



Gloucester City Council

Overview and Scrutiny Committee

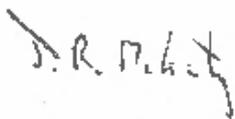
Meeting: Monday, 2nd March 2020 at 6.30 pm in Civic Suite, North Warehouse, The Docks, Gloucester, GL1 2EP

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

AGENDA

1.	APOLOGIES To receive any apologies for absence.
2.	DECLARATIONS OF INTEREST To receive from Members, declarations of the existence of any disclosable pecuniary, or non-pecuniary, interests and the nature of those interests in relation to any agenda item. Please see Agenda Notes.
3.	DECLARATION OF PARTY WHIPPING To declare if any issues to be covered in the Agenda are under party whip.
4.	MINUTES (Pages 5 - 14) To approve as a correct record the minutes of the meeting held on 3 rd of February 2020.
5.	PUBLIC QUESTION TIME (15 MINUTES) To receive any questions from members of the public provided that a question does not relate to: <ul style="list-style-type: none">• Matters which are the subject of current or pending legal proceedings, or• Matters relating to employees or former employees of the Council or comments in respect of individual Council Officers
6.	PETITIONS AND DEPUTATIONS (15 MINUTES) To receive any petitions and deputations provided that no such petition or deputation is in relation to: <ul style="list-style-type: none">• Matters relating to individual Council Officers, or• Matters relating to current or pending legal proceedings

7.	<p>OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME AND COUNCIL FORWARD PLAN (Pages 15 - 42)</p> <p>To receive the latest version of the Committee's work programme and the Council's Forward Plan.</p>
8.	<p>PERFORMANCE MONITORING QUARTER 3 (Pages 43 - 60)</p> <p>To consider the report of the Cabinet Member for Performance and Resources which considers the Council's performance against key measures in Quarters 3 of 2019/20.</p>
9.	<p>FINANCIAL MONITORING QUARTER 3 (Pages 61 - 72)</p> <p>To consider the report of the Cabinet Member for Performance and Resources which details year-end forecasts and progress made against agreed savings targets for the 3rd quarter ended 31st of December 2019.</p>
10.	<p>CULTURAL STRATEGY UPDATE (Pages 73 - 82)</p> <p>To consider the report of the Cabinet Member for Culture and Leisure which provides an update on progress made against the Cultural Strategy for the period October 2019 to March 2020</p>
11.	<p>TACKLING CLIMATE CHANGE ROAD MAP (Pages 83 - 98)</p> <p>To consider the report of the Cabinet Member for Environment which details the actions the City Council can take to achieve the objectives of the Climate Change Emergency resolution as adopted in July 2019.</p>
12.	<p>DATE OF NEXT MEETING</p> <p>Monday the 15th of June 2020.</p>



Jon McGinty
Managing Director

Date of Publication: Friday, 21 February 2020

NOTES

Disclosable Pecuniary Interests

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

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

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

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

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

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

Access to Information

Agendas and reports can be viewed on the Gloucester City Council website: www.gloucester.gov.uk and are available to view five working days prior to the meeting date.

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If you, or someone you know cannot understand English and need help with this information, or if you would like a large print, Braille, or audio version of this information please call 01452 396396.

Recording of meetings

Please be aware that meetings may be recorded. There is no requirement for those wishing to record proceedings to notify the Council in advance; however, as a courtesy, anyone wishing to do so is advised to make the Chair aware before the meeting starts.

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

FIRE / EMERGENCY EVACUATION PROCEDURE

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

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



OVERVIEW AND SCRUTINY COMMITTEE

MEETING : Monday, 3rd February 2020

PRESENT : Cllrs. Coole (Chair), Ryall (Vice-Chair), Dee, Finnegan, Haigh, Hansdot, Hilton, Hyman, Lewis, Stephens, Taylor, Toleman, Tracey, Walford and Wilson

Others in Attendance

Councillor Watkins, Cabinet Member for Communities and Neighbourhoods

Councillor Gravells, Cabinet Member for Planning and Housing Strategy

Councillor Morgan, Cabinet Member for Culture and Leisure
Corporate Director and Monitoring Officer

Head of Communities

Head of Cultural Services

Housing Officer (Strategy)

Lynn Collingbourne, Consultant

Democratic and Electoral Services Officer

APOLOGIES : Cllrs. Organ, Patel and Pullen

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. DECLARATION OF PARTY WHIPPING

There were no declarations of party whipping.

4. MINUTES

RESOLVED: - That the minutes of the meetings held on the 19th of December 2019 and the 6th of January 2020 were approved and signed as a correct record by the Chair.

5. PUBLIC QUESTION TIME (15 MINUTES)

There were no public questions.

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6. PETITIONS AND DEPUTATIONS (15 MINUTES)

There were no petitions or deputations.

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

- 7.1 The Head of Communities explained that the Annual Report on the Grant Funding provided to the Voluntary Sector which was on the Committee 's agenda for its next meeting on the 3rd of March 2020 had been pushed back on the Cabinet 's forward plan. In response, Committee Members agreed to replace the report with the Climate Change Manifesto report. The Annual Report on the Grant Funding provided to the Voluntary Sector would be made a floating item on the work programme until it was ready to be considered at a Committee meeting.
- 7.2 Councillor Hilton requested that an interim report on Marketing Gloucester Limited (MGL) is brought before the Committee. He stated that this would focus on the report from the organisation which investigated the claims which were made in a whistleblowing case against the company in 2014, as well as the letter from the former employee who had raised the alarm. Councillor Hilton expressed his concern that the Council had so far not been able to locate the whistleblowing report.
- 7.3 Councillor Lewis suggested that the Committee should seek legal advice before holding the meeting to avoid potentially impinging on the ongoing police investigation into MGL. Councillor Hilton stated that the purpose of the meeting would be to look at the Council 's role in the whistleblowing investigations, if any. In particular, this would mean looking at the correspondence between MGL and Council Officers, and documents from any meetings between MGL and Council, if any. Councillor Wilson stated that he agreed with this. Councillor Stephens echoed the point made earlier about the need to be careful about not prejudicing an ongoing police investigation. Yet, he also believed that there was a sense of urgency with this.
- 7.4 Councillor Ryall stated that she agreed with these observations and the importance of the issue at hand. However, she also stressed the importance of not dealing with the issue on politically partisan lines. She added that any investigations should be impartial.
- 7.5 Councillor Coole summarised that they would be seeking legal advice before a decision is made on whether to hold the MGL meeting. Following this, he would then set up a meeting with the other group leaders discussing the potential Special Meeting.
- 7.6 Councillor Haigh asked whether there any progress had been made on extending the local delivery of grass cutting Trial to Matson, pursuant to the Overview and Scrutiny Committee 's recommendation at its meeting on the 25th of November 2019. Furthermore, she asked whether any other wards had expressed an interest in the scheme. Councillor Watkins, Cabinet

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Member for Communities and Neighbourhoods outlined that whilst there were no further updates, the plan was to consult with the community in Matson, and then proceed from there. Furthermore, she added that there had been expressions of interest into the scheme from community partnership organisations in the Barton and Tredworth wards.

7.7 **RESOLVED that:** - subject to the above, that the Overview and Scrutiny Committee **NOTE** the Work Programme and Forward Plan.

8. HOUSING, HOMELESSNESS AND ROUGH SLEEPING STRATEGY 2020-2025

8.1 Councillor Watkins presented the report and outlined key elements. She stated that this report was the result of cross-party work. Moreover, since the last meeting, there had been a consultation with stakeholders and members of the public. The result of this was a 100% agreement rate amongst those who had participated in the consultation. She explained to the Committee that the report before them was not final, and that changes could still be made. For example, as a result of the discussion at the present meeting. Lastly, she then thanked Officers who had been involved in putting the strategy together for their hard work.

8.2 Councillor Gravells then addressed the Committee. He thanked the Chair, and then Councillor Watkins for the joint report. He added that housing was a key issue. Furthermore, that there would be an action plan once the strategy had been updated. Lastly, he stated that if Members wanted to bring the strategy before the Overview & Scrutiny Committee for consideration every year, this could be done. The Chair stated that he had spoken to the Head of Communities about doing this.

8.3 Councillor Coole questioned whether the Council 's Severe Weather Protocol (SWEP) also included severe hot weather. Councillor Watkins stated that SWEP largely focused on cold weather, however there was a yellow warning for other types of weather conditions. Moreover, SWEP was under review every year with the Council working with the County Wide Homelessness Coordinator and other partners. Similarly, changes were recently made to the Protocol in 2019.

8.4 Councillor Haigh stated that whilst she welcomed the report, it would benefit from having a breakdown of private sector housing issues. She added that there was a lot of discussion about affordable homes, however there was little information on social rent, which was a pertinent issue. She suggested that Gloucester had lower targets for social rent compared to other areas in the South West. Secondly, she questioned whether there was a policy on controlling what she believed to be an increase of Households in Multiple Occupation (HMOs) and student housing in the City. She explained that other local authorities had these policies in place.

8.5 In response, Councillor Watkins stated that there was not any up to date data on the existing housing stock in the City. However, a new stock condition survey was now underway as part of the strategy. Councillor Gravells agreed with Councillor Haigh that affordable rent was a key

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consideration, and stated that he was asking Officers to look at the Local Housing Allowance (LHA), and would also consider this as part of the Joint Core Strategy. In relation to Councillor Haigh 's second query, Councillor Gravells stated that reference is made to both HMOs and student housing in the 2011-2031 City Plan. Councillor Haigh asked that clarification is made between student housing and HMOs.

- 8.6 Councillor Wilson stated that the report was excellent. However, he expressed his concern with high rent prices in the City, which he believed was a particular challenge for young people in the City. He then asked when the stock conditions survey results would be published. Councillor Watkins responded to say that private sector housing needed to be looked at, which would likely involve working with landlords in the City. She added that it was important that there was a range of different housing stock in order to cater for everyone. However, she also highlighted that any work carried out by Cabinet and/or Officers would not necessarily bring down rent prices per se. Thus, the focus would be on LHA rates, and perhaps introducing lower rates for those in receipt of benefits. In relation to the stock conditions survey, the Head of Communities advised that this would be a huge piece of work, and was only likely to be ready between years 2 and 3 of the strategy.
- 8.7 Councillor Hilton expressed his concern with HMOs and student housing, an issue which he said he had raised before. He believed that the increase in HMOs and student housing was pricing out families in the City. In particular, he believed that house shares were problematic, as landlords, charging 'per room', had the potential to make a lot more money than they typically would if the same house was rented out as a family home. Similarly, he noted the increase in empty homes as outlined in the report, and questioned whether this was due to students going away during the summer holidays, or whether there was another problem. Finally, he stated that the Council should have an empty homes policy.
- 8.8 Councillor Watkins advised that whilst she understood why an increase in HMOs and student housing would be an issue in a ward such as Kingsholm due to its close proximity to the University of Gloucestershire campus, the stock conditions survey would give a greater indication of the different types of housing in the City. She added that it was important to better understand the issue before making any policy changes. Additionally, the state of empty homes in the City would become clearer following the survey.
- 8.9 Councillor Hyman welcomed the report which he thought was excellent. He queried which agencies in the City worked with homeless individuals, and, the process followed once an individual was referred to Homeless Link. Councillor Watkins explained that there was a wide range of partners who worked with homeless individuals, from across almost every facet of life which could affect an individual. This ranged from the voluntary and community sector, the health sector and faith groups amongst others. She added that the County-Wide Homelessness Coordinator would be a good person to speak to about the issue.

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- 8.10 In relation to Councillor Hyman 's second query, Councillor Watkins advised that there was an infographic which outlines the pathway followed, and this would be circulated to Members. Moreover, the City Council had been awarded approximately £1,000,000 from central government in the last few weeks to help the City Council 's initiatives in tackling homelessness. Some of this funding was being used towards the Somewhere Safe to Stay hub. There had been a number of positive stories emerging as a result of this. Moreover, she added that Gloucester was one of the only areas that takes people with no recourse to public funds.
- 8.10 Councillor Hansdot suggested that the intervention and prevention process did not target homeless individuals early enough in the process. Councillor Watkins responded to say that the introduction of the Homelessness Reduction Act 2017 had made a positive impact on this very issue. There was now a duty placed on local authorities to provide interim accommodation for individuals who were believed to be homeless. However, there were still some complex cases, for example where an individual has a disability and it is more prudent for the individual to remain in place rather than to move them to temporary accommodation. She suggested that more options were needed for temporary accommodation in the City.
- 8.11 Councillor Hansdot stated that he was concerned with what happens immediately after residents have been given an eviction notice. Councillor Watkins informed him that due to the Homelessness Reduction Act 2017, a plan was put into place as soon as the Council was made aware that an individual was at risk of being evicted, and the individual would be advised to stay in place whilst they were being helped. Councillors Haigh and Coole stated that they could corroborate this based on residents' experiences in their respective wards.
- 8.12 Councillor Stephens commented to say it was unclear which direction national housing policy would be headed in relation to some of the issues discussed. He then asked whether there were enough Council resources to deal with some of the challenges discussed which were, in his view, substantial. A concern for him was affordable housing. He suggested that the City Council could influence the number of affordable houses for new housing developments. Councillor Gravells stated that there had been a lot of progress made to tackle some of these issues, particularly in the last 15 years. Moreover, there was a joined-up approach to tackling the issues with different organisation working together.
- 8.13 Councillor Watkins stated that tackling the issues raised would indeed require plenty of resources. However, there was a lot of cross-party support, as well as partner organisations working collaboratively.
- 8.14 Councillor Tracey echoed Councillor Hilton 's concerns around HMOs, student housing, and empty homes. She was of the view that certain areas in the City, such as Kingsholm had a particularly large number of HMOs and student housing. She stated that this then created issues with other aspects such as parking and bins. Further, she agreed with Councillor Stephens that

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addressing some of the issues raised around housing would require more resources, including more staff. Lastly, she commended Councillor Watkins who would be stepping down in May 2020 for her hard work and comprehensive knowledge in the Communities and Neighbourhoods portfolio.

- 8.15 Councillor Gravells responded to Councillor Tracey 's observations as follows. Firstly, in relation to her concerns around HMOs and student housing, he stated that it was about getting the balance right. For example, in terms of student housing, he reminded Councillors that they had campaigned hard for the University before it was established, and student housing was an inevitable consequence of having a university. He added that he would be happy to take the issue back to Planning Officers, however, it was important to note that any discussion of the subject would not be straightforward. Finally, he thanked Councillor Watkins for her work within the portfolio, and especially for working collaboratively with partner organisations. He stated that it would be hard to replace her.
- 8.16 Councillor Toleman moved the debate to issues surrounding drug addiction and homelessness. He stated that whilst there were a lot of agencies providing assistance with accommodation for homeless individuals, it could be difficult for those dealing with drug addiction to access these resources. For example, there were limited spaces for drug rehabilitation, and, in some cases, individuals were required to 'get clean' before they could be placed in a rehab unit. He then asked whether it would be possible to potentially open a detox unit in Gloucester. Councillor Toleman also thanked Councillor Watkins for her work.
- 8.17 Councillor Watkins referred Councillor Toleman to Page 12 of the strategy of which one of the actions outlined is finding solutions "for those who are homeless and/or with more complex housing needs". A potential 'solution' could be a revolving door approach where money is spent on helping to fund organisations working within the sector. However, this would require conversations with partner organisations, such as Gloucestershire County Council. Finally, she stated that whilst she would personally support opening a detox unit, this was not an issue which was within the remit of the present meeting.
- 8.18 **RESOLVED:** - that the Overview and Scrutiny Committee **NOTE** the report.

9. EVENTS AND FESTIVALS PLAN 2020-21

- 9.1 The Cabinet Member for Culture and Leisure, Councillor Morgan, introduced the new Head of Cultural Services. He then introduced the Festivals and Events Report, and highlighted key elements. Firstly, he referred to paragraph 3.5 which he believed was one of the most important changes. In relation to paragraph 3.6, he explained that city-wide coordination would be starting imminently, and stressed the importance of having conversations with other organisations in the City. Councillor Morgan further highlighted

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paragraphs 4.2, 4.6, 4.8, and 5.0 and 6.1. Lastly, he drew Members' attention to paragraph 10.1, outlining that at this stage Cabinet was behind schedule with the programme of events, however they would be making progress with this.

- 9.2 Councillor Stephens was of the view that the Culture and Leisure portfolio had traditionally underperformed in the past, and thus it was important to ensure that any changes to the Festivals and Events programme were watertight. He suggested that, as it stood, the Festivals and Events programme needed some amendments. Firstly, he was concerned with the way the budget for the Festivals and Events programme had been calculated. In particular, he questioned why there was a £50,000 increase in the budget, making the total budget £210,000 for this year. Moreover, he suggested that the breakdown of costs was inadequate, and that more clarity was needed on whether the events would be chargeable.
- 9.3 Councillor Morgan advised that Cabinet and Officers were still in the early stages of the festivals and events programme, and thus were not able to include all costs. For example, staffing costs had not yet been included in the budget. Councillor Morgan explained that although work was underway, the report was kept deliberately vague to allow for flexibility. For example, organisations could still approach the Council.
- 9.4 The Head of Cultural Services explained that there would be a change in the model of delivery for events in the City. The onus would be on organisations to deliver events, and to come up with robust plans. Moreover, whilst the Council would provide some funding towards the costs of events, the total cost of events would likely exceed this. As such, organisations would be expected to leverage additional funding.
- 9.5 Councillor Stephens queried whether events would still be held in the event that no organisation would be available to deliver the event. Councillor Morgan responded to say that given the aspirations to change, it would not necessarily be the same types of events which would be delivered, and it might be that the previous events may not be held under the new festivals and events programme.
- 9.6 Councillor Stephens reiterated his concerns that the report was lacking a full breakdown of the costs which would be involved in the delivery of events. For example, in situations where organisations would have to obtain private funding. He believed that a review was needed in a few months' time.
- 9.7 The Chair agreed with the view that a review would be needed in a few months' time. Additionally, pointing to the fact that the onus would be on organisations to deliver events, they asked whether the premise of the new delivery model was not essentially the same as MGL. The Head of Cultural Services stated that the Council would pledge a certain amount, and the organisation delivering the event would be expected to leverage additional funding, for example from the Arts Council, based on the money pledged by the Council. Overall, each event could have a different funding model.

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- 9.8 Councillor Haigh referring to paragraph 3.5 questioned whether there was capacity for delivering the events in house. In addition, she queried what the legal position was in respect of the Transfer of Undertakings (Protection of Employment) Regulations 1981 (TUPE) and the current staff of MGL. She was informed that the Chair of MGL would be having discussions around this.
- 9.9 Councillor Morgan explained that he was unsure of how many staff would be transferred from MGL to the City Council. The Corporate Director and Monitoring Officer explained that the City Council would honour its obligations under the TUPE regulations in respect of this issue.
- 9.10 Councillor Ryall questioned whether there was a willingness from organisations to work with the City Council given what was, in her view, recent negative publicity for the City Council around MGL. Councillor Morgan advised that it was a mixed picture. However, the key organisations had shown an interest in the idea of thematic festivals and events. He added that it was important that the City Council was well prepared with a watertight festivals and events programme.
- 9.11 Councillor Hilton believed that bringing the function of events and festivals development and delivery in-house would lead to better scrutiny. However, he also stressed the importance of ensuring that the income from events aligns with the money invested into them. Furthermore, referring to the Innovation Fund outlined in paragraph 4.8., he queried whether money could be raised towards this. Lastly, he stated that the City Council should consider holding external events, and perhaps holding an event in the summer which utilised the water at Gloucester Docks. This, he suggested, would have the added benefit of bringing people to the Docks each year.
- 9.12 Councillor Morgan agreed with Councillor Hilton that events did not need to be held in-house. The innovation fund which would seed-fund emerging ideas, festivals and events would be useful in this regard. Moreover, he agreed that making certain events a permanent feature in the annual festivals and events programme could attract a following of visitors who will travel specifically for that event. He added that the 'Gloucester Goes Retro' festival which attracted large numbers of visitors to the City each year was a good example of this.
- 9.13 Councillor Finnegan was keen to ensure that the moving lorries remain a feature of the Gloucester Festival. Moreover, she asked the Councillor Morgan and the Head of Cultural Services whether they would be engaging with partner organisations in relation to civic events such as the D-Day commemorations.
- 9.14 Councillor Morgan responded to Councillor Finnegan 's queries as follows. Firstly, he was mindful that the Gloucester Festival was a community event, and the moving lorries presented a potential hazard, particularly to children who may be running around. Secondly, he stated that Cabinet and Officers

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would be engaging with partner organisations such as the Royal British Legion and the Imjin Barracks in respect of civic events.

- 9.15 Councillor Lewis asked whether Cabinet could provide an example to the Committee of how an event would be run and funded. He added that it would help to clarify any questions, and could also provide a point of reference to other businesses. The Head of Cultural Services explained that the total costs involved are typically only clear *after* an event. However, each event would be scrutinised properly. Both he and the Councillor Morgan agreed that an example with the breakdown of the funding would be prepared for the Committee.
- 9.16 Councillor Tracey echoed Councillor Tracey 's view that the moving lorries should be kept as a feature of the Gloucester Festival. The Head of Cultural Services informed her that it is an aspect which would need to be assessed within safeguarding considerations. He added that the events management plan for any proposed event is scrutinised by officers, and is included within the budget with event organisers.
- 9.17 Councillor Tracey commented that the City Centre would, in her opinion, benefit from having a statue of George Whitfield. Councillor Morgan responded to say that, realistically, it would not be feasible for the Council to fund this. Thus, it would be down to any third parties to erect the statue should they wish.
- 9.18 The Chair concluded the debate stating that they appreciated that the programme would require a lot of work, and that it was still in its infancy.
- 9.19 **RESOLVED;** - that the Overview and Scrutiny Committee NOTE the report

10. DATE OF NEXT MEETING

Time of commencement: 6:30pm

Time of conclusion: 8:30pm

Chair

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Gloucester City Council

FORWARD PLAN FROM FEBRUARY 2020 TO JANUARY 2021

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
Regeneration & Economy (R&E)	Councillor Paul James	paul.james@gloucester.gov.uk
Communities & Neighbourhoods (C&N)	Councillor Jennie Watkins	jennie.watkins@gloucester.gov.uk
Culture & Leisure (C&L)	Councillor Steve Morgan	steve.morgan@gloucester.gov.uk
Planning & Housing Strategy (H&P)	Councillor Andrew Gravells	andrew.gravells@gloucester.gov.uk

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

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

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

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

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

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

CONTACT:

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

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)
FEBRUARY 2020						
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 2020-21, including the Money Plan and Capital Programme.</p> <p><i>Wards affected: All Wards</i></p>	12/02/20 27/02/20	Cabinet Council Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
KEY	<p>Business Rates</p> <p><u>Summary of decision:</u> To consider writing off Non-Domestic Rate debts.</p> <p><i>Wards affected: All Wards</i></p>	12/02/20 26/03/20	Cabinet Council Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk

NON	<p>Risk Management Policy Statement & Strategy 2020-23</p> <p><u>Summary of decision:</u> To consider the reviewed and revised Risk Management Policy Statement & Strategy 2020-23</p> <p><i>Wards affected: All Wards</i></p>	20/01/20 12/02/20	<p>Audit and Governance Committee</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Theresa Mortimer, Head of Audit Risk Assurance Tel: 01452 32883 theresa.mortimer@gloucestershire.gov.uk</p>
NON Page 18	<p>Digital Strategy</p> <p><u>Summary of decision:</u> To approve the Digital Strategy for the Council.</p> <p><i>Wards affected: All Wards</i></p>	12/02/20	<p>Cabinet Leader of the Council</p>			<p>Jon McGinty, Managing Director Tel: 01452 396200 jon.mcginty@gloucester.gov.uk</p>
NON	<p>Joint Waste Partnership</p> <p><u>Summary of decision:</u> To consider the benefits of joining a Gloucestershire Waste Partnership.</p> <p><i>Wards affected: All Wards</i></p>	12/02/20	<p>Cabinet Cabinet Member for Environment</p>			<p>Dawn Fearn, Street Scene Strategy Officer Tel: 01452 396937 dawn.fearn@gloucester.gov.uk</p>

NON	<p>Housing, Homelessness and Rough Sleeping Strategy</p> <p><u>Summary of decision:</u> To review the final draft of the strategy amended based on the public consultation in preparation for adoption at Full Council.</p> <p><i>Wards affected: All Wards</i></p>	<p>3/02/20</p> <p>12/02/20</p> <p>26/03/20</p>	<p>Overview and Scrutiny Committee</p> <p>Cabinet</p> <p>Council Cabinet Member for Communities and Neighbourhoods</p>			<p>Ruth Saunders, Head of Communities Tel: 01452 396789 ruth.saunders@gloucester.gov.uk</p>
<p>KEY</p> <p>Page 19</p>	<p>Festivals and Events Programme</p> <p><u>Summary of decision:</u> To seek approval for the 2019-20 Festivals and Events Programme</p> <p><i>Wards affected: All Wards</i></p>	<p>12/02/20</p>	<p>Cabinet Cabinet Member for Culture and Leisure</p>			<p>Philip Walker, Head of Cultural Services Tel: 01452 396355 philip.walker@gloucester.gov.uk</p>

NON	<p>Community Infrastructure Levy (CIL) Governance</p> <p><u>Summary of decision:</u> To roll forward CIL 2020/21 receipts and transfer an amount to cover administrative costs.</p> <p><i>Wards affected: All Wards</i></p>	12/02/20	Cabinet Cabinet Member for Planning and Housing Strategy			Paul Hardiman, Joint Core Strategy CIL Manager paul.hardiman@gloucester.gov.uk
MARCH 2020						
NON Page 20	<p>Pay Policy Statement 2020/21</p> <p><u>Summary of decision:</u> To seek approval for the annual Pay Policy Statement 2020-21 in accordance with Section 38 of the Localism Act 2011.</p> <p><i>Wards affected: All Wards</i></p>	11/03/20 26/03/20	Cabinet Council Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk

BPF	<p>Treasury Management Strategy</p> <p><u>Summary of decision:</u> To seek approval for the Treasury Management Strategy.</p> <p><i>Wards affected: All Wards</i></p>	11/03/20 26/03/20	Cabinet Council Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
NON	<p>The Capital Strategy</p> <p><u>Summary of decision:</u> To approve the Capital Strategy 2020-21</p> <p><i>Wards affected: All Wards</i></p>	11/03/20	Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
KEY	<p>Business Rates - Retail Discount</p> <p><u>Summary of decision:</u> To seek approval for a retail discount scheme on business rates.</p> <p><i>Wards affected: All Wards</i></p>	11/03/20	Cabinet Cabinet Member for Performance and Resources			Alison Bell, Intelligent Client Officer (Revenues & Benefits) Tel: 01452 396014 alison.bell@gloucester.gov.uk

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

NON	<p>Risk Based Verification Policy Review</p> <p><u>Summary of decision:</u> To seek approval to continue with risk based verification policy.</p> <p><i>Wards affected: All Wards</i></p>	11/03/20	Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
NON	<p>Climate Change Road Map</p> <p><u>Summary of decision:</u> To agree to sign the County Council Climate Change Manifesto.</p> <p><i>Wards affected: All Wards</i></p>	11/03/20	Cabinet Cabinet Member for Environment			Meyrick Brentnall, City Improvement and Environment Manager Tel: 01452 396829 meyrick.brentnall@gloucester.gov.uk
NON	<p>Cultural Strategy Update</p> <p><u>Summary of decision:</u> To provide Cabinet with a 6 monthly update in relation to the Cultural Strategy Action Plan.</p> <p><i>Wards affected: All Wards</i></p>	11/03/20	Cabinet Cabinet Member for Culture and Leisure			Jonathan Lund, Corporate Director Tel: 01452 396276 jonathan.lund@gloucester.gov.uk

NON	<p>Community Engagement & Enforcement Policy 2020</p> <p><u>Summary of decision:</u> To review the Community Engagement & Enforcement Policy 2020.</p> <p><i>Wards affected: All Wards</i></p>	11/03/20	Cabinet Cabinet Member for Communities and Neighbourhoods			Gupti Gosine, Community Wellbeing Manager Tel: 01452 396288 gupti.gosine@gloucester.gov.uk
NON	<p>One Legal Shared Service Expansion Stroud District Council</p> <p><u>Summary of decision:</u> To update Members on the expansion of the One Legal Shared Service to include Stroud District Council.</p> <p><i>Wards affected: All Wards</i></p>	11/03/20	Cabinet Cabinet Member for Performance and Resources			Shirin Wotherspoon Tel: 01684 272017 shirin.wotherspoon@tewkesbury.gov.uk

NON	<p>Draft Social Value Policy</p> <p><u>Summary of decision:</u> To implement a consultation exercise to inform the adoption of a strategy to promote delivery of social value through commissioning and procurement activities.</p> <p><i>Wards affected: All Wards</i></p>	11/03/20	Cabinet Cabinet Member for Communities and Neighbourhoods			Ruth Saunders, Head of Communities Tel: 01452 396789 ruth.saunders@gloucester.gov .uk
NON Page 25	<p>Council Plan 2017-20 Update</p> <p><u>Summary of decision:</u> To note the progress made delivering the Council Plan 2017-20.</p> <p><i>Wards affected: All Wards</i></p>	11/03/20	Cabinet Leader of the Council			Anne Brinkhoff, Corporate Director Tel: 01452 396785 anne.brinkhoff@gloucester.go v.uk

NON	<p>Joint Core Strategy (JCS) Affordable Housing Partnership Review</p> <p><u>Summary of decision:</u> To consider continuing the partnership and to review the list of preferred providers.</p> <p><i>Wards affected: All Wards</i></p>	11/03/20	Cabinet Cabinet Member for Planning and Housing Strategy			David Durden, Strategic Housing Strategy Officer Tel: 01452 396558 david.durden@gloucester.gov.uk
NON Page 26	<p>Development of Council-Owned Land at St Oswald's Park</p> <p><u>Summary of decision:</u> To receive an update on development of Council-owned land at St Oswald's Park.</p> <p><i>Wards affected: Westgate</i></p>	11/03/20	Cabinet Cabinet Member for Regeneration and Economy			Philip Ardley, Major Projects Consultant Tel: 01452 396107 philip.ardley@gloucester.gov.uk

NON	<p>Kings Quarter</p> <p><u>Summary of decision:</u> To agree the Heads of Terms for a joint venture relating to the redevelopment of Kings Quarter.</p> <p><i>Wards affected: Westgate</i></p>	11/03/20	Cabinet Cabinet Member for Regeneration and Economy			Philip Ardley, Major Projects Consultant Tel: 01452 396107 philip.ardley@gloucester.gov.uk
NON	<p>Kings Quarter Plot 1 Residential Development</p> <p><u>Summary of decision:</u> To approve the marketing and subsequent disposal of the site identified as Plot 1 in the Kings Quarter Planning Application for affordable homes.</p> <p><i>Wards affected: Westgate</i></p>	11/03/20	Cabinet Cabinet Member for Regeneration and Economy			Ian Edwards, Head of Place Tel: 01452 396034 philip.ardley@gloucester.gov.uk

NON	<p>High Street Heritage Action Zone</p> <p><u>Summary of decision:</u> To agree to enter in to a contract with Historic England for the implementation of the High Street Heritage Action Zone (Cathedral Quarter).</p> <p><i>Wards affected: Westgate</i></p>	11/03/20	Cabinet Cabinet Member for Regeneration and Economy			David Evans, City Growth and Delivery Manager Tel: 01452 396847 david.evans@gloucester.gov.uk
NON Page 28	<p>The Fleece</p> <p><u>Summary of decision:</u> To agree the draft Heads of Terms for a joint venture agreement with Dowdeswell Estates.</p> <p><i>Wards affected: Westgate</i></p>	11/03/20	Cabinet Cabinet Member for Regeneration and Economy			Ian Edwards, Head of Place Tel: 01452 396034 ian.edwards@gloucester.gov.uk
NON	<p>Play Areas in Gloucester</p> <p><u>Summary of decision:</u> To update Cabinet on the increase in number and quality of play areas across the City.</p> <p><i>Wards affected: All Wards</i></p>	11/03/20	Cabinet Cabinet Member for Environment			Mark Graham, Open Spaces Officer Tel: 01452 396785 mark.graham@gloucester.gov.uk

APRIL 2020 - No meetings						
MAY 2020 - No meetings						
JUNE 2020						
NON	<p>2019-20 Financial Outturn Report</p> <p><u>Summary of decision:</u> To update Cabinet on the Financial Outturn Report 2019-20.</p> <p><i>Wards affected: All Wards</i></p>	24/06/20	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>
Page 29 NON	<p>Treasury Management Six Monthly Update 2019-20</p> <p><u>Summary of decision:</u> To update Cabinet on treasury management activities.</p> <p><i>Wards affected: All Wards</i></p>	24/06/20	<p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>

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

NON	<p>Gloucester Culture Trust Update Report</p> <p><u>Summary of decision:</u> To provide Members with an update on the work undertaken by the Gloucester Culture Trust.</p> <p><i>Wards affected: All Wards</i></p>	24/06/20	Cabinet Cabinet Member for Culture and Leisure			Jonathan Lund, Corporate Director Tel: 01452 396276 jonathan.lund@gloucester.gov.uk
NON	<p>Annual Report on the Grant Funding provided to the Voluntary 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>	24/06/20	Cabinet Cabinet Member for Communities and Neighbourhoods			Ruth Saunders, Head of Communities Tel: 01452 396789 ruth.saunders@gloucester.gov.uk

NON	<p>Ash Dieback Policy</p> <p><u>Summary of decision:</u> To apprise Cabinet of ash dieback and to seek support for a policy that addresses the issues on City Council owned land.</p> <p><i>Wards affected: All Wards</i></p>	24/06/20	Cabinet Cabinet Member for Environment			Meyrick Brentnall, City Improvement and Environment Manager Tel: 01452 396829 meyrick.brentnall@gloucester.gov.uk
<p>JULY 2020</p> <p>AUGUST 2020 - No meetings</p> <p>SEPTEMBER 2020</p>						
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 2020/21.</p> <p><i>Wards affected: All Wards</i></p>	16/09/20	Overview and Scrutiny Committee Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk

NON	<p>Performance Monitoring Quarter 1 Report</p> <p><u>Summary of decision:</u> To note the Council's performance in quarter 1 across a set of key performance indicators.</p> <p><i>Wards affected: All Wards</i></p>	16/09/20	Cabinet Cabinet Member for Performance and Resources			Tanya Davies, Policy and Governance Manager Tel: 01452 396125 tanya.davies@gloucester.gov.uk
OCTOBER 2020						
NON Page 33	<p>City Council Energy Costs and Reduction Projects Annual Report</p> <p><u>Summary of decision:</u> To update Cabinet on the City Council Energy Costs and Reduction Projects.</p> <p><i>Wards affected: All Wards</i></p>	14/10/20	Cabinet Cabinet Member for Environment			Mark Foyn, Property Commissioning Manager Tel: 01452 396271 mark.foyn@gloucester.gov.uk

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>	14/10/20	Cabinet Cabinet Member for Communities and Neighbourhoods			Ruth Saunders, Head of Communities Tel: 01452 396789 ruth.saunders@gloucester.gov.uk
NOVEMBER 2020						
NON	<p>Regulation of Investigatory Powers Act 2000 (RIPA) - Review of Procedural Guide</p> <p><u>Summary of decision:</u> To request that Members review and update the Council's procedural guidance on RIPA.</p> <p><i>Wards affected: All Wards</i></p>	11/11/20	Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk

DECEMBER 2020						
NON	<p>Draft Budget Proposals (including Money Plan and Capital Programme)</p> <p><u>Summary of decision:</u> To update Cabinet on the draft budget proposals.</p> <p><i>Wards affected: All Wards</i></p>	9/12/20	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>
NON	<p>Treasury Management Six Monthly Update 2016/17</p> <p><u>Summary of decision:</u> To update Cabinet on treasury management activities.</p> <p><i>Wards affected: All Wards</i></p>	9/12/20	<p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>
NON	<p>Financial Monitoring Quarter 2 Report</p> <p><u>Summary of decision:</u> To receive an update on financial monitoring information for the second quarter 2020/21.</p> <p><i>Wards affected: All Wards</i></p>	9/12/20	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>

NON	<p>Performance Monitoring Quarter 2 Report</p> <p><u>Summary of decision:</u> To note the Council's performance in quarter 2 across a set of key performance indicators.</p> <p><i>Wards affected: All Wards</i></p>	9/12/20	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Tanya Davies, Policy and Governance Manager Tel: 01452 396125 tanya.davies@gloucester.gov.uk</p>
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>	18/11/20 28/01/21	<p>Cabinet</p> <p>Council Cabinet Member for Performance and Resources</p>			<p>Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>
NON	<p>Strategic Risk Register</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>	9/12/20	<p>Audit and Governance Committee</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Stephanie Payne, Group Manager, Audit, Risk and Assurance Tel: 01452 396432 stephanie.payne@gloucester.gov.uk</p>

NON	<p>Growing Gloucester's Visitor Economy</p> <p><u>Summary of decision:</u> To provide Cabinet with an update on the annual review of the Visitor Economy Strategy.</p> <p><i>Wards affected: All Wards</i></p>	9/12/20	Cabinet Cabinet Member for Culture and Leisure			Philip Walker, Head of Cultural Services Tel: 01452 396355 philip.walker@gloucester.gov.uk
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JANUARY 2021

<p>KEY</p> <p>Page 37</p>	<p>Festivals and Events Programme</p> <p><u>Summary of decision:</u> To seek approval for the 2020-21 Festival and Events Programme.</p> <p><i>Wards affected: All Wards</i></p>	13/01/21	Cabinet Cabinet Member for Culture and Leisure			Philip Walker, Head of Cultural Services Tel: 01452 396355 philip.walker@gloucester.gov.uk
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ITEMS DEFERRED- Dates to be confirmed						
NON	<p>Museum of Gloucester Development Plan</p> <p><u>Summary of decision:</u> To approve the Museum of Gloucester Development Plan.</p> <p><i>Wards affected: All Wards</i></p>		<p>Cabinet Cabinet Member for Culture and Leisure</p>			<p>Philip Walker, Head of Cultural Services Tel: 01452 396355 philip.walker@gloucester.gov.uk</p>
NON	<p>Blackfriars Priory Development Plan</p> <p><u>Summary of decision:</u> To approve the Blackfriars Priory Development Plan</p> <p><i>Wards affected: All Wards</i></p>		<p>Cabinet Cabinet Member for Culture and Leisure</p>			<p>Philip Walker, Head of Cultural Services Tel: 01452 396355 philip.walker@gloucester.gov.uk</p>
NON	<p>Growing Gloucester's Visitor Economy</p> <p><u>Summary of decision:</u> To provide Cabinet with an update on the annual review of the Visitor Economy Strategy.</p> <p><i>Wards affected: All Wards</i></p>		<p>Cabinet Cabinet Member for Culture and Leisure</p>			<p>Jonathan Lund, Corporate Director Tel: 01452 396276 jonathan.lund@gloucester.gov.uk</p>

NON	<p>Geographical Information Systems and Grounds Maintenance Contract</p> <p><u>Summary of decision:</u> To consider the Geographical Information Systems (GIS) and grounds maintenance contract.</p> <p><i>Wards affected: All Wards</i></p>		Cabinet Cabinet Member for Environment			<p>Meyrick Brentnall, City Improvement and Environment Manager Tel: 01452 396829 meyrick.brentnall@gloucester.gov.uk</p>
NON Page 39	<p>Energy Costs and Reduction Projects Annual Report</p> <p><u>Summary of decision:</u> To update Cabinet on the City Council Energy Costs and Reduction Projects</p> <p><i>Wards affected: All Wards</i></p>		Cabinet Cabinet Member for Environment			<p>Mark Foyn, Property Commissioning Manager Tel: 01452 396271 mark.foyn@gloucester.gov.uk</p>

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**Gloucester City Council
Overview and Scrutiny Committee Work Programme
Updated 21st of February 2020**

Item	Format	Lead Member (if applicable)/Lead Officer	Comments
NO DATE SET			
Progress on 67-9 London Road	Report	Cabinet Member for Regeneration and Economy	Requested by Committee
Disposal of HKP Warehouses	Report	Cabinet Member for Regeneration and Economy	Requested by Committee
Housing and Homelessness Strategy Report – Post Consultation	Report	Cabinet Member for Communities and Neighbourhoods and Cabinet Member for Planning and Housing Strategy	Requested by Chair
Green Travel Plan Progress Report 2019 and Update	Report	Cabinet Member for the Environment	Requested by Committee
Annual Report on the Grant Funding provided to the Voluntary Community Sector	Report	Cabinet Member for Communities and Neighbourhoods	Requested by Committee

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

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Gloucester City Council

Meeting:	Cabinet	Date:	11/03/2020
	Overview and Scrutiny Committee		02/03/2020
Subject:	Performance Monitoring Quarter 3 – 2019/20		
Report Of:	Cabinet Member for Performance and Resources		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Jay Bishop, Performance and Improvement Officer		
	Email:	jay.bishop@gloucester.gov.uk	Tel: 39-6129
Appendices:	1. Performance Report Quarter 3 – 2019/20		

FOR GENERAL RELEASE

1.0 Purpose of Report

- 1.1 The purpose of this report is to inform Members of the Council's performance against key measures in Quarter 3 of 2019/20.

2.0 Recommendations

- 2.1 **Cabinet** is asked to **RESOLVE** that the Quarter 3 Performance Report 2019/20 at Appendix 1 be noted.
- 2.2 **Overview & Scrutiny Committee** is asked to **RESOLVE** that the Quarter 3 Performance Report 2019/20 at Appendix 1 be noted.

3.0 Background and Key Issues

- 3.1 This report sets out the Council's performance against a set of 17 key indicators in third quarter of 2019/20. Corporate KPIs where data is collected annually have been excluded from this report and will be reported in the Year End report only.
- 3.2 Appendix 1 sets out the performance data, including comparative information from 2018/19 where available.
- 3.3 Where targets exist, these have been included along with a narrative to explain the data. A red (alert) threshold is included in some charts. Where performance is monitored as part of a contract, targets and red thresholds are set and revised as part of that process, where this is not the case and there is also no national target available, these have been determined during the service planning process in consultation with the relevant Cabinet Member.

3.4 The summary of KPIs is categorised by Short Term Trend. 12 measures have improved in the short term. Of the 4 measures that have worsened in the short term, 2 are at red. Overall there are 8 measures at green, 4 at amber and 5 at red.

4.0 Asset Based Community Development (ABCD) Considerations

4.1 There are no ABCD implications in respect of the recommendations in this report.

5.0 Alternative Options Considered

5.1 There are no alternative options.

6.0 Reasons for Recommendations

6.1 The Council is committed to embedding a culture of Performance Management across the organisation and this report provides Members with an overview of corporate performance during the third quarter of 2019/20.

7.0 Future Work and Conclusions

7.1 As explained in paragraph 3.3, the development of the framework is an ongoing process.

8.0 Financial Implications

8.1 There are no financial implications resulting from the recommendations in this report.

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

9.0 Legal Implications

9.1 There are no legal implications resulting from the recommendations in this report.

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

10.0 Risk & Opportunity Management Implications

10.1 The PMS provides the opportunity to embed risk management within the performance framework by linking actions and PIs to risks, as well as having standalone risks. Service risk registers are being updated and will be added to the system alongside the 2020-21 service planning process.

11.0 People Impact Assessment (PIA) and Safeguarding:

11.1 This performance report is for information only, therefore a PIA is not required and there are no safeguarding matters to consider.

12.0 Other Corporate Implications

Community Safety

12.1 There are no community implications resulting from the recommendations in the report.

Sustainability

12.2 There are no sustainability implications resulting from the recommendations in the report.

Staffing & Trade Union

12.3 There are no staffing and trade union implications resulting from the recommendations in the report.

Background Documents: None

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Gloucester City Council Quarterly Performance Report – Quarter 3 2019/2020.

This report sets out the Council's performance against a set of key performance indicators.

PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		Not Available		Not Available
	OK		Declining		Declining
	Unknown				
	Data Only				

Short Trend - Improving

PI Code	Measure	Status	Short Term Trend	Long Term Trend
CGD1	Number of affordable homes delivered, including: affordable rent; social rent; rent to homebuy; shared ownership; Low Cost Home Ownership discount. Data presented is cumulative across each year.			
CGD14	Percentage of affordable housing built to Category 2 building regulations standards			
CGD15	Percentage of affordable housing built to Category 3 building regulations standards			
CGD5	Percentage of major applications where decisions were made within the agreed timescale or agreed extended period.			
CGD8	Number of housing completions			
CST1	Average wait time for customers to be seen (Face to Face)			
CST8	Percentage of complaints that escalate to stage 2			
H24	Average number of households in B & B			
H9	Number of families with children in B&B accommodation beyond 6 weeks			
HR1	Staff Turnover			
PG8	Percentage of information governance responses (FOI/EIR,DPA,SAR) compliant with statutory deadlines			
VE2	Museum of Gloucester Footfall			

Short Trend - Not Available

PI Code	Measure	Status	Short Term Trend	Long Term Trend
CIE21	Number of active groups involved in open space management			

Short Trend - Declining

PI Code	Measure	Status	Short Term Trend	Long Term Trend
CGD6	Percentage of minor applications where decisions were made within the agreed timescale or agreed extended period.			
CIE3	Percentage of total waste recycled			
H23	Average number of Households in Temporary Accommodation			
HR4	Absence Rate			

CGD1	Number of affordable homes delivered, including: affordable rent; social rent; rent to homebuy; shared ownership; Low Cost Home Ownership discount. Data presented is cumulative across each year.																																
<p>Number of affordable homes delivered, including: affordable rent; social rent; rent to homebuy; shared ownership; Low Cost Home Ownership discount. Data presented is cumulative across each year.</p> <table border="1"> <caption>Data for Affordable Homes Delivered</caption> <thead> <tr> <th>Period</th> <th>Actual Value</th> <th>Target (Years)</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1 2019/20</td> <td>16</td> <td>58.5</td> <td>16</td> </tr> <tr> <td>Q2 2019/20</td> <td>63</td> <td>117</td> <td>63</td> </tr> <tr> <td>Q3 2019/20</td> <td>142</td> <td>174</td> <td>142</td> </tr> <tr> <td>2019/20</td> <td>142</td> <td>234</td> <td>181</td> </tr> </tbody> </table>	Period	Actual Value	Target (Years)	Target (Quarters)	Q1 2019/20	16	58.5	16	Q2 2019/20	63	117	63	Q3 2019/20	142	174	142	2019/20	142	234	181	<table border="1"> <tr> <td>Status</td> <td></td> </tr> <tr> <td>Short Term Trend</td> <td></td> </tr> <tr> <td>Long Term Trend</td> <td></td> </tr> <tr> <td>Current Value</td> <td>142</td> </tr> <tr> <td>Current Target</td> <td>174</td> </tr> <tr> <td>Red Threshold</td> <td>139.2</td> </tr> </table>	Status		Short Term Trend		Long Term Trend		Current Value	142	Current Target	174	Red Threshold	139.2
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Red Threshold	139.2																																
<p>Of the annual target of 234 affordable homes delivered, 142 were delivered by the end of Q2 with a forecast of 181 delivered by the end of Q4.</p>																																	
<p>Q3 has seen the completion of Newark Farm, St. James' Close and the regeneration scheme at the former Norville Factory on Paul Street. These have provided a range of family houses and flats for affordable rent, social rent and shared ownership.</p>																																	
<p>Quarterly returns are collated by Officers from all of the providers of affordable housing that are building in the City. Officers continue to work closely with the providers and with Homes England to encourage the provision of homes that meet the needs of the City's residents.</p>																																	

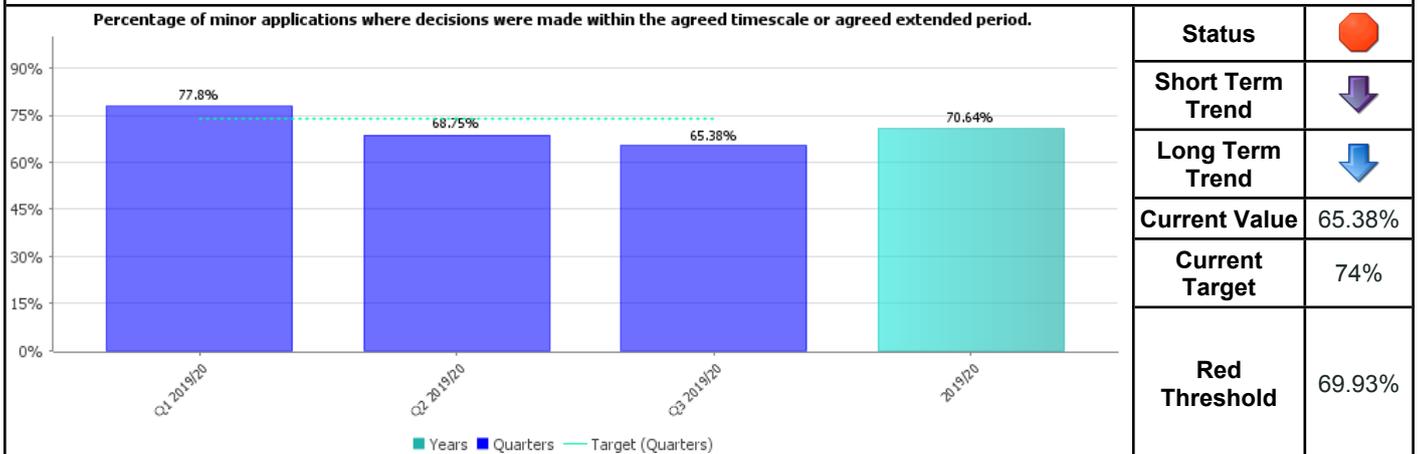
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<p>Of the 63 affordable units completed during the first half of the current year, 2 have been to Category 2 standard.</p>																									
<p>The Category 2 units was provided on Newark farm, this was one of two homes provided to this standard on the development. The Category 2 and 3 home on the scheme totalling 15% of the affordable housing delivery.</p>																									
<p>Category 2 – Accessible and adaptable dwellings. This requirement is met when a new dwelling provides reasonable provision for most people to access the dwelling and includes features that make it suitable for a range of potential occupants, including older people, individuals with reduced mobility and some wheelchair users.</p>																									

CGD15	Percentage of affordable housing built to Category 3 building regulations standards													
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Status														
Short Term Trend														
Long Term Trend														
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Current Target	5%													
Red Threshold	3%													
<p>Newark Farm development provided the one Category 3 unit and a wheelchair user has now move in the adapted flat. The 1 unit represented 5% of the development.</p> <p>Category 3 – Wheelchair user dwellings. This requirement is achieved when a new dwelling provides reasonable provisions for a wheelchair user to live in the dwelling and have the ability to use any outdoor space, parking and communal facilities.</p>														

CGD5	Percentage of major applications where decisions were made within the agreed timescale or agreed extended period.																
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<p>Five major applications were determined in Quarter 3 with 100% agreed within timescales. This demonstrates the Planning Team's positive working arrangements with applicants for major schemes, seeking to resolve any technical issues within agreed timescales.</p> <p>This puts us on a Year to Date value of 80%.</p> <p>It is anticipated that the year-end performance for major applications where decisions were made within the agreed timescale will be above the local target of 66% and the national target of 60%. This is positive considering the difficulties we faced in Q2 with complex retail issues that needed a retail consultants' input.</p>																	

CGD6	Percentage of minor applications where decisions were made within the agreed timescale or agreed extended period.
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Percentage of minor applications where decisions were made within the agreed timescale or agreed extended period. The national target set by MHCLG is 70%.

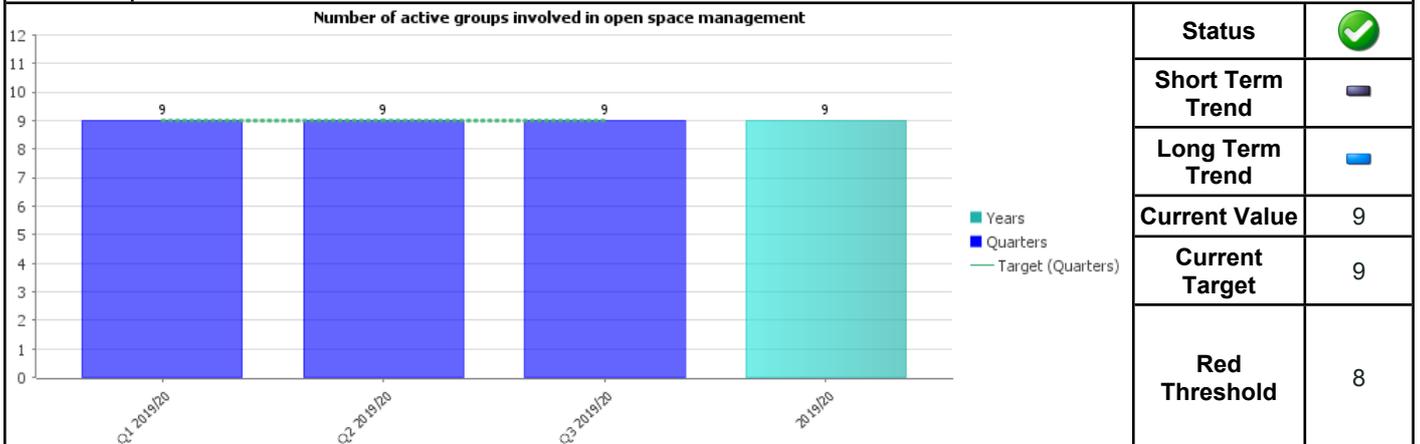


There was a decline in performance for minors in Q.3 with just 65.38% of decisions being within agreed timescales. This was due to the determination of a number of "stalled" planning applications.

This puts us on a current Year to Date value of 70.64% currently sitting below the local target, but above the national target.

However, it is anticipated that the local target of 74% and the national target of 70% will be achieved by the year end by focussing to clearing a backlog of applications for some case officers.

CIE21	Number of active groups involved in open space management
--------------	--



There are 9 groups currently active in open space management within the City that we work with on a regular basis. Some are strong and have been in existence for a number of years, for example the Friends of Robinswood Hill. However, some of the groups are newer and still finding their feet, for example Kingsway Wildlife Group.

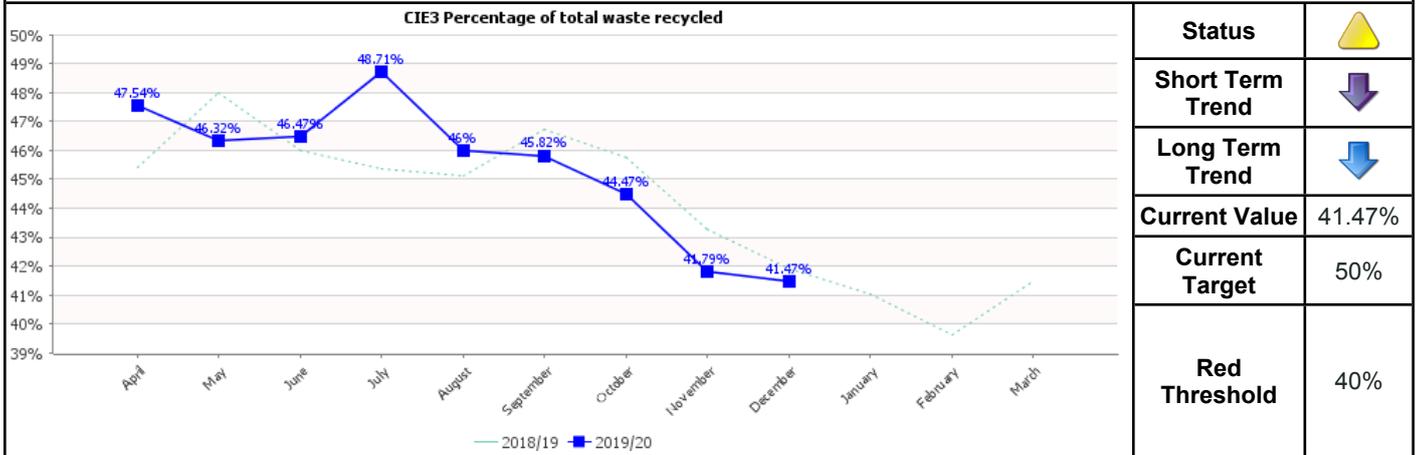
We will continue our support for existing groups and will encourage new groups to be actively involved in open space management and work towards increasing their number and resilience.

Making sure the groups feel valued and supported is key to ensuring they remain active in open space management; it is important for the City Council to keep a strong working relationship with these groups to ensure the numbers do not decrease. This is something we have worked on for the previous years and has been successful to date.

A meeting with the community is scheduled for Stroud Road Rose Garden if successful this will add to the current total.

CIE3	Percentage of total waste recycled
-------------	---

The percentage of the total waste collected that has been recycled.



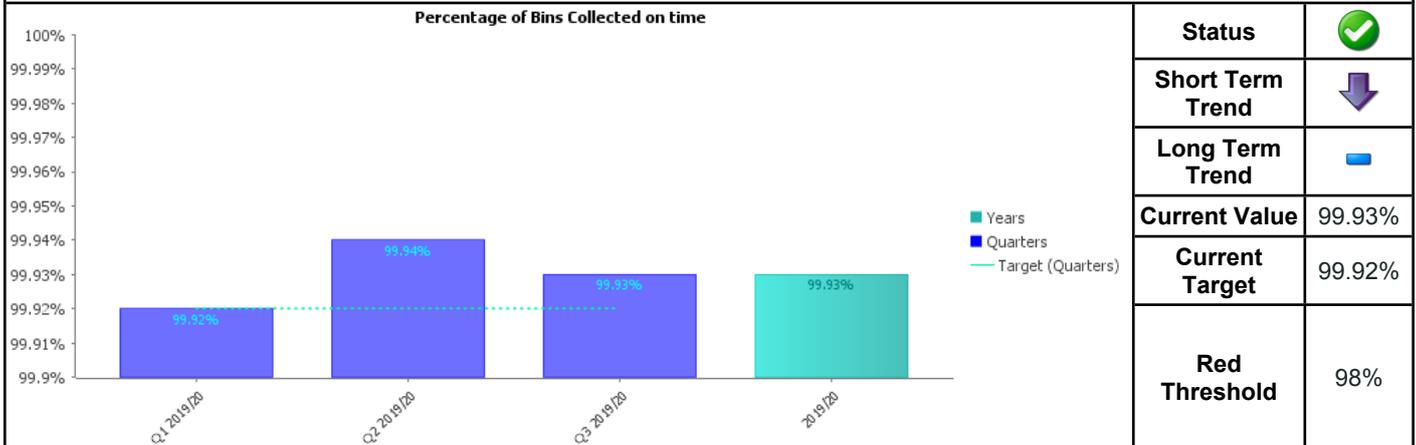
The percentage of waste recycled for December is in line with seasonal trends. Garden waste collected is low (175.16t) due to the inclement weather and the suspension of the service for 2 weeks during December.

The Quarter 3 for 2019/2020 is below when compared to last year, all signs at the moment currently point towards weather affected levels of recycling.

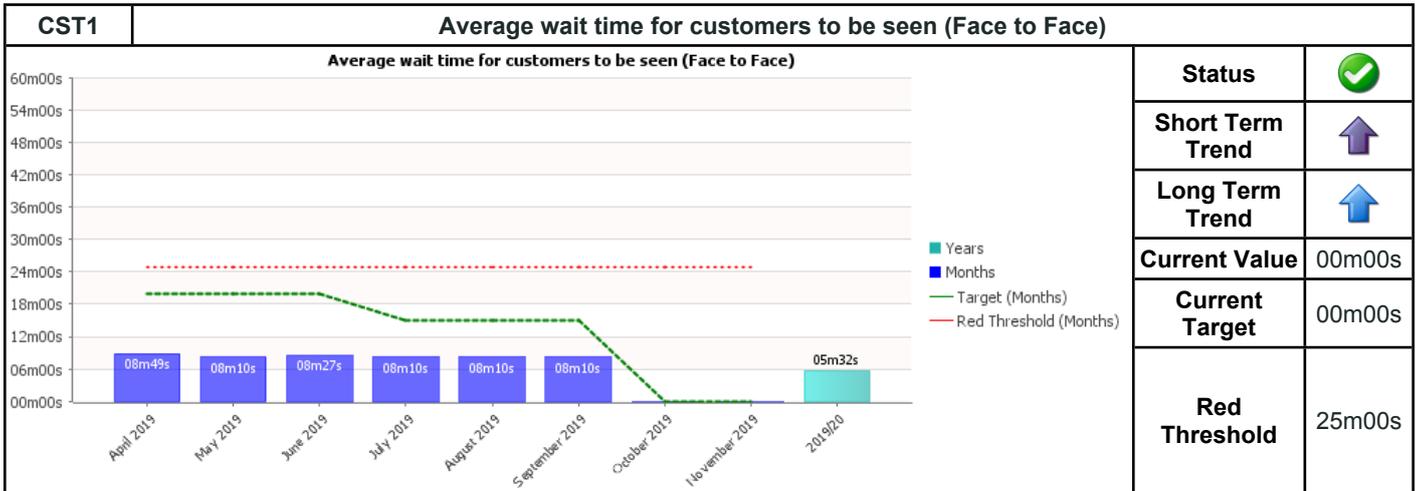
Performance may see changes as a result of recent changes to the service, however we understand that this is an education process to the residents and expect to see an increase once the process/new service has had chance to embed.

CIE4	Percentage of Bins Collected on time
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Number of reports from customers of missed domestic waste (black bin) collections.

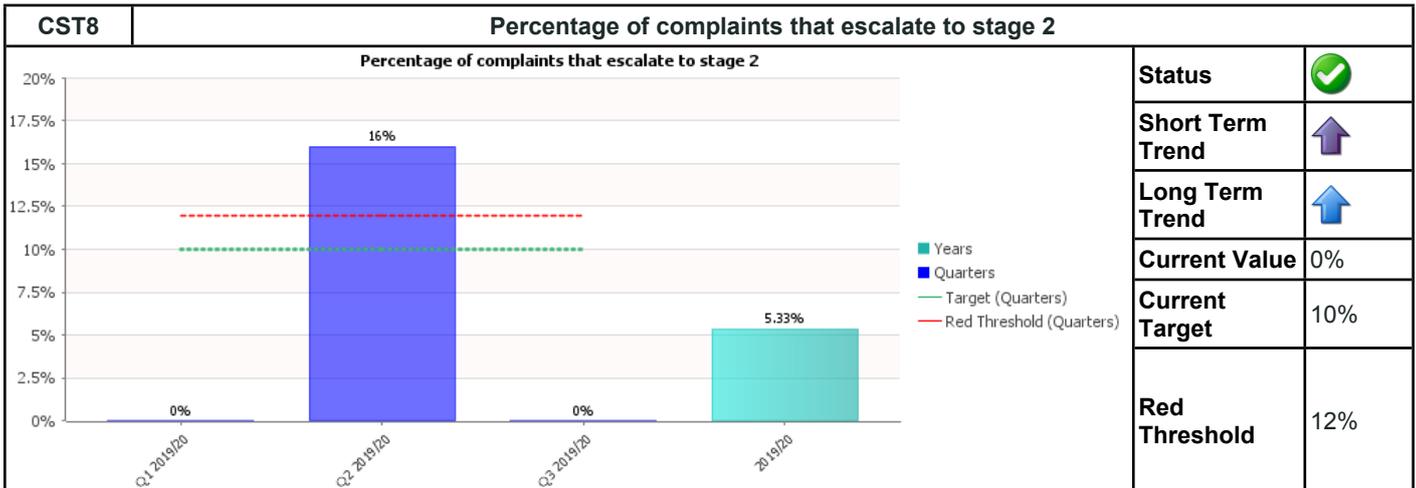


Percentage of bins collected on time remains on target with an average of 99.93% being collected, with the target value being 99.92%. We work to ensure all feedback is received and all communications of changes to services are notified to residence in advance.



For Q3 (October, November & December) the data for recording the average wait time for customers in reception is not available as the system used to record this, Q-Flow, was de-commissioned back in July.

We are awaiting the implementation of Firmstep and once this is in place, we will be able to have more accurate data regarding the footfall for both appointments and drop in customers.



For Qt1 (April - June) we received a total of 12 complaints regarding customer service and 0 escalated to stage 2. For Qt2 (July - Sept) we received a total of 31 complaints and 5 escalated to stage 2. This is 16% of complaints received.

In July a different Team Leader started handling the complaints received in and in their responses, they very clearly detailed how to make a stage 2 complaint. Previously, we had only sent out the complaints process leaflet which details how to make a stage 2 and stage 3 complaint. As a result, we have seen a marked increase in the number of stage 2 complaints raised. We feel this approach and information was almost asking customers to make a stage 2 complaint.

As a result of this we In Q3 we reverted back to providing the leaflet, this still clearly shows customers how to make a stage 2 complaint if they wish, without seemingly asking them to, as per Quarter 2's approach.

As a result of this for Q3 we had 14 complaints, and none were escalated to a stage 2.

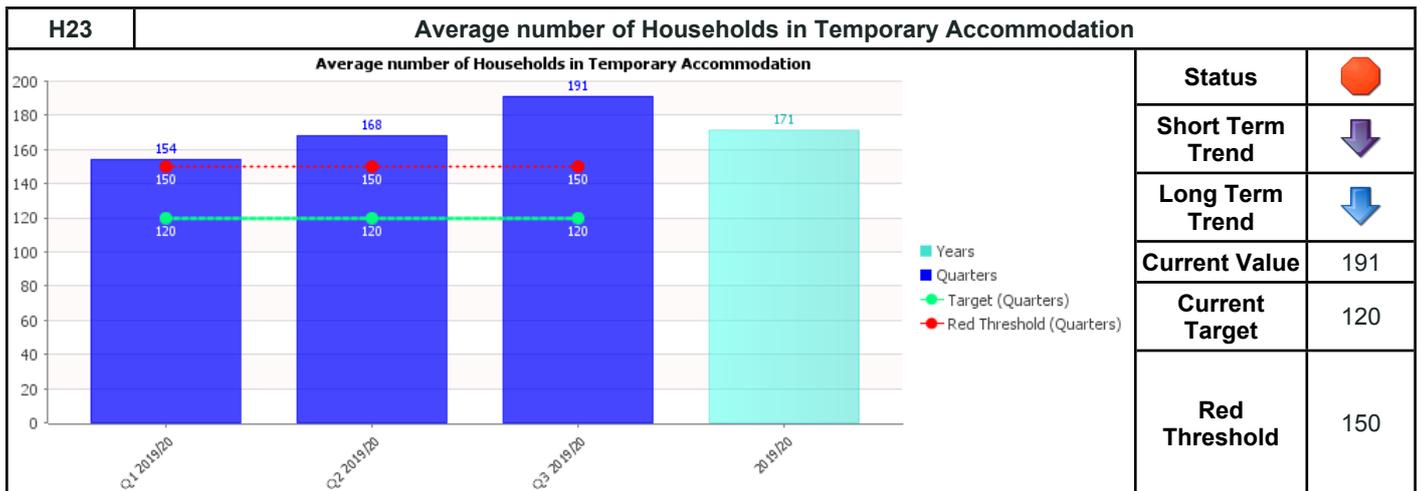
Housing Overview:

Housing Services are a high demand and complex area of work for the Council, creating considerable resource pressures. The Housing and Homelessness Officers deal with some of our most vulnerable residents with a wide range of support needs. The implementation of the Homelessness Reduction Act last year has meant the biggest change in this legislation in over a decade and puts a clear emphasis on prevention and relief duties for all eligible households, something which we wholeheartedly support. This new legislation has taken time to implement whilst training staff, engaging in and supporting a transformation programme and continuing to deliver the service to our residents.

Currently, the key area of focus is on temporary accommodation- ensuring adequate supply to meet our needs, making sure we can place households quickly, but also making sure that 'temporary' doesn't become permanent due to lack of move on accommodation. We regularly review our use of B&B accommodation and are actively working to reduce our reliance on this type of accommodation in recognition that it is not generally suitable to be used in this way. We have recently secured 48 temporary accommodation units in partnership with a registered provider which will help us to reduce our use of B&B accommodation and ensure appropriate and supportive placements are available when required.

The data for 'temporary accommodation' includes the number in B&B, hostels, self-contained properties, and supported housing, but also includes households who are temporarily staying with family or friends. The data for the 'average number of households in B&B accommodation' demonstrate our focus on monitoring closely this specific accommodation type with a view to reducing the number each quarter.

The final measure we are reporting on is the number of families in B&B for a period of more than 6 weeks. We do not support the use of B&B accommodation for families and would not expect for them to be in B&B accommodation for this length of time. However, the Council has a duty to accommodate and when there is no other option, we do use these premises to house these families as a last resort. Again, the purpose of reporting against this measure specifically demonstrates our commitment to focus on reduction and ensure attention on this issue continues. The 'number of families in B&B over 6 weeks' is also included within the 'average number of households in B&B accommodation' and within the broader 'number of households in temporary accommodation'.



At the end of Q3 we had 191 households in temporary accommodation which is an increase on Q2. However, this increase is partly due to the inclusion of Places of Safety (POS) which is a new type of Housing in this category. (Places Of Safety is specialist supported domestic abuse housing). It is also partly due to the increase in access to Temporary Accommodation as Potters Place opened its doors this quarter.

We have also made improvements this quarter to how we record households who have made their own arrangements, to enable us to have a clearer picture of who and what duty we owe.

The breakdown of the 191 is as follows:

37 have made their own arrangements

64 families in temporary accommodation, albeit dispersed or hostel or B&B.

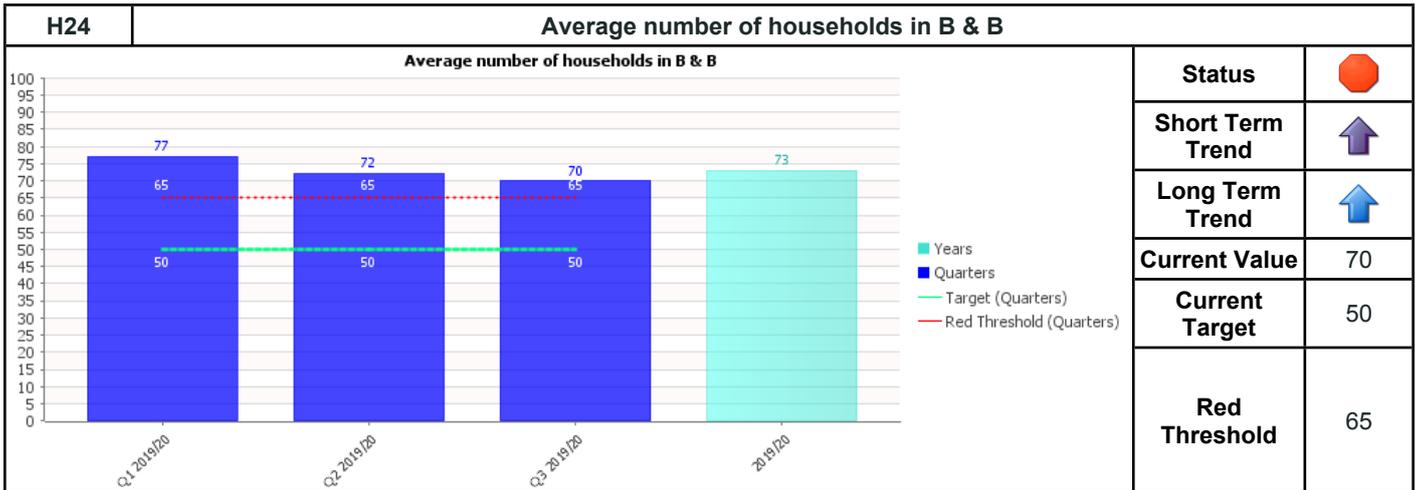
90 singles households are accommodated in supported and temporary accommodation, albeit dispersed, hostel or B&B

5 families were in Places of Safety during the period.

Focus over the next 12 months will be on securing longer term accommodation so that households are able to move out of the 'temporary' category, therefore preventing a 'bottleneck' in the system.

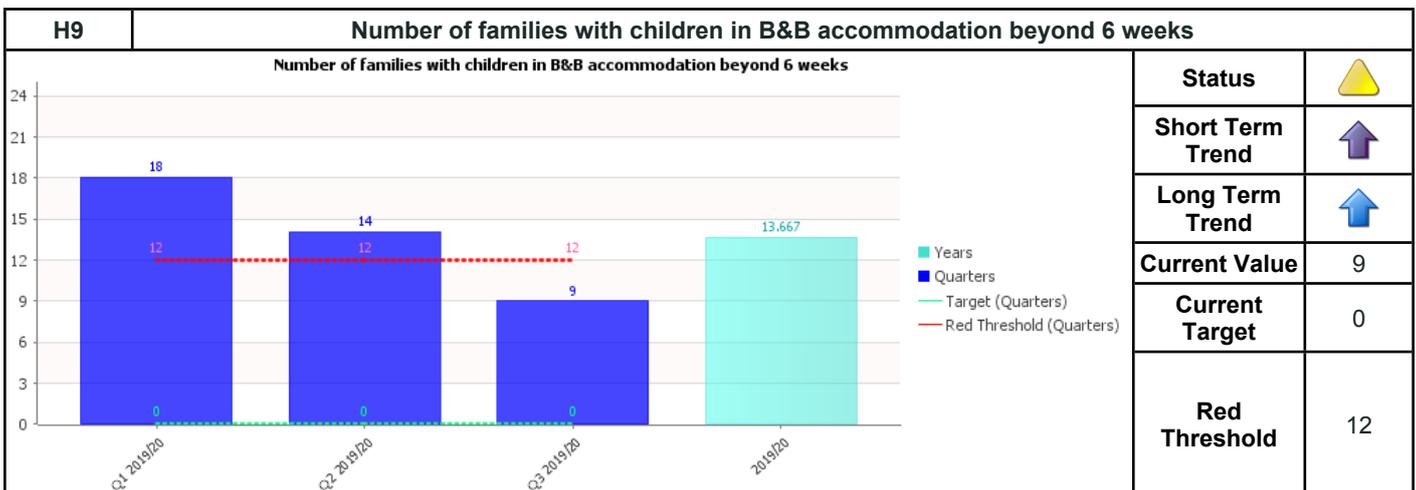
Please note- Temporary Accommodation numbers also include people who are in Supported Accommodation. These individuals may be in this accommodation for longer periods of time due to their individual needs. These numbers also include people who are staying temporarily with friend or family. It is important to note that the Council will always need to use Temporary Accommodation and our goal is to ensure this accommodation is of a good standard and appropriate to the needs of the individuals placed.

This figure is created by calculating the average number of households in temporary accommodation across the quarter rather than using the actual number on the last day of the quarter.



For Q3 the number of households in B&B accommodation has slightly reduced. This is due to the effort and focus of the B&B task force and our commitment to reduce the use of B&B accommodation for our residents. Through work to increase the number of temporary accommodation units in the City we are slowly reducing the dependence on B&Bs.

This figure is created by calculating the average number of households in B&B accommodation across the quarter, rather than using the actual figure on the last day of the quarter.



In Quarter 3 further improvements were made to the 'Bed and Breakfast Taskforce' meetings that closely focussed on finding move-on options for those that already had an 'accepted' homeless decision; or for those in temporary accommodation who were unlikely go on to be owed a 'full duty' giving the local authority full obligations to rehouse. Support was also provided from private sector solutions and from the newly opened service deliver by CYMCA.

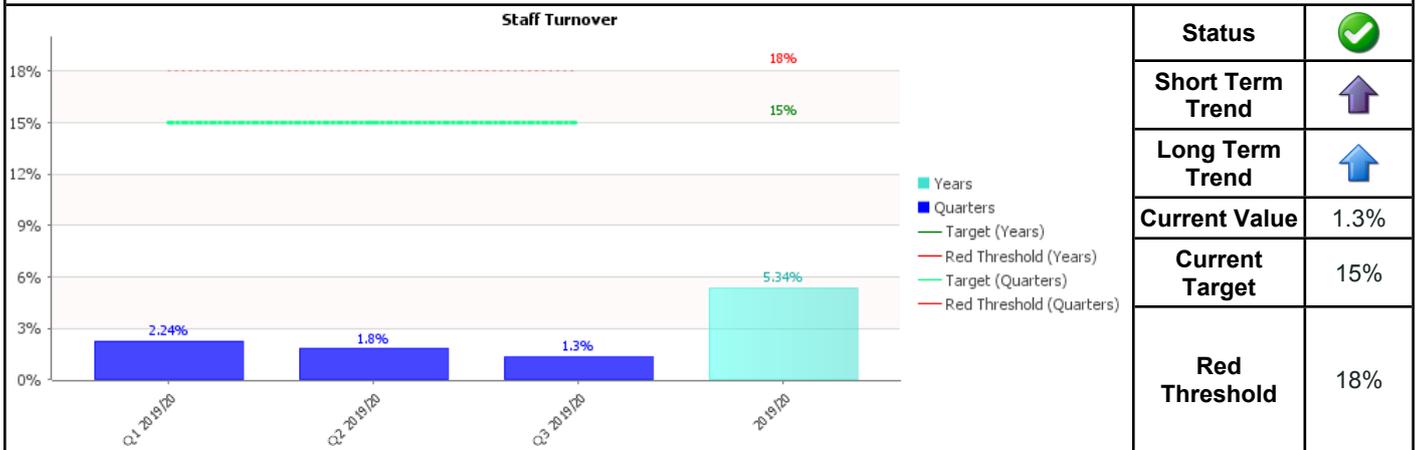
As a result, we were pleased to see a further positive reduction for this measure in Quarter 3 as this is an area that the Housing Team have been focusing on. Out of the 9 families included in the measure, 1 has an offer of accommodation.

We know there is still a lot of work to do and we will continue to work hard focusing our efforts, and we are expecting to see further improvements due to the 'Bed and Breakfast Taskforce' meetings

Important to note that these families are not necessarily the same from the previous quarter. All families in temporary accommodation are monitored regularly by the B&B Taskforce.

HR1	Staff Turnover
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Number of staff leaving the organisation represented as a percentage.

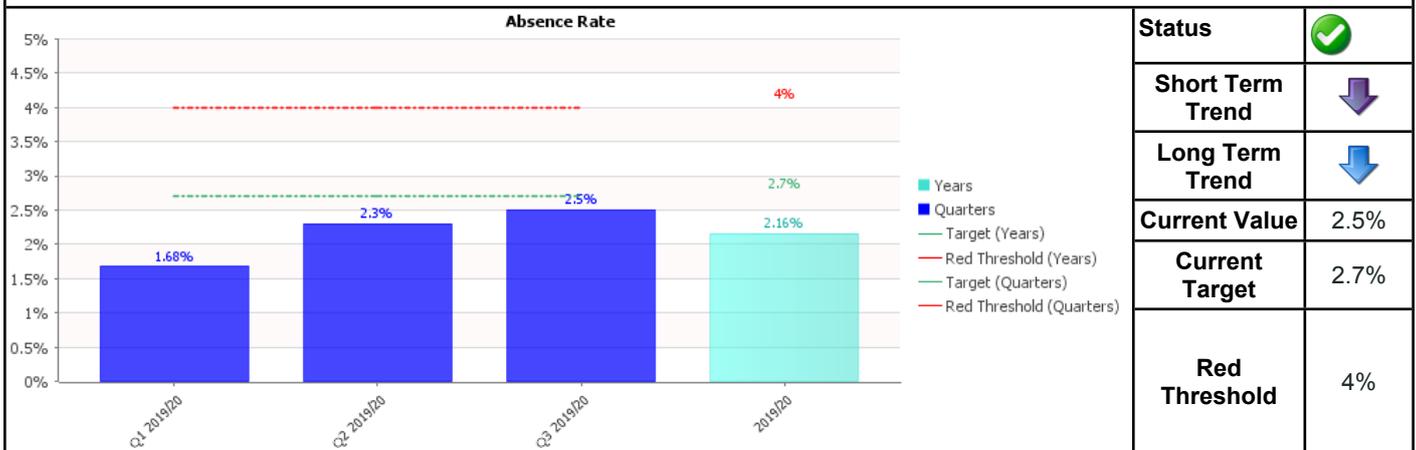


During Quarter 3, there were 3 voluntary leavers, which represents a slight reduction on the figure for Quarter 2 which stood at 4 voluntary leavers. This continues to remain significantly below target, which is very positive.

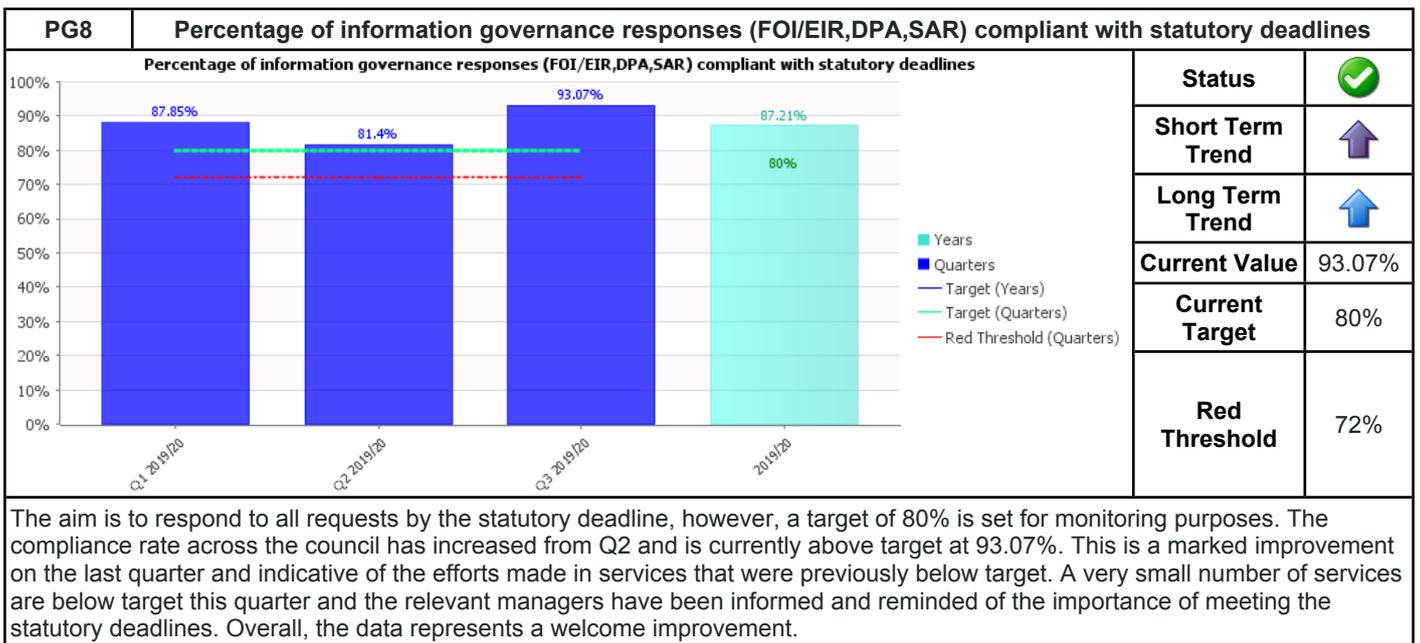
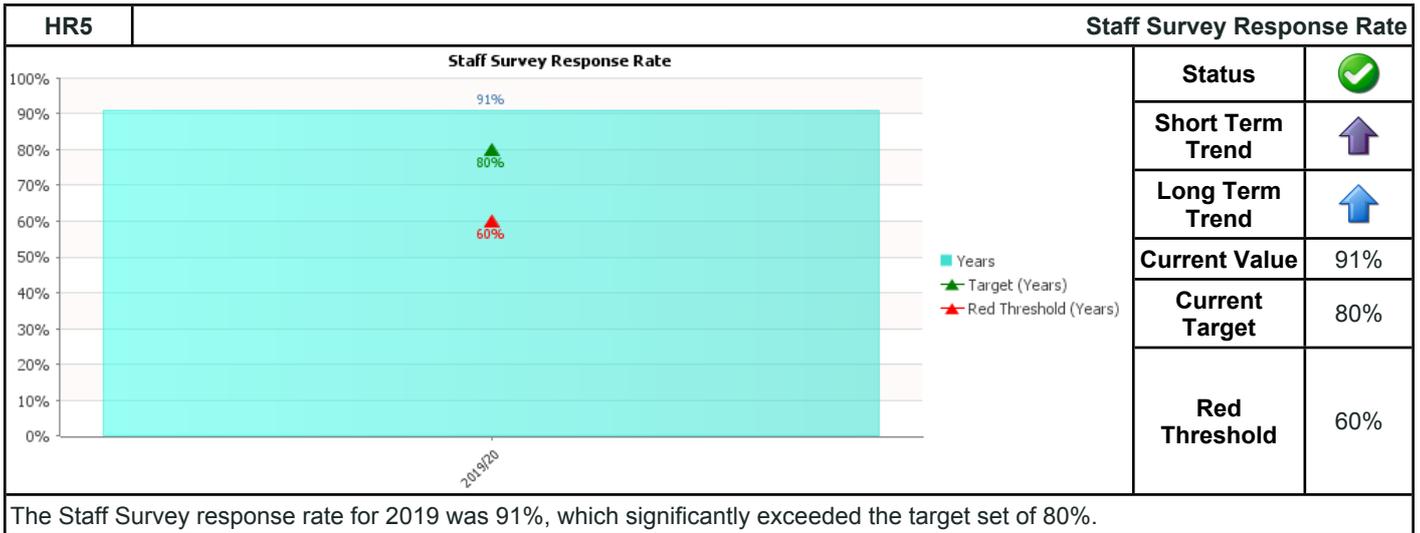
We continue to promote the value and importance of exit interviews to understand why individuals are leaving the organisation and allow for early identification of any trends or areas of concern. We remain significantly below the public sector average annual turnover percentage of 15%, which is pleasing to note.

HR4	Absence Rate
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The percentage of total working days lost in the relevant period through sickness against the total available working days for that period.

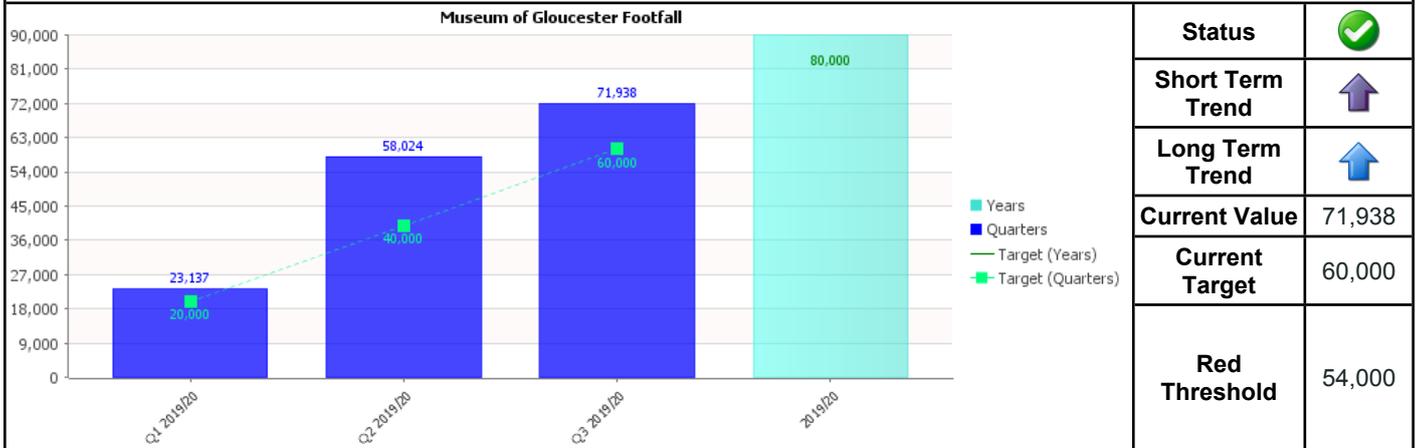


The absence rate for Quarter 3 has increased slightly to 2.5% from 2.3% in Quarter 2. Whilst absence levels have increased slightly this is not unexpected given the prevalence of seasonal illnesses at this time of year. Absence levels are proactively monitored with managers encouraged to seek early HR and Occupational Health advice for any absence cases of concern. Detailed management information is also provided to Service Managers and above on a monthly basis to allow for patterns of absence to be identified and appropriate action taken as per policy. The absence rate continues to remain below the public sector average of 2.7%.



VE2 **Museum of Gloucester Footfall**

The Museum of Gloucester is a paid-for visitor attraction within Gloucester. The displays and supporting service enable visitors to view objects from the City's Museum collection and the venue is used as a meeting point for various community groups. The Wheatstone Hall is offered as a hire space and members of the public can use the cafe, shop and toilets without having to pay an entrance fee. The performance measure relates to the total number of users entering the Museum for all the reasons listed previously.



Quarter 3 is generally known as the quieter season for the Museum of Gloucester and the Tourist Information service and although there were a number of exhibitions available to be viewed, the footfall numbers reflect the typical off-peak season.

October 2019 saw the launch of 2 very different exhibitions that followed the successful Moon exhibition which saw in excess of 5000 people see the objects on display. 'Migrations: Masterworks from the Ben Uri Collection' marked the 20th anniversary of Gloucestershire Action for Refugees and Asylum Seekers (GARAS) and the exhibition showcased a number of drawings, paintings, sculptures and prints from the Ben Uri Collection. This exhibition runs until the 28th January 2020 and has proved to be successful with 2500 seeing the artwork on display so far.

The Magical World of William Simmonds (Sculptor & Puppets) saw a guest curator utilise the Gloucester Museums collections as well as a number of other relevant objects received from private lenders. Many of the objects were carved in the early 1900s and some have not been available to view for nearly 40 years. Initially a paid entry exhibition, exhibition charges were dropped in December 2019 to allow more people to see the exhibition and the conservation work that enabled the exhibition to take place. 1000 people have viewed the work of William Simmonds, a key Gloucestershire artist in the 'Arts and Crafts Movement'.

The service continues to offer a number of talks, craft activities, tours and events as well as room hires and a tourist information service which all contributes to the footfall into the Museum building.

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Gloucester City Council

Meeting:	Overview & Scrutiny Cabinet	Date:	2nd March 2020 11th March 2020
Subject:	Financial Monitoring - Quarter 3, 2019/20		
Report Of:	Cabinet Member for Performance and Resources		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Jon Topping, Head of Policy & Resources		
	Email: jon.topping@gloucester.gov.uk	Tel:	396242
Appendices:	1. Progress against savings targets 2. Capital monitoring		

FOR GENERAL RELEASE

1.0 Purpose of Report

- 1.1 For Cabinet to note year-end forecasts, and progress made against agreed savings targets for the 3rd Quarter ended 31st December 2019.

2.0 Recommendations

- 2.1 Overview and Scrutiny Committee is asked to consider the information contained in the report and make any recommendations to the Cabinet.
- 2.2 Cabinet is asked to **RESOLVE** that
- (1) The forecast year end position is currently for an increase to the Council's General Fund balance of £55k against a budgeted decrease of £91k.
 - (2) The details of specific budgetary issues identified by officers and the actions being taken to address those issues
 - (3) The current level of Capital expenditure as shown in Appendix 2.

3.0 Background and Key Issues

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

4.0 Whole Council Summary

- 4.1 The forecast position is an increase of the Council's General Fund by £51k as shown in the table below. This is an improvement from the position presented at the end of Quarter 2 primarily as a result of the unbudgeted income from the Property Investment Strategy during Quarter 3. The portfolios that were facing budget pressures in the Quarter 2 report continue to face similar pressures and the officers responsible for those portfolios are continuing to develop and implement plans to improve their positions.

Council Summary	Year			
	19/20 Budget	Actual	End Forecast	Final Variance
Regeneration and Economy	(3,248)	1,592	(3,682)	(434)
Communities and Neighbourhoods	1,458	794	1,469	11
Performance and Resources	5,552	9,195	5,420	(132)
Culture	981	823	1,042	61
Planning and Housing	82	408	609	527
Environment	4,022	3,847	4,386	364
Corporate and Funding	(8,755)	22,193	(9,299)	(544)
Total	91	38,852	(55)	(146)

- 4.2 This report will primarily focus on the significant changes and risks that have developed or arisen in Quarter 3. Where such variances have been identified officers, where possible will work towards ensuring the budgeted position is achieved at year end, as was achieved in the previous year.
- 4.3 The budget monitoring undertaken during 2019/20 has informed the amendments made to the 2020/21 Budget and Money Plan to take account of identified financial pressures and opportunities. Both Cabinet and Overview & Scrutiny Committee have previously noted the ongoing pressures in Planning, Environment and Culture. Officers are working to deliver both income and expenditure efficiencies; the proposed plan for 2020/21 has incorporated these pressures.

5.0 Regeneration and Economy

Regeneration & Economy	Year			
	19/20 Budget	Actual	End Forecast	Final Variance
Economic Development	199	337	175	(24)
Asset Management	741	1,288	885	144
Commercial Property	(3,319)	709	(3,774)	(455)
Parking	(1,238)	(1,151)	(1,354)	(116)
Senior Management	473	524	507	34
Markets and Street Trading	(106)	(114)	(122)	(16)
Total	(3,248)	1,592	(3,682)	(434)

- 5.1 This portfolio is currently forecast to be favourable to budget by £434k.
- 5.2 Income from commercial property during 2019/20 is currently forecast to be favourable by £455k as a result of the purchases of St Oswald's Retail Park and the

freehold to the Eastgate Shopping Centre during Quarter 3. Both of these properties provide the Council with exciting opportunities for the continued regeneration of the City and the potential for future housing provision, supported by ongoing revenue streams from their tenants. As noted at Quarter 2 the regeneration of Kings Walk is progressing well with work having commenced on the refitting of the old BHS store ready for a new tenant in 2021.

- 5.3 The forecast for the parking service has improved further as a result of the impact of the Christmas period. Overall parking is forecast to generate additional income of £116k.
- 5.4 As noted at Quarter 2 there is an anticipated overspend in Asset Management. This position has improved during Quarter 3 as a result of increased income at the transport hub. This is a result of ensuring all charges have been correctly raised for bus and coach movements.
- 5.5 There continues to be an overspend in one-off property repair costs which will be managed through the remainder of the year; if necessary some funds will be transferred from the Repairs Reserve to the General Fund at the year end.
- 5.6 The disposal of the HKP warehouses is ongoing and is unlikely to be completed within this financial year. As such the budgeted savings are not expected to be realised in the year.

6.0 Communities and Neighbourhoods

Communities and Neighbourhoods	19/20		Year	
	Budget	Actual	End Forecast	Final Variance
Voluntary Sector Grants	135	75	138	3
Community Strategy and Other Projects	145	132	168	23
Homelessness	1,174	636	1,134	(40)
Shopmobility	76	51	66	(10)
Health and Safety	3	1	1	(1)
Private Sector Housing	(73)	(101)	(39)	35
Total	1,458	794	1,469	11

- 6.1 This portfolio is currently forecasting to be slightly overspent by £11k.
- 6.2 The Council continues to experience significant costs in relation to the placing of homeless families in temporary accommodation; many of whom have complex needs. However, the actions taken by the Council during the year as noted at Quarter 2, in relation to Potters Place and other initiatives, plus the continued support from Government by way of the Flexible Homelessness Prevention grant have allowed the Council to contain these budget pressures during the year.
- 6.3 It should be noted that the actions undertaken at paragraph 6.2 above have improved homelessness expenditure significantly in comparison to 2018/19, with an expected reduction of over £350k in expenditure.
- 6.4 The forecast overspend on Private Sector Housing this year is due to investment in temporary resources to increase enforcement capacity for complex HMO cases and implementation of new legislation.

7.0 Performance and Resources

Performance and Resources	Year			
	19/20 Budget	Actual	End Forecast	Final Variance
Internal Audit	190	32	176	(14)
Financial and Corporate	1,238	835	1,196	(42)
Revenues and Benefits Admin	913	1,190	793	(120)
Housing Subsidy	(377)	4,373	(341)	36
IT	1,522	1,489	1,682	160
Human Resources	278	255	280	2
Communications	89	0	90	1
Legal Services	394	230	388	(6)
Contact Centre and Customer Services	448	319	429	(19)
Democratic Services	858	472	728	(130)
Total	5,552	9,195	5,420	(132)

- 7.1 The portfolio is currently forecast to be favourable to budget by £132k. However, there are several significant variances contributing to that overall position.
- 7.2 The largest forecast adverse variance is the £160k forecast overspend in relation to IT. This primarily relates to the continued spend on transformation projects. These budgets are being closely monitored. Where expenditure is identified as capital it will be charged to the appropriate capital budget.
- 7.3 The Transformation project is reaching its conclusion with the spend during 2019/20 to be either drawn from the flexible use of capital receipts, or earmarked reserves. This is in line with the original decision at the outset of the programme.
- 7.4 The current forecast for housing subsidy and revenues & benefits administration is favourable to budget by £120k, however it must be noted that the Council manage in excess of £42m of benefit payments and the smallest percentage change has a significant impact on this forecast. Accordingly, these items will continue to be monitored closely.
- 7.5 As noted at Quarter 2, the underspend of £130k in Democratic Services results mainly from delays in the recruitment of the Policy and Performance Officer's into post. The Performance and Improvement Officer was recruited during Quarter 2 and the Policy and Development Officer in Quarter 3.

8.0 Culture and Leisure

Culture	19/20		Year	
	Budget	Actual	End Forecast	Final Variance
Museums	213	127	213	(0)
Food and Drink	(38)	4	(29)	9
Guildhall	64	107	144	80
Aspire Client	(30)	(81)	(30)	0
TIC	20	(7)	(2)	(21)
Great Place	0	45	0	0
Marketing Gloucester	261	292	271	10
Visitor Experience	491	336	475	(16)
Total	981	823	1,042	61

- 8.1 This portfolio is currently forecasting to have a overspend against budget of £61k.
- 8.2 As noted at Quarter 2 the removal of the entrance charges to the Museum of Gloucester and the relocation of the Tourist Information Centre to the same premises have had a significant positive impact on the performance of the museum. The dilapidations costs in relation to the ending of the lease for the Southgate premises are still being finalised with the landlord. However, these costs are expected to be met from an amount set-aside in the City Centre Investment Fund for this purpose.
- 8.3 The proposed transfer of the Life Museum to Gloucester Historic Buildings is still ongoing with current year savings being applied to meet the ongoing costs in relation to the storage and management of the various exhibits.
- 8.4 The adverse variance of £80k in relation to the Guildhall is a result of:
- (a) lower than budgeted income being achieved at Blackfriars, primarily in relation to wedding bookings being lower than expected; and
 - (b) reduced income at the Guildhall café facility which the cultural services team are taking steps to address.

9.0 Planning and Housing

Planning and Housing	19/20		Year	
	Budget	Actual	End Forecast	Final Variance
Housing Strategy and SIB	0	(85)	(0)	(0)
Planning	82	492	609	527
Total	82	408	609	527

- 9.1 This portfolio is currently forecast to be over budget by £527k during the year.
- 9.2 As indicated at Quarter 2, income from Planning Fees provides a significant source of funding for the Service and has proved to be significantly lower than the budgeted levels for the year. There are two major elements to this forecast variance:
- (a) Delay in the submission of several major applications from developers with a number now expected to be received in 2020/21
 - (b) A significant reduction in the income from non-major applications.

Whilst points 1 – 2 above are largely out of the control of City Council officers, any fluctuation in the level of income received has a large financial impact. Action to reduce some of these pressures has been taken in the Money Plan for 2020/21 and the officers will continue to monitor the position closely and take actions to ensure related costs are managed.

- 9.3 As noted at Quarter 2 there was significant in year expenditure for the development and compilation of the City Plan and a further contribution to the Joint Core Strategy. The combination of these costs in a single financial year has led to an overspend of £35k against budget.

10.0 Environment

Environment	19/20		Year	
	Budget	Actual	End Forecast	Final Variance
Waste and Streetcare	4,742	4,375	5,091	349
Neighbourhood Management	19	7	(6)	(24)
Countryside and Allotments	87	27	76	(11)
Environmental Health	602	419	581	(21)
Flooding and emergency planning	107	73	112	5
Head of Service	62	49	63	1
Cemetery and Crematorium	(1,339)	(894)	(1,248)	91
Licensing	(257)	(208)	(283)	(26)
Total	4,022	3,847	4,386	364

- 10.1 This portfolio is currently forecast to be over budget for the year by £364k.
- 10.2 As noted at Quarter 2, there is a cost pressure in relation to the Amey contract of £161k that results from the contract indexation being higher than the Council budgeted for. The Council has continued to work with Amey to resolve the recycling income issue and hopes to see an improvement in this area in 2020/21. The demand for garden waste services has also seen the need to add an additional vehicle and crew to the contract over the costs budgeted. These pressures have been addressed in the 2020/21 Money Plan.
- 10.3 Income at the Crematorium is forecast to be lower than 2018/19 partly as a result of Cheltenham crematorium now being back in operation and reduced demand for services. The Bereavement Services Manager has already identified a number of new services and opportunities to address this in 2020/21. As a result, the income for the year is expected to be £91k less than the budgeted target for 2019/20.

11.0 Progress against savings targets

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

12.0 Capital Programme

- 12.1 The Capital Programme budget including projects approved by the Property Investment Strategy is £76m. Total expenditure as at Quarter 3, including amounts committed totals £73m. The forecast outturn position anticipates an annual spend at £75m.

- 12.2 Quarter 3 has seen some significant capital additions through the Property Investment Board. The purchase of St Oswald's retail park and the Eastgate shopping centre form part of the Council's long-term regeneration and housing plans. St Oswald's as a well-established retail park will provide an income stream into the Council, but it also provides additional land for development, the new site together with existing Council owned land has created nine acres of development land. Eastgate shopping centre is a strategically important site in the centre of the city, bringing this site into Council ownership gives greater control to the council and fits with the wider regeneration of the centre.
- 12.3 Regeneration works have increased in the quarter, work at Kings Square has seen the demolition of the two kiosks as the square improvements gets underway. The old BHS site has been secured as work starts on the refurbishment of the store as part of our planned Kings Walk developments.
- 12.4 Continued improvement to the property estate includes the works on the Guildhall Roof, scheduled for completion in quarter 4.
- 12.4 The nature of capital projects means that many of them span a number of financial years; budgets are set per project any unspent budgets at the end of any one financial year may be carried forward into the next
- 12.5 A summarised table for the Capital Programme is shown as Appendix 2.

13.0 Prompt payment performance

- 13.1 The Council aims to make payments to all suppliers promptly and in accordance with contract terms. The performance on invoice payments during the quarter is below. The performance in the table shows the strong performance in supplier payments is being maintained.
- 13.2 Performance in December was reduced for two reasons. Firstly, the council successfully paid a number of disputed invoices, in paying these invoices the statistic uses the originally received date which reduces our performance in month. Secondly, there were a number of invoices sent electronically to the Council which were not received. On receipt these were promptly paid.

	<u>Oct</u>		<u>Nov</u>		<u>Dec</u>		<u>Qtr 3</u>	
Number paid within 30 days	624	95%	566	97%	568	87%	1,758	93%
Number paid over 30 days	34	5%	19	3%	83	13%	136	7%
Average Days to Pay (from receipt of invoice to payment date)	6		6		10		7	

14.0 Social Value Considerations

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

15.0 Environmental Implications

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

16.0 Alternative Options Considered

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

17.0 Reasons for Recommendations

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

18.0 Financial Implications

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

19.0 Legal Implications

19.1 There are no legal implications from this report.

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

20.0 Risk & Opportunity Management Implications

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

22.0 People Impact Assessment (PIA) and Safeguarding:

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

23.0 Community Safety Implications

13.1 None.

24.0 Staffing & Trade Union Implications

14.1 None.

Savings Monitoring 2019/20

Prior Year Savings

Service	Details: aim of the project	Target £000	Achieved £000	In Progress £000	At Risk £000	Comments	Status
Policy & Resources	Reduce postage costs	(20)	(20)	0	0	Digital mail project is due to go live early in 2019/20	
Policy & Resources	Property Investment Strategy	(50)	(50)	0	0	As highlighted in the report, a number of investments have been completed in accordance with the property investment strategy.	
Total		(70)	(70)	0	0		

Savings Target 2019/20

Service	Details: aim of the project	Target £000	Achieved £000	In Progress £000	At Risk £000	Comments	Status
Policy and Resources	Energy efficiencies and income generation opportunities	(50)	0	(50)	0	In progress PV has been installed on the Guildhall roof and will start to show some efficiencies.	
Policy and Resources	Property Investment Strategy	(100)	0	(100)	0	As highlighted in the report, a number of investments have been completed in accordance with the property investment strategy.	
Policy and Resources	Disposal of HKP warehouses	(100)	0	0	(100)	Offers have been received and the preferred bidder has been agreed. Final negotiations are ongoing.	
Total		(250)	0	(150)	(100)		
Savings Brought Forward		(70)	(70)	0	0		
Total		(320)	(70)	(150)	(100)		

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Scheme	Budget	Actual	Variance	Forecast
	2018/19	Spend to date		
Kings Quarter development	3,827,507	3,648,158	179,349	3,837,283
City Centre Improvement Fund	582,464	83,661	498,803	400,000
HCA Regeneration - Commercial Rd Public Realm	7,980	-	7,980	7,980
GCC Building Improvements	215,160	9,999	205,161	215,160
ICT Projects	578,905	1,244,742	(665,837)	578,905
Housing projects	1,522,195	276,251	1,245,944	650,000
Drainage and Flood Protection Works	151,710	82,131	69,579	80,000
Townscape Heritage Initiative - HLF	427,095	106,806	320,290	427,095
Ranger Centre Barns/Storage	67,490	330	67,160	50,000
Horsbere Brook Local Nature Reserve works	86,310	2,388	83,922	10,000
Play Area Improvement Programme	116,560	2,086	114,474	60,000
Crematorium Cremator Improvements	45,000	-	45,000	45,000
Grant Funded Projects	13,133	2,812	10,321	5,000
Robinswood All Paths Project	74,180	7,155	67,026	25,000
Robinswood Hill	200,000	-	200,000	-
GL1 Emergency Works	46,490	-	46,490	-
SWRDA Asset Transfer works	7,645	-	7,645	-
Kings Walk Shopping Centre	-	274,220	(274,220)	173,524
Tall Ships Easement	30,000	30,000	-	30,000
92-94 Westgate St Relocation Project	-	323,514	(323,514)	750,000
TOTAL CAPITAL PROGRAMME	7,999,824	6,094,251	1,905,573	7,344,947

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Meeting:	Overview & Scrutiny Cabinet	Date:	2 March 2020 11 March 2020
Subject:	Cultural Strategy 6 monthly update		
Report Of:	Cllr Steve Morgan		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Philip Walker, Head of Cultural Services		
	Email: Philip.walker@gloucester.gov.uk	Tel:	39-6355
Appendices:	1. Gloucester Cultural Strategy_ProgressReport_2020-02-10		

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 To provide an update on progress made against the Cultural Strategy for the period October 2019 to March 2020 and to recommend that the strategy is reviewed and updated to reflect changes and new priorities.

2.0 Recommendations

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

2.2 Cabinet is asked to **RESOLVE** that

- (1) The report is accepted and progress against the objectives noted.
- (2) A revision of the Cultural Strategy is undertaken in 2020 to cover the next 10-year period 2021 – 2031.

3.0 Background and Key Issues

3.1 **Interim Head of Cultural Services** - Philip Walker began in this role on 18 Nov 2019 on secondment from Bristol City Council on a fixed-term basis of 12 months. During this time, he has worked closely with stakeholders to understand the city’s priorities and develop the approach to events and festivals delivery for 2020-21 and support the Gloucester Culture Trust (GCT) in the delivery of the Cultural Strategy. Whilst the responsibility for the delivery of the majority of the actions within the strategy sits with GCT, the city has a critical role to play in supporting this, ensuring the right level of support is provided and the conditions are created for culture to thrive, in order to ensure the success of the strategy.

- 3.2 **Festivals and Events** – as previously reported to Cabinet in January – the function and budget for delivering the city and civic events programme will be delivered in-house by city council staff reporting to the Cultural Development manager. The city council continues to work closely with the Culture Trust to ensure that the strategic delivery of the cultural strategy is achieved, recognising the role of festivals and events. There are benefits to this delivery model that will allow festivals and events to be delivered in a mixed model in future, with a combination of grant-funded organisation delivery, directly contracted services and some civic events being delivered in-house for 2020. A programme of events for 2020 was agreed at Cabinet on 12 Feb 2020, together with the approved revenue budget (excluding staffing) of £215,000 for 2020-21 and 2021-22.
- 3.3 **Strategic Programming Group** - a city-wide group has been established with representatives from the Gloucester Business Improvement District (BID), Cathedral, Gloucester Culture Trust, Peel Group (who manage Gloucester Quays), and the city council to be chaired by the Cabinet Member for Culture and Leisure. The terms of reference for these will be agreed at the first meeting, however the intention is for this group to provide a strategic oversight of the city's activity and look further ahead in order to secure opportunities for the benefit of Gloucester citizens. A co-ordinated, strategic approach is in line with the cultural strategy and will enable Gloucester to attract and develop high-quality commissions, events and festivals in the future – maximising the opportunities for residents and businesses as well as developing new events that will attract more people into the city.
- 3.4 **Gloucester Roundhouse Exchange (GRHEX) partnership** – meeting held in Jan 2020 between the leader of the council and Cabinet lead for Culture and leisure, with members of the council executive and the leadership teams of the Roundhouse and Culture Trust in order to maximise the opportunities presented by the partnership. The Gloucester Roundhouse Exchange is a programme that aims to develop young people's participation and access to the arts, develop the leadership skills within Gloucester's own cultural sector and foster partnership working between Gloucester Guildhall, Roundhouse, The Music Works, Your Next Move and Strike a Light. It is funded for three further years by the Paul Hamlyn Foundation More and Better Fund.
- 3.5 **Paul Hamlyn Foundation (PHF)** – is an organisation that supports innovation and creativity with a particular focus on developing young people and the arts – PHF has supported the city with funding grants. Initial funding to Gloucester City Council of £200,000 for the GRHEX activity taking place between 2017-2019 has been followed up by the news that a further £250,000 has been awarded to GCT to support and develop more access and inclusion of young people in the arts in Gloucester for 2020-2022. This is a significant investment into the city and is a further endorsement of the work of the Culture Trust and the impact that the city's cultural strategy is having in attracting inward investment from national funders. The funds, resources and activity plan are managed by GCT who are responsible for reporting to PHF on progress made.
- 3.6 **Jolt** – creative studios and incubator. Gloucester Culture Trust have taken on the lease of the first floor of Kings House; The Music Works have taken on the lease of the second floor. The first floor is being transformed into different-sized spaces for the purposes of supporting and developing creative and cultural start-ups – creating an environment that will lead to new partnerships and businesses – as well as

ensuring a healthy and vibrant cultural sector that is supported, through peer-to-peer networks, both formal and informal. The upper floor is to be occupied by The Music Works, who will create fully accessible, exemplar music studios, teaching rooms and performance spaces.

- 3.7 **The Music Works** is an organisation that are specialists in working with young people in challenging circumstances to help them reach their full potential in music, in learning, and in life. They have attracted £400,000 capital investment from the Arts Council to support their move into Kings House. The plans for this move are being supported by the Roundhouse, who themselves run a suite of studios at their base in Camden.
- 3.8 **Kings Square** – the physical redevelopment of this site began in Jan 2020 with site clearance and preparatory works. The construction group Midas are working with schools to create some digital artwork to animate hoardings that will be used to surround the works. The construction works are anticipated to last on site until late 2020. The Square presents both an exciting opportunity as well as a challenge. Occupying a footprint that is larger than Leicester Square in London, Kings Square will be a high-quality city centre site that will be able to be used for concerts, events, festivals and other mixed uses. The challenge is to keep the square active and lively through the year – and one way to do this is to hold cultural events and activities on the square at key moments during the year. Work has begun to develop a programme of cultural events for the first 18 months to 2 years (late 2020 – 2022). An allocation of funds will be made from the city council Festivals and Events budget to support a launch event within the first few months of the square's completion.
- 3.9 **City of Culture 2025** – the Cultural Strategy describes the city's aspirations to become the UK's City of Culture in 2025. Development work has begun in order that the city can submit a bid, should the city decide to proceed with this. Work to scope out a roadmap to 2025 and beyond has begun – with key milestones that the city needs to meet in order to be a credible candidate city. It is the view of Gloucester Culture Trust and a wide range of stakeholders who have been consulted that Gloucester is extremely well-positioned to make a strong and convincing bid for this title. Research into both successful and unsuccessful previous contenders has shown that the advantages far outweigh the disadvantages of being a bidder. Those cities that developed bids which were unsuccessful, managed to transform their city's cultural offer and sense of place and reaped the rewards of taking part in the process, even where they were unsuccessful. Those cities which have been given this title have attracted considerable investment – both directly and indirectly as a result – the economic impact on Hull (City of Culture 2017) is estimated to be in the region of £676m of new private and public investment that was generated for the city. However, within Gloucester, concerns have been raised as to the cost and risk to the council if it is to front such a bid. The challenge for the council is to develop relevant and strategic partnerships, across the cultural, business and public sectors, to support a bid in a cost-effective manner. Details have still to be released on the process for bidding, however, there is likely to be a two-stage process, with an initial expression of interest in 2020 followed by a period in which a worked-up bid could be submitted in 2021.

3.10 **Gloucester's Cultural Vision and Strategy** – was developed in 2015 and is currently a 10-year strategy that describes the period 2016-2026. It has identified 20 Actions to deliver against the 6 key Objectives. For progress against these objectives see Appendix 1 of this report. As we approach the half-way point of a 10-year strategy, it is appropriate to review and update it for the next 10-year period. This is because changes arising from the actions taken to date have created new opportunities and challenges. In addition, the changing political, social, environmental and economic situation since the writing of the current strategy, means that the strategy requires review and updating in order to reflect the changed and changing context. An example of where the current strategy is out of date, is that it does not reference the climate emergency nor the city's aim to be carbon neutral by 2030. The City would like to work with the Culture Trust and others to update the current strategy.

4.0 Social Value Considerations

4.1 Social value is integral to the delivery of the Cultural Strategy and this will continue to be a focus for the strategy in future. Culture and cultural activity in the city can provide far-reaching benefits to citizens' health, well-being, skills and help develop social cohesion and a sense of place. Cultural participation in activities such as Events and Festivals can bring disparate communities together to celebrate and collaborate.

5.0 Environmental Implications

5.1 The existing Cultural Strategy does not reference environment nor climate change. Future updates to the Cultural Strategy should address this omission.

6.0 Alternative Options Considered

6.1 The cultural strategy is still a functioning strategy and could be left unchanged for the remainder of the 10-year period, however, it will become increasingly out of date. There is a small risk of reputational damage with this approach. The larger risk is that an up to date strategy will be required in order to field successful bids for both the Cultural Development Fund (CDF) and City of Culture.

7.0 Reasons for Recommendations

7.1 The current Cultural Strategy (2016-2026) is nearly half-way through the 10-year period. Significant progress has been made, but changes have occurred that require the Strategy to be updated and refreshed.

7.2 There is no reference to the environment and climate change, and other city strategies have been published since 2016, so these also need to be taken into account. These omissions should be addressed.

8.0 Future Work and Conclusions

8.1 Conduct a review of the current strategy, with key partners in the city (March – October 2020).

8.2 Publish a renewed Cultural Vision and Strategy for 2021 – 2031 by end 2020.

9.0 Financial Implications

- 9.1 Cultural Strategy review can be done with existing resource. An updated strategy will require additional budget to complete – source to be identified from GCC and GCT.

10.0 Legal Implications

- 10.1 The delivery of the objectives of the Cultural Strategy 2016-2026 are the responsibility of the Council and its partners. Any collaboration or new delivery models with outside bodies will need to ensure compliance with relevant legislative requirements and the Council's Contract Rules.

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

11.0 Risk & Opportunity Management Implications

- 11.1 Risks of not renewing the Strategy - the strategy is still operable - but there is a low-level reputational risk of not renewing this. GCT has strong governance and leadership and has a good and growing reputation with stakeholders nationally and regionally, as well as within the city.
- 11.2 Risk to achieving additional investment from CDF and City of Culture success. There is a medium-to-high risk that the city will fail in attempts to draw external funding and will be at a disadvantage if it does not update its cultural strategy and continue to demonstrate progress, ambition and commitment.

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: Gloucester's Cultural Vision and Strategy 2016 – 2026
<https://www.gloucester.gov.uk/media/1372/cultural-strategy.pdf>

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Gloucester Culture Trust				
Report to Gloucester City Council on progress in delivering Gloucester's Cultural Strategy 2016-2026				
10-Feb-20				
Objective	Action	Status	Progress as at 10th Feb 2020	Owner
1. Develop artists and arts organisations so as to build the cultural and creative industries	A.1. Develop an arts, culture and creative industries hub and incubator in one of the City's many underutilised buildings	In progress	GCC has granted GCT a 20-year peppercorn lease on the second floor of Kings House. With Great Place funding, we are bringing the building back into use, giving it a basic fit out and will be opening a creative hub in Spring 2020. This physical space is supported by a year-round programme of workshops, networks and mentoring to support creative practitioners to develop sustainable practice for the benefit of the city.	GCT
1. Develop artists and arts organisations so as to build the cultural and creative industries	A.2. Consider an alternative delivery model such as a charitable Trust for the Council-run cultural venues - the Guildhall, Blackfriars Priory, the City Museum and Art Gallery, the Folk Museum - to release their potential for innovation, entrepreneurial development and fundraising	In progress	Commissioned a report by Adrian Ellis Associates (AEA) - which made recommendations in the report. This has resulted in the Gloucester Life Museum being transferred to the Gloucester Civic Trust. A decision was taken not to move the management of Guildhall and Blackfriars Priory to a trust / third party delivery organisation.	GCC
1. Develop artists and arts organisations so as to build the cultural and creative industries	A.3. Encourage grass-roots community arts activity that works with the NHS and others to deliver health and wellbeing outcomes	In progress	Create Gloucestershire are part of Arts & Health South-West and through this and the Culture Matson programme have been trialling ways to develop social prescribing. One of the major match funders of the Great Place project is Gloucestershire NHS, who fund a role within the Trust to support this work. We need to learn from the outcomes of these pilot projects and look at how we can roll them out to other neighbourhoods in the city.	GCT
1. Develop artists and arts organisations so as to build the cultural and creative industries	A.4. Develop a Cultural Leadership Group to ensure a future generation of cultural leaders in the city	In progress	Rather than one Group, it became clear we would need to have a more targeted approach. The Jolt programme supports creative and cultural entrepreneurs, through workshops, networking and mentoring (and, soon, through spaces in Kings House to work and create). The Gloucester Roundhouse Exchange supports talent development through a variety of ways, including a Young Producers' scheme that runs for its second year in 2020. We have also appointed in 2019/20 four Creative Leadership Trainees, aimed at emerging leaders in the cultural sector; they have had full-time, year-long placements at GCT, Glos Libraries/Strike A Light, ArtShape and Three Choirs Festival.	GCT
1. Develop artists and arts organisations so as to build the cultural and creative industries	A.5. Fundraise to support investment in high quality projects and fundraising capacity building in the sector	Ongoing	Since launching the Cultural Strategy in March 2016, Gloucester has directly raised £2million inward investment to support its roll out. This is from Great Place (£1.5m from Arts Council and Heritage Lottery); £450k from Paul Hamlyn Foundation and £50k from Arts Council. Further applications are pending and GCT has a rolling programme of fundraising. In terms of indirect investment, more ACE funding is going to more artists and arts organisations than ever before, in recognition of the city's growing ambitions, skills and programme - and its diverse range of independent organisations and practitioners.	GCT
2. Broaden the cultural offer to support social and economic development	A.6. Work closely with the Council's Economic Development team, the Media and Culture Group of G-First LEP and Marketing Gloucester to ensure that cultural planning is aligned	In progress	GCT works closely with the Place team at GCC, who from April 2020 will provide some core funding for GCT, in recognition of the alignment of economic development and culture. GCT also has a good relationship with the LEP, who recognise the value of a strong cultural offering in Gloucester in supporting the Local Industrial Strategy and the need for the county to retain more young people. GCT welcomes the findings of the reviews that took place into Marketing Gloucester before Christmas 2019 and looks forward to working with a re-vamped, re-purposed DMO to more fully achieve this action.	GCT
2. Broaden the cultural offer to support social and economic development	A.7. Scope the potential for a new large-scale arts and cultural venue in the city centre that could also be used as space for other commercial activity	Done	AEA Report into Venue Demand released Spring 2019. Gloucester is not yet ready for a major (1,000+ seats) new venue and we have a roadmap for how we can get to the point that the city is ready. The recommendations of the report are reflected in how GCT has approached the Actions in this Strategy e.g. building audiences, getting on national touring networks, investing in existing venues such as the Guildhall.	GCT

Objective	Action	Status	Progress as at 10th Feb 2020	Owner
2. Broaden the cultural offer to support social and economic development	A.8. Make contact with national cultural organisations that have the potential to bring substantial projects to the city, particularly for young people and in the areas of music and heritage	In progress	The Gloucester Roundhouse Exchange is regarded as an exemplar partnership and connects a London-based organisation with the city of Gloucester to achieve shared goals. GCT is also building relationships with artists and arts organisations of national and international status to support the growth of the city's programmes and ambitions.	GCT
2. Broaden the cultural offer to support social and economic development	A.9. Support the development of Gloucester Carnival as the most inclusive carnival in the UK and create a greater sense of community ownership and quality	In progress	Great Place funding (c.£22k) has supported the growth of Gloucester Carnival as an inclusive event for a range of communities. GCT and GCC are now working with the Carnival Arts Partnership to develop the event even further.	GCT
2. Broaden the cultural offer to support social and economic development	A.10. Support Gloucester based arts organisations like G-Dance and ArtShape to collaborate further, making inclusive art and dance programmes for the community	In progress	G-Dance no longer exists, but we are working with other organisations, such as The Music Works, Your Next Move and Strike A Light (through the Gloucester Roundhouse Exchange) to increase the range and diversity of participation opportunities across the city. The Music Works' studio, which we are supporting, will also go a long way to support this goal: they have so far raised £400k ACE grant, a 20-year peppercorn lease from GCC, other significant grants and aim to begin the Studio build in Spring 2020.	GCT
3. Develop a vibrant city centre full of cultural activity and things to do	A.11. Commission a regular programme of high quality outdoor arts events, including street arts and parades, using the city's fantastic outdoor spaces	In progress	GCT has been working with artists and arts organisations across the city to grow and improve the quality, reach, range and environmental sustainability of outdoor events, e.g. through the Innovation Fund. However, we have found our impact overall has been limited. We look forward to working with the new Strategic Events Partnership to support a more joined up and collaborative approach to outdoor events.	GCT
3. Develop a vibrant city centre full of cultural activity and things to do	A.12. Review the current programme of events and festivals supported by Marketing Gloucester and the Council to ensure they meet the objectives of this strategy, including economic impact, pride in the city and community cohesion	Done	Independent review of F&E carried out in 2017. GCT has been driving forward recommendations where it can, investing in the city's portfolio of F&E. We are now working with GCC to support F&E delivery for 2020 onwards.	GCT
3. Develop a vibrant city centre full of cultural activity and things to do	A.13. Scope the potential for a new visitor orientation centre in the city centre that could include the Tourist Information Centre and heritage interpretation involving the museums	Done	Decision taken to relocate TIC to Museum of Gloucester has proved to be a success and the centre is now established and integrated within the Visitor Experience team of Cultural Services.	GCC
4. Develop audiences who enjoy the new cultural opportunities being created	A.14. Map out and raise investment for a long term audience development strategy that sits alongside the developing cultural infrastructure	In progress	Create Gloucestershire are our partners working with Matson and, more recently, Barton & Tredworth to develop audiences specifically in and for these localities. We are now looking at how we can grow this place-based, community approach in other neighbourhoods across the city. GCT is also delivering an Audience Development Strategy for 14-30 year olds, collaborating with arts organisations, local artists and local businesses (e.g. who are keen to grow the evening economy); this is based on research into young audiences by Radioactive PR in 2019 and aims to change perceptions of Gloucester city centre as a place to spend time. Through the Gloucester Roundhouse Exchange, GCT is working with GCC and Roundhouse to develop a new business plan and purpose for the Guildhall, which includes audience development. (A.15. below will also support this Objective, to work on growing 'core' audiences from the city and from a one and two hour radius.)	GCT
4. Develop audiences who enjoy the new cultural opportunities being created	A.15. Work with Marketing Gloucester to develop a cultural tourism marketing strategy and campaign, collaborating with neighbouring towns and regions, to promote the existing and newly developed, quality, heritage and cultural attractions of the City	Not yet achieved	GCT welcomes the findings of the reviews that took place into Marketing Gloucester before Christmas 2019 and looks forward to working with a re-vamped, re-purposed DMO to achieve this action.	GCT

Objective	Action	Status	Progress as at 10th Feb 2020	Owner
5. Put Gloucester on the cultural map by developing high profile events	A.16. Invest in and develop one or two existing Growth Events, and encourage the creation of new events with potential, into a small portfolio of nationally significant Signature Events. Examples include the existing Strike a Light Festival, the Gloucester History Festival and a potential Folk Festival	In progress	Independent review of F&E carried out in 2017. Investing (via Great Place funding) in Signature & Growth events: Glos History Festivals, Tall Ships, Strike A Light, Kings Jam, Three Choirs, Carnival, Rooftop Festival. Also supporting development of new, major activity which supports the wider strategy and put the city on the map, at the heart of the county and with reach across the region / nationally: e.g. potential Crucible 3 (contemporary art), new commissions (circus, visual art). Festivals & Events Forum meets quarterly to support collaboration, skills, ideas sharing etc. GCT is not pursuing Folk Festival idea because we feel it is a mis-match with the wider strategic goals.	GCT
5. Put Gloucester on the cultural map by developing high profile events	A.17. Evaluate the potential investment required and return on investment to develop a bid for UK City of Culture in 2025 as a Major Event to inspire the sector and the City, acting as a beacon to signal the cultural regeneration of Gloucester	In progress	Clear local political support required. GCT supports the goal of being UK City of Culture 2025. Have secured support from many advocates round the county incl. LEP, University, Cathedral, County Council. Andrew Dixon brought in April 2019 to review how 'match fit' Gloucester is - had positive feedback. Currently working up plan of action and budget for 2020-2025 + legacy. All of GCT's work is helping to lay the foundations for a successful bid, from growing festivals & events to engaging more communities in culture. A bid would therefore be part of a bigger journey, rather than a standalone action.	GCT
6. Make things happen to continue the momentum for change	A.18. Set up a Cultural Partnership consisting of a wide Cultural Forum and led by a Culture Board acting as a Taskforce to make things happen	Done	Done - though now evolving as we move out of Great Place. GCT Board in place 2017, became a charity March 2018. The Board is quite large (currently 10 trustees, was 12) so acts as a Forum too, in addition to the Great Place Strand Leads' group (meets quarterly) and other more localised / specialist Forums: Cultura Matson, Festivals & Events Forum, Youth Advisory Board.	GCT
6. Make things happen to continue the momentum for change	A.19. Develop an online platform to support and advocate for the development of the cultural and creative sector to engage and build creative and art based communities and to promote cultural activity in Gloucester similar to the Creative Assembly websites of Torbay, Swindon and others	In progress	Has been more complex than this action envisages, but goal is for GCT website to act as a home for 'stories' about people active in the city's creative & cultural work, to showcase what's happening, advocate for Gloucester's cultural strategy, link with policy-makers etc. This will be complemented by the What's On / Visit Gloucester website, which is primarily public-facing.	GCT
6. Make things happen to continue the momentum for change	A.20. Apply for funding from Arts Council England and other fundraising to support the strategy	Ongoing	More funding from ACE is coming into the city, to a wider range of artists and arts organisations, than ever before. E.g. Major applications pending for GCT (core funding), Kings Jam, Rooftop Festival, Carnival.	GCT

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Meeting:	Overview & Scrutiny Cabinet	Date: 2 March 2020 11 March 2020
Subject:	Tackling Climate Change Road Map	
Report Of:	Cllr Richard Cook Cabinet Member for Environment	
Wards Affected:	All	
Key Decision:	No	Budget/Policy Framework: No
Contact Officer:	Meyrick Brentnall, City Climate Change and Environment Manager	
	Email: Meyrick.brentnall@gloucester.gov.uk Tel: 396829	
Appendices:	1. Quick Wins and Potential Longer-Term Projects	

1.0 Purpose of Report

- 1.1 This report sets out the actions the City Council, their partners and Gloucester citizens can take to achieve the objectives of the Climate Change Emergency resolution as adopted in July 2019. This committed the Council to becoming carbon neutral by 2030 and the City as whole by 2050. This is not a detailed strategy but a road map of broadly how we can achieve our ambitions, as a great deal of work still needs to be done baselining the emissions of the Council/City and planning how to then address the shortfall.

2.0 Recommendations

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

- (1) the report is noted as a roadmap to achieving a carbon net zero Council by 2030 and net zero city by 2050, and that officers continue the work outlined in this report to develop a Climate Change Strategy and bring this back to Cabinet for approval later in the year.
- (2) it supports investigating the projects contained in the 'quick win' section of the appendix, subject to Council agreeing to dedicate funds towards such environmental, carbon reduction or adaptation projects at its meeting on 27 February.
- (3) A cross-Party working group, along the lines of the Planning Policy Sub-Group, is set up to support and advise the lead Cabinet Member in the development of this strategy and to review the investigations of the various projects set out in the appendix.

3.0 Background and Key Issues

- 3.1 Gloucester City Council has long recognised the importance of Climate Change and the need to reduce emissions as well as adapt to a changing climate. Back in 2001 it adopted the Nottingham Declaration on Climate Change and later that year it adopted its own Agenda 21 (Sustainable Development Strategy). This was a project-based document and was rolled forward on an annual basis. Moving into the new century, the City Council put forward an annual Energy Management strategy and from 2007 to 2010 it adopted a Climate Change Strategy. This too was a rolling programme with an annually updated series of projects. Some noticeable items in the original 2007 document that have been successfully implemented include:
- the Combined Heat and Power plant at GL1
 - An energy efficient new depot at Eastern Avenue
 - A Car Club for Gloucester City residents
 - A turbine on Alney island and
 - the free tree scheme.
- 3.2 Following the adoption of the 2010 update of the strategy, some of the later projects were not implemented, in large part because markets, subsidies and technologies rapidly changed, resulting in some projects no longer being judged as value for money.

International, National and Regional Context

- 3.3 Climate Change has been at the forefront of the international stage since at least the United Nations Convention on Climate change in 1992, whose findings were signed off later that year at the UN Rio Conference (the Earth Summit). The Summit's objective was to stabilise greenhouse gas emissions that would prevent dangerous man-made interference with climate systems. Since then the parties to the convention have met as the 'Conference of the Parties' (COP) to assess progress and make further recommendations. In 1997 the Kyoto protocol established legally binding obligations and in Mexico in 2010 it was agreed that warming should be kept within 2 degrees centigrade of pre-industrial levels. The Paris agreement of 2015 extended the period beyond 2020 and had an ambition of keeping global warming within no more than 1.5 degrees centigrade. The Intergovernmental Panel on Climate Change (IPCC) runs in parallel with the Convention, and as a scientific community will reach consensus on climate science to input into the process.
- 3.4 The UK government has responded to these conventions and agreements with a number of policy initiatives and targets. Indeed by 2018 the UK had reduced its carbon output by 44% compared to 1990 levels and is on target to meet its next carbon budget to 2023. Beyond that, with the recent amendment to the Climate Change Act, the UK was the first major economy to have a target of reducing carbon dioxide emissions to net zero by 2050.
- 3.5 More locally, by 2019 all Gloucestershire Local Authorities had adopted a Climate Emergency Resolution in some shape or form. For Gloucester, this recognised the science of climate change and noted relevant international agreements. Importantly it committed the City Council to being net Zero by 2030 and similarly the City as a whole to be carbon net neutral by 2050. It also required a carbon audit to inform City Council action on climate change. There were a number of other actions associated with the resolution, though the starting point is clearly to conduct a carbon audit.

- 3.6 To implement this resolution, there is a need for a new strategy to provide clarity on what the City Council intends to do, and so that it can be judged as to whether or not it has been successful. This will take some time to develop, hence this document provides a 'road map' as to how the Council can develop that strategy and reduce overall emissions. This roadmap also describes Carbon Accounting before moving on to the broad principles of addressing Climate Change. It sets out a timetable for developing a revised Climate Change strategy. However, acknowledging that time is running out to further reduce carbon emissions, the appendix details a series of quick wins that we intend to investigate and implement over the coming months whilst a strategy is developed, along with some potential longer term projects worthy of investigation at an early stage if funds permit.

Carbon Accounting

- 3.7 Carbon auditing is a science in itself and can be quite complex. It requires other 'Greenhouse gasses' such as methane nitrous oxides and Chlorofluorocarbons to be taken into account, as these man-made gasses also have a significant impact on Climate Change. There is also the question as to what is, and is not, audited. For example, it is clear that City Council office, gas and electricity consumption should be taken into account, similarly car travel for business need, but should it include travel to work emissions? In terms of our estate, clearly the Guildhall consumption should be included, but do we include consumption from the depot (managed by Amey) or the Aspire leisure estate? When we move to measuring emissions for Gloucester City as a whole, there are similarly complex methodological questions requiring consistent assumptions: for instance, does a Gloucester resident driving to Bristol share those emissions across South Gloucestershire, Bristol and Gloucester authority areas, or are they accounted for just within Gloucester's calculations?
- 3.8 These questions are still to a degree in flux and while there is some guidance available, it is not something we are able to conclusively report on now, but will form part of an overall strategy that will be brought before Cabinet later on in the year.

Broad Principles

- 3.9 After Carbon accounting there are a number of general principles that we need to understand and agree before we launch into any actual action. The list is not comprehensive but covers some of the main elements that are likely to form part of a Climate Change strategy.
- 3.10 Reduce emissions/energy efficiency
Clearly the drive and first port of call should be to reduce emissions from our estate, and by the City as a whole. This can be achieved through the use of energy efficient appliances such as LED lights, or ensuring heat in our building is not lost to atmosphere through insulation.
- 3.11 Generate Clean Energy
No energy is entirely carbon free, but clearly renewables such as wind, hydro and solar are very low carbon and the City and Council should be looking to maximise use of such energy sources for its consumption. Ground source heat pumps rely on low carbon electricity to drive them and bio-fuels will vary in their carbon footprint depending on the energy needed to extract and transport them to source. Battery

power, while not renewable, is an essential part of low carbon electricity use, as is storage of energy generated when it is not needed at that time but which could be stored and used at peak times.

3.12 Alternative fuels

Gas does not have to be fossil fuel derived. For example, the food waste from Gloucester is sent to an anaerobic digester where it is made into gas and fertilizer. There are other fuels such as hydrogen that can be made from water or indeed fossil derived gas. As long as the energy used to make them is low carbon, then they are low carbon fuels. Hydrogen is certainly put forward by some as the fuel of the future.

3.13 Adaptation

Even if we stopped carbon emissions tomorrow, the earth would still warm to the point where the climate could become unstable and threaten health and the modern economy. Back in 2003 in France, due to a prolonged heatwave, it is estimated that there were over 30,000 premature deaths. There is much that can be done to mitigate high urban temperatures: from tree planting to the construction of 'Green walls'. Also given the location of Gloucester at the foothills of the Cotswolds escarpment and within the tidal reach of the Severn Estuary, we are going to have to do more to ensure that residents and business manage their flood risk most effectively.

3.14 Transport

Transport accounts for around a third of UK carbon emissions, and this does not even include those arising from aviation. Emissions can be reduced by the use of electric cars, but by far the most efficient means of reduction is by encouraging people to move around on foot, bike or public transport. While transport is a County Council function, there are interventions the city can undertake through the planning system, the promotion of alternatives, the use of its own (and partners') fleet and how all staff/Members conduct e.g. work meetings.

3.15 Community Action

The original earth summit of 1992 recognised the power of community action in delivering sustainable change. Without wider community consent we will not achieve the ambitious goals we have set. As such we will try and support community action to spread the word and to achieve projects on the ground. This will need to include actions around social media and other publicity outlets to ensure that the message is put across to local people in a manner they understand and can support. It will also require the City Council and its partners to raise their game in terms of educating local people as to the nature of the issues we are facing and what they can do in their daily lives to reduce carbon and ensure they are part of a more resilient community.

3.16 Procurement

The City spends a significant amount of money commissioning goods and services each year. The streetcare contract alone is worth over 5.5 million pounds per annum. Ensuring contracts are climate aware is a powerful way of ensuring emissions are reduced across the City Council and the City generally. The adoption of a Social Value policy requiring environmental commitments from suppliers to the Council tendering for Council contracts, will help embed this.

3.17 Co-operation

Gloucester City Council as a relatively small district council cannot achieve its ambitions alone. It will have to work with other authorities and players in the county

and beyond. We will work with other stakeholders to achieve cuts to greenhouse gasses and other climate orientated projects. As a precursor to this work, the City has organised a couple of 'State of the City' seminars over the last two years. These engaged a group of local stakeholders to consider key issues facing the city, and last year there was a specific discussion around tackling climate change. Common themes raised at the workshop, and which should be considered as part of a climate change strategy, were a call for more tree planting, better co-ordination across organisations and increased community input. Some specifics such as further rolling out of solar panels across the council's estate are included in the list of projects at appendix 1. Some, such as a proposal for a youth climate panel, are being taken forward in association with partners (in this case being delivered by the County Council).

3.18 Regulation

As regulators we can effect change. The obvious area is through planning policy applying to new developments. While new development will only account for a small percentage of buildings that will be around in 2050, their impact is wider as technologies used for new build can often be adapted to upgrade the existing built stock. There are other areas such as licencing where the City Council can 'nudge' the market to take a more climate friendly route. However, as with planning, there are boundaries often set by Government as to what can and cannot be achieved through local regulatory change.

3.19 Co-benefits

There are many ancillary benefits to Climate Change mitigation and adaption projects. Less traffic means better air quality and more pleasant environment. Flood management projects such as SUDS (Sustainable Urban Drainage Systems) will have biodiversity and amenity benefits. This can be key when justifying investment in projects and building public support for projects that may otherwise be controversial. There are numerous cross-overs with the wider housing and health initiatives promoted by the City Council and their partners, some of which are contained within the Gloucestershire Health and Wellbeing strategy. This document and other related policies aims to improve the quality of life for individuals which in some instances will bring carbon benefits. Policies and projects pursued for climate change purposes (such as tree planting and sustainable travel) will have positive outputs for mental wellbeing and physical activity targets.

3.20 Existing work

Gloucester City Council has not stopped delivering low carbon and other climate friendly projects and policies since the adoption of the 2010 strategy. They have not however, necessarily been 'badged up' as such. For example: the current iteration of the City Plan contains a suite of policies aimed at reducing carbon and increasing resilience, indeed the vision states that development should 'ensure that development responds, mitigates and minimises its impact on climate change through sustainable design and construction, addressing flood risk and encouraging the use of sustainable forms of transport, making the most of existing infrastructure'. As such it includes policies on: electric charging points, building standards, renewable energy and flood management. Our private sector housing team works with landlords to ensure that properties are well insulated, heated appropriately and are not a detriment to human health, often done through the long standing 'Warm and Well' programme. In terms of the Council's own estate, the move from the Docks complex to Shire Hall will have saved significant carbon, and the continued roll out of LEDs

and other efficiencies will have made our building stock more efficient. For the wider Gloucester community, the recently constructed Transport Hub will have made public transport more attractive, and we have enabled the recycling of carbon heavy items and ensured the taxi fleet is the most modern and less polluting in the County. We have continued to be very active in the area of adaptation, through tree planting and conservation management (often with community input) and in particular with regard to flood management through the creation and adoption of a number of important flood management schemes.

4.0 Social Value Considerations

- 4.1 Climate Change will impact on all levels of society; as such we need to do as much as we can by leading by example and reducing our emissions, we also need to ensure that we are prepared for a warmer and more unpredictable climate so people are exposed to as little risk and discomfort as possible. As noted above, the Cabinet are considering the adoption of a Social Value Policy, allowing it to incorporate social value commitments from potential suppliers to the Council through its procurements. These social value commitments include environmental/climate change measures and it is anticipated that the adoption of this social value policy will enable progress with some of those objectives listed in this report.

5.0 Environmental Implications

- 5.1 The Environmental implications and benefits are the driving force of this report. There will be an overwhelming positive impact compared to business as usual.

6.0 Alternative Options Considered

- 6.1 The do nothing option would result in increased carbon emissions of the Council and the City as a whole. While on a global level this may be judged as insignificant, we have a moral duty to lead by example and it is paramount that at every level carbon emissions are reduced. Doing nothing would also lead Gloucester to become more open to climate change shocks such as flooding and extreme temperatures.
- 6.2 A 'do more' option would mean we would bring our targets forward beyond those set out in the agreed Council resolution. While this is to be lauded, the current 2030 and 2050 targets are exceedingly ambitious as they are and it would be hard to see how an increase on them could be achieved.

7.0 Reasons for Recommendations

- 7.1 The City Council through the Climate Resolution of July 2019 has set itself and the City ambitious targets for reducing carbon emissions. This road map and associated projects and proposals are the first step in achieving these targets.
- 7.2 While the quick wins will be worked on, the longer term projects will need to come back to Cabinet in the Autumn, along with a detailed carbon budget, so we can begin to understand in a detailed manner just what is needed to be done.

8.0 Future Work and Conclusions

- 8.1 This report sets out a road map as to how we can reduce the carbon footprint of the Council and the City at large. As a road map it will need to be followed by a more detailed strategy that finesses and puts detail on some of the proposals and charts a course for how the carbon footprint of the Council and the City will be measured. It is estimated therefore that a report will be brought back to Cabinet in the Autumn of 2020 that will detail a carbon measurement methodology, a carbon reduction plan and a timeline showing how we intend to deliver reductions for the 2030 timetable. It will also map out in broader terms some options for measuring and delivering the 2050 City-wide target.

9.0 Financial Implications

- 9.1 The report puts forward the proposal that 'spend to save' energy efficiency/renewable projects will be judged on a case by case basis, but to be supported should broadly deliver a simple pay-back period of less than 10 years. Clearly some projects will have more risk than others and this will need to be built into the equation.
- 9.2 There is also a need for some detailed consultant input into what can be a very technical exercise and some up front seed funding for projects that do not have a payback. Council will need to allocate some funding towards some or all of these studies if they are to proceed. Should Council allocate funds, then any spending of such funds would be delegated to the Head of Place in consultation with the Cabinet member for the Environment.

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

10.0 Legal Implications

- 10.1 When implementing the proposals set out in this report the council will need to comply with relevant procurement legislation and the Council's Contract Rules

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

11.0 Risk & Opportunity Management Implications

Risk	Impact	Level of impact	Likelihood of impact	Mitigating measures
Carbon accounting too complex/expensive	Unclear as to carbon baseline	2	1	Work with other climate change officers
Projects do not deliver required carbon savings	Cost and lack of carbon savings and loss of credibility	2	2	Rigour over the projects adopted with clear

				paybacks identified
Partners do not deliver intended outcomes	Loss of carbon savings and credibility	2	3	Expectation management over extent of potential outcomes. Work closely with partners
Grants and other support are not available as expected	Loss of Carbon/adaptation and credibility	2	3	Be clear as to expectations and work closely with funders
Opportunities	Impact	Level of Impact	Likelihood of impact	Maximising measures
Co-benefits of Carbon management/adaption projects	Increased amenity and health benefits	3	3	Ensure that co-benefits are integral to projects
Better working with neighbouring authorities/County	Greater aggregate impact	3	2	Potential for a countywide climate co-ordinator to help deliver

12.0 People Impact Assessment (PIA) and Safeguarding:

- 12.1 No safeguarding or related issues were identified during the Screening stage.
- 12.2 The PIA Screening Stage was completed and did not identify any potential or actual negative impact, therefore a full PIA was not required.

13.0 Community Safety Implications

- 13.1 It has been identified that increasingly unstable weather conditions could impact upon broader community safety with regard to flooding and heat stress. The report recognises this and begins to detail measures that will address the issues.

14.0 Staffing & Trade Union Implications

- 14.1 None

Background Documents: None

Appendix 1 Quick Wins and Potential Longer-Term Projects

Quick Wins

The following is a list of proposals, some of which are been worked upon at time of writing and some are new. Either way, they are list of projects that we intend to move on relatively quickly to help us deliver our ambitious targets.

Food Waste

One of the early gains raised in staff discussions was the realisation that many of the City Council's own food and drink outlets were not sending their food waste for anaerobic digestion. It is also clear that there are other outlets in the City Centre that we are now the landlord of, that are producing food waste which is not going to the local anaerobic digestion facility at Stoke Orchard. We hope therefore to increase the quantity of food sent for digestion to be made into 'Green Gas'.

PV on Council Buildings

Since the demise of the Feed-in Tariff (where generators were given a guaranteed income for low carbon electricity) the economics of Solar Photo-voltaic have been at best marginal. However, where there is a useful daytime load, then they can still be a cost-effective low carbon option. At the time of writing, a PV system is being installed at the Guildhall, this took advantage of the need to re-roof the building but it shows where there is a daytime demand it can still make economic sense (this will pay itself back in around 7 years). There are other Council-owned buildings which may be able to take PV, though of course historic buildings will present certain difficulties. Buildings managed by partners also present some complexities as there are issues around who gains from any saving made (some of our biggest emitters are managed by Aspire for instance). We will appraise our building stock and where there is a useful daytime load and a business case constructed, we will invest in this technology.

Electric Cars/Bikes

As the grid becomes less dependent on fossil fuels, then E-cars make climate change sense. They also have co-benefits of local air quality and are quieter. Electric bikes due to their weight are phenomenally efficient and use a tiny amount of carbon per kilometre travelled. We hope to amend our staff travel contract with Enterprise to include e-cars and bikes (we have recently acquired a new electric car). The latter has been tried before and will need some sort of training associated with it to convince staff that it is a viable, quick and low carbon means of getting around the City.

EV charging points

Without charging points there will be no revolution towards E-car use. We will ensure that where opportunities arise such as in new car parks etc that charging points will be incorporated and that planning policy shall promote their uptake.

Tree Planting Projects

The City Council has a good reputation for planting trees. We will continue to carry out planting schemes and managing them afterwards. We will plant a new Arboretum in Westgate Park.

Natural Flood Management Projects/Rain Gardens

We are currently running a project to manage flood flows in the upper reaches of the river Twyver. The Environment Agency is very satisfied with this and if they offer to extend the project, we will do so. There are useful co-benefits with this scheme around silt load as it comes down the catchment, and wider biodiversity gains. We will also work with Gloucestershire Wildlife Trust in delivering some rain gardens as examples of what can be done to manage flows and increase biodiversity.

Insects in the City

We are doing a good deal to increase biodiversity in the City, for example the ESIF work currently being rolled out and meadow management of some areas of open space. This is essential if wildlife is to be resilient enough to stand up to increased temperatures and more extreme weather events. 'Insects in the City' is a project we hope to run with the local Wildlife Trust to increase habitat for invertebrates (most of which will be insects). This has co-benefits around amenity and food production, as many insects are pollinators and essential for the production of a number of staple crops.

Staff/Member Training/Contact Groups

This is fairly straightforward to deliver and can bring surprising benefits as new ideas can be discussed and if appropriate developed into new projects. As well as broad training it is the intention to set up a Member contact group on similar lines as the Planning Policy Sub-Group and also a staff group to generate ideas and act as a sounding board for new projects.

Environment and Ecology Forum

This Forum has been going for over 25 years and while membership has waxed and waned it is currently active and keen to take on a more climate focused role. Rather

than set up a new separate external advisory group, it is suggested that the Environment & Ecology Forum is slightly re-focussed so that climate change is a standing agenda item and so it can have active input into our Climate Emergency response.

Update Green Travel Plan

The existing Green Travel Plan that addresses how staff travel to work has not been updated for 10 years (though there is a recent version covering business travel using Enterprise). Thus a refresh is overdue. We will re-publish this so we can do more to nudge staff and Members to travel to work in a more sustainable low carbon manner.

Planning Policy

Planning policy has to sit within the context of national guidance, so there are limitations as what can be achieved. Notwithstanding this, there is always room to manoeuvre and we will work with the Joint Core Strategy partners and other Gloucestershire authorities to ensure that new development is low carbon and that renewable energy proposals are encouraged.

Adopt a ten-year payback guide for how Council low carbon schemes are judged

Interest rates are at historic lows and although no one can predict them into the future, for the short and medium term they are expected to stay low. Energy efficiency and renewable energy schemes will tend to have long payback periods which may not fit into normal business planning models. While each project will need to be assessed and decisions made on their individual merits, it is considered that if a low risk project with a 10 year simple payback can be realised, then the City Council will fund the proposal, including potentially by borrowing.

100% renewable electricity for the City Council estate

A significant proportion of our energy is currently sourced from renewable sources. This is where the money flow goes direct to a renewable supplier and not just a pool of producers. This provides incentive for developers to invest in further low carbon sources and ensures that our energy is 'clean'. We will commit to buy all our electricity from a renewable source and look into purchasing 'green gas'.

Carbon-friendly procurement

There are two large Council procurements on the horizon. The first is the renewal of the Waste and Streetcare contract, the second the provision of Leisure Centre services. These are good opportunities to build in climate friendly requirements into

the tender process. The Social Value policy going forward to Cabinet requires this for large procurements, but there is no reason why this general approach cannot be done proportionately on more modest projects and purchases.

More sustainable Festivals and Events

The City Council is responsible for delivering a number of festivals and cultural events that are run throughout the year. Increasingly these will be procured through third party providers, and as with other purchasing decisions they can be done so with Sustainability and Climate Change as a commissioning component. To ensure that City Council employees along with external partners can deliver a more sustainable events/festivals programme, we will undertake training sessions to bring them up to speed on Climate Change and Sustainability issues generally.

Potential Longer-Term Projects

The above is a list of quick wins that can be implemented over the coming year. Moving forward, we will have to do far more if we are going to achieve the ambitious targets for emissions reductions. Set out below are a number of longer-term projects, some of which will need significant funding and officer time to come to fruition. Many will need detailed work and it may be that on closer inspection they will not provide sufficient value for money and we may get more carbon for our buck investing somewhere else. As markets and subsidies change then this too will mean new projects come forward and others may fall by the wayside. As with earlier climate change strategies we will report back to Cabinet on an annual basis and Overview and Scrutiny Committee when necessary.

The following therefore is a list of potential projects that may go forward in the forthcoming climate change strategy/action plan to be published in the Autumn of 2020. At this point we will also need to show broadly how we deliver what is required in line with the 2030 target and when. With regard the 2050 target for the City, it will be impossible to assign projects to a carbon reduction plan as we have little idea what technologies/subsidies and markets will be like, as such this will have to come later. The projects are grouped together for convenience into broad categories.

Renewable Energy

- Hemspted energy park: Solar biomass and potentially wind on/around the old landfill site at Hempsted.
- Own estate Photo-voltaics: Further increase the number of buildings with PV fitted. If feasible include car parks with EV charging points.
- Solar Farm at Gloucestershire airport: A solar farm providing energy for the airport and associated buildings, this could include Electric car charging points.
- Biomass: Woodchip/wood pellets can provide low carbon heat. The tennis centre is the most appropriate given storage and access needs.
- Heat pumps: Utilizing the canal water or ground source, this can be domestic or commercial. There is limited potential for council buildings but there may be applications commercially.
- Llanthony weir: This project has a long history and unfortunately will be complex to deliver but currently does have some private backing. We could support the proposal by providing land and a potential market for the energy.
- Wind turbines: Gloucester is sub-optimal in terms of wind speed. As part of the JCS, an 'opportunity map' will be produced. This is the first step towards identifying sites and eventually gaining planning consent.
- Battery Storage: The use of batteries falls between renewable and energy efficiency. They can be domestic or commercial. We will revisit the potential for a battery farm on or near Castlemeads, utilising the grid connectivity of the site.

Energy Efficiency

- Continuous improvement: It is an on-going process looking at the efficiency of our estate. Much of the low hanging fruit has been done but there are further carbon savings to be had around lighting and heating.
- City-wide efficiencies: We will need to work with partners and stakeholders to increase the energy efficiency of the city as a whole; in part this can be achieved by increasing standards in new build and working with large landowners such as Gloucester City Homes.

Transport

- Electric vehicles: Although no panacea they will have a significant impact on reducing car borne emissions. We should do all we can to increase the electric component of our fleet and of our main contractors and the taxi fleet we licence. We need to keep an eye on emerging technologies such as Hydrogen.
- Promotion of alternatives: The most basic technology with regard to moving around is the lowest carbon i.e. walking and cycling, they need to be supported as does the use of public transport. There are also clear co-benefits of health safety and air quality associated with alternatives to the private car.

Adaptation

- Tree planting: We have included this in the quick wins and we will continue to plant trees within Gloucester so we can realise their amenity, biodiversity and urban cooling benefits.
- Green walls/Rain Gardens. These reduce urban temperatures and slow surface water run off, there are some City owned buildings where this can be implemented. They also come with co-benefits of increasing biodiversity and amenity.
- Flood management: This is constant theme and many more projects will need to come forward. Gloucester being at the confluence of the river Severn and the Estuary may well be hit hard as rising tides coupled with increased river flows put existing defences at risk.
- Emergency planning: We should not forget that as extreme temperatures become more intense then public health will be put at risk as heat stress takes its toll on vulnerable individuals, this issue increasingly needs to be incorporated into the emergency planning process.

Biodiversity Resilience

- Green Infrastructure: Through the JCS we will promote Green Infrastructure and increase the resilience and background diversity within Gloucester and beyond.
- Regional Park: We will work with partners to realise the ambitious Severn Washlands Regional Park as this will facilitate the movement of species north through the landscape as temperatures increase. Co-benefits include increase in amenity, flood resilience and more resilient food production.
- Biodiverse Parks: We have done much to improve the biodiversity value of our own estate. There is more that can be done and through the re-tendering of the Waste and Streetcare contract we will ensure that habitat management is a fundamental part of the day to day work and not an add on.

Sequestration/Offsetting of Carbon

- Tree Planting to fix carbon: Trees absorb carbon as they grow, to make a real difference many millions of trees will need to be planted. Clearly this cannot be done within the confines of Gloucester, so we will work with the County Council and other partners to deliver new forests in Gloucestershire
- Grasslands to fix Carbon: Grasslands and wetlands are good carbon sinks. We currently manage Alney Island and parts of Netheridge. We will work with partners to increase the amount of land under grassland management.
- Offsetting Carbon: Offsetting allows organisations and individuals to 'buy' carbon credits. There are issues around the effectiveness of some of these products, however, if we are to be net carbon neutral then this will have to be looked at. There is potential to develop a Gloucestershire-based offsetting programme, where for example individuals and organisations could buy into the Forest of Gloucestershire and claim carbon credits.

Waste

- Food waste diversion: Sending putrescible material such as food to landfill gives off methane, likewise food waste is generally very wet and reduces the efficiency of incineration. We should increase our efforts to divert food waste so it can be made into clean energy through anaerobic digestion.
- Metal Matters: Many waste materials especially metals have a heavy carbon footprint in their manufacture. We can focus our activities to ensure that as much metal is recycled as possible, thus reducing the carbon footprint of manufacture from virgin ore.

Procurement

- See quick wins but the two large procurements mentioned above will be worked on over the next 2 – 3 years.

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