organisation’s outstanding outputs.

Practical completion was achieved on 31st May 2023

3.2 The project entailed many types of interventions across 34 sites in Gloucester, and a further 6 sites in Cheltenham and Tewkesbury. Examples of the types of work carried out are shown in Section 3.4, below. The wards where work was carried out comprise: Abbeydale; Barnwood; Elmbridge; Grange; Hucclecote; Kingsway; Longlevens; Matson, Robinswood & White City; Podsmead & Westgate.

3.3 The finance figures are set out in Table 1, below.

Table 1 - Project Expenditure (All Partners):

Delivery Partner	Total Expenditure	Total Hectares Of 'Output' Delivered	Expenditure Per Hectare Of 'Output' Delivered
Gloucester City Council*	£ 1,230,424	48.22	£ 25,517
CBC	£ 61,582	8.66	£ 7,115
TBC	£ 49,706	3.58	£ 13,904
UofG	£ 150,779	4.80	£ 31,406
All (totals)	£ 1,492,491	65.25	£ 22,873

* Includes outstanding commitments such as retention and tree watering

The total funding available for the Gloucester City Council works under the project is £1,242,293, so there has been an underspend of £11,868. This sum will be kept aside for contingency (for example tree replacements) over the next two years.

Observations on the above:

As the lead partner, Gloucester City Council delivered the majority of the interventions / outputs under the project and has had the largest expenditure.

The 'cost per hectare' varies widely depending on the nature of the interventions. For example, CBC's and TBC's cost per hectare is comparatively low since most of the work they delivered was lower cost planting and seeding. By means of comparison, Gloucester City Council's and the UofG's cost per hectare is higher as there were more projects here that involved engineering & construction (for example, river restoration and retrofit SuDS (sustainable urban drainage) schemes).

The area of 'outputs' (improved habitat) contracted under the ERDF funding agreement is 62 hectares. The area that has actually been delivered is 65.25 hectares, so the targets have been exceeded by circa 5%.

3.4 The key interventions delivered under the project are shown in Table 2, below. The project has delivered a number of important benefits including:

- **Improved habitat and biodiversity** (lots of new, varied, habitats have been created, including wildflower meadows, woodlands, wetlands, and streams, supporting and attracting many species of flora and fauna).
- **Flood mitigation** (watercourse re-naturalisation slows flow and delivers enhanced flood plain storage volume; planting intercepts surface water runoff and increases evapotranspiration).
- **Physical and mental well-being for people** (more aesthetically pleasing, nature-orientated spaces have been created for people to enjoy)
- **Water quality improvements** (the various works help reduce polluting inputs to water bodies).
- **Urban cooling** (the increased areas of waterscapes and planting in urban areas are helping to mitigate increased temperatures through climate change).

Table 2 – Summary Of Interventions Delivered Under The Project & The Associated Benefits

	Units	Total	Gloucester City Council	Benefits				
				Improved Habitat & Biodiversity	Flood Mitigation	Physical & Mental Well Being For People	Water Quality Improvement	Urban Cooling
Watercourse re-naturalisation schemes (removal of artificial concrete channel)	no.	3	2	✓	✓	✓	✓	✓
Length of riverbank improved or two stage channel	m	1086	606	✓	✓	✓	✓	✓
Retrofit SuDS (sustainable urban drainage) schemes	no.	2	2	✓	✓	✓	✓	✓
Wetland creation - new scrapes and ponds	no.	28	23	✓	✓	✓	✓	✓
Length of new swale (shallow ditch for flood water conveyance)	m	562	562	✓	✓	✓	✓	✓
Wildflower meadow seeding	hectares	32.64	23.05	✓	✓	✓		✓
Change in meadow maintenance (non-seeded)	hectares	26.61	19.26	✓	✓	✓		✓
Semi mature trees planted	no.	432	381	✓	✓	✓		✓
Small trees / whips planted	no.	11748	10925	✓	✓	✓		✓
No. of native spring bulbs planted (daffodil, crocus, snowdrop, fritillary, bluebell, anemone)	no.	102555	90605	✓		✓		
Area of woodland improved by enrichment planting	m ²	23393	23393	✓		✓		
No. of bird and bat boxes	no.	95	95	✓		✓		
Length of sweet chestnut fencing installed (to facilitate grazing)	m	1122	1122	✓		✓		
No. of new gates	no.	13	13	✓		✓		
No. of new benches	no.	18	11			✓		
Area of sustainable (perennial) planting	m ²	850	-	✓		✓		

The above is not an exhaustive list.

3.5 The project has won three CPRE (The Countryside Charity) awards for high quality environmental improvement schemes:

- Oxstalls Campus & Plock Court Nature Reserve
- Sudbrook Riparian Restoration (re-naturalisation)
- Barnwood Park Environmental Improvements

3.6 The only significant negative feedback from the public has been at the Sudbrook site (Linnet Close). This was not opposition to the watercourse re-naturalisation, but opposition to the conversion of an area of short mown utility grass to wildflower meadow.

3.7 Examples of positive feedback from the public on the Holmleigh (Whaddon Brook) re-naturalisation scheme:

'It's lovely to see more wildlife and look at the wildflowers'

'Please continue each year more funding for these projects. Great for education, mental health and generally gorgeous to look at. Increase nature connections'

'It has been wonderful to see the transformation. Thank you and well done.'

4.0 Social Value Considerations

4.1 Since Gloucester City Council adopted the Social Value Policy, three of the sub-projects within the Urban Greening project have met the £50k contract threshold for social value forming a formal part of the tender. These have delivered social value sums as set out below:

- Meadows & Planting 2021 (Ventureserve Ltd) - £22,297
- Meadows & Planting 2022 (R F Gardiner Ltd) - £13,969
- Works Tender 2022 (Sanctus Ltd) – £163,616.5

4.2 In total, £199,882.50 of social value has been delivered through the project.

4.3 It is also worth noting that:

- Gloucester City Council adopted the Social Value Policy part-way through the ERDF project so not all the work has had its social value outcomes measured.
- The Urban Greening project as a whole has delivered significant social value:
 - It is contributing to both the physical and mental well-being of the public who frequent these open spaces, through improved aesthetics and a stronger connection to nature (Themes 1 & 5)
 - It has helped to provide mitigation against climate change (Theme 3)

5.0 Alternative Options Considered

5.1 Not applicable

6.0 Reasons for Recommendations

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

7.0 Future Work and Conclusions

7.1 Having left the European Union, the UK is not eligible for future ERDF funding. However, many alternative funding streams are available for biodiversity improvement / flood mitigation / water quality projects. Funding often targets multi-benefit schemes, such as those delivered here. There is also the planning associated BNG (biodiversity net gain), which is likely to provide developer credits to help deliver future biodiversity projects in Gloucester.

7.2 Severn Trent Water (STW) is in the process of investing £76 million in Mansfield into a community integrated SuDS project to alleviate flood risk during storms and reduce sewage spills into rivers. STW has expressed interest in delivering a similar project in Gloucester, subject to match funding being available. This is in the preliminary stages of development. Gloucester City Council has emphasised that maintenance needs to be a key consideration (who will pay for / deliver the maintenance of the rain gardens etc).

7.3 On the back of the success of the ERDF watercourse re-naturalisation schemes, Gloucester City Council has won funding for further projects of a similar nature from the EA / LLFA / Enover / GWT. Notably, Whaddon Brook restoration Phase 2, Plock Court wetland extension and Owl Close river restoration.

7.4 Delivering the ERDF funded project was particularly bureaucratic and time consuming in terms of project management, particularly as Gloucester City Council was acting as the lead delivery partner. When applying for future funding, due consideration needs to be given to the complexity of the administration involved.

7.5 With all these projects, maintenance is an extremely important consideration, particularly in light of the ever-increasing financial pressures on local authority budgets.

8.0 Financial Implications

8.1 In terms of project delivery, the key financial data is set out in Section 3.3, above.

8.2 The financial implications in terms of maintenance are set out in Section 10.0, below.

9.0 Legal Implications

9.1 None, other than the maintenance risks associated with ERDF funded sites either being destroyed, or not maintained, as set out in Section 10.0 below.

- 9.2 Partnership agreements have been put together by One Legal and signed up to by delivery partners, to ensure that any risks associated with outputs not being maintained sit with the relevant delivery partners.
- 9.3 One Legal was consulted on the content of this report and has not requested any amendments.

10.0 Risk & Opportunity Management Implications

- 10.1 Under the funding agreement, ERDF interventions must be maintained for 7 years post practical completion (31st May 2023). Not maintaining the interventions could comprise two scenarios:

- Removing the intervention - for example, building a play area in an area of ERDF funded wildflower meadow.
- Not maintaining the intervention correctly, in the more literal sense – for example not carrying out annual ‘cut and collect’ on a wildflower meadow.

There is no written guidance from the managing authority (DLUHC) on the ramifications if ERDF interventions are not maintained for this 7-year period. DLUHC has been pressed to provide some kind of steer on this, and on the potential magnitude of any financial penalties which may result. However, they have insisted that they are unable to provide any advice in this regard, and that if an ERDF funded intervention is not maintained, then the lead delivery partner would need to write to DLUHC, and the matter would be assessed on a ‘case by case basis’.

Informally, the ERDF technical advisor who was assisting Gloucester City Council with the project suggested that:

- If an area of intervention is not maintained through either of the scenarios above, then mitigation could be carried out by creating an equal area of intervention, of equal merit, elsewhere. So, if a hectare of meadow is lost at site A, then a hectare of meadow could be created at site B. The replacement intervention must also have a management plan.
- If an area of ERDF funded intervention is removed or not maintained correctly, and no mitigation is carried out, financial penalties apply. In this case, fines of up to 100% of the grant sum could be levied. The exact amount would depend on the area not maintained and the nature of the intervention, but for wildflower meadow works out at an average of circa £12k per hectare.

To mitigate the risks of ERDF interventions being inadvertently destroyed, the ERDF team has provided the POS team with the ERDF GIS layer – so that the ERDF areas can clearly be seen on corporate GIS. The ERDF team has held handover meetings with the POS team, Ubico and the Rangers.

- 10.2 The bulk of the maintenance associated with the ERDF project is related to the wildflower meadows. For them to thrive and support good biodiversity (and be aesthetically pleasing), they must undergo ‘cut and collect’ each year – that is, when they undergo their main annual hay cut in the summer, the arisings must be gathered up, rather than dropped in situ.

The ERDF project team assisted the POS team in the purchase of a specialist cut and collect machine to be towed behind a tractor to conduct this work. This has been used successfully the last two summers at all the Ubico cut and collect sites.

- 10.3 Once the arisings have been gathered up by the machine, they must be put somewhere. This leads on to the topic of potential fire risk relating to piles of grass clippings, which arose in the hot, dry summer of 2022. The extremely hot and dry weather resulted in wildfires in certain parts of the country. This led to concerns that piles of meadow clippings piles could combust – either via arson or by natural means.

The only solution to fully eliminate the risk of fire is to remove the clippings from site, but this is extremely time consuming and expensive and not very sustainable – multiple lorry-loads at each site - plus a location is required to deposit them. In the end, a pragmatic approach was taken, following risk assessments, and clippings were only removed from sites where it was considered there was no sensible place to leave them, or where there had previously been arson. The considerations for ‘sensible’ included being away from property and being tucked away in a more discrete location. None of the grass clippings piles in Gloucester combusted in 2022, and 2023 (a very wet summer) has similarly been trouble free.

- 10.4 Under the funding agreement, the ERDF asset register must be maintained for 7 years post completion. All project data, including all procurement records, must be maintained until 31st December 2033. This data is currently held on Gloucester City Council’s corporate OneDrive / The Southwest (procurement) Portal.
- 10.5 It is worth noting that the watercourse re-naturalisation schemes have actually reduced Gloucester City Council’s risk exposure going forward. Prior to the project, the concrete channels were significantly deteriorating in places – their elimination has removed an expensive maintenance liability for Gloucester City Council at these locations.

11.0 People Impact Assessment (PIA) and Safeguarding:

- 11.1 A PIA is not applicable. Safeguarding is not applicable.

12.0 Community Safety Implications

- 12.1 Creating more aesthetically pleasing, nature-orientated spaces, can reduce anti-social behaviour leading to an increased sense of security for the public. In certain places, dense undergrowth next to through-paths has been managed to provide increased safety and security.

13.0 Staffing & Trade Union Implications

- 13.1 Not applicable

14.0 Sustainability

14.1 The ERDF project as a whole has been focused on sustainability.

Background Documents:

Appendix 1 – Photographs Of Some Of The Work Carried Out

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Appendix 1 - ERDF (Urban Greening) Completion Report - Photographs Of Work

Wildflower Meadows

 Gloucester City Council
@GloucesterCity

The Randwick Park wildflower meadow is buzzing with pollinators 🐝🦋 and providing a cheering display of colour 🌻🌻😎.

#ERDF #Urban Greening.



1:01 PM · Jun 13, 2023 · 215 Views



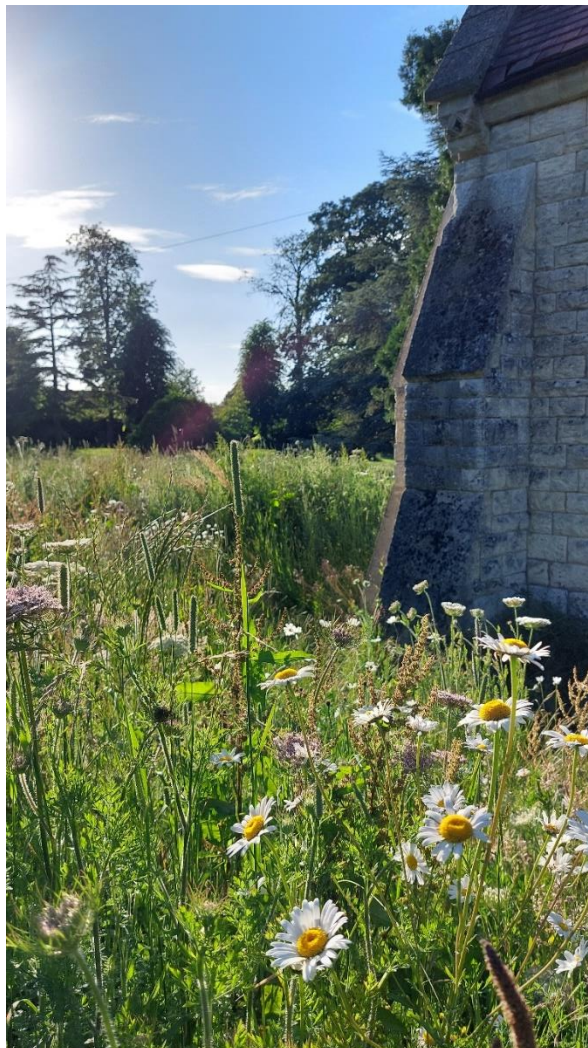
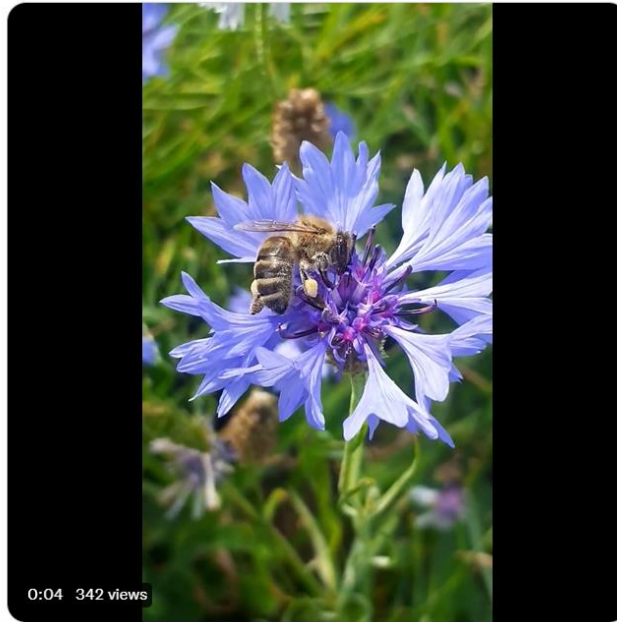
Saintbridge dry basin



Gloucester City Council @GloucesterCity · 30 Jun

...

Another happy pollinator today at King George V playing fields 🐝. Thanks to #ERDF funding areas all over the city have been sown with wildflower seeds as part of #urbangreeningproject 🌻🌻🌻🐝🦋



Barnwood Park – Perennial meadow



Gloucester City Council @GloucesterCity · 26 Jun

...

Wildflower meadows in Gloucester are buzzing with pollinators and providing a cheering display of colour.

#ERDF #Urban Greening #mygloucester. These photos are from Haycroft Drive 🦋🐝😊




1

27



Lacy Close


Spring Bulbs

 Gloucester City Council @GloucesterCity · Mar 28

Thousands of ERDF funded native 'Tenby' daffodils are springing up across the City, providing a cheerful display 🌻 and useful early season pollen and nectar for bees and other insects 🐝

🌻🌻🌻🌻🌻🌻

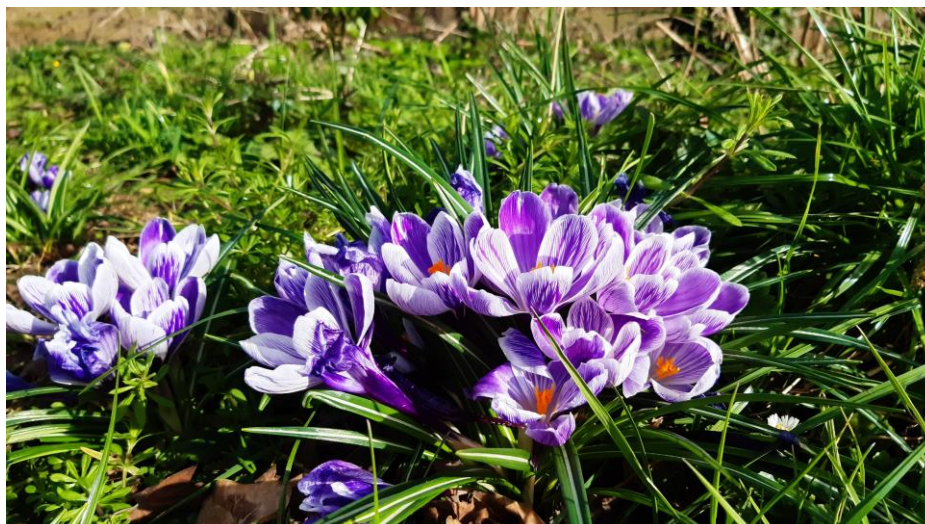
#ERDF #UrbanGreening #bees



ALT

1 6 509

Kingsway - Manor Farm – Native daffodils



Sudbrook – crocus

Tree Planting & Woodland Enrichment



GloucesterCityCncl
@GloucesterCity



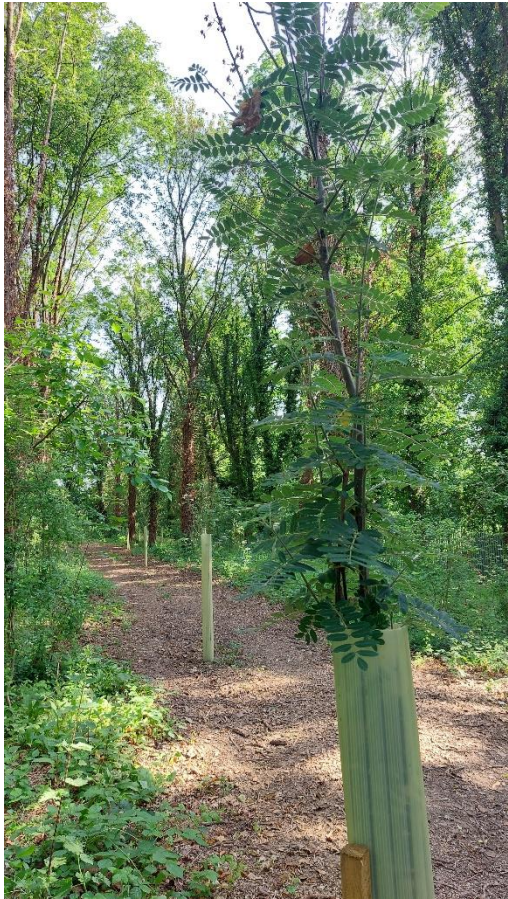
Our fantastic volunteers planted over two hundred #ERDF funded trees on the #GloucesterHorsbere mound. That makes over 1,500 planted already, with another 1,000 to go! If you fancy getting involved find out more orlo.uk/VCb22 #greenergloucestershire



8:01 AM · Mar 1, 2022 · Orlo



Hempsted Meadows woodland planting
Page 51



Goosebay Drive woodland thinning & enrichment planting



Lacy Close tree planting

Ponds And Wetlands



Matson Park SuDS (sustainable urban drainage) Pond



Streamside SuDS (sustainable urban drainage) Pond



Archdeacon Wetland



Barnwood Park Wetland

Sudbrook - Watercourse Re-Naturalisation Scheme



Prior to work - a barren concrete channel, with very little biodiversity



Completed works – natural, sinuous, 2-stage channel, with riparian wildflower meadow

Holmleigh Park – Whaddon Brook Watercourse Re-Naturalisation



Prior to work - a barren concrete channel, with very little biodiversity



During works - removal of concrete channel



Completed works – natural, sinuous, 2-stage channel, with riparian wildflower meadow

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Meeting:	Overview and Scrutiny Committee	Date:	8 January 2024
	Cabinet		10 January 2024
Subject:	Review of Gloucester Cemetery Rules and Regulations		
Report Of:	Cabinet Member for Performance & Resources		
Wards Affected:	All		
Key Decision:	Yes	Budget/Policy Framework:	Yes
Contact Officer:	Carly Locke, Bereavement Service Manager		
	Email:	carly.hughes@gloucester.gov.uk	Tel: 396087
Appendices:	<ol style="list-style-type: none"> 1. Current Rules and Regulations (2014) 2. Proposed Reviewed Rules (2023 – 2024) 3. Summary table of rules and regulations 4. Westerleigh Cemetery rules and regulations 5. Cheltenham Cemetery rules and regulations 6. Forest of dean rules and regulations 7. Tewkesbury rules and regulations 		

For General Release

1.0 Purpose of Report

1.1 This report outlines the changes that are going to be proposed to the rules and regulations for Gloucester Cemeteries following a decision by Council to review the 2014 rules. A public consultation is proposed, open to all but specifically inviting responses from families who use the cemeteries.

2.0 Recommendations

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

Cabinet is asked to **NOTE**

2.2 The proposed changes to the rules and regulations of Coney Hill and Tredworth Cemeteries (Appendix 2).

Cabinet is asked to **RESOLVE** to

2.3 Delegate authority to the Head of Finance and Resources in consultation with the Cabinet Member for Performance & Resources to undertake a public consultation on the proposed changes.

- 2.4 On conclusion of the consultation, a report will be brought to Cabinet on the outcome of the consultation and to recommend, where appropriate, changes to the rules and regulations for Coney Hill and Tredworth Cemeteries.

3.0 Background and Key Issues

- 3.1 Rules and regulations are set in all cemeteries and church yards, this helps to keep the grounds accessible for burials and allowing the grounds staff to maintain a cemetery to a high standard. Gloucester rules and regulations are signed up to by families at the time of the burial, and they also receive another copy when they receive their deed of grant in the post a short while afterwards.

- 3.2 The Council agreed at its meeting in November 2023 to review the current 2014 Cemetery rules and regulations (shown in Appendix 1) to ensure they remain in line with industry best practice. The review included comparisons with cemeteries and church yards in our surroundings areas to ensure that the Council's rules and regulations are in keeping with industry best practice. The review concluded the rules and regulations are similar to other local providers, as seen in the summary table at appendix 3. Copies of other providers rules and regulations are available at appendices 4, 5, 6 & 7. Officers have conducted this review and the following amendments are proposed to allow us to manage the site to a high standard whilst also ensuring the health and safety of staff and public visitors are protected.

- The 3ft (91.44cm) wide x 2ft (61.00cm) depth soil border in front of the headstone currently in place will remain but families will be offered the option to have a concrete stone border that will not exceed the 3ft (91.44cm) x 2ft (61.00cm) border the stone border will not exceed 6 inches (15.24cm) in height. Allowing a concrete border in addition to the currently allowed soil or granite borders will help address affordability concerns over the cost of granite.
- The 3ft (91.44cm) x 2ft (61.00cm) border can only be of a granite or concrete material no other materials will be accepted. All stone borders placed on the grave are placed at the deed holders own risk.
- No glass of any kind to be placed on a grave
- Every grave will be grass seeded when the Council observes that the grave has reached its final settlement (approx. 12 months)
- The cemeteries are working cemeteries and machinery will be operating daily there will be occasions where we need to remove the concrete stone borders to allow us to get into excavate and prepare nearby graves. In those circumstances, we will carefully place the borders back on the grave once the preparations have finished.
- All floral tributes including plastic placed 14 days following the burial service need to be held within the 3ft (91.44cm) x 2ft (61.00cm) border. All tributes outside of the boundary will be removed 14 days following the burial service.
- Should a deed holder place anything on a grave that is not within the rules and regulations that are set they will be sent a letter with 14 days' notice to remove

items. Should removal not take place they will be removed by cemetery staff and held for collection.

3.3 The responses to the consultation will be brought back to Cabinet to consider and approve any proposed changes. Changes will come into place on 1st April 2024

3.4 The rules and regulations at time of purchase apply to the deed holder unless the deed holder wishes to utilise the subsequent rules and regulation changes following this review. As a result, there will be differing rules and regulations in operation which are initially dependent on when a deed was purchased but which may be subsequently changed if the deed holder requests to follow the latest current set.

4.0 Social Value Considerations

4.1 The review of cemetery rules and regulations will ensure the Council rules and regulations are in line with industry best practice. The Council will ensure the rules and regulations are consistently applied to all families and individuals.

5.0 Environmental Implications

5.1 N/A.

6.0 Alternative Options Considered

6.1 The Council could continue with the current rules and regulations.

7.0 Reasons for Recommendations

7.1 The Council decided to review the current rules and regulations. The recommendations propose that public consultation on proposed changes to the current rules and regulations is undertaken to ensure everybody has the option to have their say on the changes.

8.0 Future Work and Conclusions

8.1 Changes to the current rules and regulations will need to go out to public consultation. Following consultation, Cabinet will be asked to consider any responses to the public consultation and approve any changes.

9.0 Financial Implications

9.1 This report seeks to review the rules and regulations of the cemeteries. There are no direct financial implications for the Council associated with this report, however future financial implications maybe noted during the follow up report once the consultation has completed

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

10.0 Legal Implications

- 10.1 The statutory requirements in relation to local authority (“a burial authority”) maintained burial grounds are primarily contained within the Local Government Act 1972 and the Local Authorities Cemeteries Order 1977 (“the Regulations”).

Under the Regulations a burial authority may do all such things as they consider necessary or desirable for the proper management, regulation and control of a cemetery. A burial authority may also enclose, lay out and embellish a cemetery in such manner as they think fit, and from time to time improve it, and shall keep the cemetery in good order and repair.

All local authority managed cemeteries are subject to standards and conditions known as “Cemetery Rules and Regulations”. These are designed to inform all cemetery users about the management of the cemeteries and the reasonable requirements applicable to them. A burial authority may grant to a person, burial rights to a grave space or grave, on such terms and subject to such conditions as they think proper.

There are no specific statutory provisions that require a local authority/burial authority to follow a certain procedure when amending their Cemetery Rules and Regulations. It is however good practice to undertake a public consultation before deciding whether to implement any changes.

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

11.0 Risk & Opportunity Management Implications

- 11.1 Council agreed to review the rules and regulations at the cemeteries. Failure to undertake the review would have negative reputational consequences on the Council.

12.0 People Impact Assessment (PIA) and Safeguarding:

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

13.0 Community Safety Implications

- 13.1 None

14.0 Staffing & Trade Union Implications

- 14.1 None

Background Documents: None

CUSTOMER COPY
GLOUCESTER CITY COUNCIL
Gloucester Cemeteries
Rules and Regulations 1st August 2014

Memorials, blocks and vases of quarried material shall have the number of the grave space cut into the base of the headstone, in a position approved by the Manager.

Trade inscriptions other than the supplier's name and district will not be permitted.

1. Memorials, blocks any vases and bases associated with them must be of best natural quarried material only and all dowels shall be of galvanised iron. Memorials may not be of metal, concrete or synthetic material.
2. Grave spaces will be turfed at ground level as soon as possible after an interment.
3. Headstones shall not exceed 3 feet in height above ground level, 2 feet 6 inches in width and 5 inches in thickness.
 - a. Erection of headstone on stone bases not exceeding 2 feet 6 inches in length, 1 foot 6 inches in width and 5 inches in thickness is permitted.
 - b. All memorials without bases are to be fixed into a hardstone or precast foundation slab not less than 3 feet by 1 foot 6 inches size and not less than 3 inches below ground level. All memorials with bases to be fixed on a
 - c. Hardstone or precast foundation slab of the same dimensions. Ground anchor-fixing system to be used only.
 - d. Plants /flowers /shrubs/bulbs may be planted in a border 3 foot in width and 2 feet in depth which may be provided on the graveside of and adjoining the place in which any such headstone would normally be erected.
 - e. TREES ARE NOT ALLOWED. Gardens which are not maintained will be removed by the Cemetery Staff and replaced with turf.
4. Vases must not be larger than 12 inches by 10 inches. A memorial tablet must not exceed 18 inches by 12 inches by 4 inches.
5. Memorials will be admitted into the cemeteries during normal working hours providing arrangements have been made for the payment of the prescribed fees. Twenty-four hours prior notice must be given to the Manager before fixing any memorial.
6. Ornaments of any description including solar lights must be placed within the planting boundary 3ft x 2ft and are left entirely at the grave owners risk
7. Any planting exceeding 3ft x 2ft will be removed.

8. Kerb sets/Cover slabs and chippings are permitted. No chippings shall be placed on the grave without being enclosed within a kerb set. These must be installed by one of the City Councils Registered Monumental Masons and must be of natural quarried material. No homemade kerb sets, plastic/wooden fencing or metal memorials will be allowed. Any placed on the graves will be removed.
9. No hewing or dressing of memorials will be permitted within the cemeteries and all materials shall be conveyed in such a manner as will avoid annoyance to persons or damage to the grounds and walks. Monumental Masons must remove to a place directed by the Manager, all surplus earth, refuse and materials after fixing a memorial, leaving everything in a
 - a. clean and tidy condition.
10. All memorials shall be kept in repair by the owner and if not so kept, may be repaired or removed by the Council at its discretion and, where possible, at the expense of the owner.
11. The Council will exercise proper care during maintenance operations, but will not accept responsibility for any damage that these operations may cause.
12. The permission of the Manager must be obtained before photographing a funeral procession or graveside proceedings in a cemetery. No photography for commercial purposes may be carried out.

PLEASE NOTE

On occasions your family grave may be covered by a board in order that soil from a newly excavated grave can be collected but will be removed as soon as is practicable after the burial has taken place. Any flowers on the grave will be carefully placed to one side and replaced after the service.

Grave Owners Signature

Date.....

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CUSTOMER COPY

GLOUCESTER CITY COUNCIL

Gloucester Cemeteries

Rules and Regulations 2023

Memorials, blocks and vases of quarried material shall have the number of the grave space cut into the base of the headstone, in a position approved by the Manager.

Trade inscriptions other than the supplier's name and district will not be permitted.

1. Memorials, blocks any vases and bases associated with them must be of best natural quarried material only and all dowels shall be of galvanised iron. Memorials may not be of metal, concrete or synthetic material.
2. Grave spaces will be grass seeded once the grave space has settled at ground level approximately 12 months after interment.
3. Headstones shall not exceed 3 feet in height above ground level, 2 feet 6 inches in width and 5 inches in thickness.
 - a. Erection of headstone on stone bases not exceeding 2 feet 6 inches in length, 1 foot 6 inches in width and 5 inches in thickness is permitted.
 - b. All memorials without bases are to be fixed into a hardstone or precast foundation slab not less than 3 feet by 1 foot 6 inches size and not less than 3 inches below ground level. All memorials with bases to be fixed on a
 - c. Hardstone or precast foundation slab of the same dimensions. Ground anchor-fixing system to be used only.
 - d. Plants /flowers / bulbs may be planted in a border 3 foot (91.44 cm) in width and 2 feet (60.96cm) in depth in front if the headstone may be provided on the graveside of and adjoining the place in which any such headstone would normally be erected.
 - e. TREES AND SHRUBS ARE NOT ALLOWED. Gardens which are not maintained will be removed by the Cemetery Staff and replaced with turf.
4. Vases must not be larger than 12 inches by 10 inches. A memorial tablet must not exceed 18 inches by 12 inches by 4 inches.
5. Memorials will be admitted into the cemeteries during working hours 9:00AM – 4:30 PM Monday - Friday providing arrangements have been made for the approval and payment of the prescribed fees. Twenty-four hours prior notice must be given to the Manager before fixing any memorial.
6. Ornaments of any description including solar lights must be placed within the planting boundary 3ft x 2ft and are left entirely at the grave owners risk
7. Any planting or ornaments exceeding 3ft (91.44 cm) x 2ft(60.96cm) will be removed.
8. Kerb sets/Cover slabs and chippings are permitted. No chippings shall be placed on the grave without being enclosed within a stone mason approved kerb set. These must be installed by one of the City Councils Registered Monumental Masons and must be of natural quarried material. A 3ft (91.44 cm) by 2ft (60.96cm) concrete edge will be permitted not exceeding 6 inches in height but No homemade kerb sets of any other materials will not be allowed, Any edging placed on the graves that does not comply with the rules and regulations will be removed.
9. No hewing or dressing of memorials will be permitted within the cemeteries and all materials shall be conveyed in such a manner as will avoid annoyance to persons or damage to the grounds and walks. Monumental Masons must remove to a place directed by the Manager, all surplus earth, refuse and materials after fixing a memorial, leaving everything in a
 - a. clean and tidy condition.
10. All memorials shall be kept in repair by the owner and if not so kept, may be repaired or removed by the Council at its discretion and, where possible, at the expense of the owner.

CUSTOMER COPY

GLOUCESTER CITY COUNCIL

Gloucester Cemeteries

Rules and Regulations 2023

11. The Council will exercise proper care during maintenance operations but will not accept responsibility for any damage that these operations may cause.
12. The permission of the Manager must be obtained before photographing a funeral procession or graveside proceedings in a cemetery. No photography for commercial purposes may be carried out.
13. All floral tributes including plastic will remain in place for two weeks following the burial and then will be removed.

PLEASE NOTE

On occasions your family grave may be covered by a board in order that soil from a newly excavated grave can be collected but will be removed as soon as is practicable after the burial has taken place. Any flowers on the grave will be carefully placed to one side and replaced after the service. **We will need to access graves in all areas of the cemetery, on occasions we will need to manoeuvre machinery over the graves, and we will place protected boarding where possible.**

Please read through the rules and regulations of the cemetery and grave owner/owners please sign below

Grave Owners Signature

Date.....

Appendix 3

Rules and Regulations comparison for Gloucester cemeteries and local Cemeteries

Below is a summary table outlining the rules and regulations of Gloucester Cemeteries and the cemeteries within the local area, the table gives information of the rules and regulations that are in place within a lawn cemetery to allow operation and maintenance to take place as efficiently as possible

Summary Table	TC	FOD	CBC	WC	GCC
Surface will be turfed/seeded	Y	Y	Y	Y	Y
Stone mason approved kerbs sets only	Y	Y	Y	Y	Y
Size of section to allow for vases and ornaments	1.5ft x 1.5ft		1ft x 1.5ft	0	3ft x 2ft
Do you allow families to place their own Stone borders	N	N	N	N	N

Rules and regulations extract

Below is an extract from each of the cemeteries that are named above and supports the information in the table, you can find the full rules and regulations for all the above in appendices to the report

Gloucester Cemeteries (appendix 1)

Plants /flowers /shrubs/bulbs may be planted in a border 3 foot in width and 2 feet in depth which may be provided on the graveside of and adjoining the place in which any such headstone would normally be erected.

TREES ARE NOT ALLOWED. Gardens which are not maintained will be removed by the Cemetery Staff and replaced with turf. Ornaments of any description including solar lights must be placed within the planting boundary 3ft x 2ft and are left entirely at the grave owners risk

Any planting exceeding 3ft x 2ft will be removed.

Kerb sets/Cover slabs and chippings are permitted. No chippings shall be placed on the grave without being enclosed within a kerb set. These must be installed by one of the City Councils Registered Monumental Masons and must be of natural quarried material. No homemade kerb sets, plastic/wooden fencing or metal memorials will be allowed. Any placed on the graves will be removed.

Tewkesbury Cemetery (appendix 7)

The following conditions apply to a Lawn style cemetery:-

1. THE SURFACE OF THE GRAVE WILL BE TURFED OVER and mown by the cemetery staff, after the grave has been allowed to settle. You may put flowers or plants on the grave so long as they are contained within 450mm (1.5ft) of the memorial stone. The cemetery staff reserve the right to clear and turf over areas that become untidy.

2. MEMORIALS WILL ONLY BE PERMITTED IN THE AREA DESIGNATED AT THE TOP OF THE GRAVE. No memorials, planting, ornaments or kerbing will be permitted on the grassed surface and the cemetery staff will remove any items not within the area permitted in front of the headstone (see above).

Forest of Dean Cemetery (appendix 6)

The cemetery at Mile End and sections C, E and M at Yew Tree Brake are laid as a lawn and the graves should be left as flat grass. Grave mounds, grave edging, footstones, kerbs or flat stones are not allowed in these sections. Similarly the planting of trees, shrubs plants and bushes is prohibited although relatives may apply to plant these memorial items elsewhere in the cemetery. The Cemetery Manager without notice will remove any items, materials or plants contravening these regulations.

Cheltenham Borough Council (appendix 5)

Memorials must be of natural quarried stone, granite or marble. Please note, glass, metal, pottery, earthenware, artificial or reconstructed stone memorials of any kind is not allowed and a wooden headstone can be no more than 24"/61cm in height due to the greater risk of the material perishing over time and becoming unsafe. No Memorials can be erected without the Right to Erect a Memorial permit including refixing a headstone or installing a new mini kerb set. Permits are available through the Cheltenham Cemetery Office and application must be made by a NAMM/BRAMM approved Memorial Mason. All Memorials exceeding 18inches/46cm tall must be installed with a National Association of Memorial Masons approved ground anchor, without exception, by a professional Memorial Mason. This is essential for us as a Local Burial Authority as we have a legal obligation to ensure regulatory compliance and manage instances of unstable and dangerous memorials

Westerleigh Cemetery (appendix 4)

The placing of stone paving slabs, timber, etc around and leading to a grave space is strictly prohibited and shall be removed without prior notice on the grounds of health and safety and to satisfy the insurance underwriter of the Company.

Any plants, vases or any other item placed outside the grave space shall be removed without prior notice.

The planting and maintenance of the grave is the responsibility of the grave owner and the Company does not undertake any work other than moulding, turfing or seeding unless a separate agreement has been made with the Company and the appropriate fee paid.

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SECTION A
GENERAL INFORMATION

1. The following regulations have been designed and formulated for the control and use by The Company: Westerleigh Crematorium and Cemetery.
2. All correspondence should be addressed to:
Westerleigh Cemetery & Crematorium
Westerleigh Road, Westerleigh,
Bristol. BS37 8QP.

Telephone: 01179 374619

Email: westerleighcrematorium@westerleighgroup.co.uk
3. Crematorium/Cemetery opening times.

Gates - Weekdays April - Sept 0830 – 1900 hrs & Oct – March 0830 – 1630 hrs
Weekends & Bank Holidays - All year round 1000 – 1630 hrs

Office opening hours - 0900 to 1700 hrs Week days.
Closed Saturdays & Sundays
4. Children Those below 15 years of age, will not be permitted to enter the crematorium & cemetery grounds unless accompanied by a responsible adult.
5. Dogs Well behaved dogs are allowed but must be kept on a lead at all times.
6. Cycling is not permitted in the crematorium/cemetery grounds.
7. Vehicles. Cars are allowed in the crematorium/cemetery grounds, but drivers shall not exceed the speed limit of 5 mph. Cars must only be driven on the main carriageways. On no account may cars be driven on footpaths, grass areas or planted areas. All vehicles must be parked neatly to allow access to other vehicles.
8. The company shall not be held responsible for the safe keeping of any flowers, wreaths, plants or any other objects placed in the crematorium/cemetery grounds, nor any damage caused to memorials by high winds or storms, or other factors outside their control. An incident book is kept at the crematorium/cemetery office for recording thefts. The police will be informed of more serious crimes and if a high incidence of theft occurs.
9. All persons shall conduct themselves in a decent, quiet and orderly manner. The Manager is empowered to take such action as he/she may consider appropriate against any person who may:

Commit any nuisance in the crematorium/cemetery.
Wilfully create any disturbance in the crematorium/cemetery
Wilfully interfere with any interment or scatter taking place
Wilfully interfere with any grave or memorial or any plants, flowers or
other such objects in the crematorium/cemetery.
Play at any game or sport in the crematorium/cemetery grounds.

10. Visitors to the crematorium/cemetery shall not unreasonably interrupt any employee at their duties or employ them to execute private works within the cemetery or extend to them any gratuity. All enquiries, complaints, and requests by members of the public must be made to the crematorium/cemetery office and not to workmen employed by the Company.
11. No person not being an officer or servant of the Company, or another person so authorised by or on behalf of the Company shall enter or remain in the crematorium/cemetery at an hour when it is closed to the public.
12. The taking of commercial photographs and filming is not permitted in the crematorium/cemetery except with the prior approval and permission of the Manager in writing and upon payment of the appropriate fee. Photographs of individual graves/plots by approval with the grave owner are allowed.
13. No person shall operate any sound equipment or play any musical instrument in the crematorium/cemetery grounds without the prior consent of the Manager. This should not discourage people from singing at the graveside or playing a favourite song quietly with the acknowledgement of the Manager.
14. The Company reserves the right to close the cemetery and crematorium grounds on any day should it be considered that circumstances so warrant.
15. The sale of goods, services, plants or other articles, the soliciting of orders or repair of memorials or for work connected with graves is strictly prohibited within the grounds of the crematorium/cemetery. All such services and requests should be met by the crematorium/cemetery office.
16. No employee of the Company is allowed to undertake privately, any work or favour of any kind nor receive any gratuity for the said work or favour.
17. The placing of stone paving slabs, timber, etc around and leading to a grave space is strictly prohibited and shall be removed without prior notice on the grounds of health and safety and to satisfy the insurance underwriter of the Company.
18. Any plants, vases or any other item placed outside the grave space shall be removed without prior notice.

19. The planting and maintenance of the grave is the responsibility of the grave owner and the Company does not undertake any work other than moulding, turfing or seeding unless a separate agreement has been made with the Company and the appropriate fee paid.
20. All persons entering into the crematorium/cemetery grounds shall conform to all respects with the Company's regulations and shall be subject to the orders of the Manager and staff who have full power to exclude from the crematorium/cemetery any member of the public who may be deemed fit to exclude. Should it be necessary to use physical force to remove a subject the Police shall be summoned.
21. These rules and regulations shall be final.
22. The Company reserves the right to make any alterations and additions to the rules and regulations of the crematorium/cemetery at any time it feels fit.
23. Rubbish must be placed in the receptacles provided for this purpose. No household rubbish must be left or dumped in the crematorium/cemetery grounds.
24. The crematorium/cemetery fees are available from the office and are revised annually.

SECTION B REGULATIONS RELATING TO INTERMENTS

1. Prior telephone booking is required for every interment, which must be confirmed in writing on the prescribed form/notice at least 48 hours before the appointed time of the interment. Saturday, Sunday and public holiday burials can take place by special arrangement and the payment of the appropriate fee at that time. This notice period may be reduced on the Manager's discretion.
2. The application for interment must contain full details of the deceased, the proposed interment, the grave to be used and the signature of the owner of the exclusive right of burial, if applicable, and be accompanied by the appropriate fee for interment.
3. The hours prescribed for interments are from 10.00 am to 3.00 p.m. Interments may take place outside these hours at the discretion of the Manager.
4. No grave or other place of burial in which the Exclusive Right of Burial has been granted shall be opened for interment without the written consent of the registered owner of the rights of burial. The registered owner is that person whose name appears in the register of graves held at the crematorium/cemetery office. Should this person be deceased, the next of kin, personal representative or executor must complete a statutory declaration. This must be delivered along with the interment notice not less than 48 hours before the burial is due to take place. Failure to provide all documentation may cause for the interment to be postponed until such time that the relevant documents can be produced.
5. The Registrar's Certificate of disposal or the Coroners Order for burial must be delivered to the crematorium office before the burial can legally take place. Failure to deliver this certificate will result in postponement of the burial until such time the certificate can be produced. (Section 1, Births and Deaths Registration Act 1926 and amendment)
6. In the case of a non-viable foetus a notice of interment and the Medical Practitioners or Midwife's certificate of delivery will be required.
7. All Fees relating to interments should be made payable to "Westerleigh Crematorium". Payment must be delivered before the burial takes place unless an account in the name of the Funeral Director has been agreed by the crematorium office.
8. The net outside dimensions of the coffin must be entered accurately on the interment notice or given to the crematorium/cemetery office in writing at least 48 hours before the intended burial. The Company will not be held responsible or liable for any delay or accident which may occur as a result of such dimensions being omitted from or entered incorrectly on the notice of interment.
9. Any form of religious service may be used but any other ceremony is subject to the approval of the Manager. Alternatively, the coffin may be committed without a service.

10. The Manager is authorised to refuse entry into the chapel any coffin, which in their opinion may be a hazard to public health. (Public Health (Control of Disease) Act 1984).
11. The Funeral Director, or persons effecting the burial must provide sufficient staff to convey the coffin into the chapel and for the lowering of the coffin into the grave, unless prior warning has been given to the office and the appropriate fee paid.
12. Every deceased brought into the crematorium/cemetery for interment shall be contained in a suitable coffin. No coffin shall be accepted unless it bears adequate particulars of the identity of the deceased person therein.
13. The Company will not be held responsible for any error or consequences which may arise by reason of any inaccuracy in or late receipt of a notice of interment and will accept orders and instructions by telephone only at the risk of the sender.
14. All graves without exception will be dug by persons employed or contracted by the Company.
15. All telephone bookings must be confirmed in writing immediately.
16. All requests for witnessed backfills must be made at the time of booking the burial or at least 48 hours before the interment is to take place. It cannot be guaranteed that the backfill will be witnessed due to adverse weather conditions or in areas where a breach of Health and Safety law will occur if a backfill was to take place.
17. Areas of particular environmental value will be developed as suitable burial grounds. This includes existing woodland areas in the cemetery as well as creating new specific woodland burial plots in the future.

Exhumations

1. No human remains will be removed from any grave after committal without the proper authority from the Home Office and /or the Ecclesiastical Court.
2. In the first instance a request for exhumation should be made to the manager of the cemetery before any application for licence or faculty is made.
3. The Exhumation will be carried out in strict accordance with Statutory provisions and any conditions imposed by the Secretary of State for the Home Office or the Ecclesiastical Court and any restrictions added by the Local Area Health Officer. Nothing in these regulations should be construed as authorising the disturbance of human remains without the appropriate authority. Human remains within these regulations is deemed to include cremated remains.

Cremated Remains

1. The interment of cremated remains will only be permitted (and recorded in the burial registers) when carried out in the presence of the manager or their authorised staff and only after the necessary documentation has been completed. The scattering or interment of cremated remains is only permitted in certain areas within the grounds and the above procedure needs to be adhered to also.

2. The certificate for Disposal of Cremated Remains issued by the Crematorium where the cremation took place must be delivered to the office before the interment can take place. Failure to deliver such Certificate will result in postponement of the interment until such time as the certificate can be produced

3. Regulation B, 3 of these regulations includes cremated remains.

Section C
The Purchase of New Graves

1. The Exclusive Right of Burial in a private grave is 50 or 75 years from the date of purchase. Grantees (grave owners) should inform the crematorium/cemetery office immediately of a change of address.
2. The Exclusive Right of Burial entitles the deed holder to determine who is buried in the grave and whether a memorial can be erected on the grave (subject to the permission of the Manager).
3. New graves will be available for selection subject to the approval of the Manager and payment of the appropriate fee.
4. Plans showing the grave spaces are kept by the crematorium/cemetery office and may be viewed during normal office hours.
5. A private grave can be reserved on payment of the appropriate fee. This fee will not include the interment costs which will be charged at the time of burial.
6. Any transfer of ownership of exclusive right of burial will be subject to the production of satisfactory evidence of title and the approval of the Manager. Such transfer must be registered in the records of the Cemetery and the deed of right of burial must be produced for endorsement by the Manager and the appropriate transfer fee paid.
7. A memorial may be erected on the reserved grave before any interments have taken place, however a removal and replacement cost will be levied at the time of burial.
8. Exclusive Rights of Burial will not be granted to a funeral director or monumental mason or any employee, director or partner in such a firm unless satisfactory evidence is provided to the Manager that the grave is required for the individual use only and not for the purposes of business.
9. The Company reserves the right of access over all grave spaces and the right to temporarily remove without notice any memorial, potted plants or frame from any grave to facilitate the digging of another grave for the purposes of interment or exhumations.
10. The size of graves are 76cm x 1.98m.
11. No planting of flowers, erection of frames or other markers is permitted outside these maximum dimensions. The Company reserves the right to remove any items placed outside the dimensions of the grave space without notice.

Section D

Regulations concerning Cremations

1. A cremation can only legally take place when the crematorium office has the Registrars Certificate for Disposal or a Coroners Order for Cremation, Forms A & B and the Medical Referee has signed Form 10 to allow the cremation to take place. Without these forms in no circumstances will a cremation be carried out. (Cremation Regulations 1930 Regulations 6,7,8)
2. The above forms must be received by the Crematorium Office at least 48 hours prior to the service taking place. Failure to provide these forms will cause the cremation to be postponed until such time that these can be produced.
3. The forms will be submitted on those provided by the crematorium and the appropriate fee paid before the cremation takes place, unless an account arrangement has been made with the Manager.
4. The maximum dimensions of a coffin to be loaded into the cremator can be confirmed by ringing the Crematorium office.
5. The number of mourners permitted to enter the crematory for a witnessed cremation is six persons. This can only take place with the prior consent of the Manager and at his or her discretion.
6. The Funeral Director, or persons effecting the burial must provide sufficient staff to convey the coffin into the chapel, unless prior warning has been given to the office and the appropriate fee paid.
7. Every deceased brought to the crematorium must be contained in a suitable coffin. No coffin will be accepted unless it bears adequate particulars of the identity of the deceased therein.
8. The Crematorium will not be held responsible for any error or consequences which may arise by reason of any inaccuracy in or late receipt of a notice of interment and will accept orders or instructions by telephone only at the risk of the sender.
9. The crematorium will store the resulting cremated remains for a short period of time before they are scattered, unless instructions to the contrary are given at the time of applying for the cremation.
10. If no instructions are given regarding the use of floral tributes, they will remain in the floral tribute area at the side of the chapel for 2 nights after the cremation. After this period the flowers will then be disposed of.
11. Any music requirements must be communicated to the crematorium office at least 24 hours in advance. If pre-recorded music is to be played, each piece of music must be clearly marked. The crematorium accepts no responsibility for copied or poor quality recordings or damage to worn out CDs or mistakes due to the inadequate labelling of pieces of music.
12. The cremation of body parts is permitted on the completion of the appropriate forms and the payment of the appropriate fee.
13. The cremation of a non-viable foetus is permitted with the production of the Medical Practitioners or Midwife's certificate of delivery.

Section E
Regulations relating to Memorials

1. All memorials must be supplied and fixed by the crematorium/cemetery company or by the original funeral director by prior agreement with the crematorium/cemetery company. No external stone masons will be permitted to carry out work in the cemetery.
2. No memorial may be fixed in the cemetery without the approval of the Manager. Unauthorised memorials will be removed out of the cemetery at the grave owners expense. All suitable styles and materials will be provided for your choice.
3. Memorials will only be erected over graves in which the Exclusive Right of Burial has been purchased.
4. Inscriptions can contain relaxed expressions such as “Mum” and “Dad”, nicknames etc. The only regulation to this policy is that no inscription should contain words or sentiments which may be offensive to another visitor in the opinion of the Manager.
5. Should the registered owner of the Exclusive Right of Burial be deceased, a transfer of ownership must be arranged before any approval for works to any memorial can be given.
6. All memorials erected are maintained at the expense of the owner of the Exclusive Right of Burial of that particular grave. Where memorials split, crack or become dangerous, the grave owner shall be required to have that memorial repaired, refixed or relevelled so that it shall be safe at all times.
7. The company reserves the right without notice to:
 - a) Remove or make safe any memorial which in their opinion is a danger or could become a danger to any person in the cemetery or crematorium grounds.
 - b) To remove temporarily any memorial or part of the memorial if such a course of action appears to the Manager to be desirable.
 - c) To recover all reasonable costs in making any memorial safe from the grantee or their representative
8. No memorial should be erected until at least 12 months after an interment has taken place, unless that interment took place in a vault space or mini grave. The company will not be responsible for levelling memorials where the grantee has decided to erect a memorial before 12 months.
9. During the first 12 months after the interment the grave will be mounded and topped up regularly to deal with the settlement of the backfill. Potted plants and cut flowers only should be placed on the grave during the first 12 months so that they can be removed temporarily to allow additional earth to be placed upon the grave space.
10. Every memorial design or idea for commemoration will be considered by the company and that choice will be provided if it is reasonable for the company to do so.
11. Memorial benches are permitted only if a grave space is purchased for it to be placed on.

Date of Operation

These regulations shall come into force from 1 November 2006.

MEMORIAL REGULATIONS FOR CHELTENHAM AND CHARLTON KINGS CEMETERIES

A temporary wooden marker bearing only the name, date of death and age of the deceased is permitted on burial plots for a **maximum period of twelve months** following an interment. As the burial authority, Cheltenham Borough Council retains the right to remove any temporary markers after the twelve months have ended and the right to refuse the installation of any memorial or temporary marker that is deemed unsuitable.

A permit application must be submitted for any memorial, including mini/child kerb sets, erected on a grave, whether this is a first memorial, additional inscription, renovation or replacement memorial, for which a fee may be payable. When a headstone is refixed after a renovation or additional inscription, an anchor system must be fitted regardless if it did not originally have one.

Stonemasons recommend waiting 12 months before headstones are erected, because we do not tamp our graves and headstones that are fitted after 6 months are more likely to move even with the anchor systems. Therefore allowing the grave to sit through all four seasons should allow the ground to settle and help prevent movement.

Following a burial the surface of the grave will be levelled but giving allowance for the ground to settle in the future, grass seed spread and, once established, the grass will be cut by the Grounds Maintenance staff. Please contact the office should the grave require a top up or removal of soil.

The planting of small trees, shrubs or roses is not permitted.

MATERIALS

All memorials must be of natural quarried stone, granite or marble. Please note, glass, metal, pottery, earthenware, artificial or reconstructed stone memorials of any kind is **not** allowed and a wooden headstone can be no more than 24"/61cm in height due to the greater risk of the material perishing over time and becoming unsafe.

No Memorials can be erected without the Right to Erect a Memorial permit including refixing a headstone or installing a new mini kerb set. Permits are available through the Cheltenham Cemetery Office and application must be made by a NAMM/BRAMM approved Memorial Mason. All Memorials exceeding 18inches/46cm tall must be installed with a National Association of Memorial Masons approved ground anchor, without exception, by a professional Memorial Mason. This is essential for us as a Local Burial Authority as we have a legal obligation to ensure regulatory compliance and manage instances of unstable and dangerous memorials.

ALL STONEMASONS MUST BE COVERED BY PUBLIC LIABILITY INSURANCE

Before a permit can be issued, a copy of Memorial Mason's current Public Liability Insurance Certificate must be submitted to Cheltenham Bereavement Services with updated certificates forwarded as appropriate. When onsite, the stonemason must be able to present the issued permit to a member of Cheltenham Bereavement Services if requested. The tear-off slip at the bottom of the permit must be returned to the Cemetery office, preferably within 5 days of erecting the memorial.

A permit will not be issued for an application for any memorial not meeting the above criteria.

All fees are required prior to the issue of a permit and the erection of the memorial or the cutting of an inscription cannot take place until a permit has been issued to the stonemason. As the Burial Authority, we aim to process this application within three weeks of receipt, providing the application is complete and correct.

If you have any questions regarding the above or the fees payable, please contact Cheltenham Bereavement Services at Cheltenham Cemetery on 01242 244 245.

SIZES

Overall size of Memorial MUST NOT EXCEED and includes the foundation and kerb set if appropriate

- ❑ **LAWN GARDEN GRAVE** available at Cheltenham Cemetery
Headstone Height 3ft 6ins/107cm Mini Kerb Set Height 6ins/15cm*
Maximum Total Length front to back 3ft 6ins/107cm Width 3ft/91cm
- ❑ **TRADITIONAL GRAVE** available at Charlton Kings and Cheltenham Cemeteries
*Headstone Height 5ft/152cm**
Length front to back 2ft 6ins/76cm Width 3ft/91cm
Kerb set or ledger stone must not exceed
Maximum Total Length including that of the Headstone and Kerb Set 7ft/213cm Width 3ft/91cm
Height 12ins/30cm
- ❑ **CHILD'S GRAVE** available at Cheltenham Cemetery
*Headstone Height 3ft/91cm**
Width 2ft/61cm Length front to back 2ft 6ins/76cm
Kerb set must not exceed
Maximum Total Length including that of the Headstone and Kerb Set 4ft/122cm
Width 2ft/61cm Height 6ins/15cm
- ❑ **CREMATED REMAINS GRAVE**
 available at Cheltenham Beech Walk, Y(A), Y(B) and Charlton Kings 10A, 10B, 10C, 10D
TABLET
Length front to back 18ins/46cm Width 18ins/46cm Tablet Height 6ins/15cm
VASE
Width 12ins/30cm square Vase Height 12ins/30cm
- ❑ **CREMATED REMAINS PLOT** available at Cheltenham Cemetery A1 and B1 only
HEADSTONE *Height 2ft/61cm Width 18ins/46cm Length front to back 18ins/46cm*
TABLET *Height 6ins/15cm Width/Length 18ins/46cm square*
VASE *Height 12ins/30cm Width/Length 12ins/30cm square*
- ❑ **CREMATED REMAINS PLOT** available at Charlton Kings Garden of Remembrance only
TABLET *Height 6ins/15cm Length/Width 18ins/46cm square*
VASE *Height 12ins/30cm Length/Width 12ins/30cm square*

*** if a wooden headstone is being erected the maximum permitted height is 24"/61cm due to the greater risk of the material perishing and becoming unsafe**

VERY IMPORTANT GRAVE INFORMATION

On occasion, to maintain staff safety and ensure service delivery, the authority reserves the right to alter the position of graves, purchased in reserve or not, prior to the initial interment taking place. This would be due to unstable, non-cohesive, ground conditions becoming unworkable during periods of adverse weather.

The sometimes necessary reselection is done to ensure the service does not breach The Local Authority Cemetery Order 1977 (LACO 77), and the Charter For The Bereaved (Institute of Cemetery & Crematorium Management), while carrying out the grave digging process, and to ensure staff welfare is maintained at all times. The grave owner(s) will be made aware of any alterations made and offered options with regards the reselection process. Every effort will be made to accommodate the wishes of the grave owner(s).

Grave owners should be made aware that, on occasion, spoil from neighbouring excavations may be placed upon their grave, to facilitate the grave digging process. This is unavoidable and essential. Every effort will be made to ensure that disruption to any grave is kept to a minimum. In certain weather conditions there may be unavoidable footprints or tyre tracks left, although we will endeavour to make this right. Any objects placed on a grave are done so at the owners own risk, and the authority accepts no liability for loss of items. The authority recommends that the grave owner(s) takes out insurance on Cemetery approved grave memorials. Insurance information can be found by contacting approved memorial masons. The authority will investigate any damage caused to memorials, but if the cause of damage cannot be ascertained, and blame apportioned, the authority will not cover any repair costs to said memorial.



TERMS & CONDITIONS AND GENERAL GUIDELINES FOR THE MANAGEMENT AND CONTROL OF MILE END AND YEW TREE BRAKE CEMETERIES

CEMETERY MANAGER: Robert Gittings Tel. 01594 832848
E-mail: rob.gittings@fdean.gov.uk

CEMETERY OPENING HOURS: Summer: 9.00 a.m. to 8.00 p.m. (BST)
Winter: 9.00 a.m. to 5.00 p.m. (GMT)

ESTABLISHED

The cemeteries were established under the Public Health (Interments) Act 1879 by the former West and East Dean Rural Councils and are now under the management and control of the Burial Authority, the Forest of Dean District Council.

BURIALS

Portions of ground have been consecrated for burials according to the rites of Church of England, Roman Catholic Church and Non-Conformist Churches.

NOTICE OF INTERMENT

The Notice of Interment form **must** be submitted by the Undertaker with **three clear working days** of notice before the proposed interment. The form should be sent to the Burial Records and Administrative Officer, Land Legal and Property Department, Forest of Dean District Council, High Street, Coleford, Gloucestershire GL16 8HG.

The Undertakers should contact the Cemetery Manager directly at the Cemetery to book date and time of funeral. For multiple burials, the Exclusive Right must be purchased at the first interment, and produced to the Cemetery Manager when arranging subsequent re-openings. The burial section and size of grave required shall be confirmed in writing giving three clear working days' notice prior to the proposed interment.

FEES, DATES AND HOURS OF INTERMENT

Invoices for fees and charges are issued as soon as possible after the funeral. For current rates see applicable table of charges which are available from the Cemetery Manager or Land Legal and Property Department. No interment can take place on Sundays, Christmas Day or Good Friday, **or on any statutory Bank Holidays**.

During British Summer Time no burial will be allowed before **10.00 a.m.** or after **1.00 p.m.** on weekdays, nor after **11.00 a.m.** on Saturdays. There will be an additional charge for burials taking place on a Saturday.

During Greenwich Mean Time no burial will be allowed before **10.00 a.m.** or after **1.00 p.m.** on weekdays, nor after **11.00 a.m.** on Saturdays. There will be an additional charge for burials taking place on a Saturday.

Due to working arrangements, interments resulting in the Cemetery Manager's staff working beyond

their normal working hours may result in additional payments at overtime rates

SITE OF GRAVE

The Burial Authority, the Forest of Dean District Council, must approve the selection of grave space. Enquiries should be made to the Cemetery Manager regarding such allocations.

DISPOSAL CERTIFICATE

The Registrar's Certificate for Disposal or the Coroner's Order for Burial must be given to the Burial Authority, the Forest of Dean District Council, or handed to the Cemetery Manager or Cemetery Attendant before interment takes place.

EXCLUSIVE RIGHT OF BURIAL

Application forms are obtainable from the Cemetery Manager, Undertakers and Council Offices. All applicants are advised to visit the Cemetery and liaise with the Cemetery Manager when selecting a plot, and he will allocate them a grave/ashes space number.

A purchaser or owner for the time being of the Exclusive Right of Burial in a grave space shall not dispose of such Right without consent of the Burial Authority, the Forest of Dean District Council, and every transfer of such Right shall be prepared by the Burial Authority, the Forest of Dean District Council, at the expense of the applicant.

Where a double depth grave is requested, Exclusive Right of Burial must be obtained.

(Note: It is not the grave space, which is purchased, but the Exclusive Right to Burial in that space)

UNPURCHASED GRAVES OPEN TO PURCHASE

No un-purchased grave shall be re-opened for another interment within two years of the burial of a person therein unless to bury another member of the family. Where the Exclusive Right of Burial in such earthen grave space has not been granted, such Right may be purchased at any time during two years from the date of the first interment.

A single depth grave cannot be re-opened except for the interment of cremated remains. The Exclusive Right of Burial **must** have been purchased.

CERTIFICATE OF GRANT

At every opening of a grave where an Exclusive Right of Burial has been purchased, either the Grant Certificate of such Exclusive Right or the written consent of the owner or his or her legal representative **must** be produced to the Burial Authority, the Forest of Dean District Council, when giving notice of interment to the Cemetery Manager when booking the funeral.

Where the Grant Certificate has been mislaid, a fee may be charged for searching office records to prove Exclusive Rights of Burial. Copies of lost certificates can be purchased by contacting the Bereavement Officer.

NON-RESIDENTS

Prescribed extra charges shall be payable where a person to be interred was not a resident of the Forest of Dean District Council administrative area, in accordance with fees and charges approved and published from time to time by the Burial Authority. A table of charges is available on request from the Cemetery Manager or the Bereavement Officer and is also available on our web site, www.fdean.gov.uk.

GRAVES

The size of the graves is 1950 mm x 675 mm (6'6" x 2') approx. and is dug by a person appointed by the Authority. No grave shall be excavated beyond a depth of 2400 mm (8 feet), and no coffin buried within 900 mm (3 feet) of ground level. If more than one body is interred in the same grave, then a minimum depth of 150 mm (6") of earth shall be left between coffins. When a re-opening of a grave is requested, the Grant Certificate of the Exclusive Right must be produced to the Cemetery Manager, prior to the event.

An additional charge will be made for graves exceeding the sizes given above.

It will sometimes be necessary to use a grave space for the placing of a box to hold soil removed when an adjacent grave is being prepared. This is common practice within grave excavation procedures. Any disruption should be kept to a minimum and the grave fully reinstated following the interment.

The cemetery at Mile End and sections C, E and M at Yew Tree Brake are laid as a lawn and the graves should be left as flat grass. Grave mounds, grave edging, footstones, kerbs or flat stones are not allowed in these sections. Similarly the planting of trees, shrubs plants and bushes is prohibited although relatives may apply to plant these memorial items elsewhere in the cemetery. The Cemetery Manager without notice will remove any items, materials or plants contravening these regulations.

The maintenance of the graves in the lawn sections is carried out by the Burial Authority, the Forest of Dean District Council, and this consists in the main of grass cutting, 'topping up' subsiding graves, removing dead flowers and generally keeping them neat and tidy.

Note: Following an interment the Burial Authority will carry out any 'topping up' of a grave that has settled (up to a period of six months after the interment). Further requests to 'top up' will be carried out on payment of a fee.

COFFINS

Wooden or biodegradable coffins only shall be used when the Exclusive Right of Burial in the grave space is not purchased.

APPLICATION TO ERECT A MEMORIAL, PLAQUE, VASE OR ADD AN INSCRIPTION TO A MEMORIAL etc.

The Exclusive Right of Burial **must** be purchased before a Memorial can be erected. The applicable form, giving correct attention to size, including the proposed wording, and sketch of Headstone, has to be submitted to the Burial Authority, the Forest of Dean District Council, for approval. Headstone sizes are as follows – maximum **762 mm** high, **610 mm** wide, (2'6" high, 2'0" wide), minimum **660 mm** high, **533 mm** wide (2'2" high, 1'9" wide) and can be **76 mm** or **102 mm** (3" or 4") thick. The Headstone base must be **762 mm x 305 mm x 102 mm** (2'6" x 12" x 4") thick. **All work must comply with the recommendations and Code of Practice of the British Register of Accredited Memorial Masons**

No Memorial can be erected without the formal application and written approval from the Burial Authority and Monumental Masons and others must advise the Cemetery Manager of their intention to erect the memorial in accordance with the Council's approval. **The installer of a memorial erected without permission and prior notification will be asked to remove such memorial immediately and carry out all reinstatement.** Forms stating the permissible types of Memorial can be obtained from the Cemetery Manager, or the Forest of Dean District Council offices.

No Memorial shall be constructed of brick, plaster, wood, Bath stone, Caen stone or other soft stone or artificial stone, zinc, iron or metal. **All headstones must be granite and marble only and have the section and grave no** Hand cut or Sandblasted and painted on rear of headstone in Arial font in 15mm high letters 20mm from base of stone and 20mm from left hand edge. The name of the sculptor may not be placed.

Memorials are to be kept in repair by the owner. There must be no identification marks or names of the mason. **Photo plaques are allowed at the discretion of the Burial Authority.**

Memorials can only be erected, repaired or removed during the working hours of the Cemetery Manager and his permission to carry out memorial work must be obtained prior to entering the cemetery.

STONE VASE OR TABLET

The Exclusive Right **must** be purchased, and the application form to erect or place a Memorial must be approved. Stone vases shall not exceed 200 mm (8") in height, lettering must be of a high standard, and they may only be placed at the base of the Headstone and are not allowed anywhere else on the grave. All flowers shall be placed in vases. Bell glasses, shells, glass and wire work of any kind is **not** allowed and will be removed by the Cemetery Manager.

Personal items such as teddy bears, ornaments, toy windmills and the like are placed entirely at the owners risk on memorials and the Burial Authority will not be responsible for any damage to or loss of such items. The Cemetery Manager will remove any of these items placed on the lawn or grave area.

All work must be by a contractor approved by the Forest of Dean District Council and to the recommendations and Code of Practice of the British Register of Accredited Memorial Masons

GARDEN OF REMEMBRANCE

Mile End Cemetery

This is the area where cremated remains are interred or scattered. There are two sections available for this purpose. The older of the two sections allow for the erection of tablets and vases and application to erect is through a stone mason approved by the Burial Authority.

The new section, E, is designated to Desk Vase Tablets and family 'rose' plots where application to supply and fix is made directly through the Forest of Dean District Council and also for the erection of tablets and vases with application made through a registered mason.

A family 'rose' plot allows up to six interments (dependent on form of interment). All other plots in the Garden of Remembrance allow a maximum of two interments.

Yew Tree Brake Cemetery

This is the area where cremated remains are either interred or scattered.

Memorial bronze plaques are used for commemorative purpose in the kerbed section of the Garden of Remembrance and desk vase tablets in the un-kerbed section. Application to supply and fix bronze memorial plaques and desk vase tablets is made directly through the Forest of Dean District Council.

If provision needs to be made to reserve a plaque space for a relative in the future, the adjacent space has to be reserved at the present time and reservation fee paid (which will include the Exclusive Right).

Note: The Exclusive Right of Burial must be purchased before pot based memorials can be erected.

GARDEN OF MEMORIES – GRANITE PLAQUES

This is an area in each cemetery reserved for the pouring of ashes in unmarked plots. No record will be kept of the exact location. There is no Exclusive Right of Burial in this section. The Woodland Garden of Memories at Yew Tree Brake is planted with wild flowers and grasses. Grass cutting of this area will therefore be limited.

Granite plaques may be erected in memory of the bereaved. Plaques may be either circular or rectangular in shape. It is not a requirement that the deceased remains are interred or strewn in this section when purchasing a granite plaque. Granite plaques are set into Forest stone and are supplied and fixed directly through the Forest of Dean District Council.

CREMATED REMAINS

The strewing/scattering of cremated remains is restricted to designated areas within the cemetery and may only take place with the approval of the Burial Authority.

CONDUCT OF VISITORS

Visitors are requested to keep to the footpaths at all times except when visiting a grave and to refrain from touching shrubs, plants and flowers. No smoking or alcohol is allowed in the cemetery.

ENTRY

No person shall be permitted to enter or leave the Cemetery except by the proper entrance gates.

CHILDREN

Children under 12 years of age will not be allowed within the Cemetery except under the care and supervision of a responsible person.

MOTOR VEHICLES/BICYCLES

All vehicles must park in the car park, unless in funeral processions, or to enable an invalid to visit the grave. All parking is at owner's risk. Bicycles must be left in a space near the gates at the owner's risk.

PERAMBULATORS, PUSHCHAIRS

Perambulators and pushchairs should whenever practicable be left on the footpaths.

DOGS

No dogs are allowed except guide dogs.

LITTER

Dead flowers, paper and other refuse must be deposited in the receptacle provided.

GRATUITIES

No person employed by the Burial Authority, the Forest of Dean District Council, is allowed to receive any gratuity.

WILDLIFE

The cemeteries are set in rural surroundings with squirrels, rabbits and other wildlife being occasional visitors. Floral tributes are placed at owner's risk.

WREATHS

Cemetery staff will remove funeral wreaths two weeks after date of interment.

Wreaths in the Garden of Memories should be placed in the space provided and not on the area where pouring has taken place.

Christmas wreaths will be removed during the last week of January. All Christmas items, which family/friends wish to keep, should be removed by this date.

REGULATIONS

The Regulations of Her Majesty's Secretary of State under the Burial Acts shall be deemed to be incorporated herewith. The Burial Authority, the Forest of Dean District Council, reserves the right from time to time to make alterations in the foregoing Rules, consistent with the Burial Acts.

April 2021

Cemetery: Tewkesbury/Bishops Cleeve (delete as appropriate)
Enquiries to Cemetery and Asset Management Support Officer - Tel (01684) 272184

LAWN CEMETERY

PLEASE READ THE FOLLOWING SECTION CAREFULLY BEFORE SIGNING

The following conditions apply to a Lawn style cemetery:-

1. THE SURFACE OF THE GRAVE WILL BE TURFED OVER and mown by the cemetery staff, after the grave has been allowed to settle. You may put flowers or plants on the grave so long as they are contained within 450mm (1.5ft) of the memorial stone. The cemetery staff reserve the right to clear and turf over areas that become untidy.

2. MEMORIALS WILL ONLY BE PERMITTED IN THE AREA DESIGNATED AT THE TOP OF THE GRAVE. No memorials, planting, ornaments or kerbing will be permitted on the grassed surface and the cemetery staff will remove any items not within the area permitted in front of the headstone (see above).

3. THE CHOICE OF MEMORIAL IS LIMITED TO A HEADSTONE AND/OR VASE in marble, granite or other natural stone. The size of the memorial shall not exceed the following dimensions:-

a. Headstone	Height	900mm
	Width	800mm
	Thickness	100mm
b. Vases		300 x 250 x 230mm

I (name in full) _____

of (address) _____

have read and understood the special conditions detailed above which apply to the Lawn Cemetery. I also understand that all Rights granted in respect of any memorial will expire on the same date as the Right of Burial (ie. 100 years) and that there is no obligation on my part to erect either form of memorial.

Name of Deceased _____ Grave Number _____

Signed _____ (signature of applicant)

Dated _____



Meeting:	Overview and Scrutiny Committee	Date:	8 January 2024
	Cabinet		10 January 2024
Subject:	Transfer of sites in Podsmead to enable the regeneration of the estate		
Report Of:	Cabinet Members for Performance & Resources and Planning & Housing Strategy		
Wards Affected:	Podsmead		
Key Decision:	Yes	Budget/Policy Framework:	Yes
Contact Officer:	David Evans: City Growth & Delivery Manager		
	Email: david.evans@gloucester.gov.uk		Tel: 01452 396847
Appendices:	<ol style="list-style-type: none"> 1. Draft Heads of Terms for the sale of sites in Podsmead to Gloucester City Homes 2. Plans showing the sites in Podsmead that are the subject of the report 		

FOR GENERAL RELEASE

1.0 Purpose of Report

- 1.1 The Council and Gloucester City Homes (GCH) have drafted heads of terms for the disposal by the Council of sites in its ownership at Podsmead. This being with the intent of enabling the regeneration of the Podsmead estate through the provision of affordable housing as well as commercial, leisure and community facilities.
- 1.2 This report seeks Cabinet’s approval of the draft Heads of Terms for the disposal of the sites within its ownership to GCH, and delegated authority to implement and/or facilitate the delivery of estate regeneration in line with those heads of terms (save for regulator matters). It is proposed that the sites will be sold at a sum that is below market consideration in order to deliver specific Council objectives. This would mean disposing of the land at an undervalue and is a key consideration for Cabinet to take into account.

2.0 Recommendations

- 2.1 Overview and Scrutiny Committee is asked to consider the information contained in the report and make any recommendations to Cabinet.
- 2.2 Cabinet is asked to **RESOLVE** that delegated authority be given to the Head of Finances and Resources, in consultation with the Cabinet Members for Performance & Resources and Planning & Housing Strategy, the Head of Communities and the Head of Place to:

- 1) Conclude and agree heads of terms with Gloucester City Homes (GCH) for the disposal of the freehold interest in the areas of sites shown edged Red on the Plan (“the sites”) whether by one or more transactions, and that a cost benefit analysis informs the final decision on disposal.
- 2) Take all necessary steps and undertake necessary procedures, including entering into any legal arrangements or other documentation as may be required to implement or facilitate estate regeneration in line with those heads of terms (save for regulator matters).

3.0 Background

- 3.1 Members will recall the report to Cabinet on 7 December 2022, which summarised the history of discussions held between the Council and Gloucester City Homes with the intent of delivering a housing-led regeneration scheme in parts of Podsmead. At the time the scheme proposed by GCH comprised a mix of affordable and market housing, commercial space and new community space. The Cabinet considered the plans and proposals presented by GCH and:

RESOLVED that delegated authority is given to the Property Commissioning Manager, in consultation with the Cabinet Members for Performance & Resources and Planning & Housing Strategy, the Head of Communities and the Head of Place to:

(1) negotiate heads of terms with Gloucester City Homes (GCH) for the disposal of the freehold interest in the areas of sites shown edged Red on the Plan (“the sites”) whether by one or more transactions, and that a cost benefit analysis informs the final decision on disposal

(2) negotiate heads of terms with GCH on an agreement to provide affordable homes within the regeneration of the estate

(3) if so required, to seek authority from the Secretary of State to dispose of the sites on the proposed terms

(4) negotiate terms with Gloucester United Schools Trust (GUS) for the release, relaxation or variation of the restrictive covenants affecting the sites.

3.1 Recent Revisions to the overall Masterplan

Since the consideration of the above report GCH has drafted an amended scheme for the regeneration of the estate, which is different to that seen by Cabinet in December 2022. This is as a result of the following factors:

- 3.2 Firstly, Homes England announced in June 2023 that grant funding provided through the Government’s Affordable Homes Programme can now be used to fund replacement homes alongside new affordable homes, as part of wider estate regeneration plans. Grant funding would alter the financial viability of the scheme, presenting opportunities for a greater proportion of affordable homes. Homes England has confirmed to GCH its support for Podsmead regeneration subject to a bid being submitted and evidence of a deliverable programme.
- 3.3 Secondly, and reflecting the requirement from Homes England, GCH has focused the regeneration on to a smaller, more deliverable scheme, comprising less sites within the estate.

- 3.4 The scheme now proposed by GCH, and which will be submitted to the Council for planning consent in spring 2024, is presented at Appendix 2. It comprises 8 residential sites and 2 areas of open space, and would involve the demolition of 64 homes and the construction of up to 177 new affordable homes as well as new retail, recreation and community facilities. The development would take place over a four year period, commencing in March 2025.
- 3.5 GCH describes the scheme as offering the following regeneration benefits:
- A clear new identity and sense of neighbourhood on arrival from Cole Avenue.
 - A renewed local centre with visual prominence on Podsmead Road providing a new retail offer.
 - A clear pedestrian priority route linking Tuffley-Bristol Road and safe walking to school and access to sports pitches and parks.
 - A new central park, giving it purpose and fronting homes.
 - The demolition and re-provision of 117 new homes, with a tenure mix to be determined to meet housing needs.
- 3.6 Three of the eight residential sites and the two areas of open space that are included within the Masterplan are in the ownership of the Council. These areas, which form the basis of this report and which are the same as those previously considered by Cabinet in December 2022, are delineated on the plan 2 at Appendix 1. The five adjacent sites are referred to as:
- Site 1 – 2.8 acres, proposed for housing
Site 2 – 1.26 acres, proposed for housing
Site 14 – 0.84 acres, proposed for housing
Site A – 1.58 acres, proposed for landscaping and recreational open space
Site B – 1.42 acres, proposed for landscaping and recreational open space
- 3.7 The development proposed by GCH on the Council's sites, which are the subject of this report, comprise the main areas of open space within the estate on Scott Avenue and Byron Avenue. GCH is proposing there the development of 107 affordable flats and houses, commercial space fronting the entrance to the estate, a new community space, and a park and play facilities. All of the development proposed is subject to securing Planning permission.
- 3.8 Draft Heads of Terms have been prepared, which are presented at Appendix 1. Members will note that the completion of the sale would be subject to a number of factors, including the securing of planning permission, the attraction of grant funding from Homes England, and the release of a restrictive covenant covering part of the scheme in favour of the Gloucester Schools Trust (see below). The types of commercial uses within the sites being transferred from the Council would be limited by a restrictive covenant, which is considered to be appropriate given the proximity of the retail units to the secondary school.
- 3.9 Members will note that the sale would be subject to a detailed phasing plan over the four year development process. GCH would pay a penalty to the Council should it fail to deliver the agreed number of affordable homes, or per home that is converted to open market. The amount of the penalty would be based upon an independent valuation of the scheme.
- 3.10 GCH has also agreed to take on the ownership from the City Council of the remaining open space within the estate, which would be enhanced with better landscaping and play facilities. On the plan at Appendix 2 this comprises the site to the east of site 2 on Byron Avenue, and the site between sites 1 and 14 on Scott Avenue. The transfer

of these sites would be subject to a separate report to Council, setting out the management and maintenance implications of the transfer.

4. Title Issues

4.1 The sites that are the subject of this report are currently public open space, each landscaped and used for local recreation. In order to progress the disposal of the land the Council would need to be mindful of the following issues.

4.2 Sale of Public Open Space

The Council would need to advertise its intention to dispose (transfer) of the land in a local newspaper for two consecutive weeks, following which members of the public can write in and object to the Council's intention to dispose of the land. A Cabinet decision would be required to dispose of the land having first considered any objections received. It is recommended that this is undertaken once precise details of the scheme have been identified and we have a clearer idea of timescales, as advertising too early may result in further advertisements being required.

4.3 Best Consideration

The Council has a range of powers to dispose of the Property in question whether acquired for housing purposes or otherwise. The Council has a statutory duty to obtain the best consideration reasonably obtainable. However, in certain circumstances this does not apply. Section 24 of the Local Government Act 1988 permits a local housing authority to provide financial assistance to any person for the purpose of privately let housing accommodation and this may include the transfer of land at an undervalue. S25 of the Local Government Act 1988 states that Secretary of State consent is required to any such disposal.

4.4 The Council would need to ensure that public assets are not sold at an undervalue, save, if at all, with the consent of the Secretary of State. Once full details of the regeneration scheme are obtained the Council will instruct an independent valuer to value the land based on the whole project.

4.5 Restrictive Covenants

A portion of the sites included in the development proposal are covered by a restrictive covenant for which the beneficiary is the Gloucester United Schools Trust (GUS). The covenant restricts:

- The number of homes that can be developed to 8 houses per acre;
- Shops or business premises cannot be erected; and
- All buildings erected shall front certain roads.

Any breach of that covenant may result in a financial consideration being due to the trust on the uplift in the value of the land covered by the covenant. Given that both the Council and GCH are partners in the Masterplan and in the regeneration area, both could become liable for that consideration, should GUS enforce the covenant's provisions.

4.6 The Council and GCH jointly approached GUS in October 2021 to secure its consent in principle to allow the covenants to be lifted on the affected land to enable the regeneration to proceed. Following an independent valuation GUS has written to the Council agreeing in principle to allowing the covenants to be lifted or altered to allow development, subject to the payment of a minimum consideration and protection for

the charity to secure any long term uplift in values achieved through the development. Within the Heads of Terms GCH proposes to reimburse all reasonable GUS costs including the Council's costs in dealing with the release of the covenants.

5.0 Social Value Considerations

- 5.1 The economic and social benefits will be set out in the Economic and Social Plan accompanying any planning application. The regeneration of the estate would expect to deliver significant social value, improving the quality of life of residents and the built and natural environment within the estate. Officers will discuss with GCH how it and its development partners/contractors can deliver social value pursuant to the Council's Social Value Policy and maximise the social value benefits of the project.

6.0 Environmental Implications

- 6.1 The development proposed would lead to a reduction in open space within the estate. It would, however, likely be a requirement of the scheme that the public open space that remains will be enhanced through better landscaping.
- 6.2 During the masterplanning and planning application stages, the development will fully explore the opportunities to enhance the environment, addressing green infrastructure as well as steps to tackle climate change. The Council will seek to minimise energy usage both in the construction methods used and the lifecycle of the properties developed.
- 6.3 Sustainable Urban Drainage Systems (SUDS) will be used across the site and the policy requirement of the draft City Plan will be expected to be fully adopted.
- 6.4 In addition, GCH will develop the site in accordance with the Registered Housing Association Living Homes Standard which sets out the minimum requirements for all new homes. The Standard is a significant improvement on current building regulations as it ensures better environmental credentials for new homes by focussing on 6 categories which cover the core functions of a home and how it interacts with the wider environment for the benefit of the end user; Energy, water, carbon, comfort, space and place.
- 6.5 GCH is currently implementing a programme to improve the environmental performance of its property stock within the city. Within the Heads of Terms GCH commits to ensuring that all the properties within its ownership will achieve EPC C rating on completion of the scheme.

7.0 Alternative Options Considered

- 7.1 The report to Cabinet in December 2022 considered alternative options that the Council might pursue in order to deliver the regeneration.

8.0 Reasons for Recommendations

- 8.1 To authorise officers to proceed towards completion of the sale of the sites. The agreement of the Heads of Terms by the Council would give confidence to both GCH and to Homes England that the scheme is deliverable.

9.0 Future Work and Conclusions

9.1 Should Cabinet support the recommendations, the next steps would be as follows:

- Land valuation of the Council's sites
- Submission by GCH of a planning application
- Submission by GCH of a grant funding bid to Homes England
- Secure release of the restrictive covenant on part of the sites held by Gloucester Schools Trust
- Consent of the Secretary of State to be sought if required
- Drafting followed by completion of a contract of sale, to be agreed by the Council in line with the recommendation

10.0 Financial Implications

10.1 As noted within the body of the report, the proposal will see the Council provide land below market value. Assurances should be sought to ensure the land is only used as per the agreement and that the Council is entitled to a refund if the land is used to generate alternative profits.

As the land is to be sold below market value, necessary legal advice should be sought.

11.0 Legal Implications

11.1 As the land was originally acquired as part of housing land, the land is held for housing purposes under the provisions of the Housing Act 1985. Section 32 of the Housing Act 1985 gives a local authority power to dispose of land held for such purposes with the Consent of the Secretary of State. The Secretary of state has given a General Consent for the disposal of vacant land held for housing purposes at any price.

11.2 It has been noted above that under s24 of the Local Government Act 1988, by transferring the land at an undervalue, the Council will be deemed to be providing financial assistance and that this is permitted with Secretary of State Consent. The Secretary of State has given a General Consent which permits all local authorities in England to disposal of land to registered providers of social housing at an undervalue for the purposes of s24 of the Housing Act 1988 for development as housing accommodation or development as housing accommodation and other facilities which are intended to benefit mainly the occupiers of the housing accommodation. The General Consent is conditional on:

- (a) the Transfer containing an obligation for the development to be completed within 3 years of the date of completion of the Transfer (which can be dealt with by means of a phased transfer and development);
- (b) a requirement for the housing accommodation to be let as social housing or a shared ownership lease (or some other defined uses which will not apply to this matter);
- (c) The aggregate value of financial assistance given under s24 (to all such providers) not exceeding £10 million in any one financial year.

11.3 This General Consent will apply to this disposal provided that the above conditions are met and that any commercial/retail properties forming part of the development are intended mainly to benefit the occupiers of the housing accommodation. If these

conditions cannot be met then specific consent will be required from the Secretary of State.

- 11.4 Where the disposal is of public open space, prior to disposal a notice of the intention to dispose must be placed in the local press for 2 consecutive weeks, and any objections considered.
- 11.5 There are restrictive covenants which could affect the development. Steps will need to be taken for the negotiation of the release, relaxation or variation of those covenants. See the comments at 4.5 and 4.6.
- 11.6 The Council will also need to consider, because the land is being disposed of at less than best consideration, that it is providing a subsidy to the purchaser and must therefore comply with the obligations in the Subsidy Control Act 2022.

12.0 Risk & Opportunity Management Implications

Risk	Mitigation
Following the transfer of the property GCH does not implement the regeneration in whole or in part.	<p>The Heads of Terms includes reference to a phasing plan, which would set out a clear timetable for the development of all aspects of the scheme.</p> <p>The Heads of Terms includes a penalty clause requiring GCH to pay a fixed sum per home not delivered or per home converted to open market.</p> <p>Covenants can be included in the Transfer(s) to require GCH to carry out the proposed development, which would give some comfort and would enable the Council to take action against GCH in the event of the development not being completed.</p>
There is significant opposition to the redevelopment proposed amongst local residents.	GCH has and will continue to consult with local residents over the scheme, and public consultation will be a requirement of the planning application. The messaging needs to emphasise the estate-wide benefits that will accrue to all residents from the regeneration, including the improvements to community facilities and the remaining open space, and the provision of employment opportunities within the commercial units.
The scheme proposed by GCH fails to secure planning permission	The sale of the Council's sites is dependent upon GCH securing planning permission.

13.0 People Impact Assessment (PIA) and Safeguarding:

- 13.1 The PIA Screening Stage was completed and identified potential negative impacts as a result of this recommendation. This includes the impact on homeowners within the estate, particularly those whose homes would be replaced, and the users of recreational facilities. A full PIA will be prepared to assess the negative impacts that the development could have on residents.
- 13.2 The impact on residents within the estate will be identified in an assessment of housing needs to be carried out alongside GCH prior to the implementation of the scheme.

14.0 Community Safety Implications

- 14.1 The scheme will be delivered in accordance with one of the 13 key principles of the City Plan, namely *“Deliver development that achieves high quality design and layouts that integrates new and existing communities, reduces crime and the fear of crime, builds positively on local distinctiveness and contributes to the creation of an active, connected and sustainable city.”*
- 14.2 Should the regeneration of the estate proceed it is expected that it would lead to improved civic pride, characterised by lower levels of crime and antisocial behaviour than currently witnessed within the estate.

15.0 Staffing and Trade Union Implications

- 15.1 There are no staffing and trade union implications.

Background Documents: None

Appendix 1

Draft Heads of Terms for the sale of the three sites in Podsmead

HEADS OF TERMS

Regeneration at Podsmead Estate, Podsmead, Gloucester

("the Regeneration")

1 Parties

Gloucester City Council ("Land Owner")
Gloucester City Homes ("Developer")

2 Agreement between the Land Owner and the Developer

- 2.1 The Land Owner and the Developer agree to enter into an agreement by 31st March 2024 to transfer the land shown edged red on the attached plan to the Developer for £1 in consideration of the Developer agreeing to deliver 177 affordable units, new retail space, new parks and related public realm as part of the wider regeneration of the Podsmead Estate as outlined in the Master Plan. The agreement will be conditional on the following:
- (a) the Developer obtaining satisfactory outline planning permission covering the whole estate;
 - (b) planning application to include detailed phasing plan of residential development, open space, retail and community hub, a delivery timetable, number of homes & tenure in each phase and decant programme based upon local housing need in line with the approved housing need assessment & rehousing strategy.
 - (c) the Land Owner obtaining a release of a restrictive covenant registered in favour of Gloucester Schools Trust, Gloucester City Homes to reimburse all GUS & Gloucester City Homes reasonable costs;
 - (d) restricted covenant to be agreed to restrict inappropriate commercial use of land released by Gloucester City Council such as, bookmakers, fast food outlet.
 - (e) grant funding being made available to the Developer by Homes England; and
 - (f) the Land Owner giving vacant possession of the land.
 - (g) Gloucester City Homes to reimburse all Gloucester City Council reasonable legal costs
- 2.2 Subject to the planning strategy being agreed by the Land Owner and the Developer by 31 January 2024 the Developer shall submit an application for planning with the local planning authority on or before 31 March 2024.
- 2.3 The Land Owner and the Developer agree that the Developer shall bring forward new affordable homes on land transferred to GCH and that the Regeneration will not create a net loss position of affordable homes throughout the delivery of the Master Plan
- 2.4 The Developer agrees with the Land Owner to use all reasonable endeavours to deliver the units as referred to at paragraph 2.1 above within [5] years of the date of the implementation of the planning permission.
- 2.5 Save for reductions in numbers brought about by the planning process, The Developer will agree to a penalty provision of a lump sum payment per home not delivered or per home

converted to Open Market. The amount of the lump sum to be agreed subject to obtaining independent valuation advice.

- 2.6 The Developer agrees to take on the ownership and management of all new public open space as outlined in the Master Plan in perpetuity.
- 2.7 The Developer will use all reasonable endeavours to invest in its remaining stock in Podsmead to ensure all Developer owned units achieve an 'EPC C rating' on completion of the scheme.
- 2.8 The parties agree to act reasonably and in good faith when negotiating the full land and development agreement.

Signed:
For and on behalf of Gloucester City Council

Signed:
For and on behalf of Gloucester City Homes Limited

Appendix 2 - Plans showing proposed development sites edged in red in Podsmead

Plan 1 –sites proposed for redevelopment by Gloucester City Homes

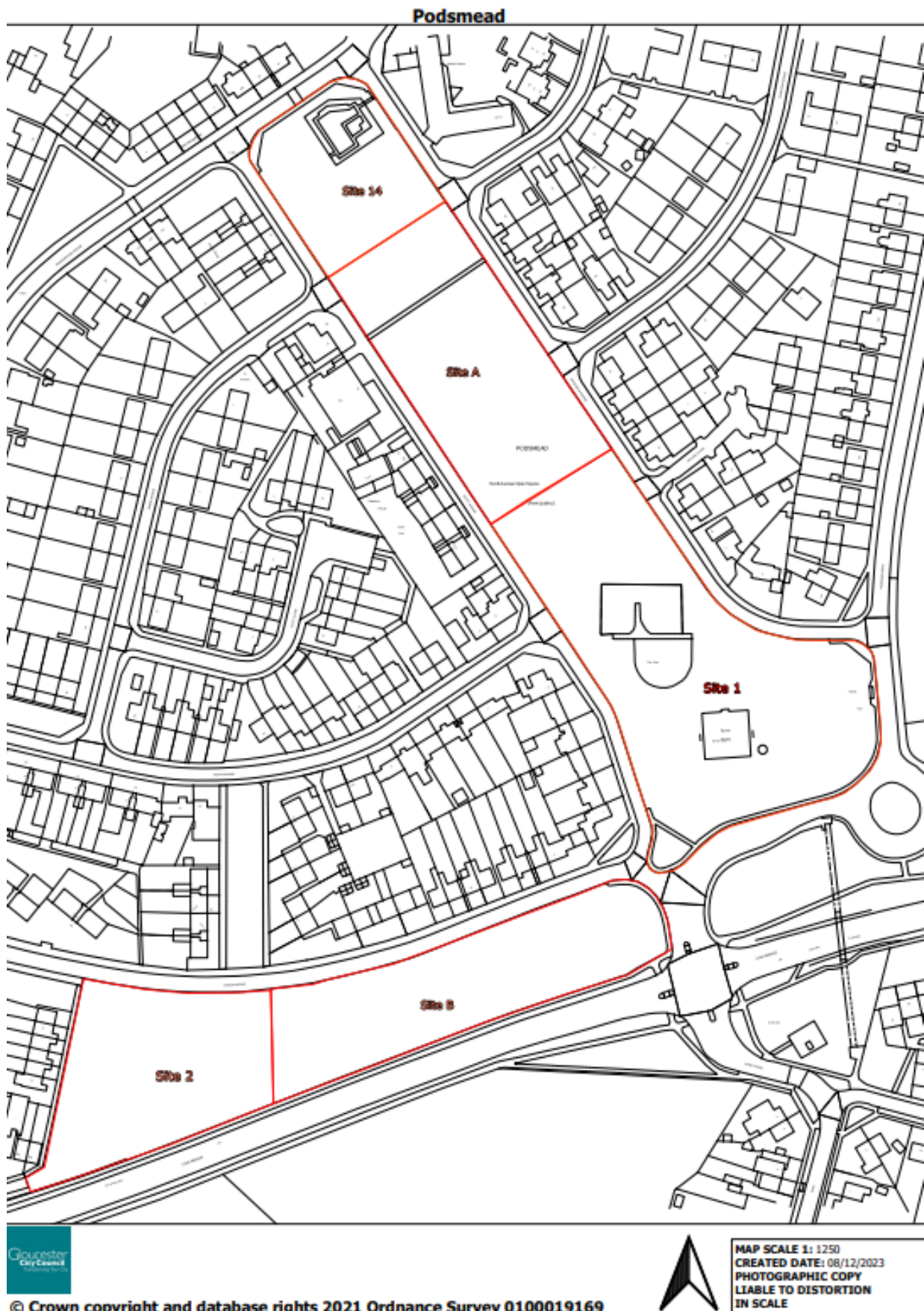
Plan 2 – the sites in the Council's ownership that are proposed to be transferred to GCH

Plan 1

Proposed Estate Regeneration Plan, identifying sites proposed by GCH to be developed for housing



Plan 2 Sites to be included in the transfer to GCH





Gloucester City Council

FORWARD PLAN FROM DECEMBER 2023 TO NOVEMBER 2024

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 Environment (LE)	Councillor Richard Cook	richard.cook@gloucester.gov.uk
Deputy Leader and Performance & Resources (P&R)	Councillor Hannah Norman	hannah.norman@gloucester.gov.uk
Planning & Housing Strategy (P&HS)	Councillor Stephanie Chambers	stephanie.chambers@gloucester.gov.uk
Culture & Leisure (C&L)	Councillor Andrew Lewis	andrew.lewis@gloucester.gov.uk
Communities & Neighbourhoods (C&N)	Councillor Raymond Padilla	raymond.padilla@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 Democratic Services democratic.services@gloucester.gov.uk, Tel 01452 396126, PO Box 3252, Gloucester GL1 9FW. Contact the relevant Lead Officer for more information).

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

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

CONTACT:

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

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

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

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

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)
DECEMBER 2023						
NON	<p>Report on the Impact of the Cyber Incident and the Lessons Learnt</p> <p><u>Summary of decision:</u> To note the impact of the cyber incident of December 2021 and the lessons learnt from the subsequent recovery.</p> <p><i>Wards affected: All Wards</i></p>	<p>27/11/23</p> <p>6/12/23</p>	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Iain Stark, Head of Transformation and Commissioning Tel: 01452 396156 iain.stark@gloucester.gov.uk</p>

KEY	<p>Review of Office Accommodation for Face-to-Face Appointments</p> <p><u>Summary of decision:</u> To consider moving Face-to-Face pre-bookable appointments from The Gateway, 92-96 Westgate Street, to the management suite at Eastgate Shopping Centre.</p> <p><i>Wards affected: All Wards</i></p>	6/12/23	Cabinet Cabinet Member for Performance and Resources			Jayne Wilsdon, Asset Management Officer Tel: 01452 396871 jayne.wilsdon@gloucester.gov.uk
KEY	<p>Cheltenham, Gloucester and Tewkesbury Community Infrastructure Levy Joint Committee</p> <p><u>Summary of decision:</u> To approve the creation of a new Cheltenham, Gloucester and Tewkesbury Community Infrastructure Levy Joint Committee.</p> <p><i>Wards affected: All Wards</i></p>	6/12/23 25/01/24	Cabinet Council Cabinet Member for Planning and Housing Strategy			Adam Gooch, Planning Policy Team Leader Tel: 01452 396836 adam.gooch@gloucester.gov.uk

KEY	<p>Car Parking- Tariff Increase & Charging Hours Amendments</p> <p><u>Summary of decision:</u> To review the current car park tariffs and zoning across the City and to resolve inconsistencies between car parks.</p> <p><i>Wards affected: All Wards</i></p>	6/12/23	Cabinet Cabinet Member for Performance and Resources			<p>Greg Maw, Head of Finance and Resources Tel: 01452 396422 greg.maw@gloucester.gov.uk</p>
NON	<p>Adoption of Validation Checklist</p> <p><u>Summary of decision:</u> To adopt an updated Validation Checklist for planning applications following the adoption of the Gloucester City Plan.</p> <p><i>Wards affected: All Wards</i></p>	6/12/23	Cabinet Cabinet Member for Planning and Housing Strategy			<p>Jon Bishop, Planning Development Manager Tel: 01452 396562 jon.bishop@gloucester.gov.uk</p>

NON	<p>Treasury Management Six Monthly Update 2023/24</p> <p><u>Summary of decision:</u> To update Cabinet on treasury management activities.</p> <p><i>Wards affected: All Wards</i></p>	6/12/23	Cabinet Cabinet Member for Performance and Resources			Greg Maw, Head of Finance and Resources Tel: 01452 396422 greg.maw@gloucester.gov.uk
BPF	<p>Local Council Tax Support Scheme</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>	6/12/23 25/01/24	Cabinet Council Cabinet Member for Performance and Resources			Greg Maw, Head of Finance and Resources Tel: 01452 396422 greg.maw@gloucester.gov.uk
NON	<p>Financial Monitoring Quarter 2 Report</p> <p><u>Summary of decision:</u> To receive an update on financial monitoring information for the second quarter 2023/24.</p> <p><i>Wards affected: All Wards</i></p>	27/11/23 6/12/23	Overview and Scrutiny Committee Cabinet Cabinet Member for Performance and Resources			Hadrian Walters, Accountancy Manager Tel: 01452 396231 hadrian.walters@gloucester.gov.uk

NON	<p>Tourism and Destination Marketing Report 2023</p> <p><u>Summary of decision:</u> To update Members on the progress that has been made in achieving the Growing Gloucester's Visitor Economy Action Plan during 2023.</p> <p><i>Wards affected: All Wards</i></p>	6/12/23	Cabinet Cabinet Member for Culture and Leisure			Philip Walker, Head of Culture Tel: 01452 396355 philip.walker@gloucester.gov.uk
KEY Page 109	<p>Infrastructure Funding Statement 2023</p> <p><u>Summary of decision:</u> To approve for publication the Community Infrastructure Levy and S106 reports for 2022/23 and the Infrastructure List.</p> <p><i>Wards affected: All Wards</i></p>	6/12/23	Cabinet Cabinet Member for Planning and Housing Strategy			Paul Hardiman, CIL Manager for the Joint Core Strategy Authorities of Cheltenham, Gloucester and Tewkesbury Tel: 07828542734 paul.hardiman@gloucester.gov.uk

JANUARY 2024						
KEY	<p>Cemetery Rules and Regulations Review</p> <p><u>Summary of decision:</u> To request that Members review the Rules and Regulations for Tredworth and Coney Hill Cemeteries.</p> <p><i>Wards affected: All Wards</i></p>	10/01/24	Cabinet Cabinet Member for Performance and Resources			Carly Hughes, Bereavement Services Manager carly.hughes@gloucester.gov.uk
NON Page 110	<p>Climate Change Action Plan</p> <p><u>Summary of decision:</u> To introduce the final draft of the Climate Change Action Plan for consideration by Members ahead of wider public consultation.</p> <p><i>Wards affected: All Wards</i></p>	8/01/24	Overview and Scrutiny Committee			Jon Burke, Climate Change Manager Tel: 01452 396170 Jon.Burke@gloucester.gov.uk
		10/01/24	Cabinet Cabinet Member for Environment			

NON	<p>Electric Vehicle Charging in Gloucester</p> <p><u>Summary of decision:</u> To update Members on progress towards the deliver of electric vehicle charge points by the Council.</p> <p><i>Wards affected: All Wards</i></p>	10/01/24	Cabinet Cabinet Member for Environment			Jon Burke, Climate Change Manager Tel: 01452 396170 Jon.Burke@gloucester.gov.uk
NON	<p>Peer Challenge Action Plan Progress Report</p> <p><u>Summary of decision:</u> To report feedback from the LGA Peer Review team on progress made against the recommendations of the Corporate Peer Challenge of November 2022.</p> <p><i>Wards affected: All Wards</i></p>	8/01/24 10/01/24	Overview and Scrutiny Committee Cabinet Leader of the Council			Liam Moran, Policy and Development Officer Tel: 01452 396049 liam.moran@gloucester.gov.uk

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 112</p>	<p>NON</p> <p>Review of the S123 Notice for the Disposal of Open Space at Blackbridge</p> <p><u>Summary of decision:</u> To consider any representations received in response to the publication of the Public Notice giving notification of the Council's intention to dispose of Public Open Space at Blackbridge to Blackbridge Charitable Community Benefit Society by way of a 125 year lease.</p> <p><i>Wards affected:</i> <i>Podsmead</i></p>	<p>10/01/24</p>	<p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Melloney Smith, Asset Officer Tel: 01452 396849 melloney.smith@gloucester.gov.uk</p>
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KEY	<p>Second Homes Premium and Amendments to the Empty Homes Premium</p> <p><u>Summary of decision:</u> To recommend the introduction of a Council Tax Second Homes Premium and amendments to the Council Tax Empty Homes Premium.</p> <p><i>Wards affected: All Wards</i></p>	<p>10/01/24 25/01/24</p>	<p>Cabinet Council Cabinet Member for Performance and Resources</p>			<p>Greg Maw, Head of Finance and Resources Tel: 01452 396422 greg.maw@gloucester.gov.uk</p>
KEY Page 113	<p>Amendment to the Council Tax Discount Scheme for Care Leavers</p> <p><u>Summary of decision:</u> To consider amending the Council Tax discount available to Gloucestershire care leavers.</p> <p><i>Wards affected: All Wards</i></p>	<p>10/01/24 25/01/24</p>	<p>Cabinet Council Cabinet Member for Performance and Resources</p>			<p>Greg Maw, Head of Finance and Resources Tel: 01452 396422 greg.maw@gloucester.gov.uk</p>

<p>KEY</p>	<p>Proposed Sale of Land at Podsmead for the Purpose of Commencing Regeneration</p> <p><u>Summary of decision:</u> To approve the draft Heads of Terms over the sale of three areas of land in Podsmead to Gloucester City Homes, to enable the redevelopment of those sites.</p> <p><i>Wards affected: Podsmead</i></p>	<p>8/01/24</p> <p>10/01/24</p>	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Performance and Resources, Cabinet Member for Planning and Housing Strategy</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>David Evans, City Growth and Delivery Manager Tel: 01452 39621 david.evans@gloucester.gov.uk</p>
<p>NON</p>	<p>European Regional Development Fund (ERDF) Gloucester Urban Greening Project</p> <p><u>Summary of decision:</u> To update Cabinet on the completion of the ERDF Urban Greening Project.</p> <p><i>Wards affected: All Wards</i></p>	<p>8/01/24</p> <p>10/01/24</p>	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Environment</p>			<p>Nick Chadwick, Engineering & Environmental Consultant Tel: 01452 396657 nick.chadwick@gloucester.gov.uk</p>

KEY	<p>Festivals and Events Programme</p> <p><u>Summary of decision:</u> To seek approval for the 2024-25 Festivals and Events Programme.</p> <p><i>Wards affected: All Wards</i></p>	8/01/24	Overview and Scrutiny Committee			Philip Walker, Head of Culture Tel: 01452 396355 philip.walker@gloucester.gov.uk
FEBRUARY 2024						
NON	<p>Future Plans for Hempsted Meadows Site to Include Car Boot Sale Site and Land to be Disposed to Sea Cadets</p> <p><u>Summary of decision:</u> To agree to lease land for a car boot site and to the Gloucester Sea Cadets for a new headquarters.</p> <p><i>Wards affected: Westgate</i></p>	7/02/24	Cabinet Cabinet Member for Performance and Resources			Melloney Smith, Asset Officer Tel: 01452 396849 melloney.smith@gloucester.gov.uk

NON	<p>Green Travel Plan Progress Report 2022-23</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>	<p>5/02/24</p> <p>7/02/24</p>	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Environment</p>			<p>Jon Burke, Climate Change Manager Tel: 01452 396170 Jon.Burke@gloucester.gov.uk</p>
BPF	<p>Final Budget Proposals (including Money Plan and Capital Programme)</p> <p><u>Summary of decision:</u> To seek approval for the final Budget Proposals for 2024-5, including the Money Plan and Capital Programme.</p> <p><i>Wards affected: All Wards</i></p>	<p>22/01/24</p> <p>7/02/24</p> <p>22/02/24</p>	<p>Overview and Scrutiny Committee</p> <p>Cabinet</p> <p>Council Cabinet Member for Performance and Resources, Leader of the Council</p>			<p>Greg Maw, Head of Finance and Resources Tel: 01452 396422 greg.maw@gloucester.gov.uk</p>
NON	<p>Cultural Strategy Update</p> <p><u>Summary of decision:</u> To provide Cabinet with an annual update in relation to the Cultural Strategy Action Plan.</p> <p><i>Wards affected: All Wards</i></p>	<p>7/02/24</p>	<p>Cabinet Cabinet Member for Culture and Leisure</p>			<p>Philip Walker, Head of Culture Tel: 01452 396355 philip.walker@gloucester.gov.uk</p>

MARCH 2024						
NON	<p>2022-2024 Council Plan Six Month Update</p> <p><u>Summary of decision:</u> To provide an update on the delivery of the activities as outlined in the Council Plan 2022-2024, to build a greener, fairer, better Gloucester.</p> <p><i>Wards affected: All Wards</i></p>	<p>26/02/24</p> <p>6/03/24</p>	<p>Overview and Scrutiny Committee</p> <p>Cabinet Leader of the Council</p>			<p>Liam Moran, Policy and Development Officer Tel: 01452 396049 liam.moran@gloucester.gov.uk</p>
NON Page 117	<p>Pay Policy Statement 2024/25</p> <p><u>Summary of decision:</u> To seek approval for the annual Pay Policy Statement 2024-25 in accordance with Section 38 of the Localism Act 2011.</p> <p><i>Wards affected: All Wards</i></p>	<p>6/03/24</p> <p>21/03/24</p>	<p>Cabinet</p> <p>Council Cabinet Member for Performance and Resources</p>			<p>Greg Maw, Head of Finance and Resources Tel: 01452 396422 greg.maw@gloucester.gov.uk</p>

NON	<p>Capital Strategy</p> <p><u>Summary of decision:</u> To approve the Capital Strategy 2024-25.</p> <p><i>Wards affected: All Wards</i></p>	6/03/24 21/03/24	Cabinet Council Cabinet Member for Performance and Resources			Greg Maw, Head of Finance and Resources Tel: 01452 396422 greg.maw@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>	6/03/24 21/03/24	Cabinet Council Cabinet Member for Performance and Resources			Greg Maw, Head of Finance and Resources Tel: 01452 396422 greg.maw@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 2023-24.</p> <p><i>Wards affected: All Wards</i></p>	6/03/24	Cabinet Cabinet Member for Performance and Resources			Hadrian Walters, Accountancy Manager Tel: 01452 396231 hadrian.walters@gloucester.gov.uk

KEY	<p>Business Rates - Retail, Hospitality and Leisure Relief Scheme</p> <p><u>Summary of decision:</u> To propose a retail, hospitality, and leisure business rates relief scheme commensurate with government budget announcements.</p> <p><i>Wards affected: All Wards</i></p>	6/03/24	Cabinet Cabinet Member for Performance and Resources			<p>Karen Haile, Service Delivery Manager (Revenues & Benefits) Tel: 01452396476 karen.haile@gloucester.gov.uk</p>
<p>APRIL 2024 - No Meetings</p> <p>MAY 2024 - No Meetings</p> <p>JUNE 2024</p>						
NON	<p>Equalities Action Plan Annual Report</p> <p><u>Summary of decision:</u> To receive an update on activities undertaken to support the Equalities Action Plan.</p> <p><i>Wards affected: All Wards</i></p>	12/06/24	Cabinet Cabinet Member for Communities and Neighbourhoods			<p>Liam Moran, Policy and Development Officer Tel: 01452 396049 liam.moran@gloucester.gov.uk</p>

NON	<p>2022-2024 Year End Council Plan Update</p> <p><u>Summary of decision:</u> To provide an update on the delivery of the activities as outlined in the Council Plan 2022-2024 to build a greener, fairer, better Gloucester.</p> <p><i>Wards affected: All Wards</i></p>	12/06/24	Cabinet Leader of the Council			Liam Moran, Policy and Development Officer Tel: 01452 396049 liam.moran@gloucester.gov.uk
NON Page 120	<p>2023-24 Financial Outturn Report</p> <p><u>Summary of decision:</u> To update Cabinet on the Financial Outturn Report 2023-24.</p> <p><i>Wards affected:</i></p>	12/06/24	Overview and Scrutiny Committee Cabinet Cabinet Member for Performance and Resources			Greg Maw, Head of Finance and Resources Tel: 01452 396422 greg.maw@gloucester.gov.uk
NON	<p>Treasury Management Year End Annual Report 2023/24</p> <p><u>Summary of decision:</u> To update Cabinet on treasury management activities.</p> <p><i>Wards affected: All Wards</i></p>	12/06/24	Cabinet Cabinet Member for Performance and Resources			Greg Maw, Head of Finance and Resources Tel: 01452 396422 greg.maw@gloucester.gov.uk

JULY 2024						
NON	<p>Annual Report on the Grant Funding provided to the Voluntary and Community Sector</p> <p><u>Summary of decision:</u> To update Members on the impact of grant funding on the Voluntary and Community Sector (VCS) and value for money that has been achieved.</p> <p><i>Wards affected: All Wards</i></p>	10/07/24	Cabinet Cabinet Member for Communities and Neighbourhoods			Leanne Purnell, Community Wellbeing Officer Tel: 01452 396069 leanne.purnell@gloucester.gov.uk
NON	<p>Annual Risk Management Report</p> <p><u>Summary of decision:</u> To update Members on the Council's Strategic Risk Register.</p> <p><i>Wards affected: All Wards</i></p>	10/07/24	Cabinet Cabinet Member for Performance and Resources			Paul Brown, Senior Risk Management Advisor Tel: 01452328884 paul.brown@gloucestershire.gov.uk
AUGUST 2024 - No Meetings						

SEPTEMBER 2024						
NON	<p>Financial Monitoring Quarter 1 Report</p> <p><u>Summary of decision:</u> To receive an update on financial monitoring information for the first quarter 2024/25.</p> <p><i>Wards affected: All Wards</i></p>	11/09/24	Cabinet Cabinet Member for Performance and Resources			<p>Greg Maw, Head of Finance and Resources Tel: 01452 396422 greg.maw@gloucester.gov.uk</p>
OCTOBER 2024						
NON	<p>Green Travel Progress Report 2023-2024</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>	16/10/24	Cabinet Cabinet Member for Environment			<p>Jon Burke, Climate Change Manager Tel: 01452 396170 Jon.Burke@gloucester.gov.uk</p>

NON	<p>Armed Forces Community Covenant Update</p> <p><u>Summary of decision:</u> To update Cabinet on the work done by Gloucester City Council to support current and ex-service personnel as part of the Gloucestershire Armed Forces Community Covenant.</p> <p><i>Wards affected: All Wards</i></p>	16/10/24	Cabinet Cabinet Member for Communities and Neighbourhoods			Isobel Johnson, Community Wellbeing Officer Tel: 01452 396298 isobel.johnson@gloucester.gov.uk
NOVEMBER 2024						
NON	<p>Regulation of Investigatory Powers Act 2000 (RIPA) – Annual Update</p> <p><u>Summary of decision:</u> To report on the Council’s use of its powers under the Regulation of Investigatory Powers Act 2000 (RIPA).</p> <p><i>Wards affected: All Wards</i></p>	13/11/24	Cabinet Cabinet Member for Performance and Resources			Greg Maw, Head of Finance and Resources Tel: 01452 396422 greg.maw@gloucester.gov.uk

ITEMS DEFERRED- Dates to be confirmed						
KEY	<p>Community Infrastructure Levy (CIL) Charging Schedule</p> <p><u>Summary of decision:</u> To approve a draft new CIL Charging Schedule for public consultation.</p> <p><i>Wards affected: All Wards</i></p>		<p>Cabinet Cabinet Member for Planning and Housing Strategy</p>			<p>Paul Hardiman, CIL Manager for the Joint Core Strategy Authorities of Cheltenham, Gloucester and Tewkesbury Tel: 07828542734 paul.hardiman@gloucester.gov.uk</p>
KEY Page 124	<p>Asset Management Strategy</p> <p><u>Summary of decision:</u> To seek approval for the Asset Management Strategy.</p> <p><i>Wards affected: All Wards</i></p>		<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Jayne Wilsdon, Asset Management Officer Tel: 01452 396871 jayne.wilsdon@gloucester.gov.uk</p>

Gloucester City Council
Overview and Scrutiny Committee Work Programme 2023-24
Updated 28th December 2023

Item	Format	Lead Member (if applicable)/Lead Officer	Comments
8th January 2024			
Peer Challenge Action Plan Progress Report	Cabinet Report	Leader of the Council and Cabinet Member for Environment	Requested by Group Leads
European Regional Development Fund (ERDF) Gloucester Urban Greening Project	Cabinet Report	Leader of the Council and Cabinet Member for Environment	Requested by Group Leads
Cemetery Rules and Regulations Review	Cabinet Report	Cabinet Member for Performance and Resources	Requested by Group Leads
Proposed Sale of Land at Podsmead for the Purpose of Commencing Regeneration	Cabinet Report	Cabinet Member for Performance and Resources	Requested by Overview and Scrutiny Committee
22nd January 2024 (Budget)			
Draft Budget Proposals (Including Money Plan and Capital Programme)	Cabinet Report	Cabinet	

Item	Format	Lead Member (if applicable)/Lead Officer	Comments
5th February 2024			
Climate Change Action Plan	Cabinet Report	Leader of the Council and Cabinet Member for Environment	Requested by Overview and Scrutiny Committee
Housing and Homelessness Strategy		Cabinet Member for Planning and Housing Strategy	Requested by Group Leads
Museum Development Plan – Progress Report	O&S Progress Report	Cabinet Member for Culture and Leisure	Requested by Overview and Scrutiny Committee
Leisure Provision Update	Update	Cabinet Member for Culture and Leisure	Requested by Overview and Scrutiny Committee
26th February 2024			
2022-24 Council Plan Six Month Update	Cabinet Report	Leader of the Council and Cabinet Member for Environment	
Water Quality Review	To be scoped	Leader of the Council and Cabinet Member for Environment	Requested by Overview and Scrutiny Committee

Item	Format	Lead Member (if applicable)/Lead Officer	Comments

Dates to be confirmed	Format	Lead Member (if applicable)/Lead Officer	Comments
Asset Management Strategy	Cabinet Report	Cabinet Member for Performance and Resources	Requested by Overview and Scrutiny Committee
Ubico Briefing		Leader of the Council and Cabinet Member for Environment	

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

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