



Overview and Scrutiny Committee

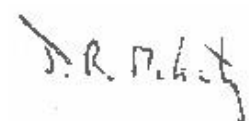
Meeting: Monday, 1st November 2021 at 6.30 pm in Civic Suite, North Warehouse, The Docks, Gloucester, GL1 2EP

Membership:	Cllrs. Field, Pullen, Lewis, Wilson, Ackroyd, Castle, S. Chambers, Dee, Durdey, Evans, Hilton, Kubaszczyk, Organ, O'Donnell, Padilla and Zaman
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 - 16) To approve as a correct record the minutes of the meeting held on 4 th October 2021.
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.	ACTION POINTS ARISING FROM PREVIOUS MEETINGS (Pages 17 - 22) To note the outcomes of action points arising from previous meetings.
8.	OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME AND COUNCIL FORWARD PLAN (Pages 23 - 50) To receive the latest version of the Committee's work programme and the Council's Forward Plan.
9.	REVENUES AND BENEFIT SERVICE (Pages 51 - 54) To consider the report of the Cabinet Member for Performance and Resources seeking approval for the Revenues and Benefits service to be insourced to the Council, following a strategic decision by Civica UK Ltd to no longer provide Business Operations Services.
10.	OVERVIEW OF PROGRESS ON COVID-19 RECOVERY To receive an update from the Leader of the Council on the progress of Covid-19 recovery.
11.	THE FUTURE OF THE TOURISM AND MARKETING FUNCTION REPORT (Pages 55 - 78) To consider the report of the Cabinet Member for Culture and Leisure reviewing the work and impact of the tourism activity carried out by the Gloucester City Council's Tourism and Destination Marketing Team and the role they play in supporting Gloucester's Visitor Economy, and to decide on whether to keep the function within the Council past March 2022.
12.	DATE OF NEXT MEETING Monday 29 th November 2021 at 6.30pm in Civic Suite, North Warehouse.



Jon McGinty
Managing Director

Date of Publication: Friday, 22 October 2021

NOTES

Disclosable Pecuniary Interests

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

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

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

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

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

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

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- 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, 4th October 2021

PRESENT : Cllrs. Lewis, Wilson, Ackroyd, S. Chambers, Dee, Durdey, Evans, Hilton, Kubaszczyk, Organ, O'Donnell, Padilla and Radley

Others in Attendance

Leader of the Council and Cabinet Member for Environment,
Councillor Richard Cook
Cabinet Member for Communities and Neighbourhoods, Councillor
Justin Hudson

Managing Director, Ubico
Head of Operations, Ubico
Head of Communities
Property Commissioning Manager
Policy and Development Officer
Democratic and Electoral Services Team Leader
Democratic and Electoral Services Officer

APOLOGIES : Cllrs. Field, Pullen, Castle and Zaman

29. DECLARATIONS OF INTEREST

There were no declarations of interest.

30. DECLARATION OF PARTY WHIPPING

There were no declarations of party whipping.

31. MINUTES

RESOLVED – That the minutes of the meeting held on Monday 6th September 2021 were approved and signed as a correct record by the Chair.

32. PUBLIC QUESTION TIME (15 MINUTES)

There were no public questions.

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33. PETITIONS AND DEPUTATIONS (15 MINUTES)

There were no petitions and deputations.

34. ELECTION OF CHAIR

35. ACTION POINTS ARISING FROM PREVIOUS MEETINGS

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

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

36.1 The Chair, Councillor Hilton, introduced the latest version of the Council Forward Plan and put forward some suggested items which he hoped the Overview and Scrutiny Committee could examine over the coming months.

36.2 The Chair suggested that the Committee consider the Capital Strategy, Temporary Negotiated Stopping Places and the Geographical Information Systems and Grounds Maintenance Contract. The Committee agreed to add these items to the Work Programme with dates to be confirmed.

36.3 The Chair further noted that the Green Travel Plan Progress Report and Update and Blackfriars Priory Development Plan were already on the Work Programme and reiterated his interest in considering these items once the Forward Plan dates were finalised.

RESOLVED –

1) That the Overview and Scrutiny Committee Work Programme be amended to reflect the above and

2) To **NOTE** the Work Programme

37. WASTE STREET SCENE AND GROUNDS MAINTENANCE SERVICES - TRANSITIONAL PROGRESS

37.1 The Leader of the Council and Cabinet Member for Environment introduced the presentation and explained that mobilisation efforts were underway for Ubico to commence service delivery for Gloucester City Council from April 2022. He referred to the management structure and noted that beneath the programme board, there were project working groups in place for focused workstreams. He noted that one of these working groups had been set up to deliver a digital system which would allow automated workflows and processes to be used across the service, which was a countywide first/project.

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- 37.2 The Leader of the Council explained that efforts to secure the fleet were underway and that a communications plan had been established, with the next newsletter due in the Winter. The Leader of the Council highlighted that a progress table was attached at Appendix A.
- 37.3 Councillor Wilson expressed the view that the most significant challenge for the service delivery was delivery of the appropriate fleet service vehicles, due to the UK-wide supply chain issues. He raised concerns that there was a possibility of the vehicles not arriving in time for the start of the new service contract in April 2022 and asked whether Ubico had any contingency plans in place to mitigate the risk.
- 37.4 The Managing Director of Ubico confirmed that all large waste collection vehicles had been ordered and that delivery slots for these vehicles had been secured. She noted that most of the smaller specialist vehicles had been ordered but acknowledged that there were problems with the supply chain market. The Managing Director of Ubico confirmed that where problems were known, steps would be taken to mitigate the issues and consideration was being given to alternative options such as hiring vehicles. She emphasised that the situation was being well monitored and was a key priority for Ubico.
- 37.5 Councillor Dee asked whether hiring or leasing waste collection vehicles was usual practice. The Head of Operations for Ubico advised that it depended on the circumstances. By way of example, he noted that Ubico were currently pricing up work for Gloucester City Homes and if prudent, Ubico would hire vehicles at first instance.
- 37.6 In response to a question from Councillor Lewis regarding the timeframes for hiring fleet vehicles, the Managing Director of Ubico confirmed that colleagues at Ubico were analysing options in relation to the benefits of both owned and leased waste collection vehicles. She confirmed that Ubico were considering options such as short-term spot hire and noted that in her view, vehicles would likely be hired on a 6 to 12-month basis.
- 37.7 Councillor Durdey commented that a further key risk area was staffing and invited comments from Ubico as to how the organisation was dealing with the staff transfer and training. The Managing Director of Ubico confirmed that Urbaser had been helpful and cooperative in allowing Ubico to meet with staff ahead of the TUPE transfer process. She explained that the waste collection workforce is usually a large and steady one and noted that the organisation had not suffered problems with recruitment historically.
- 37.8 The Head of Operations for Ubico noted that a Q&A session would take place with staff in due course and that Ubico were aware of the benefits of communicating with staff. He confirmed that he was aware of driver vacancies and vacancies on fleet maintenance, and noted that Urbaser had raised its driver rates to match Ubico and so far had had a reasonably good update on new applications. The Head of Operations confirmed that he was confident that the vast majority of staff would transfer over.

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- 36.9 In response to a question from Councillor Hilton regarding potential staffing pressures caused by vacancies across other districts, the Managing Director of Ubico confirmed that Ubico had a driver shortage strategy and a medium-term plan to mitigate risks as they arose. She confirmed that Ubico would continue to monitor the situation and could tailor forces to meet demand. She also noted that Ubico had a policy to employ additional pool staff to cover holiday and sick leave which had been helpful so far, but acknowledged that there were challenges with pool staff vacancies as many pool staff were covering driver roles. The Managing Director advised that work was being undertaken on Ubico's advertising and marketing strategy, but the assumption was that there would be an ongoing difficult situation. The Managing Director of Ubico confirmed that the organisation had recently inducted five new starters and had met a further six candidates that week.
- 37.10 Councillor Hilton referred to previous issues with garden waste collection and noted that there were areas of the city which were difficult to navigate with large refuse vehicles. He asked for an update on the progress of trialing the new narrow waste collection vehicles. The Head of Operations for Ubico confirmed that a new refuse vehicle had been ordered which had a narrow track rear steer. He advised that the narrow waste collection vehicle would hold half a ton less than the regular fleet, but the benefits of navigating hard to reach areas far outweighed this. He noted that Urbaser had provided information to Ubico regarding the areas of the city they were struggling with, such as areas of Barton and Tredworth. He confirmed that the new vehicle had been trialed over the weekend and had reached these areas and that Ubico were therefore in the process of ordering one, however it would not be ready for by April 2022 as it had to be redesigned after discussions with the manufacturer.
- 37.11 In response to an additional question from Councillor Hilton regarding the electric vehicle mileage, the Head of Operations confirmed that the electric vehicles would be the smaller fleet and that the mileage was around 10 miles and back a day.
- 37.12 Councillor Dee noted that waste collection issues were a significant casework problem and asked whether residents could expect to receive newsletters regarding the service change. The Managing Director confirmed that the newsletter referred to in the briefing was an internal communication between Ubico and the City Council. She confirmed that external communications to residents was a matter for the Council, however she believed that the new digital system enabling automated workflows would open a good line of communication between Ubico and the City Council as the digital system would update customer services on driver information.
- 37.13 In response to a further question from Councillor Dee regarding the transfer of services, the Leader of the Council confirmed that his expectation was of a seamless transfer similar to that of the previous transfer between Amey and Urbaser.
- 37.14 Councillor Organ welcomed the positive news regarding staffing and asked whether Ubico offered apprenticeship or training schemes. The Managing

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Director confirmed that Ubico offered apprenticeships in various areas, including fleet maintenance. She noted that the driver training scheme had recently been adjusted, however there was a challenge with accessing testing slots due to the HGV driving test backlog. She confirmed that Ubico were carefully monitoring the situation for free slots and she hoped that the situation would settle down by April 2022.

- 37.15 Councillor Durdey asked whether Ubico were using UK manufacturers for their new waste collection vehicles. The Head of Operations for Ubico confirmed that the large vehicles were being built by Dennis Eagle who were based in Warrick, and that some smaller vehicles were being manufactured abroad.
- 37.16 In response to a question from Councillor Wilson regarding the transition of IT systems, the Head of Operations for Ubico confirmed that the transition was on track and that they were currently waiting on a visit from BT Openreach to look at installing a Gloucester data line. The Managing Director of Ubico further noted her expectation that the handing of data would be seamless and that the digital transformation would also assist with fast and efficient IT and data transfer.
- 37.17 In response to a question from Councillor Lewis about whether Ubico felt the depot was fit for purpose, the Head of Operations confirmed that it was fit for purpose however Ubico were looking at areas to improve, such as the vehicle workshop where there were issues with condensation which the property team were investigating.
- 37.18 Councillor Hilton noted that the decision to transfer the Waste Street Scene and Grounds Maintenance services to Ubico received cross-part support and asked whether the Leader of the Council foresaw any challenges.
- 37.19 The Leader of the Council referred to the well-documented difficulties with the previous contractor, Amey. He noted that Urbaser remained a good contractor and confirmed that he was confident with how the transfer of services was progressing. Councillor Hilton thanked the Ubico representatives for the update on progress so far.

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

38. DRAFT COUNCIL PLAN 2021-2024

- 38.1 The Leader of the Council introduced the report and explained that the overarching vision of the Draft Council Plan 2021-24 was to work with partners and residents to build a 'greener, fairer, better Gloucester'. He noted that the Draft Plan set out the City Council's strategic direction over the next three years and how it intended to deliver the vision through two key priorities, namely tackling inequalities and taking action on climate change.
- 38.2 The Leader of the Council explained that the report outlined the timetable for the development of the final plan (8.1) and noted that the Overview and

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Scrutiny Committee were being asked to consider the information set out in the report as part of the consultation process. He noted that when the plan was approved, a detailed set of actions would be developed which set out how the City Council would achieve these goals.

- 38.3 Councillor Wilson expressed the view that there was little he disagreed with in the report and noted that the vision was a positive one. Referring to promise set out in Priority 1 to tackle food poverty, Councillor Wilson raised concerns that this was a complex issue and that this could be an over-promise. He asked for further information on the specific steps which the Council would take to address the problem.
- 38.4 The Leader of the Council confirmed that the City Council would continue to support the work of the County Council in this area as the City Council did not have the finances to tackle the issue in its entirety on its own. By way of example on steps to help tackle the issue, the Leader of the Council commented that he, and other Members had been working within their communities handing out food parcels to vulnerable families this year. It was clarified that the promise was to help with the issue rather than tackle it as a whole.
- 38.5 Councillor Durdey expressed the view that the plan was a bold one and commended the focus on creating equal opportunities and using regeneration to help tackle unemployment.
- 38.6 Referring to the promise to address the root causes of inequality in the city, Councillor S. Chambers asked whether the City Council was working with the County Council to engage with local communities in this regard. The Policy and Development Officer confirmed that it was and also noted that the City Council was playing a leading role in the work of the City's Commission to Review Race Relations. The Leader of the Council further confirmed that the Council would take this work forward with partners as far as possible.
- 38.7 The Chair referred to the promise relating to keeping residents safe and addressing anti-social behaviour. He noted that 3.7 in the report confirmed that a detailed set of key actions and projects would be drawn up in due course and asked for the Leader of the Council's comments as to his ideas on steps the Council could take to deliver this objective. The Leader of the Council responded that issues with anti-social behaviour had been debated at a recent Council meeting and that it was agreed that the Police and Crime Commissioner would attend a future Council meeting to discuss the matter. The Leader noted that close partnership working with the police would be needed to tackle the issue and that discussions regarding anti-social behaviour around the London Road area had taken place on many occasions. He confirmed that consideration was being given to extending the PSPG scheme was being considered.
- 38.8 In response to a further question from Councillor Hilton about how ambitious the projects and actions would be, the Leader of the Council confirmed that

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the plan would be made more structured and detailed and the purpose of the consultation process was to help with this.

- 38.9 Referring to the narrative in the report concerning the Digital Strategy, Councillor Dee noted that she was keen to ensure that older people were not isolated and asked whether there would be alternative avenues in place for people who were not so confident with accessing services online or using computers. The Leader of the Council confirmed that alternative facilities, such as the telephone, would always be in place for people who needed them but noted that the majority of residents were IT literate and many people preferred engaging with the Council online.
- 38.10 Councillor Wilson asked whether the Draft Council Plan had gone out to public consultation. The Policy and Development Officer confirmed that it had and that residents could submit their views online. He also noted that residents could request a paper copy by contacting customer services.
- 38.11 Councillor Lewis praised the aspirational nature of the Plan and welcomed that further detail would be provided in due course, as he felt that residents' views needed to be sought before detail could be added. In relation to the challenge of people finding it difficult to engage with the consultation online, Councillor Lewis suggested that awareness could be raised through noticeboards in supermarkets and a discussion ensued about whether notices could also be put in local newspapers and community newsletters. Members were reminded that residents who wished to engage with the consultation were welcome to contact customer services to request a paper copy.
- 38.12 The Chair suggested that the Overview and Scrutiny Committee review the Draft Council Plan at a later date once further detail had been added to the plan following the consultation period. The Leader noted that the Overview and Scrutiny Committee could make recommendations as part of the consultation process and that Members could also respond as individuals through the online consultation.

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

39. CITY COUNCIL ENERGY COSTS AND REDUCTION PROJECTS ANNUAL REPORT

- 39.1 The Leader of the Council introduced the report and explained that the purpose was to inform Members of the Council's energy costs and projects to reduce usage. He confirmed that the City Council had adopted a revised Energy Management Strategy back in 2012, and one of the objectives of this strategy included a commitment to reduce the Council's energy costs across its buildings by 2% a year, along with a yearly monitoring commitment and an annual report. The Leader of the Council confirmed that the Council

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owned a large number of buildings which used significant amount of gas and electricity; however the Council had committed to reducing its annual spend on energy by £50,000 per year.

- 39.2 The Leader of the Council confirmed that the 2021 energy costs had not yet been finalised, however the Council was shielded by a 12-month price cap. He clarified that energy saving projects were being targeted towards buildings with a higher energy consumption, such as a lighting placement scheme at Oxstalls Tennis Centre and replacement of incandescent lights with LED lights at North Warehouse and the Guildhall. The Leader of the Council also confirmed that the move to a pool fleet had reduced the Council's carbon output.
- 39.3 In response to a question from Councillor Organ regarding the issuing of Energy Performance Certificates (EPCs), the Property Commissioning Manager confirmed that EPCs had to be undertaken for every building let or owned by the Council, and action had to be taken where the rating fell below E. She confirmed that colleagues were working their way through all higher risk premises, and noted by way of example that changing the lightbulbs at Tuffley Park to LED had changed the rating from E to B, and therefore simple changes could have significant and positive results.
- 39.4 The Leader of the Council further commented that the CLS Consultancy report referred to at 4.2 set out detailed recommendations for the property team, who were in the process of picking target sites, one of which was the depot. The Property Commissioning Manager confirmed that the City Council's Senior Building Works Surveyor would be visiting the depot next week to evaluate what changes could be made to optimise fuel and energy savings.
- 39.5 Referring to the significant drop in gas and electricity use in 2020 due to the pandemic, Councillor Hilton noted that there could be a spike in energy consumption after the pandemic and asked how the Council was monitoring any increased energy use and what it was doing to promote the use of renewable sources. The Leader of the Council confirmed that the Council already secured all electric energy from renewable sources but at the moment, this was not possible to do with gas. He stated that he would question whether the 2021 figures would show any significant spike given that large numbers of employees were still working from home.
- 39.6 The Property and Commissioning Manager further added where possible, the Council would look to replace gas use with more renewable sources and there were a number of energy saving schemes under way, such as the installation of Solar PVs at Plock Court.
- 39.7 In response to a question from the Chair regarding which premises consumed the most energy, the Property and Commissioning Manager confirmed that HKP and GL1 Leisure Centres were historically large consumers, however the figures may not go back to pre-pandemic levels.

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- 39.9 In response to a further question from the Chair concerning the increased energy bills for staff working from home, the Property and Commissioning Manager confirmed that the Council hoped to bring staff on the journey and that it was good practice for the Council to share information amongst staff. The Property Commissioning Manager suggested that some may make changes to their home such as installing Solar PVs. She noted that there were home energy efficiency grants available from Government, and if any information came through regarding new grants, this would be fed through to staff.
- 39.10 Councillor Dee referred to the Climate Change Strategy in Appendix 1 which noted that the GL1 Leisure Centre was a significant gas consumer and asked whether it would be difficult to make savings in this area. The Leader of the Council confirmed that the easiest way to heat the large volume of water at GL1 was through using gas and that converting the energy use to solar panels would be very costly for the Council.
- 39.11 Councillor Wilson asked whether the combined heat and power engine at GL1 Leisure Centre was still in operation. The Property Commissioning Manager agreed to double check and provide this information in due course.
- 39.12 Councillor Lewis asked for the Leader of the Council's comments on how the authority could encourage the public and businesses to lower their energy costs. The Leader of the Council noted that the report had provided lots of examples as to how the City Council had saved money on energy costs and was setting a good example to local people and businesses. He confirmed that the City Plan had not yet been finalised, but consideration was being given to additional electric car charging points. He referred to his own experiences of installing solar panels for environmental reasons, however noted that to require solar panels as an obligation at planning permission level was something to be looked at Government level. Councillor Organ expressed the view that the Council had to be mindful of telling people what to do with their houses as this could have an impact on their house sale prices and underwriting issues.
- 39.13 In response to a question from Councillor S. Chambers regarding whether the Council considered whether organisations and businesses had green credentials before going into tender packs, the Property Commissioning Manager confirmed that the Council would always look at the green credentials of possible tender partners.
- 39.14 Councillor Durdey referred to the data at 3.7 concerning Carbon Dioxide emissions and the pie chart illustrating the split of fuel use in 2018 and asked whether more up-to-date figures were available. The Property Commissioning manager confirmed that the data from the CLS report was not yet available, however this data would be made available once ready.

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

40. ARMED FORCES COMMUNITY COVENANT UPDATE

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- 40.1 The Cabinet Member for Communities and Neighbourhoods introduced the report and explained that the purpose of the report was to provide an update on the support offered to current and former members of the armed forces, reservists and their families as part of the City Council's commitment to the Gloucestershire Armed Forces Community Covenant. He explained that the Armed Forces Community Covenant was a voluntary pledge of support between the people of Gloucestershire and the local Armed Forces Community
- 40.2 The Cabinet Member for Communities and Neighbourhoods noted that one of the aims of the Covenant was to recognise the sacrifices made by the Armed Forces community. He noted that by 2028 there would be an estimated 1.6 million veterans living in the UK and that the Government had this year renewed the Armed Forces Bill, with a particular obligation on Councils to pay due regard to the principles of the Armed Forces Covenant in terms of housing. The Cabinet Member for Communities and Neighbourhoods confirmed that armed forces members and veterans were able to access housing support and advice through the City Council's Housing Team and confirmed that the Council was also working with partner organisations including armed forces charities. The Cabinet Member for Communities and Neighbourhoods explained that the Council would be applying for the Bronze Defence Employer Recognition Award in Autumn/Winter 2021 and that an internal survey of City Council staff had taken place. He noted that it was hoped that the responses would indicate whether the Council needed to do better to support veterans. The Cabinet Member for Communities and Neighbourhoods paid tribute to the work of Councillor Lewis as the Member Armed Forces Champion.
- 40.3 Councillor Radley asked for an update on what the City Council had done to reach out to staff at Alabarae. The Head of Communities confirmed that the Council had been dealing with some complaints relating to housing standards and that the Community Wellbeing Officer had been recently met with Alabarae. She noted that the Council were in a difficult position as there was a need to balance the standards enforcement role alongside the Council's obligation to offer housing to veterans and armed forces members. She also confirmed that the Communities Wellbeing Officer had a supportive and collaborative relationship with Alabarea and that the Council was open to further communication.
- 40.4 Councillor S. Chambers asked whether the City Council would be using outreach to raise awareness of support available for armed forces members and veterans, or whether awareness was being raised via the Council website and social media. The Head of Communities confirmed that the Council would promote awareness days online. She commented that generally, armed forces members tended to look to the voluntary sector for support at first instance, however if veterans were seeking help through the Housing Team, the Council would make sure they would have access to the appropriate advice and support available.

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- 40.5 Councillor Organ asked whether there had any been any major changes to Armed Forces Covenant since the legislation was renewed and asked whether the support outlined in the report applied to all members of the armed forces, including those people who may not have completed their training. The Head of Communities stated that it was her understanding that anyone serving as an armed forces member for any length of time would be eligible for the support. She also clarified that when the legislation changes were brought in, the City Council was already offering all of the support required. The Head of Communities went on to confirm that the City Council wanted to do more and that the Cabinet were supportive. She referred to the appointment of the Communities Wellbeing Officer, and explained that part of her role was to engage with the community and to take part in the County Forum. It was her view that having a Community Wellbeing Officer responsible for armed forces had made a big impact.
- 40.6 Councillor Lewis expressed the view that mental health issues were a real concern amongst the armed forces community and noted that the focus on mental health awareness and enhanced support were very welcome. Councillor Lewis paid tribute to the work of the Community Wellbeing Officer and reiterated that he was pleased to see mental health support at the forefront of her work.
- 40.7 Councillor Durdey referred to Army Recruitment Events theme in Appendix 1 and asked whether the Council was in the process of supporting any upcoming recruitment events. The Head of Communities confirmed that she was not aware of any upcoming recruitment events at the moment but noted that the Council would encourage the army to contact the local authority as part of recruitment event planning so that the events could be licensed appropriately.
- 40.8 In response to a follow-up question from Councillor Durdey as to whether any work was being undertaken to encourage local businesses to employ armed forces veterans, the Head of Communities noted that the City Council was starting with itself in order to set an example to local businesses. She referred to the staff survey and explained that the aim of the survey was to understand the experiences of staff who had served or had families who had served in the armed forces and that the Council would use the survey to help decide how the organisation could better support these employees. The Head of Communities reiterated that the Council was in the process of applying the Bronze award and had a reservist policy. She noted that the Council wanted to be the best employer it could be and after it achieved bronze status, the aim would be to apply for silver and gold, with mentoring from other organisations to achieve this standard.

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

41. DATE OF NEXT MEETING

Monday 1st November 2021.

OVERVIEW AND SCRUTINY COMMITTEE
04.10.21

Time of commencement: 6.30 pm hours
Time of conclusion: 8.04 pm hours

Chair



OVERVIEW AND SCRUTINY COMMITTEE

Monday 1st November 2021

ACTION POINTS ARISING FROM COUNCIL NOTICES OF MOTION

1. **Meeting Date:** Council, Thursday 24th January 2019

Notice of Motion: Support for Terminally Ill Employees

Action(s):

- Review sick pay and sickness absence procedures to maintain the Council's commitment to dealing compassionately with employees with a terminal diagnosis.
- Ensure that all reasonable efforts are made to avoid the dismissal of a member of staff with a terminal illness, due to their condition.
- Ensure that the Council has appropriate policies and procedures and the capacity to provide support to any person with a terminal diagnosis, including making reasonable adjustments and adaptations to work arrangements for staff with a terminal illness.
- Make available training and support to all staff who may be dealing with or impacted by terminal illnesses.
- Sign and adopt the TUC's dying to work charter.

Update: Completed.

2. **Meeting Date:** Council, Thursday 21st March 2019

Notice of Motion: Police Presence and Antisocial Behaviour in Gloucester

Action(s):

- Write to the Police and Crime Commissioner, the Chief Constable and the city MP to express our support for neighbourhood policing and for any lobbying they wish to undertake in relation to funding for Gloucestershire Constabulary.

Update: Completed.

3. **Meeting Date:** Council, Thursday 21st March 2019

Notice of Motion: Environmental Impact

Action(s):

- Revise standard report template to include a paragraph on environmental implications.

Update: Completed.

4. **Meeting Date:** Council, Thursday 11th July 2019

Notice of Motion: Environmental Impact

Action(s):

- Carry out a Carbon Audit to inform the development of a City Council action plan on climate change.
- Ensure that strategic plans, budgets, and decisions reflect these targets and that they are appropriately embedded in all areas of the Council's work.
- Present an annual report to Council on performance in delivering the City's Action Plan on Climate Change.
- Work with partners across the City and County to support the delivery of the City's action plan on climate change and contribute to the development and delivery of the equivalent plans of our partners.
- Lobby national government and local MPs to commit to 100% UK carbon neutrality by 2050 and provide additional powers and resources to deliver the 2030 and 2050 targets.

Update: Council resolved on 23rd September 2021 that:

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

5. **Meeting Date:** Council, Thursday 11th July 2019

Notice of Motion: Equality and Diversity in the Community

Action(s):

- Develop a programme of flag-flying and support for key awareness days.

Update: Completed.

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OVERVIEW AND SCRUTINY COMMITTEE

Monday 1st November 2021

ACTION POINTS ARISING FROM PREVIOUS OVERVIEW AND SCRUTINY COMMITTEE MEETINGS

1. **Meeting Date:** Overview and Scrutiny Committee, Monday 4th October 2021

Agenda Item: 11. City Council Energy Costs and Reduction Projects Annual Report

Request: For the Overview and Scrutiny Committee to receive clarification as to whether the combined heat and power engine at GL1 Leisure Centre is still operational.

Update: A CHP unit Combustion turbine or reciprocating engine CHP systems burns fuel (natural gas, oil, or biogas) to turn generators to produce electricity and use heat recovery devices to capture the heat from the turbine or engine. This heat is converted into useful thermal energy, usually in the form of steam or hot water. The CHP unit is still operational, it provides heat and power to the building and it runs off gas. It was installed around 2007 and has a life expectancy of around 15 years, (although there was a major refurb in 2017 which supposedly adds around 5 years) so is due for replacement in 2027.

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FORWARD PLAN

FROM OCTOBER 2021 TO SEPTEMBER 2022 (REVISED 20/10/2021)

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
Planning & Housing Strategy (P&HS)	Councillor Andrew Gravells	andrew.gravells@gloucester.gov.uk
Communities & Neighbourhoods (C&N)	Councillor Justin Hudson	justin.hudson@gloucester.gov.uk
Culture & Leisure (C&L)	Councillor Steve Morgan	steve.morgan@gloucester.gov.uk

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

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

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

- (a) the matter in respect of which a decision is to be made;
 - (b) where the decision maker is an individual, his/her name and title if any and, where the decision maker is a body, its name and details of membership;
 - (c) the date on which, or the period within which, the decision is to be made;
 - (d) if applicable, notice of any intention to make a decision in private and the reasons for doing so;
 - (e) a list of the documents submitted to the decision maker for consideration in relation to the matter in respect of which the decision is to be made;
 - (f) the procedure for requesting details of those documents (if any) as they become available.
- (the documents referred to in (e) and (f) above and listed in the Forward Plan are available on request from Democratic Services democratic.services@gloucester.gov.uk ,Tel 01452 396126, PO Box 3252, Gloucester GL1 9FW. Contact the relevant Lead Officer for more information).

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

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

CONTACT:

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

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

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

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

SUBJECT (and summary of decision to be taken)		PLANNED DATES	DECISION MAKER & PORTFOLIO	NOTICE OF PRIVATE BUSINESS (if applicable)	RELATED DOCUMENTS (available on request, subject to restrictions on disclosure)	LEAD OFFICER (to whom Representations should be made)
OCTOBER 2021						
KEY	Acquisition of Property to meet Temporary Accommodation Needs <u>Summary of decision:</u> To consider acquiring a property to provide temporary accommodation. <i>Wards affected: All Wards</i>	13/10/21	Cabinet Cabinet Member for Planning and Housing Strategy	<p>The public are likely to be excluded from the meeting during consideration of this report as it contains exempt information as defined in paragraph 3 of schedule 12A to the Local Government Act 1972 (as amended).</p> <p>The Chair of the Overview & Scrutiny Committee's agreement has been sought and received as the circumstances mean that it is not possible to comply with the notice requirements</p>		Neil Coles, Housing Innovation Manager Tel: 01452 396534 neil.coles@gloucester.gov.uk

NON	<p>Cross Keys Rest Garden</p> <p><u>Summary of decision:</u> To consider the objections to the disposal of public open space at Cross Keys Rest Garden on the junction of Barnwood Road and Armscroft Road.</p> <p><i>Wards affected: Elmbridge</i></p>	13/10/21	Cabinet Leader of the Council			Melloney Smith, Asset Officer Tel: 01452 396849 melloney.smith@gloucester.gov.uk
<p>KEY</p> <p>Page 26</p>	<p>Future Delivery of IT Services</p> <p><u>Summary of decision:</u> To consider options for future delivery of IT services.</p> <p><i>Wards affected: All Wards</i></p>	13/10/21	Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
NON	<p>Together Gloucester 2 – Programme Review</p> <p><u>Summary of decision:</u> To update Members on progress made in the 'Together Gloucester' organisational transformation.</p> <p><i>Wards affected: All Wards</i></p>	13/10/21	Cabinet Cabinet Member for Performance and Resources			Bob O'Brien, Transformation and Commercialisation Manager Tel: 01452 396110 bob.o'brien@gloucester.gov.uk

NON	<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>	<p>4/10/21</p> <p>13/10/21</p>	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Environment</p>			<p>Abi Marshall, Property Commissioning Manager Tel: 01452 396212 abi.marshall@gloucester.gov.uk</p>
NON	<p>Armed Forces Community Covenant Update</p> <p><u>Summary of decision:</u> To update Cabinet on the work done by Gloucester City Council to support current and ex-service personnel as part of the Gloucestershire Armed Forces Community Covenant.</p> <p><i>Wards affected: All Wards</i></p>	<p>4/10/21</p> <p>13/10/21</p>	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Communities and Neighbourhoods</p>			<p>Ruth Saunders, Head of Communities Tel: 01452 396789 ruth.saunders@gloucester.gov.uk</p>

NOVEMBER 2021

KEY	<p>Revenues and Benefits Service</p> <p><u>Summary of decision:</u> To consider insourcing the service to the Council following a strategic decision by Civica UK Ltd to no longer provide Business Operations Services.</p> <p><i>Wards affected: All Wards</i></p>	10/11/21	Cabinet Cabinet Member for Performance and Resources	The Chair of the Overview & Scrutiny Committee's agreement has been sought and received as the circumstances mean that it is not possible to comply with the notice requirements		Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
NON	<p>Review of Office Accommodation</p> <p><u>Summary of decision:</u> To consider proposals as to viable options for ongoing office accommodation for City Council staff.</p> <p><i>Wards affected: All Wards</i></p>	8/12/21	Cabinet Cabinet Member for Performance and Resources			Jayne Wilsdon, Asset Management Officer Tel: 01452 396871 jayne.wilsdon@gloucester.gov.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>	10/11/21	Cabinet Cabinet Member for Planning and Housing Strategy			David Durden, Strategic Housing Strategy Officer Tel: 01452 396558 david.durden@gloucester.gov.uk
NON Page 29	<p>Future of the Tourism and Destination Marketing Team</p> <p><u>Summary of decision:</u> To consider the future of the Tourism and Destination Marketing Team.</p> <p><i>Wards affected: All Wards</i></p>	1/11/21 10/11/21	Overview and Scrutiny Committee Cabinet Cabinet Member for Culture and Leisure			Philip Walker, Head of Culture Tel: 01452 396355 philip.walker@gloucester.gov.uk

NON	<p>Garage Audit Update</p> <p><u>Summary of decision:</u> To consider the audit of Council owned garages and comprehensive action plan.</p> <p><i>Wards affected: All Wards</i></p>	10/11/21	Cabinet Cabinet Member for Performance and Resources			Abi Marshall, Property Commissioning Manager Tel: 01452 396212 abi.marshall@gloucester.gov.uk
<p>KEY</p> <p>Page 30</p>	<p>Infrastructure Funding Statement (IFS) 2021</p> <p><u>Summary of decision:</u> To approve the annual Infrastructure Funding Statement that sets out planning obligation and Community Infrastructure Levy (CIL) receipts and expenditure, both actual and anticipated.</p> <p><i>Wards affected: All Wards</i></p>	8/12/21	Cabinet Council Cabinet Member for Planning and Housing Strategy			Paul Hardiman, Joint Core Strategy CIL Manager paul.hardiman@gloucester.gov.uk

KEY	Community Infrastructure Levy (CIL) Review New Charging Schedule	9/03/22 24/03/22	Cabinet Council Cabinet Member for Planning and Housing Strategy			Paul Hardiman, Joint Core Strategy CIL Manager paul.hardiman@gloucester.gov.uk
NON	Regulation of Investigatory Powers Act 2000 (RIPA) - Review of Procedural Guide <u>Summary of decision:</u> To request that Members review and update the Council's procedural guidance on RIPA. <i>Wards affected: All Wards</i>	10/11/21	Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk

DECEMBER 2021						
NON	Future of Barbican House <u>Summary of decision:</u> To consider options regarding the future of Barbican House. <i>Wards affected: Westgate</i>	8/12/21	Cabinet Cabinet Member for Performance and Resources			Abi Marshall, Property Commissioning Manager Tel: 01452 396212 abi.marshall@gloucester.gov.uk
KEY Page 32	Appointment of a Managing Agent for Kings Quarter and The Eastgate <u>Summary of decision:</u> To appoint a managing agent for The Eastgate, Kings Walk and Kings Square with subsequent further responsibilities following the development of The Forum. <i>Wards affected: Westgate</i>	8/12/21	Cabinet Leader of the Council			Philip Ardley, Regeneration Consultant Tel: 01452 396106 philip.ardley@gloucester.gov.uk

KEY	Estate Management Company for Kings Quarter <u>Summary of decision:</u> To establish an Estate Management Company for the purposes of managing The Forum, Kings Square and Kings Walk. <i>Wards affected: Westgate</i>	8/12/21	Cabinet Leader of the Council			Ian Edwards, Head of Place Tel: 01452 396034 ian.edwards@gloucester.gov.uk
KEY Page 33	Forum Phase 2 Approval and Appointment of Main Contractor <u>Summary of decision:</u> Award of appointment to main contractor for the construction of the Forum and council approval to proceed with the investment sum. <i>Wards affected: Westgate</i>	8/12/21	Cabinet Leader of the Council			Ian Edwards, Head of Place Tel: 01452 396034 ian.edwards@gloucester.gov.uk

NON	<p>Statement of Community Involvement</p> <p><u>Summary of decision:</u> To consider an updated Statement of Community Involvement.</p> <p><i>Wards affected: All Wards</i></p>	<p>8/12/21</p> <p>27/01/22</p>	<p>Cabinet</p> <p>Council Cabinet Member for Planning and Housing Strategy</p>			<p>Claire Haslam, Principal Planning Officer Tel: 01452 396825 claire.haslam@gloucester.gov.uk</p>
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>	<p>6/12/21</p> <p>8/12/21</p>	<p>Overview and Scrutiny Committee</p> <p>Cabinet Leader of the 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>Treasury Management Six Monthly Update 2021/22</p> <p><u>Summary of decision:</u> To update Cabinet on treasury management activities.</p> <p><i>Wards affected: All Wards</i></p>	<p>16/11/21</p> <p>8/12/21</p>	<p>Audit and Governance 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>Financial Monitoring Quarter 2 Report</p> <p><u>Summary of decision:</u> To receive an update on financial monitoring information for the third quarter 2021/22.</p> <p><i>Wards affected: All Wards</i></p>	<p>29/11/21</p> <p>8/12/21</p>	<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>	<p>29/11/21</p> <p>8/12/21</p>	<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</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>	<p>8/12/21</p> <p>27/01/22</p>	<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>

JANUARY 2022

BPF	Council Plan 2021-24 <u>Summary of decision:</u> To approve the new Council Plan 2021-2024 following public consultation. <i>Wards affected: All Wards</i>	4/10/21	Overview and Scrutiny Committee			Liam Moran, Policy and Development Officer Tel: 01452 396049 liam.moran@gloucester.gov.uk
		12/01/22	Cabinet			
		27/01/22	Council Leader of the Council			
NON Page 36	Gloucester Commission to Review Race Relations <u>Summary of decision:</u> To consider the recommendations of the Commission to review Race Relations. <i>Wards affected: All Wards</i>	29/11/21	Overview and Scrutiny Committee			Liam Moran, Policy and Development Officer Tel: 01452 396049 liam.moran@gloucester.gov.uk
		12/01/22	Cabinet			
		27/01/22	Council Leader of the Council			

KEY	Festivals and Events Programme <u>Summary of decision:</u> To seek approval for the 2022-23 Festivals and Events Programme. <i>Wards affected: All Wards</i>	12/01/22	Cabinet Cabinet Member for Culture and Leisure			Philip Walker, Head of Culture Tel: 01452 396355 philip.walker@gloucester.gov.uk
FEBRUARY 2022						
BPF	Final Budget Proposals (including Money Plan and Capital Programme) <u>Summary of decision:</u> To seek approval for the final Budget Proposals for 2022-3, including the Money Plan and Capital Programme. <i>Wards affected: All Wards</i>	9/02/22 24/02/22	Cabinet Council Leader of the Council, Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk

NON	<p>Tourism and Destination Marketing Report 2022</p> <p><u>Summary of decision:</u> To update Members on the progress that has been made in achieving the Growing Gloucester's Visitor Economy Action Plan during 2021.</p> <p><i>Wards affected: All Wards</i></p>	9/02/22	Cabinet Cabinet Member for Culture and Leisure			Philip Walker, Head of Culture Tel: 01452 396355 philip.walker@gloucester.gov.uk
MARCH 2022						
<p>Page 38</p> <p>NON</p>	<p>Pay Policy Statement 2022-23</p> <p><u>Summary of decision:</u> To seek approval for the annual Pay policy Statement 2022-23 in accordance with Section 38 of the Localism Act 2011.</p> <p><i>Wards affected: All Wards</i></p>	<p>9/03/22</p> <p>24/03/22</p>	<p>Cabinet</p> <p>Council Cabinet Member for Performance and Resources</p>			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk

NON	Capital Strategy <u>Summary of decision:</u> To approve the Capital Strategy 2022-23. <i>Wards affected: All Wards</i>	9/03/22	Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
BPF	Treasury Management Strategy <u>Summary of decision:</u> To seek approval for the Treasury Management Strategy. <i>Wards affected: All Wards</i>	9/03/22 24/03/22	Cabinet Council Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
NON	Risk Based Verification Policy Review <u>Summary of decision:</u> To seek approval to continue with risk based verification policy. <i>Wards affected: All Wards</i>	9/03/22	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 2021/22.</p> <p><i>Wards affected: All Wards</i></p>	9/03/22	<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 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>	9/03/22	<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>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>	9/03/22	<p>Cabinet Cabinet Member for Culture and Leisure</p>			<p>Philip Walker, Head of Culture Tel: 01452 396355 philip.walker@gloucester.gov.uk</p>

NON	<p>Annual report on the Grant Funding provided to Voluntary and Community Sector</p> <p><u>Summary of decision:</u> To update Members on the impact of grant funding on the Voluntary and Community Sector (VCS) and value for money that has been achieved.</p> <p><i>Wards affected: All Wards</i></p>	9/03/22	Cabinet Cabinet Member for Communities and Neighbourhoods			Ruth Saunders, Head of Communities Tel: 01452 396789 ruth.saunders@gloucester.gov.uk
APRIL 2022						
MAY 2022						
JUNE 2022						
NON	<p>2021-22 Financial Outturn Report</p> <p><u>Summary of decision:</u> To update Cabinet on the Financial Outturn Report 2020-21.</p> <p><i>Wards affected: All Wards</i></p>	15/06/22	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>Treasury Management Year End Annual Report 2021/22</p> <p><u>Summary of decision:</u> To update Cabinet on treasury management activities.</p> <p><i>Wards affected: All Wards</i></p>	15/06/22	Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
NON	<p>2021-22 Year End Performance Report</p> <p><u>Summary of decision:</u> To consider the Council's performance in 2021-22 across a set of key performance indicators.</p> <p><i>Wards affected: All Wards</i></p>	15/06/22	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			Tanya Davies, Policy and Governance Manager Tel: 01452 396125 tanya.davies@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>	15/06/22	Cabinet Cabinet Member for Culture and Leisure			Philip Walker, Head of Culture Tel: 01452 396355 philip.walker@gloucester.gov.uk

NON	Green Travel Plan Progress Report 2022 and Update <u>Summary of decision:</u> Annual update on initiatives in the Green Travel Plan <i>Wards affected: All Wards</i>	15/06/22	Cabinet Cabinet Member for Environment			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
JULY 2022						
NON	Annual Risk Management Report <u>Summary of decision:</u> To update Members on the Council's Strategic Risk Register. <i>Wards affected: All Wards</i>	7/03/22 15/06/22	Audit and Governance Committee Cabinet Cabinet Member for Performance and Resources			Paul Brown, Senior Risk Management Advisor Tel: 01452328884 paul.brown@gloucestershire.gov.uk
AUGUST 2022 - No meetings						

SEPTEMBER 2022

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 2022/23.</p> <p><i>Wards affected: All Wards</i></p>	14/09/22	<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>
<p>NON</p> <p>Page 44</p>	<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>	14/09/22	<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>

ITEMS DEFERRED- Dates to be confirmed

NON	<p>Temporary Negotiated Stopping Places</p> <p><u>Summary of decision:</u> To secure approval from Members to pursue the provision for a negotiated temporary stopping place for the Gypsy, Roma and travelling community.</p> <p><i>Wards affected: All Wards</i></p>		Cabinet Cabinet Member for Planning and Housing Strategy			<p>Claire Haslam, Principal Planning Officer Tel: 01452 396825 claire.haslam@gloucester.gov.uk</p>
NON	<p>National Planning Policy Framework (NPPF) and National Model Design Code</p> <p><u>Summary of decision:</u> To receive an update on the latest NPPF and National Model Design Code published by Government.</p> <p><i>Wards affected: All Wards</i></p>		Cabinet Cabinet Member for Planning and Housing Strategy			<p>Adam Gooch, Planning Policy Team Leader Tel: 01452 396836 adam.gooch@gloucester.gov.uk</p>

NON	<p>Green Travel Plan Progress Report 2021 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>		Cabinet Cabinet Member for Environment			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
NON Page 46	<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>		Cabinet Cabinet Member for Culture and Leisure			Philip Walker, Head of Culture Tel: 01452 396355 philip.walker@gloucester.gov.uk
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			Bob O'Brien, Transformation and Commercialisation Manager Tel: 01452 396110 bob.o'brien@gloucester.gov.uk

Gloucester City Council
Overview and Scrutiny Committee Work Programme
Updated 22nd October 2021

Item	Format	Lead Member (if applicable)/Lead Officer	Comments
1 November 2021			
Revenues and Benefits Service	Cabinet Report	Cabinet Member for Performance and Resources	Requested by Overview and Scrutiny Committee
Overview of Progress on Covid-19 Recovery	Presentation	Leader of the Council and Cabinet Member for Environment	Requested by Overview and Scrutiny Committee
Future of the Tourism and Destination Marketing Team	Cabinet Report	Cabinet Member for Culture and Leisure	Requested by Overview and Scrutiny Committee
29 November 2021			
Gloucester Commission to Review Race Relations Report	Race Relations Commission Report	Leader of the Council and Cabinet Member for Environment	Requested by Overview and Scrutiny Committee
Financial Monitoring Quarter 2 Report	Cabinet Report	Cabinet Member for Performance and Resources	Part of Committee's Rolling Programme of Work
Performance Monitoring Quarter 2 Report	Cabinet Report	Cabinet Member for Performance and Resources	Part of Committee's Rolling Programme of Work
Property Investment Strategy Update		Cabinet Member for Performance and Resources	Requested by Overview and Scrutiny Committee

6 December 2021			
BUDGET MEETING – NO OTHER ITEMS		Cabinet	Part of Committee's Rolling Programme of Work
10th January 2022			
31st January 2022			
28th February 2022			
Financial Monitoring Quarter 3 Report	Cabinet Report	Cabinet Member for Performance and Resources	Part of Committee's Rolling Programme of Work
Performance Monitoring Quarter 3 Report	Cabinet Report	Cabinet Member for Performance and Resources	Part of Committee's Rolling Programme of Work
28th March 2022			
25th April 2022			

Dates to be confirmed	Format	Lead Member (if applicable)/Lead Officer	Comments
Green Travel Plan Progress Report 2022 and	Cabinet	Leader of the Council and	Requested by Overview and Scrutiny

Update	Report	Cabinet Member for Environment	Committee
Blackfriars Priory Development Plan	Cabinet Report	Cabinet Member for Culture and Leisure	Requested by Overview and Scrutiny Committee
Joint Scrutiny Session with Cheltenham Borough Council – Gloucestershire Airport Update		Leader of the Council and Cabinet Member for Environment	Requested by Overview and Scrutiny Committee
Capital Strategy	Cabinet Report	Cabinet Member for Performance and Resources	Requested by Overview and Scrutiny Committee
Temporary Negotiated Stopping Places	Cabinet Report	Cabinet Member for Planning and Housing Strategy	Requested by Overview and Scrutiny Committee
Geographical Information Systems and Grounds Maintenance Contract	Cabinet Report	Leader of the Council and Cabinet Member for Environment	Requested by Overview and Scrutiny Committee

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

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Meeting:	Overview & Scrutiny Committee	Date:	1st November 2021
	Cabinet		10th November 2021
Subject:	Revenues and Benefits Service		
Report Of:	Cabinet Member for Performance & Resources		
Wards Affected:	All		
Key Decision:	Yes	Budget/Policy Framework:	No
Contact Officer:	Jon Topping		
	Email: jon.topping@gloucester.gov.uk		Tel: 39-6242
Appendices:			

FOR GENERAL RELEASE

1.0 Purpose of Report

- 1.1 The purpose of this report is to seek approval for the Revenues and Benefits service to be insourced to the Council, following a strategic decision by Civica UK Ltd to no longer provide Business Operations Services

2.0 Recommendations

- 2.1 Overview and Scrutiny Committee is asked to consider the information contained in the report and make any recommendations to Cabinet.
- 2.2 Cabinet is asked to **RESOLVE** that
 - (1) The Revenues & Benefits service is insourced with a commencement date of the 1st June 2022.
 - (2) authorise the Head of Policy & Resources (in consultation with the Cabinet Member Performance & Resources and the Council Solicitor) to take such actions and make such arrangements as are necessary for the implementation of the above recommendation including such legal processes and agreements.

3.0 Background and Key Issues

- 3.1 In January 2021, Cabinet resolved to award a new contract to Civica UK Ltd for provision of Revenues & Benefits Managed services via the Kingston Upon Hull City Council Framework for a period of 5 years with the option of two further extensions of 1 year each. The report in January 2021 provides further background information.
- 3.2 Work had been ongoing to commence the new contract by the 23rd October 2021, however the Council were informed that the company was withdrawing from the

delivery of this service across all organisations. To enable the Council to continue to deliver these services and make future arrangements it was agreed an extension until 31 May 2022 would be put in place.

3.3 During the recent pandemic the Revenues and Benefits service was able to adapt quickly; moving all teams off site to continue to work remotely, with only a few members of the teams attending on site either because they were unable to work from home or to complete key activities as part of the service.

3.4 Two deliverable options are available to the Council for the future delivery of this service and each is discussed below:

(1) Re-procure the services via the market.

(2) Insource the service.

3.5 Option 1 – Procure the services via the market.

The Council could seek to pursue a full open market procurement process and invite tenders from a wider range of providers. However there are a number of issues that would arise from pursuing this option:-

- This OJEU process is likely to take 12 months and will consume significant resource for the Council.
- There is likely to be a need to employ a suitably qualified and experienced Project Manager to deliver the required service, whilst maintaining business as usual.
- Service Transition to a new supplier could see a loss of key talent and access to wider specialist services.
- Significant cost of change in terms of training, potential infrastructure implications, potential recruitment issues and further training and system familiarisation.
- Risk that performance delivered in the current COVID-19 pandemic could not be replicated by a new supplier.
- Risk that potential savings the Council may be able to identify would not be available in option 1.
- The costs to any supplier of the tendering process and the uncertainty of the outcome are likely to be reflected in any contract sum offer.

3.6 Option 2 - Insource the service.

The option to insource the service now provides the most viable option to continue to deliver excellent services to our residents and businesses, and this is the recommended action. This option will require several actions and will need to commence immediately:

- The implications of TUPE and ensuring staff are transferred successfully and any pension implications are managed
- Previously we were informed there would be a loss of access to the “on demand and specialist services of Civica”, however it has been confirmed these will continue to be available and the Council will be able to use them when required.

- Increased management responsibilities will require analysis to ensure the structure put in place ensures services are still delivered at the current standard.
- The current staff will be TUPE transferred to the Council and therefore there will be no skills loss because of this exercise.
- As the Council already provide the accommodation, equipment, and IT support there will be no change and the service will continue to operate as now.

Human Resources and Legal support will be used to ensure the TUPE of staff is managed correctly while also providing support to those staff either returning or joining the Council for the first time.

4.0 Social Value Considerations

- 4.1 There are no specific social value implications, however the service like all Council services will be required support the Council's social value policy.

5.0 Environmental Implications

- 5.1 There are no environmental implications as a result of this report.

6.0 Alternative Options Considered

- 6.1 Discussed in the body of the report.

7.0 Reasons for Recommendations

- 7.1 Option 1 is discounted as this will not be achievable given the timeframes, however this is something the Council could look to pursue in the future.
- 7.1 The insourcing of the service is the only viable option available to the Council at this time and will continue to deliver services at the current level.
- 7.2 It is expected that the insourcing will deliver savings once the service is embedded while also continuing to provide quality service.

8.0 Future Work and Conclusions

- 8.1 KPI's and structures will be reviewed and updated.

9.0 Financial Implications

- 9.1 The Councils Money Plan 2021 – 2026 assumes budget efficiencies will be made through the commissioning program, and the recommended option is expected to deliver future savings against the current contract sum that would have been payable to Civica.

10.0 Legal Implications

- 10.1 Legal advice will be provided as required, including on contractual, public procurement, consultation, and employment related matters.

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

11.0 Risk & Opportunity Management Implications

- 11.1 The recommended option mitigates the risks of change to delivery of this service to residents and businesses in the city.
- 11.2 The proposal has no reduction in quality and level of service or redundancies, plus continued access to on demand services when required. This offers reduced risk to the Council.

12.0 People Impact Assessment (PIA) and Safeguarding:

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

13.0 Community Safety Implications

- 13.1 None

14.0 Staffing & Trade Union Implications

- 14.1 None

Background Documents: Cabinet Report 13th January 2021



Meeting:	Overview & Scrutiny Committee	Date:	1 November 2021
	Cabinet		10 November 2021
Subject:	The Future of the Tourism and Destination Marketing Function Report		
Report Of:	Cabinet Member for Culture and Leisure		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	Yes
Contact Officer:	Rebecca Clay		
	Email: Rebecca.clay@gloucester.gov.uk		Tel:01452396975
Appendices:	1. Business Case Retaining Gloucester's Tourism and Destination Marketing Function		

FOR GENERAL RELEASE

1.0 Purpose of Report

- 1.1 To review the work and impact of the tourism activity carried out by the Gloucester City Council's Tourism and Destination Marketing Team and the role they play in supporting Gloucester's Visitor Economy and decide on whether to keep the function within the Council past March 2022.

2.0 Recommendations

- 2.1 Overview and Scrutiny Committee is asked to consider the information contained in the appended report and make any recommendations to the Cabinet.
- 2.2 Cabinet is asked to **RESOLVE** that
- (1) The Tourism and Destination Marketing Team should be kept within the City Council for the next three years.

3.0 Introduction

The Tourism and Destination Marketing Function (Visit Gloucester)

- 3.1 The driver for the Business Case has been the need to have greater visibility of the work of the Tourism and Destination Marketing team with regards to marketing the city and their activity that supports and advises the Visitor Economy businesses in the City. There is now the need to consider the future of the team past March 2022 and ascertain whether financial support for making the function permanent can be approved by the Council.

- 3.2 An overview of the Marketing and Promotion activity carried out by team can be found in the Business Case for the Tourism and Destination Marketing Team (Appendix 1 section 2). The highlights of this activity are the delivery of the Welcome Back Campaign which created exciting new marketing material for the city and delivered over 700,000 media impressions, and the Summer Passport which saw 1,400 people take part in the trail around the city and received some really encouraging feedback from Gloucester businesses.
- 3.4 The service has an annual income target of £30,000 attached to it. To date the service has raised £6,300 through sponsorship of the Gloucester Passport marketing campaign. The Autumn Campaign has been kindly supported with £10,000 worth of support - £5,000 from GWR and a further £5,000 from Gloucester BID. It is anticipated that the income generation target will be met for this year.
- 3.5 The Business Case reviews the future of the marketing function in relation to the current situation following the release of the Destination Management Organisation (DMO) review (link to full report can be found here [The de Bois Review: an independent review of Destination Management The de Bois Review \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/642111/The_de_Bois_Review_an_independent_review_of_Destination_Management_The_de_Bois_Review.pdf)). A full synopsis of the DMO review can be found in the Business Case (Appendix 1 section 6). When the recommendations following the review have been adopted Visit Gloucester is likely to be a strong tier 3 Destination Partner and will be subsumed within a tier 1 Destination Development Partnership.

4.0 Social Value Considerations

- 4.1 Communication of social, cultural and economic activity with the wider community will bring benefits to the residents of Gloucester, such as instilling local pride and by supporting people's emotional well-being. Supporting the city's businesses will ensure that the economy can continue to recover, which will provide opportunities for people to be active and engage with cultural activities in the city as lockdown eases. The continued need for a marketing function for Gloucester will be key to positive impact on residents and visitors to the city alike. A concerted effort was made to encourage residents to have their say on how we position the city through the place positioning work. Over 1,000 people took part in the consultation phase of the place positioning project and will be invited to the feedback sessions in November to hear the results.
- 4.2 The team also play an important role in celebrating the diversity of people working and living in the city through promoting community and cultural events such as Jamaica Day, Kings Jam and Rooftop Festival. The team actively support organisations in the city which encourage young people through skills development such as The Music Works, Your Next Move and the Guildhall.

5.0 Environmental Implications

- 5.1 The small destination marketing team promotes all aspects of the city's cultural offer as well as encouraging sustainable forms of travel such as working with GWR to encourage people to visit by rail and emphasising the walkable nature of the city. There will be some limited impact on the environment, however, as increased tourism and movement of people will increase emissions. This is not specific to this industry and is a wider societal issue. However, the team will develop stronger environmental

messaging, whilst the Marketing function remains within GCC as it will benefit from the support of other council departments and policies.

- 5.2 An increased use of digital marketing methods and a reduction in the production of large quantities of printed material should reduce the overall carbon impact of the destination marketing team.

6.0 Alternative Options Considered

- 6.1 The Business Case (Appendix 1, section 8) includes an options appraisal of different scenarios for the council to consider.

7.0 Reasons for Recommendations

- 7.1 The reasons for the recommendations are laid out in the Business Case.

8.0 Future Work and Conclusions

- 8.1 Future activity to be delivered by the team over the next couple of months include (a full list of planned activity can be found in the Business Case (appendix 1 section 3):
- A Halloween trail and dedicated Halloween activity page for the city. This activity is supported by Gloucester's Business Improvement District (BID) and We Are Destination
 - A co-branded Autumn campaign with Gloucester's BID and GWR which includes social media campaign, Spotify adverts, and outdoor media. This campaign will position the city as a destination for a weekend break to older generations.
 - The 20th Anniversary of Harry Potter in October will see the Destination Marketing team collaborating with the Film Office to promote film tourism and the cathedral where Harry Potter was filmed.
 - The City Branding Project is in its final phase. The consultation phase is complete and the narrative for Gloucester has been created. We are now gathering feedback from those who were consulted on the brand with a view to launching the brand for partners to use in January.
- 8.2 The team will require their contracts to be extended until March 2025.

9.0 Financial Implications

- 9.1 If the motion to continue to keep the Tourism and Destination Marketing Function within the City Council is adopted, budget for team to continue their operation will required. This will be identified as part of the budget setting process each year.

10.0 Legal Implications

- 10.1 None directly arising from this report.

11.0 Risk & Opportunity Management Implications

- 11.1 Risks of not accepting the recommendations – will result in the city not having an effective Destination Marketing function. This will disadvantage the city when compared to other areas of Gloucestershire and damage the visitor economy.
- 11.2 An effective and functioning Destination Marketing organisation attracts not only tourists, but supports businesses and attracts inward investment. These benefits would be to maintain the visibility and viability of Gloucester as an attractive destination to visit, live and invest.
- 11.3 The city will benefit from a collaborative centralised destination marketing and management function being held within the city council as the city's visitor economy continues to recover following the coronavirus epidemic. The city can provide leadership and co-ordination when it would be high-risk to create a new organisation at this time.

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 Existing staff temporary contracts to be extended and/or made permanent.



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4. [Income Generation](#)
5. [Tourism Outlook](#)
6. [The DMO Review](#)
7. [Stakeholder/Partner feedback and suggestions](#)
8. [Options Appraisal](#)
9. [Budget](#)
10. [Recommendation](#)

1.Current Situation

In February 2020 Marketing Gloucester Limited, the arm's length Destination Management Organisation (DMO) for Gloucester ceased operating. To ensure continuity for the tourism marketing in the city, Gloucester City Council brought the service in house. The Marketing Team is responsible for the development, research, marketing, and promotion of all facets of the visitor economy for the city. The Team provide a support role when required for the activities of the Guildhall, the Museum of Gloucester, and the City Council's Festivals and Events team. The Team work closely with the Economic Development Team and the Heritage Team, as well as externally the BID, LEP and the Growth Hub.

The Team operate under the brand name of Visit Gloucester and a new identity was created for the launch of the website on 8 March 2021. The Team works closely with Gloucestershire's other DMOs: Visit Gloucestershire, The Cotswolds Tourism Destination Management Organisation, Marketing Cheltenham, and the Forest of Dean and Wye Valley Tourism Association, attending regular meetings and sharing knowledge. The Team also work with national tourism bodies, Visit Britain and Visit England, on nationally funded projects such the US Connections Project and Uncover the Cotswolds, which support businesses, growing resilience and value in the local economy.

The Destination Marketing Team

The Marketing Team currently consists of 3 full-time posts and one year in industry student placement:

- Rebecca Clay –Tourism and Destination Marketing Manager
- Ellie Birch –Tourism and Destination Digital Marketing Officer
- Zoe Larder – Tourism and Destination Senior Marketing Officer
- Millie Graves – Tourism and Destination Marketing Support (placement until May 2022)

Priorities

In December 2020, the Tourism and Destination Marketing Plan for 2021 was written which set out actions against priorities for the year ahead. The priorities related to the key recommendations identified in the Future Marketing of Gloucester Report (2020). Paramount was the development of a high-performing website that would meet the needs of contemporary users, giving functionality and performance with quality images and dynamic content to better promote Gloucester. Another priority was to establish a Marketing Steering Board and to commission a Place-Branding company to develop a strong city-narrative and resources. These have been the focus for the team in the first 18 months of operation. The priorities for the subsequent Marketing Plan were born out of consultation with 60 key stakeholders in the city.

The plan outlined the following objectives:

1. Deliver marketing campaigns that foster strong brand saliency regionally and nationally to raise awareness of Gloucester as a city break destination.
2. Review our brand and communications to position ourselves as one of the UK's leading visitor destinations for the domestic market in 2021.
3. Develop our online presence to a mixture of digital marketing campaigns and 'always on' activity.
4. To cultivate and grow our inbound audiences in 2021.
5. Set up a city-wide data project that sources and collects data on the city and from our partners and disseminates it to stakeholders.

6. Strengthen audience development and community engagement initiatives to diversify audiences and address brand perceptual barriers.
7. Build a robust network of partners in the city from a variety of businesses operating to serve the visitor economy.
8. Lead the tourism recovery in the city by supporting partners in their activity.
9. To consider the ethical and environmental impact of all marketing activities.

2. Marketing Activity

In 2021 the following major marketing campaigns were undertaken.

Welcome Back

A multi-channel marketing campaign to entice people back into the city. The campaign, designed to raise awareness of Gloucester as a destination in a number of key visitor geographies highlighted by the UberMedia Visitor data from 2020. The effect of the campaign could be seen looking at traffic to [visitgloucester.co.uk](https://www.visitgloucester.co.uk) - with a significant increase (+78%) during the campaign (compared to the 4 weeks prior), aligned to a decrease in traffic to the site in the 4 weeks post the campaign (-20%) i.e., the highest volume of traffic to the site was during the 4 week Outdoor Media and Google display campaign.

Campaign Length:	May – September 2021
Cost:	£19,385 (funded through “Re-Opening the High Street Safely” and “Welcome Back Funds”)
Outdoor Media Reach:	627,596
Facebook Reach:	35,141
Google Display Reach:	68,284
Social Engagement:	6,238
Ad Click through rate to website:	12,040

Escape the Everyday Campaign

Visit Britain ran a national campaign across the summer named Escape the Everyday. In order to support their work and be part of a UK wide campaign, we ran a series of blogs (<https://www.visitgloucester.co.uk/blog/read/2021/08/you-cant-view-a-citys-below-ground-ancient-defences-everyday-but-you-can-in-gloucester-b83>), highlighting all of Gloucester’s unique and best kept secrets.

Campaign Length:	July – September 2021 (to coincide with Visit Britain’s “Escape the Everyday Cities” Campaign)
Cost:	£0
Total Engagements:	545
Campaign Reach:	17,169

Love to Work Campaign

A series of short film which raised awareness of the benefits of working in the Visitor Economy in Gloucester.

The videos can be seen here:

[Bangkok Canteen](#) / [Love to Work in Gloucester](#) / [English Tourism Week 2021 - Here for Tourism](#)

Cost:	£3,500 ("Welcome Back" funded)
Total Engagements:	3,365
Campaign Reach:	29,688

My Gloucester Passport

A hugely successful event that we ran as our summer activity, encouraging visitors into and around the City, collecting their lanyard and passports sponsored by Gloucester BID and Gloucester Quays and Aspire Trust.

Campaign Length:	July – August 2021
Cost:	£5,400 (funded through contributions from the Gloucester BID, Gloucester Quays LLP and Aspire Trust)
Participants:	1,400 participants took part in the activity 1,100 completed the activity
Total Engagements:	4,412
Campaign Reach:	12,904

Evaluation feedback from the sponsors was overwhelmingly positive:

"We are really grateful for the opportunity to be involved with this campaign, there have been numerous people coming in that aren't fully aware of the work The Cavern & Treasure Seekers do - you have helped us spread the word and reach more people in need - thank you!"

"Passport scheme has been really good - we see probably 10-12 people a day for the past week, most of whom didn't know we existed! About 25% are stopping for food/drinks, and we have been able to give promo materials to those who don't stay. We've seen an increased number of reviews on Trip Advisor/FB/Google over the past week from people visiting as a result of the scheme (all 5)."*

Press and PR Campaign

From June to September 2021, a press and PR campaign was run to raise awareness of the Visit Gloucester brand and to position Gloucester as a destination for a summer staycation.

This campaign received **89** pieces of coverage from publications all over the UK. The reach of the campaign was huge with readership figures of **144,690,707** highlights included coverage in **Ok Magazine!** and the **Daily Express**. Press releases targeted topical news stories such as "The UK's most Instagrammable Cathedrals", "Gloucester Olympians", "The UK's Best Visitor Attraction Prisons", and "Unique Cities".

Gloucester Goes Retro Event Marketing Campaign

After a missed year in 2020, Gloucester Goes Retro returned on August 28th. The team managed the marketing and rebrand for this event. The event was a tremendous success,

and the engagement and reach from our digital promotions was some of our highest performing this year.

Campaign Length:	May – September 2021
Cost:	£8,700 (part funded by Gloucester City Council's Festivals and Events Team)
GGR Page Reach:	28,950
GGR page views on visitgloucester.co.uk:	5,032
Total Engagement from posts:	14,546
Campaign Reach from posts:	142,397

3. Planned Future Activity

As a result of the success and feedback of these campaigns the following activity is planned for the next few months.

Gloucester's Creepy Capers

A city-wide program of activities to run throughout October Half Term, under the umbrella brand of Gloucester's Creepy Capers to encourage visitors and locals into the City during October Half Term, with a range of free and charged activities, leading to increased visitor numbers and secondary spend.

Autumn Campaign

The Autumn Campaign working with GWR and Gloucester BID as campaign sponsors, will seasonal content to showcase Gloucester as a destination for a shoulder season city break. This campaign will target a slightly older demographic Gen X and Millennials. This is a multi-channel awareness raising campaign working across digital and outdoor media. Content will be pushed throughout the region targeting GWR's popular routes of Bristol, Reading and Swindon. A range of press and PR activity will be created to highlight the wonderful events this autumn/winter and create popular content that the press will engage with.

20th Anniversary of Harry Potter

November 2021 sees the 20th Anniversary of the filming and release of the first Harry Potter film, Harry Potter and the Philosopher's Stone, scenes from which were filmed in Gloucester Cathedral. In total, seven scenes across three of the Harry Potter films were filmed in Gloucester. We are working with Film Gloucester to capitalise on the worldwide celebrations of this, drawing interest to the City via both social and digital channels, with a series of blog posts, audience engagement and activities with partners in the City.

City Branding and Place Positioning Project

Working with experts in their field, thinkingplace Ltd, the team have led a comprehensive consultation exercise through workshops, focus groups, one-to-one conversations and surveys with over 1,000 people. The agency is now finalising the place narrative and visual assets for Gloucester and developing feedback sessions to re-engage with the people who took part in the consultation to get them to play an active part in taking it forward. There will be a launch for the new place approach in the new year and a new place ambassador scheme/board set up following the launch.

4. Income Generation

During a difficult economic climate, the Team have been able to leverage a combined income of £48,300 into the budget (through sponsorship of £16,300, plus successfully pitching for shares of the Re-opening the High Street Safely, Covid Outbreak Management Fund (COMF), the County COMF, and the Welcome Back funds totalling £32,000). Unfortunately, the grant funded money has not lowered the service budget as the spend had to match the funded amount exactly and did not allow for any officer time to be attributed to it. However, without the team in place with their knowledge of the industry and the target markets this money would not have gone very far through outsourcing to a marketing agency. As these were one off funding pots it was essential that the money delivered for the city and helped support the recovery. As the team already had the Covid19 Recovery Plan in place they were able to quickly and efficiently resource elements from this without delays (which would have been incurred by writing, issuing and scoring briefs or even going through full tender processes).

The team's success in securing sponsorship from our key partners, especially the excellent relationship that has been fostered with the BID has helped to build trust with our partners. The campaign reports and delivery has reassured the contributors that we have the expertise and knowledge to deliver on their behalf. This achievement cannot be underplayed, the ability to leverage sponsorship from partners who had previously lost their trust for tourism marketing in the city and win them over so they sponsored multiple campaigns and have expressed an interest in doing so again (as seen through the passport feedback).

The team are also well-placed to apply for funding which doesn't fit the remit for our other services such as The Cotswolds AONB Farming in a Protected Landscape Project which looks to connect communities and people with farms in the Cotswold's to help them diversify their income. The project delivers a number of strands across spanning the visitor economy and without a tourism team this funding couldn't have been leveraged into the budget. We are currently awaiting a decision from the Cotswold's AONB Farming in a Protected Landscape fund which if successful will have £9,960 worth of officer time to put against it, to help lower the service budget over this and the next financial year. The decision on this funding is expected in the middle of November (dates vary due to panel meetings).

Future for Income Generation include licensing the catenary wires within the Gate Streets for advertising and acting as the agent for this (which would see an income of £1,200), delivering the Inbound audience development for the Cathedral (already in discussions delivering £3,500) and the rest through sponsorship of campaigns (£15,000) and funding applications (£10,000).

5. The outlook for Tourism

In 2019 Tourism contributed £106 billion to the British economy & GDP and supported 2.6 million jobs (The value of tourism in England | VisitBritain). In March 2020, the pandemic saw the industry shut down completely overnight and since then has struggled to recover fully with inbound consumer confidence the hardest hit. Cities particularly suffered through the pandemic as they have the largest number of office workers, but they are also hubs for entertainment, hospitality and culture, sectors serving both residents and visitors. For these sectors, a combination of lockdowns and travel restrictions meant complete closure. Cities have been cited as being able to recover quickly (Oxford Economic). However, for the city to recover fully tourism marketing needs to be delivered by a dedicated team who know the city and are able to analyse data and implement change.

We know from The South West Research Company's Economic Impact Study last delivered in 2019 that Tourism was an important economic driver for Gloucester.

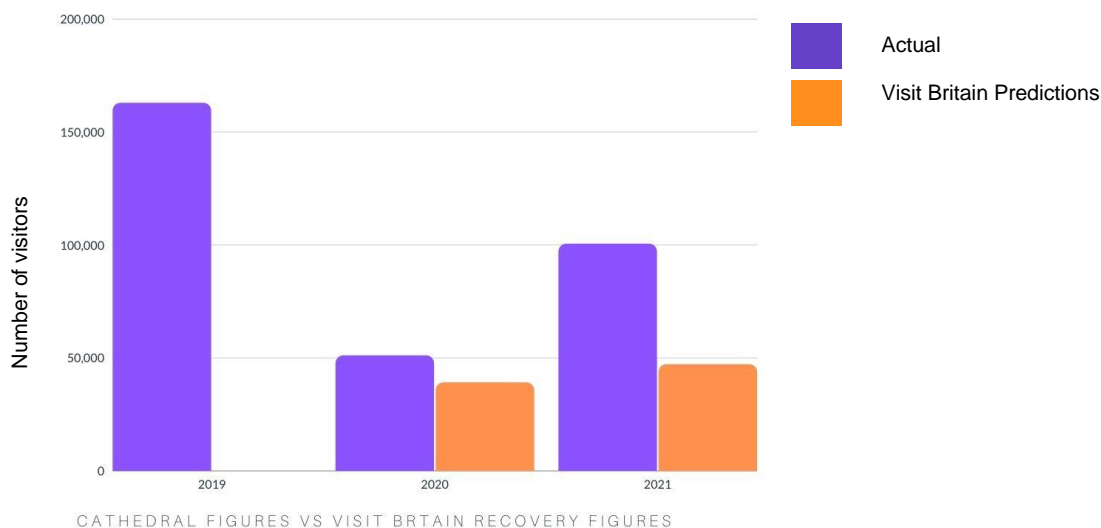
- attracted 313,000 domestic visitors to the city spending £50m in the city
- had 50,000 inbound visitors to the city spending £23m in the city

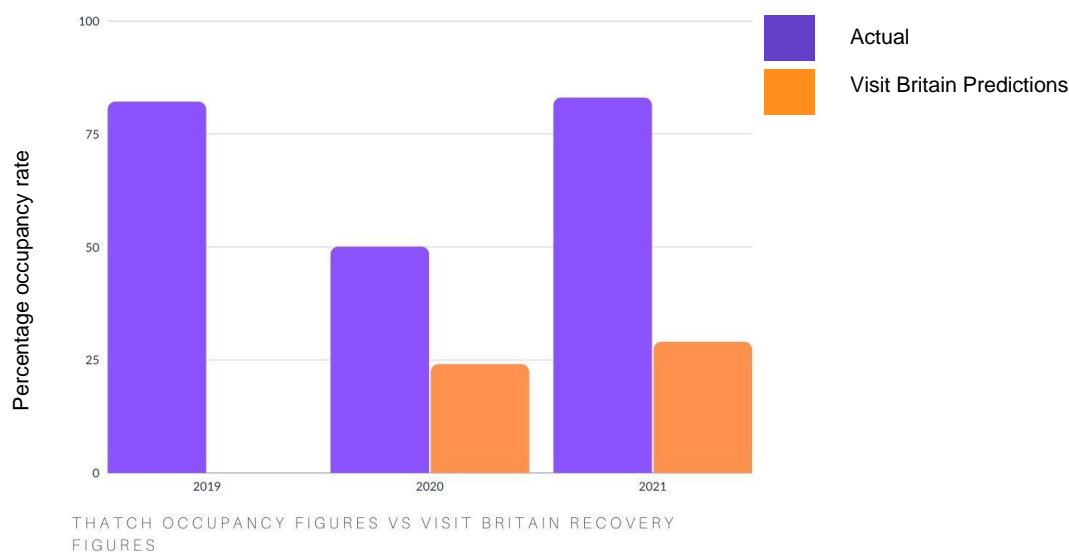
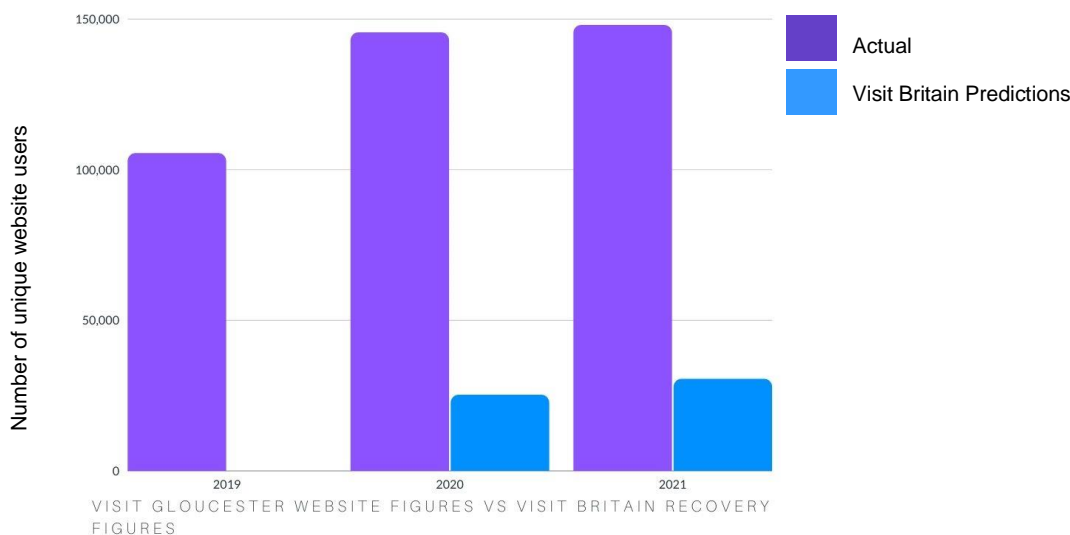
- 76% of visitors were visiting for a holiday
- 11% were visiting for business
- 12% were visiting friends and relatives
- A total of 3,438,000m day visits to Gloucester were taken attracting £140,722,000 spend in the city
- May was the busiest month for both overnight stays and day visits and spend 194,000 trips were taken with a spend of £13.3m.

Visit Britain's latest projections for inbound tourism over the next few years are:

- 2020: 76% decline in visits, 80% decline in spend on 2019 figures
- 2021: visits to only reach 29% of 2019 levels, spend to reach 23%
- 2025: overseas visitor numbers are not forecast to return to 2019 levels until 2025

We are still progressing towards a co-ordinated approach to partner data. However we can already see the impact that having an effective and dedicated tourism marketing team is having by looking at our partners recovery against what Visit Britain were predicting. We can also look at our website visitor figures as an indicator of performance. Analysing the number of users per month in 2019 vs 2021, figures have more than doubled; particularly after the new website was launched in March 2021. 73% of visits came from Google, suggesting that the content published is being well optimised for search engines.





6. The DMO Review

In May this year the Government commissioned Nick De Bois to conduct a thorough independent review of Destination Management Organisations across the UK. The full report was issued on 15 September:

(https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1011664/2585-C_The_de_Bois_Review_ACCESSIBLE_for_publication_.pdf).

The Pandemic had thrown into sharp focus the plight of smaller DMO's many of which had folded following the onset of the pandemic and the difficulties in their membership to pay their fees. Even larger organisations like the Cotswolds had to apply to Visit Britain for the DMO survival funding. There was also an emphasis on overlap, Devon in particular was cast into the spotlight as having too many DMO's (9) working in silo's delivering similar activity.

A useful synopsis of the DMO Review by Kurt Janson at the Tourism Alliance said that:

The recommendations state that DMOs should be grouped at a regional level through a lead organisation and provided with centrally funding for core activities that fit with Government priorities such as sustainability, skills, inclusive tourism and levelling up. VisitEngland would be charged with managing and supporting this new structure. The report also recommends that the Tourism Minister is elevated to a Minister of State position and either reallocating

responsibilities from other departments or the activities of teams within multiple departments to provide greater policy support.

The main recommendations for Government coming out of the review are:

Recommendation 1:

The Government should bring coherence to England's DMO landscape via a tiering approach, using an accreditation process to create a national portfolio of high performing Destination Management Organisations that meet certain criteria. I would also suggest a move away from the confusing 'DMO' term and call these nationally accredited Tourist Boards.

Recommendation 2a:

The national portfolio should then be split into two tiers – a top tier of accredited Tourist Boards acting as 'Destination Development Partnerships' or as leaders of them (these could be described as 'hubs') and a second tier of accredited Tourist Boards acting as members of these Partnerships ('spokes'). Destination Development Partnership status could be awarded to either an individual accredited Tourist Board covering a large enough geography (e.g. a city region) or to a coalition of willing accredited Tourist Boards within an area that come together under a lead Board.

Recommendation 2b:

The Government should then provide core funding to each Destination Development Partnership. The funding should be focused on activities that ensure their destination remains sustainable, competitive and responsive to high level strategic challenges identified by the Government such as those around sustainability, skills, inclusive tourism and levelling up. The Destination Development Partnership would be expected to pass down a degree of funding to accredited Tourist Boards amongst its coalition and work collaboratively with them to deliver a shared vision.

Recommendation 3:

DMOs that do not meet the national accreditation criteria should be automatically considered as part of a 'third tier'. These are likely to be small, localised Destination Marketing Organisations and the Government should minimise its engagement with them.

Recommendation 4:

As it is England's National Tourist Board, with the statutory responsibility for growing tourism at an England level, the Government should charge Visit England with responsibility for creating, maintaining and supporting this new tiered structure. It should receive sufficient funding and resources to do this.

Recommendation 5:

The Government must also change its approach, to maximise the success of the new system. There is currently insufficient appreciation of the importance and promise of the visitor economy at the top of government, leading to unfilled potential in DMOs and the wider tourism landscape. In practice, responsibility for tourism policy cuts across multiple departments, creating a confusing picture. Practical measures to address these issues could include elevating the Tourism Minister to a Minister of State position and either reallocating responsibilities from other departments to sit under that Minister or making the Minister responsible for the activities of teams within multiple departments – this latter suggestion is an established practice already in other policy areas which cut across Whitehall departments

Recommendation 6:

In order to help DMOs and Local Authorities take decisions on how best to develop the visitor economy in their local area, the Government should improve access to quality data by introducing the proposed Tourism Data Hub as a matter of urgency.

The main recommendations for DMOs coming out of the review are:

Recommendation 7:

DMOs must accept that they also have a role to play in driving forward change; it cannot just be left to the Government. To maximise the success of the new structure I have outlined, DMOs will need to take a less territorial approach, have a greater focus on collaboration, and

recognise that the current fragmentation is holding them back from acting as effective advocates for the visitor economy.

Recommendation 8:

DMOs should seek to diversify their income streams and should share and learn from examples of best practice. This will enable them to best leverage the core funding I propose, and I would expect a commitment to diversification as being an accreditation criterion.

Recommendation 9:

DMOs should have a rigorous focus on keeping the skill sets and expertise of their own staff up-to-date, particularly with respect to digital skills, so as to ensure their destination's offer continues to be sustainable and competitive.

Recommendation 10:

DMOs should have more diverse boards that fully represent their communities as well as their businesses and visitors.

Recommendation 11:

Local Enterprise Partnerships must realise the value of tourism, ensure the visitor economy is fully integrated into their economic strategies and play their full role as partners in the activities of their local accredited Tourist Board and Destination Development Partnerships. They should recognise that DMO type organisations are best placed to drive growth in regional tourism, and they should actively support them.

Recommendation 12:

Local government – be that a District Council, County Council, Mayoral Combined Authority or any other formulation – must also realise the value of tourism and should strive to play their part in supporting their accredited Tourist Board and Destination Development Partnership. They should accept that for DMOs to be at their best, they need to be public/private/community partnerships, not based solely in a Local Authority but working in close partnership with them. They should also involve their DMO in any policy decision-making affecting the visitor economy.

The next step in the process is that the Government will respond to the findings and decide whether to adopt and implement any, some or all of the recommendations. It is unlikely that all recommendations will be passed but we can expect some of the report's suggestions to be implemented within the next 5 years.

What this means for Visit Gloucester

Visit Gloucester and the Tourism and Destination Team would likely be a strong 3rd tier category of DMO's. Without partnering with another tier 3 DMO it is likely that would remain in this category for the long term. This would mean we would no longer by ourselves be eligible for funding from Visit Britain. However, no funding had been given directly to Marketing Gloucester or Gloucester City Council from Visit Britain. The service is able to access marketing support through Discover England Funded Projects (US Connections and Uncover the Cotswolds) through larger DMO's, so it is unlikely to change our position significantly. We will continue to leverage income through other funding streams as listed in income generation.

In the short term we will continue to work toward the recommendations listed for DMO's especially around forging meaningful collaborative networks and working with the other DMO's, LEP and the BID.

Following the DMO review both Visit West (who own and manage Visit Bristol and Visit Bath and their convention bureaux) and The Cotswold Tourism Partnership (who own and manage Visit Cotswolds) who expressed an interest in becoming one of the 25 Destination Development Partnerships would be interested in subsuming Visit Gloucester into their partnerships. The brand would fit with either of these proposed partnerships and has excellent relationships with both, however location suggests that Cotswold's would be a more

comfortable fit. How that relationship would work will be the course of discussion over the next 3-5 years.

7. Stakeholder Research and Feedback

In August 2020 we commissioned Flying Geese to lead consultation with our key partners in the city to gauge their feel should happen to the service past 2022.

A range of Stakeholders were interviewed from all sections of the Visitor Economy and asked 3 questions about the service designed to draw out what their experience has been and what they would like to happen to the service past March 2022. Here is a synopsis of the report:

1) What has been your experience of the service to date?

a. How would you rate the service in terms of communications and service of the team?

It is almost unanimous that the new team at the DMO over-achieved all expectations. Their presence, their availability, their enthusiasm, their proactiveness is abundant and it has really changed the pass across the City. Much needed and very welcome.

b. What results has your business seen from the team, for example, an increase in visitor numbers, increased brand awareness, more website referrals etc

In a Covid year, it is difficult to evaluate, however, the consensus is that without the new team, and their activity, things would be a lot worse. The Passport and the other trails have visibly brought visitors to locations, and one stakeholder noted that 25% of these visitors spent money while there. Branding and quality has been superb. The provision of the Visit Gloucester website has provided a much-needed resource for the city.

c. Where do you see areas of improvement?

There is a lack of clarity over the purpose of what the DMO is supposed to do. How does what the DMO do differ from the BID, Gloucester Culture Trust, or So Glos.

There is a real need across the city for data collecting and data sharing, and organisations are needing to have evidence of the reach and impact of the campaigns that are being run.

There is concern that the DMO is not representing lower-level cultural events that appeal to residents - for example, acoustic music in pubs and bars, and although this won't act as the stimulus that will 'bring in the tourists', it will encourage the tourists to 'stay' in Gloucester rather than 'visit' Gloucester just for a day. Representing these events will also build pride amongst residents.

The DMO should use its power to lobby other council services, and other key stakeholders, about the value of culture in the city.

2) What are your views on the future of the service?

a. Would you like it to continue in the same vein as it is currently, or do you have other suggestions?

There are concerns that if the DMO service continues as a Council Service, decisions made will be influenced by politics. Although there is little evidence that this is happening, there is concern that it will happen. (City of Culture has been cited many times by many stakeholders). But all things considered, remaining part of the council is considered to be the safest bet, as the council has a duty to offer this service - and even at arm's length - the council would be so heavily involved, it may as well remain part of the council anyway.

A membership scheme is worrying to many people, because the same big players would be able to afford it, and the same smaller ones would not. and there is a concern about what the membership would get them, that is different to the BID and the Council Levy. However, there is a need for income, and 'project based marketing packages' would suit the majority of stakeholders. This would enable smaller stakeholders, whose income goes up and down, to buy marketing support when they have project-based funding.

There are concerns that being a Council DMO, there is a preference towards only marketing the 'sparkly events' of the city, and therefore It is suggested that the marketing activity for these project-based customers, is outsourced to another agency, to both help with capacity and permit activity associated with more challenging, grungy, gritty events.

3) Would you like the Tourism Destination Marketing Office to concentrate on in the future?

a. What would you like the service to focus on?

- Data collection and interpretation - city wide, and partnership sector support.
- Proof and evidence of campaign results of reach
- Lobbying stakeholders to demonstrate the value of culture. To be on a mission to make more people value the sector
- Bringing influencers - from other cities who are getting it right - to give presentations to key stakeholders and other council members. For example, organise a presentation from a previous city of culture, to key people, before deciding to go for City of culture, as the presentation would get buy-in from the start
- Tourism marketing, national and international reach, tours, groups, international trade

There is Debate amongst stakeholders about the DMOs role in the smaller events representing the City. It is Flying Geese' opinion that GCT should fill this gap. However, this is not a report for GCT.

b. How would you like the service to behave?

Concerns that the current availability - which is superb, will eventually become unmanageable. They don't want it to change, but there are concerns for the team and stamina.

More regular presentation type meetings where results and data and forward plans are shared

People don't know about the 'board' and therefore think that one needs to be put in place. Recommendation here is to use the 'board' to hold meetings with their sector representatives to gather views etc and then feedback to DMO.

8. Options Appraisal

Three key options have been identified; these are:

- **Option 1: External Destination Management Organisation with membership**
Visit Gloucester announce their intention to start charging their partners a 'membership' fee on a sliding scale for businesses. Suggested rates: (based on Marketing Cheltenham membership) Large partners such as the Rugby Club, Cathedral would pay £795 per year, medium sized organisations would pay £495 per year and small organisations would pay £250 per year.
- **Option 2: Don't have a Tourism and Destination Marketing Team**
The contracts for the team end in March 2022. The website and information are maintained by either Central Comms for the Council or Cultural Services marketing leads. The BID is given responsibility for business support for the visitor economy. Festivals and Events outsource their event marketing and PR.
- **Option 3: Retain the Tourism and Destination Team in house**

The Tourism and Destination team will continue to be incubated by Gloucester City Council and grow the visitor economy in the city for the next three years. The current staff contracts are extended by three years. After this time, we will review the post DMO Review landscape to see which Destination Development Partnerships (DPD) have been created and look to be part of their Tier 3 offer. It is likely the DPD structure will remove a layer of management and that only our content and marketing officers will be retained by the DPD.

These options are evaluated in the table below.

8. Options Appraisal

	Option 1: External Destination Management Organisation with membership	Option 2: Don't have a Tourism and Destination Marketing Team	Option 3: Retain the Tourism and Destination Team in house
Pros	<ul style="list-style-type: none"> • Diversifies income. • Would concentrate on maintaining and building relationships with our big players in the city as the biggest potential for earning. • Support for the Visitor Economy continues through partner relationships, promotion and research and the Visitor Economy in the city prospers. • A Destination Management Plan is created that informs growth as a Destination for Gloucester. • Promotion of the city continues in a way that complements the brand of Gloucester, and drives footfall and overnight stays into the city. • Inbound audience development continues through forging excellent travel trade relationships and the city begins to see growth its inbound audience and associated spend in the city increases. • Doesn't get swayed by political will. • Research conducted by our partners is brought together by the team and analysed to inform marketing strategies. • Supporting the Visitor Economy's recovery creates new jobs in the city and contributes to Gloucester as a thriving city. 	<ul style="list-style-type: none"> • Reduces staffing budget for Gloucester. • Head of Culture has less direct reports and can focus time on cultural infrastructure. 	<ul style="list-style-type: none"> • Support for the Visitor Economy continues through partner relationships, promotion and research and the Visitor Economy in the city prospers. • Continues to support Gloucester City Council's Cultural Marketing Officers in their development. • A Destination Management Plan is created that informs growth as a Destination for Gloucester. • Gloucester's increasingly positive brand and reputation are protected and enhanced. • Promotion of the city continues in a way that complements the brand of Gloucester, and drives footfall and overnight stays into the city. • Funders recognise the city as one that invests in itself and its brand and are more willing to support projects in the city. • The team continues to work closely with the Economy and Development Team and Gloucester's reputation for business is enhanced and more businesses bring their companies into the city. • Inbound audience development continues through forging excellent travel trade relationships and the city begins to see growth its inbound audience and associated spend in the city increases. • Event marketing is undertaken with the Council's Festivals and Events Team. It is

	Option 1: External Destination Management Organisation with membership	Option 2: Don't have a Tourism and Destination Marketing Team	Option 3: Retain the Tourism and Destination Team in house
			<p>carefully curated, and targets researched audiences and footfall to events increases.</p> <ul style="list-style-type: none"> • Research conducted by our partners is brought together by the team and analysed to inform marketing strategies. • Supporting the Visitor Economy's recovery creates new jobs in the city and contributes to Gloucester as a thriving city.
Cons	<ul style="list-style-type: none"> • Requires a lot of administrative support (Visit Cotswolds employ a full-time person just to deal with Membership administration) • Many of our existing partners are struggling financially and would not pay • The income we could generate would not cover one member of staff time (based on 30% of our 180 partners paying an average of £500 a year) £27,000 • We are still a growing brand in the city, having had to rebuild from scratch last year • Would compete with the BID's levy payers • We would be beholden to the big players in the city such as The Quays, Cathedral and Gloucester Rugby, who have large enough numbers of staff, that would not need our help as much as our smaller partners • We would still require the same level of support from the council as the admin time would subsume all income 	<ul style="list-style-type: none"> • It could jeopardise the level of funding we could leverage into the city, especially as the Arts Council have recently announced they want to fund Place-based arts and culture projects • The T&D team spend a week a month talking to our partners. Support for our partners would suffer leading to businesses closing or moving elsewhere • Programming in the city suffers from not being joined up as partners don't know what each other are working • Without promotion, footfall to the city declines, retail suffers, and we see more empty shops, the high street is unappealing • Gloucester receives less press coverage as a prospering destination, fewer businesses want to bring their companies here, the economy of the city suffers • The branding work we have invested heavily in suffers and the narrative isn't adopted by the key players. Gloucester's 	<ul style="list-style-type: none"> • Gloucester City Council has to find additional funds to support the service. • By extended staff contracts and not making them permanent, staff do not get the benefits of being a permanent employee of the council, which may affect morale. • Toward the end of the three years, you are likely to see staff leave as job security past March 2025 isn't guaranteed.

	Option 1: External Destination Management Organisation with membership	Option 2: Don't have a Tourism and Destination Marketing Team	Option 3: Retain the Tourism and Destination Team in house
	<ul style="list-style-type: none"> • Would skew the way we promote the city to benefit our partners which would undo a lot of the work of the branding project • Programming in the city suffers from not being joined up, as we would only know about what our members are working on 	<p>brand is undermined and is confusing for visitors and investors</p> <ul style="list-style-type: none"> • Outsourcing the event marketing to agencies is expensive and any saving from the Tourism and Destination Team costs could be swallowed up by this • Outsourcing the marketing to agencies requires excellent contract management and would put extra pressure on the Culture Team. • No team available to attend Travel Trade events would a slower return of international audiences to the city and perhaps never to the same numbers as in 2019. Inbound audiences spend on average 2.5X more money than domestic • The Tourism and Destination Team spend a lot of time researching current and future audiences for Gloucester and sharing the data with our partners. Partners are less informed about potential and the current audience's marketing budget is spent unwisely and visitor figures drop. • If Gloucester decided in the future to have a DMO again, everything would have to be set up from scratch again a lengthy undertaking. • Puts pressure on the Council's Comms Officer to deliver all communications for the city including Festivals and Events, opportunities get missed. 	
Timelines	12-16 months	4 months until March 2022	3 years until March 2025
Effort/Cost	Admin person on Grade C £24,651.28	Low effort as all staff is on fixed term contracts, however the costs for outsourcing	Low effort as all staff is in post and are aware of and in and support of this proposal. The

	Option 1: External Destination Management Organisation with membership	Option 2: Don't have a Tourism and Destination Marketing Team	Option 3: Retain the Tourism and Destination Team in house
		event marketing could be somewhere in the region of £150,000 so the total saving would be £59,000 and the risk to Gloucester's recovery is high.	Tourism and Destination Manager is aware that her management level role is unlikely to be subsumed into the new DDP and is happy with the risk this poses. The costs to the council each year are roughly £220,000.

9. Budget

If the recommendation is accepted and **Option 3** adopted then the forecast budget requirement for 2022-23 would be £666,700. This budget would allow the continuation of the destination management activity at the same level as for 2021-22 but without the benefit of the grant funds received from the “COMF”, “Welcome Back” and “Re-Opening the High Street Safely” funds. As such additional income sources will need to be explored and secured.

The partnerships developed during 2021-22 with Gloucester BID, the Gloucester Quays, and Gloucester Cathedral would be strengthened with the aim of developing further successful partnership campaigns similar to the Gloucester Summer Passport scheme during July-August 2021. Opportunities to build stronger partnerships with the other key organisations to the City’s visitor economy will continue to be explored and collaboration regarding marketing activities.

There will also be close collaboration with the Council’s Events, Economic Development and Communications teams to leverage the maximum value for money from the Council’s overall budget for communications and marketing. This collaborative approach will allow synergies to be built across the organisation to allow the Council to build strong bids for the various funding streams that present themselves over the year.

During 2022-23 the regeneration of King’s Square and the Forum development will enhance the attractiveness of Gloucester as a visitor and economic destination. The in-house Destination Marketing Team will represent a strong investment in ensuring the appropriate wider-messaging surrounding these projects.

The team has an income target of £31,200 which will be achieved through sponsorship of marketing campaigns, audience development support for organisations and grant applications.

The breakdown of the budget for 2022-23 is suggested here:

INDEX		
	Income	Forecast Spend 22-23
Salaries		£ 137,442.96
Photography and Film		£ 8,000.00
Design		£ 10,800.00
Inbound Marketing		£ 3,295.00
Domestic Marketing		£ 25,000.00
Website Development		£ 8,800.00
Market Research		£ 4,650.00
Digital Promotion		£ 15,100.00
Training		£ 2,500.00
Travel		£ 2,500.00
Income Target	£31,200	
Total	£ 31,200.00	£ 218,087.96

10. Recommendation

That the Tourism and Destination Team are retained within the City Council for the next three years until March 2025 whilst keeping a close eye on the how the recommendations from the DMO review are adopted. We will commission an independent review in financial year 2023-24 before starting formal discussions with relevant Destination Development Partnerships. We will write a business case that positions Visit Gloucester as strong Tier 3 DMO. To do this we will continue to embody the characteristics of a successful DMO as identified by Visit Britain.

The characteristics of a successful DMO can be defined as:

- Strategic leadership - A clear destination management Plan or Tourism Strategy and secure funding. Visit England suggest this is ideally from a combination of commercial income and local authority grants.
- Branding - A defined geographical area which recognises visitor boundary and combines smaller destinations where relevant
- Strong support from and for local businesses
- Balances the needs of residents and visitors
- Strong partnership and collaboration with local and national decision makers - (LA's, LEP, Visit Britain and Visit England)
- Understanding of domestic and international visitors and where the DMO fits into the national regional picture

We would operate on a lean budget as set out above which after 2022-23 only increases with inflation each year.

