

Gloucester City Council

Meeting:	Cabinet	Date:	12 September 2018
Subject:	Great Place Project – Festivals & Events Review		
Report Of:	Cabinet Member for Culture and Leisure		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
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Appendices:	None		

FOR GENERAL RELEASE

1.1 Purpose of Report

To set out the main recommendations from the Gloucester Culture Trust-commissioned Review of Festivals & Events in Gloucester and to consider the implications for the City Council in terms of its contribution to the delivery of these recommendations.

2.0 Recommendations

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

- (1) the Review of Festivals & Events in Gloucester be welcomed as a useful insight to further improve the cultural offer in the City and further its ambition to become City of Culture in 2025.
- (2) the City Council will join the Strategic Events Partnership to consider and, where appropriate, take forward the more detailed proposals outlined in the review.

3.0 Background and Key Issues

- 3.1 As part of the Great Place project (Strand 6), in 2017 Gloucester Culture Trust (GCT) commissioned Festival & Events International (FEI) to carry out a review of Major Festivals and Events in Gloucester. It published the resulting report and recommendations in February 2018. In essence, the report says there is lots of great activity going on but there is potential for this to be so much better.
- 3.2 GCT subsequently published a Festivals & Events Action Plan, detailing proposals for responding to the report's recommendations. These recommendations are the Trust's professional view on how to make things better. They support the delivery of Gloucester Culture Strategy and the Council's ambition to become City of Culture 2025.

- 3.3 GCT needs to leverage everyone's influence and resources to take forward the recommendations and it wants to set up a Strategic Partnership to do this. Gloucester City Council is identified as a key player in this and is also one of a number of players involved in delivering some of the other proposed actions.
- 3.4 The Trust has recruited a Strategic Producer: Festivals & Events, to lead on taking the recommendations forward. This activity will also form part of the Great Place project (Strand 6).
- 3.5 In broad terms, the recommendations and actions cover three areas:
1. Improving the strategic framework for festivals and events now and in the future
 2. Improving the current festivals and events offer
 3. Meeting gaps in the current festivals and events offer.

These proposals are summarised below, along with the implications for the Council where known.

1. Improving the strategic framework for festivals and events now and in the future.

- The key recommendation in this section of the review is the proposal to create a new Strategic Events Partnership. Initially, this will comprise representatives from the City Council, Gloucester Culture Trust and Marketing Gloucester Ltd and its role will be to clarify roles and responsibilities, sharpening the distinction between:
 - MGL as a delivery organisation with responsibility for event production, marketing and fundraising; and
 - GCT as the body entrusted by the Council and its partners to drive the City's cultural strategy and creative development, commissioning content and building capacity.
- It is proposed that Councillor James (for MGL), Councillor Noakes (GCC), Jonathan Lund (GCC), Jason Smith (MGL), Anne Cranston and Hollie Smith-Charles (GCT) will form the initial membership of the Strategic Events Partnership.
- In due course the intention is that, with fresh clarity about the respective roles and expected performance of GCC, GCT and MGL, the Strategic Partnership will be broadened to include other organisations with a strategic stake in Gloucester's Festivals and Events such as Gloucester Quays, the Cathedral and the BID.
- The Strategic Events Partnership will be equipped with data drawn from an agreed, objective, evaluation framework that informs pre-event decision-making and post event evaluation. Investment will be needed to develop the framework and collect and analyse the data. GCC and MGL will need to support GCT to develop a suitable evaluation framework.
- Other recommendations in this section of the review included:
 - a City-wide marketing strategy is needed to promote all of the City's festivals and events in a holistic, co-ordinated and curated way, so success and impact is shared, and audience reach is broadened.
 - that the Gloucester Culture Trust produce an outward facing annual report on festivals and events to showcase the achievements and attract more partners.

- That a small commissioning fund be established to encourage new independent producers to develop innovative festival and events which will broaden the City's offer.

2. Improving the current festivals and events offer

- Recommendations in this section of the review included:
 - Exploring how existing signature and Growth Events (such as Tall Ships, History Festival, Strike-a-Light, Urban Weekender (Kings Jam), Three Choirs and Crucible) can be further developed.
 - Exploring options to similarly develop the Carnival in Gloucester Park, the R&B Festival, the Quays Food Festival and the Retro Festival.
 - Developing a fundraising strategy and an audience development strategy.
- These options will be considered and pursued via the Strategic Events Partnership and in discussion with events organisers.

3. Meeting gaps in the current festivals and events offer.

- Recommendations in this section of the review included:
 - Supporting the development of a new outdoor arts festival
 - Exploring the development of a new Winter festival, possibly incorporating the existing Christmas Market, lantern Parade and Strike-a-light/Guildhall/Blackfriars programme.
 - Working with Three Choirs Festival (TCF) to develop live screening event(s) in the City, especially in the 'non-Gloucester' years.
- Again, these recommendations will be considered and where appropriate pursued via the Strategic Events Partnership and in discussion with events organisers and other partners as necessary.

4.0 Asset Based Community Development (ABCD) Considerations

The proposed Strategic Partnership will pave the way for collaborative working, including with local communities that has the potential to significantly improve Gloucester's festivals and events offer.

5.0 Alternative Options Considered

- 5.1 None considered. The proposed activity is part of the City Council's Great Place project.

6.0 Reasons for Recommendations

- 6.1 The proposed activity is part of the City Council's Great Place project, and supports the Council's stated aspiration to bid to become City of Culture in 2025.
- 6.2 The proposed activity should lead to a city-wide festivals and events programme that benefits local people and tourists alike.

7.0 Future Work and Conclusions

- 7.1 Participation in the proposed Strategic Events Partnership to take forward more detailed planning to improve and diversify Gloucester's festivals and events offer.

8.0 Financial Implications

- 8.1 None at this stage. The Strategic Events Partnership may make recommendations for contributions in cash or in kind from its member partners to implement its recommendations. These will need to be considered and agreed by those respective partner organisations, including the Council, at that time.

9.0 Legal Implications

- 9.1 A partnership agreement will need to be entered into by the partners, who are initially the City Council, Marketing Gloucester Limited (a company wholly owned by the City Council) and Gloucester Culture Trust (an independent charitable incorporated organisation), to set out the partnership's terms of reference. The partnership will not be a legal entity and it will not have any powers to make decisions on behalf of the partners; matters requiring a decision (such as to provide grant funding) will need to be made by the relevant partner(s) in accordance with its decision making process.

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

10.0 Risk & Opportunity Management Implications

- 10.1 There are no specific risks associated with this report.

11.0 People Impact Assessment (PIA) and Safeguarding:

- 11.1 The proposals will help to diversify Gloucester's festivals and events offer, enabling more and a wider range of people to engage in cultural activity, with associated wellbeing benefits.
- 11.2 The PIA Screening Stage was completed and did not identify any potential or actual negative impact, therefore a full PIA was not required.

12.0 Other Corporate Implications

Community Safety

- 12.1 None

Sustainability

- 12.2 None

Staffing & Trade Union

- 12.3 None

Background Documents: None