



## Overview and Scrutiny Committee

**Meeting: Monday, 4th January 2021 at 6.30 pm in Virtual Meeting**

<b>Membership:</b>	Cllrs. Coole (Chair), Ryall (Vice-Chair), Bowkett, Dee, Finnegan, Hilton, Hyman, Lewis, Organ, Pullen, Stephens, Taylor, Toleman, Tracey, Walford and Wilson
<b>Contact:</b>	Democratic and Electoral Services 01452 396126 <a href="mailto:democratic.services@gloucester.gov.uk">democratic.services@gloucester.gov.uk</a>

### AGENDA

	<p><b>VIEWING ARRANGEMENTS FOR REMOTE MEETINGS</b></p> <p>View the meeting here: <a href="https://bit.ly/2WBsfZw">https://bit.ly/2WBsfZw</a></p> <p>The meeting is being broadcast live using Microsoft Teams. We recommend that you install the Microsoft Teams app on your device for the best viewing experience.</p> <p>If viewing via a web browser, please note that this is not possible if using Safari; instead please download the Microsoft Teams app or the Microsoft Edge browser.</p> <p>Further advice on accessing meetings through Teams, is available here: <a href="https://support.office.com/en-us/article/Attend-a-live-event-in-Teamsa1c7b989-ebb1-4479-b750-c86c9bc98d84">https://support.office.com/en-us/article/Attend-a-live-event-in-Teamsa1c7b989-ebb1-4479-b750-c86c9bc98d84</a>.</p>
<b>1.</b>	<p><b>APOLOGIES</b></p> <p>To receive any apologies for absence.</p>
<b>2.</b>	<p><b>DECLARATIONS OF INTEREST</b></p> <p>To receive from Members, declarations of the existence of any disclosable pecuniary, or non-pecuniary, interests and the nature of those interests in relation to any agenda item. Please see Agenda Notes.</p>
<b>3.</b>	<p><b>DECLARATION OF PARTY WHIPPING</b></p> <p>To declare if any issues to be covered in the Agenda are under party whip.</p>
<b>4.</b>	<p><b>MINUTES</b> (Pages 5 - 18)</p> <p>To approve as a correct record the minutes of the meeting held on 7<sup>th</sup> of December 2020.</p>
<b>5.</b>	<p><b>PUBLIC QUESTION TIME (15 MINUTES)</b></p> <p>To receive any questions from members of the public provided that a question does not relate</p>

	<p>to:</p> <ul style="list-style-type: none"> <li>• Matters which are the subject of current or pending legal proceedings, or</li> <li>• Matters relating to employees or former employees of the Council or comments in respect of individual Council Officers</li> </ul> <p><i>If you would like to ask a question at this meeting, please contact <a href="mailto:democratic.services@gloucester.gov.uk">democratic.services@gloucester.gov.uk</a> as soon as possible and by Tuesday 29<sup>th</sup> of December 2020 at the latest.</i></p>
<b>6.</b>	<p><b>PETITIONS AND DEPUTATIONS (15 MINUTES)</b></p> <p>To receive any petitions and deputations provided that no such petition or deputation is in relation to:</p> <ul style="list-style-type: none"> <li>• Matters relating to individual Council Officers, or</li> <li>• Matters relating to current or pending legal proceedings</li> </ul> <p><i>If you would like to present a deputation or petition at this meeting, please contact <a href="mailto:democratic.services@gloucester.gov.uk">democratic.services@gloucester.gov.uk</a> as soon as possible and by Tuesday 29<sup>th</sup> of December 2020 at the latest.</i></p>
<b>7.</b>	<p><b>OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME AND COUNCIL FORWARD PLAN (Pages 19 - 42)</b></p> <p>To receive the latest version of the Committee's work programme and the Council's Forward Plan.</p>
<b>8.</b>	<p><b>REVENUES AND BENEFITS CONTRACT (Pages 43 - 48)</b></p> <p>To receive the report of the Head of Policy &amp; Resources.</p>
<b>9.</b>	<p><b>FESTIVALS AND EVENTS PROGRAMME (Pages 49 - 68)</b></p> <p>To receive the Cabinet Member for Culture &amp; Leisure's update on the 2021-22 Festivals &amp; Events Programme.</p>
<b>10.</b>	<p><b>DATE OF NEXT MEETING</b></p> <p>Monday 1<sup>st</sup> of February 2021.</p>

  
**Jon McGinty**  
**Managing Director**

**Date of Publication: Tuesday, 22 December 2020**

## NOTES

### Disclosable Pecuniary Interests

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

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

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

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

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

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

### **Access to Information**

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### **Recording of meetings**

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

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



## OVERVIEW AND SCRUTINY COMMITTEE

**MEETING** : Monday, 7th December 2020

**PRESENT** : Cllrs. Coole (Chair), Ryall (Vice-Chair), Bowkett, Dee, Finnegan, Hilton, Hyman, Lewis, Organ, Pullen, Taylor, Toleman, Tracey, Walford and Wilson

### **Others in Attendance**

Councillor Cook, Leader of the Council and Cabinet Member for Environment

Councillor Norman, Deputy Leader and Cabinet Member for Performance and Resources

Councillor Morgan, Cabinet Member for Culture and Leisure

Councillor Melvin, Cabinet Member for Economic Recovery & Growth

Councillor Watkins, Cabinet Member for Communities and Neighbourhoods

Councillor Gravells, Cabinet Member for Planning and Housing Strategy

Head of Policy and Resources & S 151 Officer

Head of Cultural Services

Head of Communities

Accountancy Managers

Policy & Governance Manager

Democratic & Electoral Services Officer

**APOLOGIES** : Cllrs. Stephens

### **1. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **2. DECLARATION OF PARTY WHIPPING**

There were no declarations of party whipping.

### **3. PUBLIC QUESTION TIME (15 MINUTES)**

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There were no public questions.

**4. PETITIONS AND DEPUTATIONS (15 MINUTES)**

There were no petitions and deputations.

**5. MONEY PLAN 2021- 2026 & BUDGET PROPOSALS FOR 2021/22**

- 1.1 The Chair invited the Leader of the Council, Councillor Cook, and the Deputy Leader, Cabinet Member for Performance and Resources, Councillor Hannah Norman, to address the Committee.
- 1.2 Councillor Cook provided an overview of the draft detailed budget for 2021/22 and the longer term plans up until 2026. He outlined that there were uncertainties regarding future incomes, expenditure and ultimately, the year-end position for 2020/21. Moreover, that the prudence exercised in past money plans meant that there were no savings made in last year 's budget, and none were expected to be made in next year 's budget. Nonetheless, like other authorities, the COVID-19 pandemic had impacted the City Council 's finances this year, although Gloucester City Council was perhaps in a better position than others. Whilst the Council had been forced to identify some savings, it was not expected that these would have an impact on staffing levels or reduce the Council 's ambitions. For example, regeneration plans such as Kings Square and Kings Quarter redevelopment would be continuing. Moreover, some means of increasing income had also been identified. Councillor Cook then highlighted that cross-party input on the budget such as at the meeting at hand would be welcomed before the budget was finalised in February 2021. Likewise, residents' views were also welcomed, and there would be an opportunity for them to have an input on the budget. Lastly, he thanked Officers who would be involved in its preparation.
- 1.2 Councillor Norman outlined that local government and particularly second-tier authorities continued to face a tough outlook, and this had been exacerbated by the pandemic. However, she added that Gloucester City Council had received over £2 Million in grants from central government to assist with increased spending due to the pandemic, in addition to claims for lost income. Furthermore, Councillor Norman outlined that due to the uncertain nature of 2020, the year-end position and hence the opening of the figures for the council general fund had been estimated by the finance team in consultation with all departments of the council. Additionally, as a result of the pandemic, central government had not completed a full spending review this year, and hence a one-year settlement would be provided. A financial settlement was expected before Christmas, and thus the proposals in front of members were only draft and could change significantly prior to the Council 's budget meeting in February 2021. Councillor Norman highlighted that if the Council received a greater than anticipated settlement, a budget equalisation reserve would likely need to be established to assist with managing any potential additional pressures on the Council's finances in the short to medium term. Likewise, there were various assumptions within the money

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plan including the need to draw down on the Business Rates reserve and the increase of council tax by £5 or 2%. Salary increase assumptions had also been changed following the Chancellors' announcement on public sector pay in November. Lastly, Councillor Norman echoed the Leader 's comments thanking staff who had assisted in the creation of this draft budget and money plan proposals, and particularly the S.151 Officer.

- 1.3 Councillor Norman and The Head of Policy & Resources responded to Committee Members' questions as follows. In response to Councillor Ryall 's query about how risk was assessed as part of the budget, The Head of Policy & Resources explained that this was done using a 4 by 4 risk matrix of impact and likelihood. For this, it was about recognising that recovery may not be as well as expected. In answer to Councillor Haigh 's question about income from commercial activities, he outlined that the income from this was in the net budget requirements. Indeed, when investments for this were made, it was outlined that the income would be placed in the sinking fund. Page 23 of the agenda included the breakdown of the figures which would also be included in the final budget. However, a breakdown could be provided to the Committee. Regarding the general fund, Councillor Norman advised that the budget was a balancing act between provision for services with the portfolios as well as the financial stability and security of the Council moving forward. For the present budget, a reduction was expected in the general fund over the reduction predicted in last year 's budget, and thus it would be prudent to pay into this fund to ensure that the Council had a working capital for the Council to be able to draw-down as required. The Head of Policy & Resource added that there was a surplus of £589,000 when the budget was set from the new homes bonus. This was not planned to be included in the general fund but rather into earmarked reserves each with a specific purpose of use such as a marketing, climate change and organisational reserves. In sum, the general fund was being kept at a size appropriate for Gloucester City Council. Finally, in answer to Councillor Wilson's query, Councillor Norman outlined that she was satisfied with the increase in the general fund and earmarked reserves based on Officers' advise on the best level to work towards.

### **Economic Recovery & Growth Portfolio**

- 1.4 The Cabinet Member for Economic Recovery & Growth, Councillor Melvin, advised that she currently had 6 FTE (Full Time Equivalent) staff with 1 soon to be vacant post within her portfolio.
- 1.5 She outlined that there were no specific budget pressures for 2021/22 in her portfolio although income from markets and licensing would need to be kept under review given the likely impact of COVID-19 on a number of sectors next year.
- 1.6 Moreover, Councillor Melvin noted that there were no proposed budget savings in her area for 2021/22.

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- 1.7 She noted that there were no new budgeted income streams in her area for 2021/22, although she would continue to work with officers to increase income through the markets service in particular. Indeed, there were some proposed ideas to generate additional income.
- 1.8 Councillor Melvin noted the priorities for her portfolio for 2021/22 as follows. Firstly, driving up quality and income at the Indoor Market. Secondly, delivering on a number of discrete projects arising from the Economic Recovery Task and Finish Group. This would include working with GFirst LEP, Colleges and other training providers to ensure that Gloucester residents could benefit from the jobs being created at The Forum. Thirdly, working with the Business Improvement District, LVA and others to ensure that businesses were fully sighted on growth opportunities as the City emerged from the COVID-19 crisis. Fourthly, continuing to work with officers and businesses to develop more efficient processes for vehicle and premises licensing building on the success of the current pilot with the taxi trade. Finally, a main priority would be promoting the re-purposing of vacant and underused space to support the vision to repurpose & reimagine the City Centre and surrounding areas.
- 1.9 Councillor Melvin, the Head of Policy & Resources and the Head of Place then responded to queries from Committee Members as follows. Firstly, in answer to Councillor Hilton 's query it was outlined that the Council collected levy payments on behalf of Gloucester BID with the Council also paying its own levy. Further details about where this could be found in the budget would be shared with Committee Members. Secondly, responding to Councillor Wilson, Councillor Melvin explained that there were a number of monetary and non-monetary initiatives to increase footfall in the City Centre, both equally as important as the other. Thus, any increase in parking charges should not deter people from coming to the City Centre. Thirdly, in relation to Councillor Pullen 's query about increasing footfall at Eastgate Indoor Market, Councillor Melvin advised that ideas for this included new branding and increasing the number of new businesses to the Market. Lastly, in answer to Councillor Haigh 's question, Councillor Melvin advised that work had started to signpost people to the Market from other parts of the City with further plans for this in the future.

**Performance & Resources Portfolio**

- 1.10 The Cabinet Member for Performance & Resources Councillor Norman advised that current staffing levels within her portfolio were 55.7 FTE in post with 12.7 FTE vacancies. These figures included 9 apprentices recorded against HR but used across different portfolios.
- 1.11 She outlined that there were several financial pressures as a result of the COVID-19 pandemic. Firstly, whilst the digital transformation programme had seen through the Council's ability to adapt and continue to provide an excellent customer service to residents, this had also led to additional software license maintenance costs to ensure the ongoing effective



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operation of the Council's IT platforms. Overall, it had led to an ongoing revenue pressure of £125,000. Moreover, the uncertainty caused by the COVID-19 pandemic would potentially impact the Council 's future income streams. This included for example income from Parking and Commercial Properties which was affected by any lockdowns and the speed at which the economy recovered. As such, there was potential for the income figures included in the budget to be subject to variations which could lead to potential financial pressures on the Council. These pressures would be managed as they arose in a similar fashion to the pressures in 2020. Finally, the current budget figures were presented based on the median expected outcome; and the consideration that the Government would continue to support local authorities through the pandemic.

- 1.12 Regarding proposed budget savings, Councillor Norman highlighted that the move from the Herbert Kimberley and Philpotts Warehouses had been completed in 2020, generating savings of £200,000 in 2021/22. Similarly, the extension of the Revenues & Benefits services contract was being negotiated, and was expected to provide a saving of £100,000 in 2021/22. Furthermore, steps were underway to reduce the number of pool vehicles held in the Car Club at an estimated saving of £7,000 per annum. Alongside this, other proposed savings included; a review of the support levels required at the corporate level with the aim of making savings of £30,000, a proposal to stop printing City Life magazine and to enhance the digital offering with online advertising to create net savings of £4,000, changes to the Human Resources service contracted levels with the County Council which had been agreed to generate savings of £35,000 which should be implemented without a reduction in the quality of the service, and a proposed change at Castlemeads Car Park to a Pay & Display car park for seven days a week potentially generating a further £80,000 of income.
- 1.12 Councillor Norman advised that apart from the proposed changes at Castlemeads Car Park, there were no new income streams in her portfolio.
- 1.13 Lastly, she outlined that she did not anticipate any changes to her portfolio as a result of the budget proposals for 2021/22. However, the Performance & Resources portfolio had an enabling function in support of the customer facing services. Therefore, any priorities were based around the 'Core Principle supporting the broader priorities. Services in the portfolio would strive for value for money, only spending what was affordable.
- 1.14 Councillor Norman then responded to questions from Committee Members. In response to Councillor Coole 's query on implementing any proposed cyber security initiatives from Central Government, she stated that depending on the Terms and Conditions for this, the City Council would apply for any such initiatives. Nonetheless, she was having regular conversations with the Civica IT Service Manager and the team. Cyber security was a priority, and particularly, ensuring the best technical and cost-effective solutions. Furthermore, responding to Councillor Haigh, Councillor Norman and The Head of Policy & Resources outlined that the budget put in place for the election was correct, and was based on the fact that there had

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not been any elections this year. However, this would change in the 2022/23 budget for example, given that there were local elections due to be held. In addition, the increase in costs in the Senior Management portfolio could be attributed to new appointments, transformation and commercialisation, however, a detailed breakdown would be provided to Members. Moreover, options were being considered going into the future for Castlemeads Car Park, for example, for it to become a pay & display car park. Likewise, Longsmith Street Car Park would continue to be used in the long term. Responding to Councillor Ryall, she clarified that the proposed £80,000 income from Castlemeads Car Park was based on a phased return to the car park, and not the car-park at full-capacity. Likewise, there were revenues to be made from Castlemeads for example during the Victoria Markets at Gloucester Quays.

- 1.15 Councillor Norman outlined that the proposed £30,000 saving for Corporate Support services would consider a potential reduction in hours based on the changes to the level of service required due to staff working from home as a result of the COVID-19 pandemic. In answer to a query from Councillor Hilton she advised that there was not any provision for the installation of webcasting hardware in the Council chamber within the current budget. Councillor Norman added that current estimates suggested that the cost of installation would be £80,000-£100,000 with annual costs of £30,000. The Chair asked whether it would be possible for the City Council to hire Gloucestershire County Council 's chambers which had webcasting features rather than installing its own. Councillor Norman stated that whilst she agreed with this idea in principle which would also be a more cost-effective option, arguments against this had been previously raised by Councillors in the interest of preserving the City Council 's sovereignty and independence. Lastly, it was outlined that a People Impact Assessment of the budget would be made available to Members.

### **Culture & Leisure Portfolio**

- 1.15 The Cabinet Member for Culture & Leisure, Councillor Morgan, advised that there were 34.5 FTE in post with 5.3 FTE vacancies [Total FTE: 39.8] plus zero hours workers when required. Furthermore, vacancies had been held owing to the pandemic, and would be recruited to once cultural venues were fully functional again. These vacancies had supported the city council's overall saving targets this year through holding off on replacing vacancies where possible, although all roles would be required going forward.
- 1.16 In relation to financial pressures, he advised that the outlook for 2021/22 remained uncertain. He added that the year had proved challenging for the culture and leisure sector particularly as the COVID-19 pandemic had led to a shutdown of services, and the challenge of not knowing when, and how it would be possible to plan and manage events. The budget currently presented was based on no changes to income from those expected in the 2020/21 budget, and the achievement of these levels was dependent on life returning close to normal by the summer of 2021. Cultural services were assessing how to safely hold future activities and events for the public once

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they were able to do so. Unfortunately, however, the venues due to their size and age did not lend easily to social distancing and any reductions resulting from this capacity could impact the levels of income achievable from events and activities. As such, the team had been planning and holding some small-scale outdoor events at Blackfriars.

- 1.17 The cultural services team would continue to be innovative in their thinking and development of opportunities to both organise and run events. For example, they were monitoring the various Arts Sector funding that were available and submitting claims as appropriate. Moreover, two teams had been set up to perform the events management and destination marketing functions with a reallocation of the budget previously assigned to MGL, and the £200,000 reserve set aside for the Destination Marketing activities in the 2020/21 budget. Lastly, the transfer of the former Museum of Gloucester Life buildings to Gloucester Historic Buildings Ltd and the Civic Trust was still to be completed. The Council was optimistic that once the transfer process was completed, predicted future savings would be generated.
- 1.18 Councillor Morgan outlined that there no proposed budget savings in the portfolio for 2021/22. However, the cultural services team will be seeking additional funding from Arts Council and the Department for Digital, Culture, Media & Sport in support of the recovery process.
- 1.19 In relation to new income streams, he advised that whilst there were no new specific income streams in the portfolio, the Council would continue to identify and implement ways of increasing the profitability of commercial activities to support the City 's cultural ambitions and the Council's budgets. For example, the City had been successful in securing £1000,000 from the Arts Council Recovery Fund and awaited the outcome of another fund to support the loss in cinema revenue. Likewise, the Tall Ships Festivals contract shared a split of profit from ticket sales with the new contractor. Lastly, weddings and events postponed from 2020 would be returning if restrictions were lifted in 2021
- 1.19 Finally, Councillor Morgan explained that the main priorities for the portfolio were based on putting Culture at the heart of Gloucester to make it a better place to live, work and play. The priorities were as follows:
- A comprehensive Museums Development Plan which will underpin a bid for external funding to enable a major investment in the sustainability and appeal of the City's Museums Service
  - Ambitious proposals for Cultural Development Funding to support the City's ambitions to create a vibrant City Centre with the Guildhall as a leading venue supporting and growing the city's creative talents.
  - A revamped Guildhall Cinema with investment justified by a robust business plan
  - A great festivals and events calendar supported by an effective and collaborative network of evets organisers
  - A final year to the Great Place Programme and an opportunity to celebrate all of the wonderful things that the Great Place Programme has enabled us to deliver

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- Real strides in delivering the audience development, programming improvements, marketing, use of new and innovative venue spaces that are a foundation to shifting perceptions about Gloucester and supporting our long-term ambitions for a new venue
- And doing everything that we can to make sure that if colleagues in the other parties reconsider their stance on City of Culture after the 2020 elections, we are in the strongest place possible to submit a creative, inclusive, innovative and distinctly Gloucester for Gloucestershire bid to be City of Culture in 2025 which is supported by all parties.

### **Environment Portfolio**

- 1.20 Councillor Morgan echoed his thanks to Officers who had assisted in the preparation of the budget, and then responded to Committee Members' questions as follows. Firstly, he advised that there were 3 full time employees working on events management and destination marketing functions, including a Destination Marketing Manager. Secondly, the £30,000 listed as 'other income' under Destination Marketing for 2021/22 was a target which had been set for the team to raise. Thirdly, he responded to Councillor Lewis advising that the budget which had initially been earmarked to be used for events in 2020 had been repurposed and used instead for initiatives such as 'Of Earth and Sky', towards art packs, supporting Gloucester Day and Gloucester History Festival. Moreover, some of this budget would be rolled over and used towards events in 2021/22.
- 1.21 The Cabinet Member for Environment, Councillor Cook outlined that there were a total of 38.4 FTE in post with 2.0 FTE vacancies (total FTE: 40.4) within his portfolio.
- 1.22 In terms of financial pressures, he advised that monitoring had highlighted a pressure for the contract inflation in the Council's contract with Amey. This highlighted the higher than inflationary indexation in the contract over the past three years, and the increased garden waste service levels. This pressure has been addressed in the draft Money Plan by increasing the contract price budget. Furthermore, the commercialisation strand of the Transformation Programme required funding of a role to manage this programme causing an additional cost pressure of £70, 000. This role would ensure that the commercialisation income streams in the money plan were delivered thus generating net savings to the Council. Moreover, Councillor Cook explained that there was significant uncertainty caused by the ongoing COVID-19 pandemic with a potential impact on the Council's future income streams. For example, the portfolio budget included income from the Cemeteries and Crematorium Service which were sensitive to any further restrictions imposed by the Government on service sizes and the holding of wakes at the Arbor. Furthermore, the precautions required to ensure the safe performance of services also required additional expense on PPE and other safety equipment. As such, there was potential for the net income figures included in the budget to be subject to variations that would lead to potential financial pressures on the Council. These would be managed as they arose in a similar fashion to the pressures in 2020. Finally, he explained that the

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current budget figures were presented based on what was the median expected outcome; and the consideration that the Government will continue to support local authorities through the pandemic.

- 1.22 In relation to proposed budget savings, Councillor Cook identified savings target within the portfolio in relation to pest control (review of the seagull management contract) of £10,000. The increase in the take-up of the garden waste service had also meant that an additional vehicle and collection rounds were required at additional costs to the Council. It was therefore proposed to review the pricing of this service with the potential to raise £40,000 to meet these additional service costs.
- 1.23 With regard to whether there were new income streams, Councillor Cook outlined that whilst there were no new income streams within the portfolio this year, opportunities to raise additional income would always be considered. Moreover, income streams within the portfolio continued to meet targets including discretionary services such as bulky waste collection. Lastly, the Heritage Action Zone project had commenced its work, and brought much needed improvement works to the Cathedral Quarter of the City and thus enabled the funding of a staff role to oversee the project.
- 1.24 Councillor Cook outlined that the main priorities for the portfolio were to ensure that; a.) the City of Gloucester weathered the COVID-19 pandemic safely b.) the Council appropriately managed the City environment with adequate precautions put in place to safeguard the population, and c.) the Council managed its finances and remained financially solvent in these uncertain times.
- 1.25 Councillor Cook responded to Committee Members' questions as follows. Firstly, in relation to Councillor Haigh's query about garden waste services, he explained that last year a new vehicle was added to the fleet as extra capacity was needed beyond the 3 vehicles in use at the time. The total costs for this including the crew was approximately £130,000 for a year. Subscribers had grown from 20,000 to around 21,000 and whilst this covered some of the costs for the new vehicle, this was only to about half of the £130,000 per year and hence, the charge for garden waste services would be increased to cover the shortfall. This additional cost would be approximately £2.00 for subscribers. Furthermore, responding to Councillor Hilton, he outlined that the £10,000 saving which would be made from ending the sea-gulls management programme was due to the fact that a rule change from January 2021 would mean that a general license would not be permitted by Natural England. Thus, the Council would not be permitted to carry out seagull and egg nest removals. Lastly, in answer to Councillor Pullen, Councillor Cook stated that he did not believe that the closure of the Hempsted Household Recycling Centre would adversely impact the seagull population.

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**Communities & Neighbourhoods Portfolio**

- 1.26 Councillor Watkins advised that there were 47.6 FTE in post with 6.9 FTE vacancies (Total FTE: 54.5) within her portfolio.
- 1.27 Furthermore, she outlined that whilst there were no major pressures identified within her portfolio for next year, the COVID-19 pandemic had impacted services within the portfolio. For example, frontline staff in both the Customer and Housing Services had to step up in order to meet the continual new challenges thrown at them. Moreover, the nature of how homelessness was addressed changed during the first lockdown with a co-ordinated effort County-wide to place everyone in temporary accommodation such as securing whole properties for this purpose and shared costs amongst the County and its Districts. Government funding had been made available to enable these initiatives, nevertheless, the challenge going forward would be looking at how positive aspects of this process could be retained in a way that is affordable to the Council.
- 1.28 Councillor Watkins explained that the Council would continue to identify opportunities to explore improving access to temporary, supported and permanent accommodation through repurposing existing properties and land in the city. This would allow the Council to have more control over where individuals were placed and avoid having to place people outside of County. This was not only costly, but more importantly, detrimental to the wellbeing of those households.
- 1.29 Lastly, she explained that the Council continued to bid for the various Government funding available, and had received additional funding in relation to the Next Steps Accommodation Programme which would allow further development of housing opportunities for those in need. A specific Housing Projects and Strategy team had been set up within the Council to use some of the funding received to achieve this, and develop further the housing opportunities. In addition, the Council was forecast to spend its entire Discretionary Housing Payment budget this year which had assisted more people to remain in their home or find a new home, and had reduced the costs which would be incurred by processing these individuals as homelessness cases.
- 1.30 Councillor Watkins highlighted that there was one saving identified in the portfolio of £19,000 to reduce the Members' grants with a proposal to replace this with a small application based grass roots grant scheme.
- 1.31 Moreover, she explained that there no new income streams included within this budget for the Communities & Neighbourhoods portfolio.
- 1.32 Lastly, she outlined that the main priorities for her portfolio were as follows:

## **OVERVIEW AND SCRUTINY COMMITTEE**

### **07.12.20**

- Reducing reliance on temporary accommodation, particularly B&Bs and thus reducing expenditure.
- Process redesign in Housing to maximise capacity and improve the interactions with the customer.
- Continued improvement of performance in housing – continuing the positive trend seen.
- Continue the good work of the Housing partnership in reducing street homelessness (positive progress was expected in relation to this, but figures would not be available until new year).
- New housing supply (in partnership with RPs and VCS) to reduce numbers of people in B&B.
- Continue to invest (in partnership with others) in community building across the City.
- Maintain Purple Flag.
- Develop further the work of Nightsafe and Daysafe.

1.33 Councillor Watkins then responded to Committee Members' questions as follows. In answer to Councillor Hilton's query about Voluntary & Community Sector Organisations (VCS), she advised that the City Council had undertaken a stock-take survey to gauge how VCS organisations were coping during the COVID-19 pandemic and whether they required additional support. She added that the Barnwood Trust had also carried out a similar exercise. As a result of this, a City Council recovery fund had been made available to VCS organisations and further funding had also been available through grants particularly to those organisations who had lost income and/or needed to adapt due to the pandemic. Moreover, a COVID-19 Compliance Fund had proved successful, as well as other more practical initiatives to assist organisations such as introducing them to business partners, working with other strategic funders in the County. Overall, it was an ongoing priority and there was for example a strategic group set up towards this effort which included members of the community and other organisations.

*The meeting was extended by 30 minutes.*

- 1.34 Furthermore, Councillor Watkins advised that there were no changes to the service level agreements with the advice agents which were extended during the pandemic.
- 1.35 Councillor Lewis expressed his thanks to Councillor Watkins and the staff working within her portfolio for their work during the COVID-19 pandemic. Councillor Watkins received this, and noted that it had been an honour to work with Officers during such a difficult period.

**OVERVIEW AND SCRUTINY COMMITTEE**  
**07.12.20**

**Planning & Housing Strategy Portfolio**

- 1.36 Councillor Gravells echoed his thanks to Officers who had assisted with the preparation of the budget.
- 1.37 In relation to staffing levels he advised that there were 17.5 FTE in post with 1.0 FTE vacancy (total FTE: 18.5).
- 1.38 Councillor Gravells explained that following the submission of the City Plan to the Planning Inspectorate, Cabinet and Officers were awaiting a date for the Examination in Public. To this end, £100,000 had been identified in the 2020/21 budget to facilitate this examination with some of the expected costs expected to be deferred into 2021/22. Moreover, the review of the Joint Core Strategy (JCS) would continue in 2021/22, and £65,000 had been identified as a contribution to the costs of its production. In addition, the planning making strategy for the JCS authorities was to be reviewed with the potential to have a single local plan examined to minimise future financial pressures. Likewise, Councillor Gravells outlined that a change in property use classes could lead to a possible loss of income as a result of a change to the way planning decisions are made. Currently, this was seen as low risk for 2021/22 income, but would need to be kept under review.
- 1.39 Similarly, the base budget for 2020/21 was increased by £202,000 to allow for one off costs for preparing the City Plan as well as the JCS Review. This cost included £100,000 for the Examination in Public which was expected in Spring 2021. The £202,000 could now be removed from the base budget for 2021/22 creating a £202,000 saving. Councillor Gravells added that the unused element of the budget for City Plan and JCS review costs included in the 2020/21 budget would be held in reserve to meet any delayed expenditure from 2020/21 should the EIP take place in 2021/22.
- 1.40 He outlined that there were no new income streams identified for his Portfolio for the coming year. However, officers would continue to promote the use of Planning Performance Agreements where appropriate.
- 1.41 Councillor Gravells advised that the main priorities for 2021/22 were as follows:
- The Examination in Public and subsequent adoption of the City Plan.
  - The continuing review of the Joint Core Strategy.
  - Review the current and proposed governance arrangements for the JCS.
  - Review of the Community Infrastructure Levy.
  - Work with Gloucester City Homes and the communities of Matson and Podsmead to identify priority regeneration opportunities that meet the aims and objectives of the recently adopted Supplementary Planning Document.
  - Assessment of major planning applications including:



## OVERVIEW AND SCRUTINY COMMITTEE

### 07.12.20

- Phase 2 Kings Quarter
  - Redevelopment of HKP Warehouses
  - Downings Malthouse, Bakers Quay
  - St Oswalds Housing development
  - Podsmead regeneration sites
- Trajectories Project: Identifying and promoting future housing development opportunities.
  - Repurposing Project: Appraising opportunities that arise to repurpose stock into housing where its current use is redundant.
  - Accessibility Project: Increasing the provision of and promoting better design of accessible housing.
  - Larger Homes Project: Finding solutions for households with a need for a larger home (5+ bedrooms).
  - Pathways Project: Evaluating current pathways and enabling homeless people to move into appropriate housing.
  - Private Sector Engagement Project: Securing private rented sector accommodation options for vulnerable residents.
- 1.42 Councillor Dee noted his thanks to the Cabinet Members for their work during the course of the year which had been made even more challenging due to the COVID-19 pandemic.
- 1.43 Committee Members discussed possible recommendations.
- 1.44 **RESOLVED** that the Overview & Scrutiny Committee **RECOMMENDS** that:
- 1.) Cabinet includes the following information which was requested at the Overview & Scrutiny Committee budget meeting within the final budget report or as an annex to the report:
    - To provide details of where the Council 's BID levy contribution is located within the budget book.
    - To provide a detailed breakdown of the changes in the Senior Management budget from the 2020/21 budget.
  - 2.) Cabinet changes the headings within the budget to be identifiable to the portfolio holder rather than service areas.
  - 3.) Cabinet removes the proposals to change how the community grant is managed from the budget report.

## 6. DATE OF NEXT MEETING

Time of commencement: 6:30pm

Time of conclusion: 9:00pm

Chair

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# **FORWARD PLAN**

## **FROM DECEMBER 2020 TO NOVEMBER 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**

<b>Portfolio</b>	<b>Name</b>	<b>Email Address</b>
<b>Leader and Environment (LE)</b>	Councillor Richard Cook	<a href="mailto:richard.cook@gloucester.gov.uk">richard.cook@gloucester.gov.uk</a>
<b>Deputy Leader and Performance &amp; Resources (P&amp;R)</b>	Councillor Hannah Norman	<a href="mailto:hannah.norman@gloucester.gov.uk">hannah.norman@gloucester.gov.uk</a>
<b>Planning &amp; Housing Strategy (P&amp;HS)</b>	Councillor Andrew Gravells	<a href="mailto:andrew.gravells@gloucester.gov.uk">andrew.gravells@gloucester.gov.uk</a>
<b>Economic Recovery &amp; Growth (ER&amp;G)</b>	Councillor Dawn Melvin	<a href="mailto:dawn.melvin@gloucester.gov.uk">dawn.melvin@gloucester.gov.uk</a>
<b>Culture &amp; Leisure (C&amp;L)</b>	Councillor Steve Morgan	<a href="mailto:steve.morgan@gloucester.gov.uk">steve.morgan@gloucester.gov.uk</a>
<b>Communities &amp; Neighbourhoods (C&amp;N)</b>	Councillor Jennie Watkins	<a href="mailto:jennie.watkins@gloucester.gov.uk">jennie.watkins@gloucester.gov.uk</a>

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](mailto: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](mailto: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)
<b>DECEMBER 2020</b>						
NON	<b>Cultural Strategy Update</b>	30/11/20	Overview and Scrutiny Committee			Philip Walker, Head of Cultural Services Tel: 01452 396355 philip.walker@gloucester.gov. uk
	<u>Summary of decision:</u> To provide Members with a 6 monthly update in relation to the Cultural Strategy Action Plan.  <i>Wards affected: All Wards</i>	9/12/20	Cabinet Cabinet Member for Culture and Leisure			
NON	<b>Draft Budget Proposals (including Money Plan and Capital Programme)</b>	7/12/20	Overview and Scrutiny Committee			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
	<u>Summary of decision:</u> To update Cabinet on the draft budget proposals.  <i>Wards affected: All Wards</i>	9/12/20	Cabinet Cabinet Member for Performance and Resources			

NON	<p><b>Treasury Management Six Monthly Update 2020/21</b></p> <p><u>Summary of decision:</u> To update Cabinet on treasury management activities.</p> <p><i>Wards affected: All Wards</i></p>	9/12/20	Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
NON	<p><b>Financial Monitoring Quarter 2 Report</b></p> <p><u>Summary of decision:</u> To receive an update on financial monitoring information for the second quarter 2020/21.</p> <p><i>Wards affected: All Wards</i></p>	30/11/20  9/12/20	Overview and Scrutiny Committee  Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
NON	<p><b>Performance Monitoring Quarters 1-2 Report</b></p> <p><u>Summary of decision:</u> To note the Council's performance in quarters 1 and 2 across a set of key performance indicators.</p> <p><i>Wards affected: All Wards</i></p>	30/11/20  9/12/20	Overview and Scrutiny Committee  Cabinet Cabinet Member for Performance and Resources			Tanya Davies, Policy and Governance Manager Tel: 01452 396125 tanya.davies@gloucester.gov.uk

BPF	<p><b>Local Council Tax Support Scheme</b></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>2/11/20</p> <p>9/12/20</p> <p>28/01/21</p>	<p>Overview and Scrutiny Committee</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>
<p>NON</p> <p>Page 23</p>	<p><b>Climate Change Strategy to Reach the 2030 Zero Carbon Target</b></p> <p><u>Summary of decision:</u> To present the findings of the consultant's report into how the city council can reduce its carbon emissions to zero by 2030 in line with our climate emergency resolution.</p> <p><i>Wards affected: All Wards</i></p>	<p>9/12/20</p>	<p>Cabinet Leader of the Council</p>			<p>Meyrick Brentnall, Climate Change and Environment Manager Tel: 01452 396829 meyrick.brentnall@gloucester.gov.uk</p>

KEY	<p><b>Energy Contract Renewal</b></p> <p><u>Summary of decision:</u> To consider entering a new contract for the supply of energy (gas and electricity).</p> <p><i>Wards affected: All Wards</i></p>	9/12/20	Cabinet Cabinet Member for Performance and Resources			Melloney Smith, Asset Officer Tel: 01452 396849 melloney.smith@gloucester.gov.uk
KEY  Page 24	<p><b>Community Infrastructure Funding Statement (IFS)</b></p> <p><u>Summary of decision:</u> To consider 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>	9/12/20	Cabinet Cabinet Member for Planning and Housing Strategy			Paul Hardiman, Joint Core Strategy CIL Manager paul.hardiman@gloucester.gov.uk



**JANUARY 2021**

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KEY	<p><b>The Forum</b></p> <p><u>Summary of decision:</u> To consider a progress report on the development of the Forum. To approve the investment required for Phase 1 implementation and the Development Agreement for Phases 1 and 2.</p> <p><i>Wards affected: Westgate</i></p>	<p>13/01/21</p> <p>28/01/21</p>	<p>Cabinet</p> <p>Council Leader of the Council</p>			<p>Ian Edwards, Head of Place Tel: 01452 396034 ian.edwards@gloucester.gov.uk</p>
KEY	<p><b>Revenues and Benefits Contract</b></p> <p><u>Summary of decision:</u> To seek approval for a new contract with Civica UK Ltd for a 5-year period (extendable by a further 2 years) using a framework contract via Kingston Upon Hull City Council.</p> <p><i>Wards affected: All Wards</i></p>	<p>13/01/21</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><b>Nelson Trust Vulnerable Women and Complex Needs Project</b></p> <p><u>Summary of decision:</u> To note progress of this two year project and agree funding for a contract extension of 12 months.</p> <p><i>Wards affected: All Wards</i></p>	13/01/21	Cabinet Cabinet Member for Communities and Neighbourhoods			<p>Anne Brinkhoff, Corporate Director Tel: 01452 396745 anne.brinkhoff@gloucester.gov.uk</p>
<p>NON</p> <p>Page 26</p>	<p><b>Report on Cycle Provision in Gloucester</b></p> <p><u>Summary of decision:</u> To respond to the Notice of Motion submitted at full council in September 2020 on cycle networks in the City.</p> <p><i>Wards affected: All Wards</i></p>	13/01/21	Cabinet Cabinet Member for Environment			<p>Meyrick Brentnall, Climate Change and Environment Manager Tel: 01452 396829 meyrick.brentnall@gloucester.gov.uk</p>

**FEBRUARY 2021**

BPF	<p><b>Final Budget Proposals (including Money Plan and Capital Programme)</b></p> <p><u>Summary of decision:</u> To seek approval for the final Budget Proposals for 2021-2, including the Money Plan and Capital Programme.</p> <p><i>Wards affected: All Wards</i></p>	<p>10/02/21</p> <p>25/02/21</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>
<p>Page 27</p> <p>NON</p>	<p><b>Growing Gloucester's Visitor Economy Action Plan Annual Update 2020</b></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 2020.</p> <p><i>Wards affected: All Wards</i></p>	<p>10/02/21</p>	<p>Cabinet</p> <p>Cabinet Member for Culture and Leisure</p>			<p>Philip Walker, Head of Cultural Services Tel: 01452 396355 philip.walker@gloucester.gov.uk</p>

NON	<p><b>Equality and Diversity Update</b></p> <p><u>Summary of decision:</u> To update Cabinet on the Equality and Diversity work and progress made against the action plan.</p> <p><i>Wards affected: All Wards</i></p>	<p>4/01/21</p> <p>10/02/21</p>	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Communities and Neighbourhoods</p>			<p>Gupti Gosine, Community Wellbeing Manager Tel: 01452 396288 gupti.gosine@gloucester.gov.uk</p>
NON	<p><b>Stronger and Safer Gloucester Partnership Annual Report</b></p> <p><u>Summary of decision:</u> To update Cabinet on the review of the Stronger Safer Gloucester Partnership.</p> <p><i>Wards affected: All Wards</i></p>	<p>1/02/21</p> <p>10/02/21</p>	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Communities and Neighbourhoods</p>			<p>Emily Bolland, Community Engagement Officer Tel: 01452 396268 emily.bolland@gloucester.gov.uk</p>
NON	<p><b>Safeguarding Policy Update</b></p> <p><u>Summary of decision:</u> To receive an update on the Gloucester City Council Safeguarding Policy.</p> <p><i>Wards affected: All Wards</i></p>	<p>10/02/21</p>	<p>Cabinet Cabinet Member for Communities and Neighbourhoods</p>			<p>Emily Bolland, Community Engagement Officer Tel: 01452 396268 emily.bolland@gloucester.gov.uk</p>

NON	<p><b>Gloucester Community Building Collective Business Plan</b></p> <p><u>Summary of decision:</u> To approve the Gloucester Community Building Collective Business Plan.</p> <p><i>Wards affected: All Wards</i></p>	10/02/21	Cabinet Cabinet Member for Communities and Neighbourhoods			Jonathan Lund, Corporate Director Tel: 01452 396276 jonathan.lund@gloucester.gov.uk
NON	<p><b>Open Spaces Strategy</b></p> <p><u>Summary of decision:</u> To approve the Open Spaces Strategy.</p> <p><i>Wards affected: All Wards</i></p>	10/02/21	Cabinet Cabinet Member for Environment			Mark Graham, Open Spaces Officer mark.graham@gloucester.gov.uk
NON	<p><b>Tree and Hedge Management</b></p> <p><u>Summary of decision:</u> To consider a strategy for tree and hedge management within the city.</p> <p><i>Wards affected: All Wards</i></p>	10/02/21	Cabinet Cabinet Member for Environment			Meyrick Brentnall, Climate Change and Environment Manager Tel: 01452 396829 meyrick.brentnall@gloucester.gov.uk

**MARCH 2021**

NON	<b>Pay Policy Statement 2021-22</b>  <u>Summary of decision:</u> To seek approval for the annual Pay policy Statement 2021-22 in accordance with Section 38 of the Localism Act 2011.  <i>Wards affected: All Wards</i>	10/03/21  25/03/21	Cabinet  Council Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
BPF Page 30	<b>Treasury Management Strategy</b>  <u>Summary of decision:</u> To seek approval for the Treasury Management Strategy.  <i>Wards affected: All Wards</i>	10/03/21  25/03/21	Cabinet  Council Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
NON	<b>Capital Strategy</b>  <u>Summary of decision:</u> To approve the Capital Strategy 2021-22.  <i>Wards affected: All Wards</i>	10/03/21	Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk

Page 31	NON	<b>Financial Monitoring Quarter 3 Report</b>  <u>Summary of decision:</u> To receive an update on financial monitoring information for the third quarter 2020/21.  <i>Wards affected: All Wards</i>	1/03/21  10/03/21	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	<b>Performance Monitoring Quarter 3 Report</b>  <u>Summary of decision:</u> To note the Council's performance in quarter 3 across a set of key performance indicators.  <i>Wards affected: All Wards</i>	1/03/21  10/03/21	Overview and Scrutiny Committee  Cabinet Cabinet Member for Performance and Resources			Tanya Davies, Policy and Governance Manager Tel: 01452 396125 tanya.davies@gloucester.gov.uk
	NON	<b>Risk Based Verification Policy Review</b>  <u>Summary of decision:</u> To seek approval to continue with risk based verification policy.  <i>Wards affected: All Wards</i>	10/03/21	Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk

NON	<p><b>Cultural Strategy Update</b></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>	10/03/21	Cabinet Cabinet Member for Culture and Leisure			Philip Walker, Head of Cultural Services Tel: 01452 396355 philip.walker@gloucester.gov.uk
<p>KEY</p> <p>Page 32</p>	<p><b>Festivals and Events Programme</b></p> <p><u>Summary of decision:</u> To seek approval for the 2021-22 Festivals and Events Programme.</p> <p><i>Wards affected: All Wards</i></p>	<p>4/01/21</p> <p>10/03/21</p>	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Culture and Leisure</p>			Philip Walker, Head of Cultural Services Tel: 01452 396355 philip.walker@gloucester.gov.uk
NON	<p><b>Review of the Public Space Protection Order</b></p> <p><u>Summary of decision:</u> To update Cabinet on the review of the Public Space Protection Order (PSPO).</p> <p><i>Wards affected: All Wards</i></p>	10/03/21	Cabinet Cabinet Member for Communities and Neighbourhoods			Emily Bolland, Community Engagement Officer Tel: 01452 396268 emily.bolland@gloucester.gov.uk



NON	<p><b>Annual Report on Grant Funding Provided to the Voluntary and Community Sector</b></p> <p><u>Summary of decision:</u> To update Members on the impact of grant funding on the Voluntary and Community Sector (VCS) and value for money that has been achieved.</p> <p><i>Wards affected: All Wards</i></p>	10/03/21	Cabinet Cabinet Member for Communities and Neighbourhoods			<p>Anne Brinkhoff, Corporate Director Tel: 01452 396745 anne.brinkhoff@gloucester.gov.uk</p>
<p>Page 33</p> <p>NON</p>	<p><b>Housing, Homelessness and Rough Sleeping Strategy - Strategy and Recovery Update</b></p> <p><u>Summary of decision:</u> To update Cabinet on the progress of the action plan year 1.</p> <p><i>Wards affected: All Wards</i></p>	<p>1/03/21</p> <p>10/03/21</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>

NON	<p><b>Employees' Green Travel Plan</b></p> <p><u>Summary of decision:</u> To consider a green travel plan for Gloucester City Council Employees.</p> <p><i>Wards affected: All Wards</i></p>	10/03/21	Cabinet Cabinet Member for Environment			<p>Meyrick Brentnall, Climate Change and Environment Manager Tel: 01452 396829 meyrick.brentnall@gloucester.gov.uk</p>
<b>APRIL 2021 - No meetings</b>						
<b>MAY 2021 - No meetings</b>						
<b>JUNE 2021</b>						
<p>Page 34</p> <p>NON</p>	<p><b>2020-21 Financial Outturn Report</b></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>	16/06/21	<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><b>Treasury Management Year End Annual Report 2020-21</b></p> <p><u>Summary of decision:</u> To update Cabinet on treasury management activities.</p> <p><i>Wards affected: All Wards</i></p>	16/06/21	Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
NON	<p><b>2020-21 Year End Performance Report</b></p> <p><u>Summary of decision:</u> To consider the Council's performance in 2020-21 across a set of key performance indicators.</p> <p><i>Wards affected: All Wards</i></p>	16/06/21	<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><b>Gloucester Culture Trust Update Report</b></p> <p><u>Summary of decision:</u> To provide Members with an update on the work undertaken by the Gloucester Culture Trust.</p> <p><i>Wards affected: All Wards</i></p>	16/06/21	Cabinet Cabinet Member for Culture and Leisure			Philip Walker, Head of Cultural Services Tel: 01452 396355 philip.walker@gloucester.gov.uk

NON	<p><b>Green Travel Plan Progress Report 2021 and Update</b></p> <p><u>Summary of decision:</u> Annual update on initiatives in the Green Travel Plan.</p> <p><i>Wards affected: All Wards</i></p>	16/06/21	Cabinet Cabinet Member for Environment			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
<b>JULY 2021</b>						
NON	<p><b>Strategic Risk Register</b></p> <p><u>Summary of decision:</u> To update Members on the Council's Strategic Risk Register.</p> <p><i>Wards affected: All Wards</i></p>	8/03/21  14/07/21	Audit and Governance Committee  Cabinet Cabinet Member for Performance and Resources			Paul Brown, Senior Risk Management Advisor Tel: 01452328884 paul.brown@gloucestershire.gov.uk
<b>AUGUST 2021 - No meetings</b>						

## SEPTEMBER 2021

NON	<b>Financial Monitoring Quarter 1 Report</b>  <u>Summary of decision:</u> To receive an update on financial monitoring information for the first quarter 2021/22.  <i>Wards affected: All Wards</i>	15/09/21	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 Page 37	<b>Performance Monitoring Quarter 1 Report</b>  <u>Summary of decision:</u> To note the Council's performance in quarter 1 across a set of key performance indicators.  <i>Wards affected: All Wards</i>	15/09/21	Overview and Scrutiny Committee  Cabinet Cabinet Member for Performance and Resources			Tanya Davies, Policy and Governance Manager Tel: 01452 396125 tanya.davies@gloucester.gov.uk

**OCTOBER 2021**

NON	<b>City Council Energy Costs and Reduction Projects Annual Report</b>  <u>Summary of decision:</u> To update Cabinet on the City Council Energy Costs and Reduction Projects.  <i>Wards affected: All Wards</i>	13/10/21	Cabinet Cabinet Member for Environment			Mark Foyn, Property Commissioning Manager Tel: 01452 396271 mark.foyn@gloucester.gov.uk
NON  Page 38	<b>Armed Forces Community Covenant Update</b>  <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.  <i>Wards affected: All Wards</i>	13/10/21	Cabinet Cabinet Member for Communities and Neighbourhoods			Ruth Saunders, Head of Communities Tel: 01452 396789 ruth.saunders@gloucester.gov.uk

**NOVEMBER 2021**

NON	<b>Regulation of Investigatory Powers Act 2000 (RIPA) - Review of Procedural Guide</b>  <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
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**ITEMS DEFERRED- Dates to be confirmed**

NON	<b>Green Travel Plan Progress Report 2020 and Update</b>  <u>Summary of decision:</u> Annual update on initiatives in the Green Travel Plan  <i>Wards affected: All Wards</i>		Cabinet Cabinet Member for Environment			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
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NON	<p><b>Museum of Gloucester Development Plan</b></p> <p><u>Summary of decision:</u> To approve the Museum of Gloucester Development Plan.</p> <p><i>Wards affected: All Wards</i></p>		Cabinet Cabinet Member for Culture and Leisure			<p>Philip Walker, Head of Cultural Services Tel: 01452 396355 philip.walker@gloucester.gov.uk</p>
NON	<p><b>Blackfriars Priory Development Plan</b></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			<p>Philip Walker, Head of Cultural Services Tel: 01452 396355 philip.walker@gloucester.gov.uk</p>
NON	<p><b>Geographical Information Systems and Grounds Maintenance Contract</b></p> <p><u>Summary of decision:</u> To consider the Geographical Information Systems (GIS) and grounds maintenance contract.</p> <p><i>Wards affected: All Wards</i></p>		Cabinet Cabinet Member for Environment			<p>Meyrick Brentnall, Climate Change and Environment Manager Tel: 01452 396829 meyrick.brentnall@gloucester.gov.uk</p>



**Gloucester City Council**  
**Overview and Scrutiny Committee Work Programme**  
**Updated 21<sup>st</sup> of December 2020**

Item	Format	Lead Member (if applicable)/Lead Officer	Comments
<b>1 February 2021</b>			
Stronger and Safer Gloucester Partnership Annual Programme	Report	Cabinet Member for Communities & Neighbourhoods	Requested by Chair
<b>1 March 2021</b>			
Housing, Homelessness and Rough Sleeping Strategy – Strategy & Recovery Update	Report	Cabinet Member for Communities & Neighbourhoods	Requested by Chair
Financial Monitoring Q3	Report	Cabinet Member for Performance & Resources	Requested by Chair
Performance Monitoring Q3	Report	Cabinet Member for Performance & Resources	Requested by Chair
<b>29 March 2021</b>			

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

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<b>Meeting:</b>	<b>Overview &amp; Scrutiny Cabinet</b>	<b>Date:</b>	<b>18 November 2020 13 January 2020</b>
<b>Subject:</b>	<b>Revenues and Benefits Contract</b>		
<b>Report Of:</b>	<b>Head of Policy &amp; Resources</b>		
<b>Wards Affected:</b>	<b>All</b>		
<b>Key Decision:</b>	<b>Yes/No</b>	<b>Budget/Policy Framework:</b>	<b>Yes/No</b>
<b>Contact Officer:</b>	<b>Jon Topping</b>		
	<b>Email: jon.topping@gloucester.gov.uk</b>		<b>Tel: 39-6242</b>
<b>Appendices:</b>	<b>None</b>		

## FOR GENERAL RELEASE/ EXEMPTIONS

### 1.0 Purpose of Report

- 1.1 Gloucester City Council (GCC) entered a 7-year (plus 3) contract with Civica in October 2011 to provide Financial Assessment and Revenue Collection Services (Revenues & Benefits Managed Service). This contract was extended in October 2018 for three years to a contract end date of 23<sup>rd</sup> October 2021, with no further option to extend.
- 1.2 The purpose of this report is to seek approval for a new contract with Civica UK Ltd for a 5-year period (extendable by a further 2 years) using a framework contract via Kingston Upon Hull City Council.

### 2.0 Recommendations

- 2.1 Overview and Scrutiny Committee is asked to consider the information contained in the report and make any recommendations to the Cabinet.
- 2.2 Cabinet is asked to **RESOLVE/RECOMMEND** that
  - (1) a new contract be awarded 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.
  - (2) authorise the Head of Policy & Resources (in consultation with the Cabinet Member for 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, agreements and benchmarking as are necessary.

### **3.0 Background and Key Issues**

- 3.1 In October 2011, the Council entered a 7-year partnership with Civica by entering a contract to deliver the revenues and benefits, welfare rights and fraud services on behalf of the Council for a fixed annual contract fee. The contract also gave the Council an option to extend the contract for 3 further periods of up to one year each. The contract delivered a day-one annual saving against the Council's budget for the services and maintained jobs within the City which was a key consideration when contracting out the services. The Partnership has delivered savings of £1,540,000 to the Council over the term of the contract.
- 3.2 In October 2018, GCC opted to extend the contract for a further 3 years and benefitted from additional savings of £330,000, exceeding the Council's approved Money Plan requirement for the Civica revenues and benefits contract to deliver on-going annual savings of £100,000. This contract is now due to end on 23<sup>rd</sup> October 2021 and there is no right to extend.
- 3.3 During the recent pandemic Civica 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. Civica have pledged to continue to be flexible and work with the Council on future working requirements.
- 3.3 Three options are available to the Council for the future delivery of this service and each is discussed below:
- (1) Award a new contract to Civica UK Ltd via the Kingston Upon Hull City Council Framework (the "Hull Framework").
  - (2) Re-procure the services via the market.
  - (3) Insource the service.
- 3.4 Option 1 - Award a new contract to Civica via Hull Framework.
- 3.5 Civica has delivered the Revenues & Benefits service for the past 9 years and is a known and trusted entity meeting KPIs year on year and providing additional value-added service:
- Business case development in areas of Housing Benefit Overpayments, bringing in an extra £849,806 in FY 19/20.
  - Service resilience through access to central Civica services such as On Demand, NNDR and Housing Specialists
  - Working in partnership with the Council's digital programme in the promotion of E-billing, online forms and self-serve options for customers via the Open Portal integration with Firmstep.

- Successful implementation and delivery of Gloucester BID for 3 years, with only 2.5% collections outstanding in each financial year.
- Top performance in the delivery of Government initiatives to support businesses and residents of the city in response to Covid-19

3.6 In addition to the permanent team Civica offers an “On Demand” service which can be used when needed; with no commitment to long term contracts, enabling specific projects to be delivered efficiently. This on demand resource has been used when required to enable the delivery of ad hoc projects and peaks in workloads. Housing Benefit overpayments, Garden Waste administration, BID administration, New Homes Bonus, Empty Homes Reviews, Single Person Discount Reviews, 10% checking service, Housing Benefit and Council Tax processing. .

3.6 Rather than pursue a full, but costly and lengthy, open market procurement process the City Council has access to the Hull Framework which provides an EU compliant framework which avoids the need for a long drawn out procurement exercise.

3.7 Civica has offered the Council a new five year contract (renewable for two periods each of one year) using the Hull Framework. The new contract would deliver savings of £500k over the initial 5-year term. This reduction can be achieved through process transformation, redistribution of work and upskilling of staff. Given this is a fixed price contract, the cost reduction risk sits with Civica and performance will be protected by KPIs.

3.8 Option 2 – 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 from Civica to Council or 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 the savings offered by Civica in option 1 would not be available in option 2 – even if Civica was the successful tenderer – because of the costs to them of the tendering process and the uncertainty of the outcome.

3.9 Insource the service.

The option to insource the service remains a possibility and would require further detailed analysis if to be considered in comparison to the recommended option:

- Financial implications of TUPE to the council with potential increased pension liability.
- Loss of access to the on demand and specialist services of external provider plus potential loss of resilience.
- Specific projects such as those highlighted at para 3.5 would require additional support to be procured to enable delivery.
- Increased management responsibilities and staffing to deliver the service, with no likely additional resource savings.
- Unlikely to deliver savings required in Money Plan.
- Current timeline may not be sufficient to implement this option

## **4.0 Social Value Considerations**

- 4.1 The provider will be required to maintain and continue to work closely with agencies operating in the city to support the Council's social value policy and to date has achieved social value and benefit in the following aspects:

### Economic

- Work closely with the Council client team to maximise opportunities to add social value. Recognising and actively supporting the Council's Social Value policy and the values and behaviours framework.
- Supporting local people to maximise their knowledge and skills and access employment opportunities. Through the offer of work placements to secondary and undergraduate students, where possible.
- Civica to continue, to actively support and promote an apprenticeship program, offered at all levels in the business. Using the local college where possible.
- Offer a comprehensive programme for all staff to access training and development opportunities.
- Protect and value employees through regular pay reviews

### Social

- Supporting local communities through Group Charity initiatives, enabling the local area to benefit.
- Civica Gloucester also supports local charities every year, most recently the Gloucester Rugby club charity in 2019.
- Civica will continue to contribute to local charities by actively encouraging people to take part in the donate a day scheme, where employees are able to donate a day of their time to support a local charity.
- Promoting safeguarding, welfare of children and vulnerable adults through schemes that help us identify those who are at risk or vulnerable. Continuing active membership of the City Council safeguarding group. Civica will work

with suppliers to develop schemes and policies to help identify those who are vulnerable.

- Ensure that our procurement criteria also requires our suppliers to identify and consider social benefits, for the local area.

### Environmental

- Minimising waste and pollution and making efficient use of resources. Using local businesses to source provisions
- Supporting Council initiatives to promote greater environmental sustainability.

## **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 Civica has been a trusted partner of the Council since 2011 delivering savings to the Council during this period as well as providing key services to residents and businesses alike.

7.2 The award of this contract will deliver savings in line with the Money Plan while also continuing to provide quality service.

## **8.0 Future Work and Conclusions**

8.1 Contract schedules will be reviewed and updated, alongside review of KPI's.

## **9.0 Financial Implications**

9.1 The Councils Money Plan 2020 – 2025 assumes budget efficiencies will be made through the commissioning program, and the recommended option will deliver annual savings of £100k over the contract period.

- 9.2 The recommended option will also avoid additional expenditure of £40k per annum on licence costs which would be incurred through the alternative options for the delivery of the service.

## **10.0 Legal Implications**

- 10.1 Procurement via an established framework agreement is permitted by the Public Contract Regulations 2015. The framework owner will have been required to carry out a fully compliant procurement exercise when setting up the framework. This is a single supplier framework meaning that the Council can make a direct award to Civica UK Limited.
- 10.2 The Council must be satisfied that the services offered under the framework agreement meet the Council's needs. In this case we are satisfied that the Council's requirements for the service are met by both the terms of the framework agreement and the offer made by Civica UK Ltd.

(One Legal have been consulted in the preparation of 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 Civica's services, capabilities and resilience. 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:** None





<b>Meeting:</b>	<b>Senior Management Team</b>	<b>Date:</b>	<b>12 Jan 2021</b>
	<b>Overview and Scrutiny committee</b>		<b>4 Jan 2021</b>
	<b>Cabinet</b>		<b>10 Feb 2021</b>
<b>Subject:</b>	<b>DRAFT: Events and Festivals report on 2020 &amp; plan for 2021-22</b>		
<b>Report Of:</b>	<b>Cllr Steve Morgan</b>		
<b>Wards Affected:</b>	<b>All</b>		
<b>Key Decision:</b>	<b>No</b>	<b>Budget/Policy Framework:</b>	<b>Yes</b>
<b>Contact Officer:</b>	<b>Philip Walker, Head of Cultural Services</b>		
	<b>Email: <a href="mailto:Philip.walker@gloucester.gov.uk">Philip.walker@gloucester.gov.uk</a></b>		<b>Tel: 39-6355</b>
<b>Appendices:</b>	<b>A. Proposed Civic and Cultural Events &amp; Festivals programme 2021</b> <b>B. Review of Festivals and Events 2020</b> <b>C. Overview of Events process &amp; sample event analysis</b>		

**NOT FOR GENERAL RELEASE – O&S seeing in DRAFT form prior to Cabinet**

## **1.0 Purpose of Report**

- 1.1 To agree the programme for Proposed Civic and Cultural Events & Festivals 2021 (Appendix A)
- 1.2 To provide a review of Festivals and Events activity 2020 (Appendix B)
- 1.3 To present an overview of the Events process including a sample analysis of an event in 2020 (Appendix C).

## **2.0 Recommendations**

- 2.1 Overview and Scrutiny Committee is asked to consider the information contained in the report and make any recommendations to the Cabinet.
- 2.2 Cabinet is asked to **RESOLVE** that
  - (1) Approval is given to the proposed Civic Events Programme for 2021 set out in the table 1 Appendix A to be managed by the City Council Cultural Services team.
  - (2) Approval is given to support key city festivals and events programme 2021 as set out in table 2 Appendix A.

## **3.0 Background and Key Issues**

### **3.1 Review of the City Events Programme 2020**

Since early 2020, the city council took on the responsibility for co-ordination of the city events programme. As a direct consequence of the covid-19 pandemic resulting in a national lockdown in the UK, all mass-participation events in the UK were either cancelled or postponed from mid-March until end June 2020. From July, some events began to return to Gloucester, however covid-safe restrictions meant that most events were not viable to be run in the usual way. Some of the civic events were also prevented from taking place or proceeded with covid-safe measures in effect. Many other events planned by third-party event and festival organisers and community groups were shelved for 2020 or cancelled. See Appendix B for a review of the festivals and events which went ahead in 2020.

### **3.2 New activity and commissions**

As a result of the cancellation and/or postponement of many of the cultural and civic events planned for 2020 – Gloucester Culture Trust (GCT) and the city council events team instead developed a successful socially-distanced multi-site art installation by the acclaimed artist Luke Jerram. *Of Earth and Sky* is an example of an event that took place in Gloucester developed in partnership as a way to provide greater value to the city's cultural programme. This approach to city-wide collaboration in the development and presentation of festivals and cultural activity leveraged in additional funding from sources including Arts Council England and Sports England and the activity met funders objectives in relation to culture and active lifestyles. The experience and success of this approach was followed up with an even more ambitious winter programme called *Bright Nights* – consisting of artist and community-made illuminations across Gloucester during December 2020 to Feb 2021.

### **3.3 Budget for Festivals and civic events 2020**

Of the budget of £215,000 a total of £177,402 to date has been allocated to support festivals and events in 2020-21. If there is underspend this will be rolled forward to 2021-22 budget. The budget has enabled the planned activity to be delivered safely and that artists and organisations were being supported and Gloucester communities across the city benefited from the investment into the festivals and events programme. The Creation fund administered by GCT, helped to support artists and organisations deliver against the aims and objectives of the Cultural Strategy, eight artists being commissioned to produce artworks which also featured in the Life in Lockdown exhibition at Museum of Gloucester. The city council contributed £6,740 to the Creation Fund with over 1,500 Art Packs being distributed by Community Builders to communities across the city. Where events were cancelled budget was used instead to support covid-safe programmes including *Of Earth and Sky* and *Bright Nights*.

### **3.4 Film and event hire income**

The projected income has been affected by the pandemic, the closure of the Guildhall and a reduction in the number of third-party events hires taking place in the city during 2020. Income is down on previous years, although some was achieved. Film-making was suspended during the first national lockdown and again in Nov 2020. Total

income to date in 2020-21 from events hire is £8,480 (gross) or £7,583.33 (net). However, this falls short of the income target of £21,000 from events hire this year.

### **3.5 City-wide co-ordination**

In the early part of 2020 officers convened a city-wide strategic events group – inviting the main events and festival producers and commissioning organisations. The aim of the group was to agree the overall direction of programme and explore opportunities and collaborate to maximise the offer and where relevant and beneficial, pool funds and resources to create greater impact from city events. This group consisted of representatives of Gloucester Quays, the Gloucester Business Improvement District (BID), Gloucester Cathedral, Gloucester Culture Trust and Gloucester City Council. Monthly meetings were held until April 2020 after which time, these meetings were expanded in membership (to include the retail, hospitality and sports and leisure sectors) and repurposed to form the Visitor Economy and Cultural Recovery group.

### **3.6 Visitor Economy and Cultural Recovery**

The economic impact of the pandemic upon many of the businesses that have previously supported events through sponsorship and in-kind support means that there will be fewer organisations able to contribute financially to supporting the programme. However, it is also recognised that festivals and events can be a driver of footfall that would support the economic recovery of Gloucester. Attracting people to Gloucester will knock on to providing a boost to city businesses, especially, but not exclusively in the hospitality sector. The Gloucester Good To Go campaign arose from the discussions held in this group – and extra funds to support the campaign were pledged by members of the group, using the cultural programme to encourage visitors back into the city. Whilst much of the activity in 2020 was focused upon Cultural Recovery, the council will continue to take a lead in co-ordinating the city's events programme and re-convene the strategic events forum with key organisations that deliver, commission or fund events in 2021. The Visitor Economy and Cultural Recovery group recognised the value that events and festivals will play in the economic recovery of the city in the years ahead.

### **3.7 City and Civic Events Programme 2021**

#### **3.8 Civic Events 2021**

There is a small Civic Events budget of £5,000 allocated to support the annual programme of civic events in 2021. This covers production budget but does not include the staff time which is provided by city council staff. In 2021 there will be an additional civic event to mark the 70<sup>th</sup> anniversary of the Battle of Imjin, which marked a decisive point in the Korean War and at which the Glosters' regiment played a key role.

#### **3.9 Cultural Events 2021**

A Cultural Events Programme budget of £210,000 is used to support other Festivals and Events (as shown in Appendix 1 Table 2). Building on the model of providing

support and funding to organisations in the cultural sector there will be allocation for Heritage, Community, Music and New Commissions including events in the redeveloped Kings Square which is due to be ready in November 2021.

### **3.10 New commissions**

A proportion of the budget for 2021 is allocated to commission new festivals / events / productions. Taking a more strategic and proactive approach to the events programme will ensure that Gloucester can grow its reputation as a city that values innovation and culture, supports emerging festivals and arts and builds on its strengths in terms of heritage. This is articulated within Gloucester's Cultural Vision and Strategy 2016-2026. The strategy is integrated with the City Council's other strategic plans, particularly the City Vision 2012-2022 and the Regeneration and Economic Development Strategy whose vision is that 'Gloucester will be a flourishing, modern and ambitious City which all residents can enjoy' (see Background documents). The Creation fund will also be able to continue to seed-fund emerging ideas, events and festivals.

### **3.11 Strike a Light partnership with Greenwich & Docklands International Festival**

Strike a Light (Gloucester) are currently the only arts organisation in Gloucester to be funded as a National Portfolio Organisation (NPO) by Arts Council England. They have developed a strong multi-disciplinary arts practice in the city and have a growing national profile in recognition of delivering ambitious co-created activity embedded within communities across Gloucester. They are a formal partner of Global Streets – an initiative of the Greenwich and Docklands International Festival (GDIF) which gives them access to high-quality international outdoor performing arts projects. GDIF is London's leading festival of free outdoor theatre and performing arts and together with its partners programmes large-scale works that are available to tour to UK cities. A benefit of the partnership means that Gloucester can host world-class outdoor arts activity at a fraction of the costs, as 50% of the production costs are supported by Global Streets. This partnership will run to 2022/23 and in an effort to support this national partnership a portion of the Festivals and Events budget will be ring-fenced to support this partnership and to explore other opportunities to commission new work. The benefits of having a commissioning partner for new work brings profile to Gloucester and opens the doors to more ambitious work to be staged and/or originated in Gloucester in future, raising the city's profile in line with the Cultural Strategy. An allocation within the 2021-22 budget for new commissions will be able to support this partnership and others.

### **3.12 Gloucester Carnival and Gloucester Goes Retro Festival**

The city council is committed to the ongoing support and development of these events for the city. Retro festival has established a strong following which drives footfall to the city centre, benefitting Gloucester businesses and attracting visitors to the city. Gloucester Carnival involves broad community participation and the city council recognises that ongoing support and investment is required to ensure these events continue to be strengthened. Both events require support from the city council events team to develop them in 2021 and beyond to devise robust business plans and ensure their future sustainability.

### **3.13 Festivals and Events budget for 2021-22**

The anticipated revenue budget for the delivery of the 2020/21 city events programme is £210,000. The delivery costs of the programme are higher than this budget, however, with a mixed-model of public investment and private sponsorship, careful business-planning, strategic commissioning, exploiting commercial opportunities and working collaboratively across the city and beyond an ambitious city events programme is still achievable. This budget will be managed by the Cultural Development team.

The budget is divided into the thematic areas of festivals and events that relate to Heritage, Community, Music, New Commissions (including Kings Square launch).

Any remaining underspend from the Festivals and Events budget in 2020-21 will be rolled forward to 2021-22 as there will be greater need to support returning festivals and events – particularly those which rely upon sponsorship and income from footfall. It is anticipated that 2021 will continue to be a challenge for the events and festivals industry – with an ongoing level of uncertainty and audiences showing a low confidence in attending large events until a vaccine is in place and the risks of infection are reduced. It is expected that to deliver events under government guidelines will increase costs (for example for increased stewarding, restricted capacities and other covid-safety measures) in order to ensure that they are run safely.

### **3.14 Delivery models - including Tall Ships Festival 2021**

The city council events team will not deliver each and every event in the calendar of events shown in Appendix A. The responsibility of the delivery of the events will sit with the event organisers themselves. In most cases this will be an organisation or individual who will be provided budget and support to deliver the event under contract from the city council – or to an agreed set of outcomes. During 2020 the Tall Ships Festival 2021 was contracted to a professional events contractor Richmond Event Management who won the procurement tender to provide an event on behalf of the city in May 2021. With investment from GCC of £50k, they will deliver a large-scale cultural event that is likely to cost over £250,000. They will achieve this through a combination of sponsorship and in-kind contributions, partnerships, fundraising, income generation from bars and market stalls and ticket income. During 2021, it is likely that Carnival and Gloucester Goes Retro will consist of a hybrid of city council festival and events team delivering in partnership with external partners.

## **4.0 Social Value Considerations**

- 4.1 Recipients of funds from the Events and Festivals budget will need to demonstrate how their festival of event delivers social value outcomes. This will be measured using an evaluation framework and in accordance with the Council's Social Value policies

## **5.0 Environmental Implications**

- 5.1 The environmental impact of festivals and events will become a key consideration of which events and festivals to support in the city. There is an aspiration for the city to

be net carbon neutral and so the Festivals and Events that take place in the city will need to work towards this common goal.

- 5.2 In order to hold festivals and events accountable to these environmental sustainability targets, festival and event organisers will be expected to demonstrate clear policies and procedures and commitment towards sustainability. This will be a condition of future funding issued by the city council to any festival or event organiser and forms part of the Evaluation framework.

## **6.0 Alternative Options Considered**

- 6.1 None.

## **7.0 Reasons for Recommendations**

- 7.1 This approach builds on the strengths of the festivals and programme in the city, whilst introducing new opportunities for the city to strengthen partnerships and continue to raise its profile in line with the ambitions of the Cultural Strategy.

## **8.0 Future Work and Conclusions**

- 8.1 The programme of events will be reviewed on an annual basis (January - March 2022 to review the 2021 programme) and a sample of the individual festivals and events will be evaluated using the evaluation framework.

## **9.0 Financial Implications**

- 9.1 The Money Plan 2020 - 24 has identified a budget of £215,000 in 2021-22. This budget is subject to full approval at annual budget Council in Feb 2021.
- 9.2 Underspend from 2020-21 Festivals and Events will be rolled forward to 2021-22 Festivals and Events budget.

## **10.0 Legal Implications**

- 10.1 The delivery of this programme by the Council through outside bodies or in collaboration with outside bodies will need to ensure compliance with relevant legislative requirements and the Council's Contract Rules.

## **11.0 Risk & Opportunity Management Implications**

- 11.1 Risk 1 – Covid restrictions continue to be in place during 2021 resulting in further festival and event cancellations. Mitigation – all festival and events planned for 2021 need to have contingency measures in place and have options to present with/without covid restrictions on numbers and type of activity.
- 11.2 Risk 2 – financial support of festivals from third parties – eg. sponsorship is reduced which may put some festivals viability in question. Mitigation - the Festival and Events officer will scrutinise business plans for all festivals and events to ensure that there are adequate contingency plans in place.

## **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 Events and Festivals follow a robust process via the Safety Advisory Group (SAG) meetings and following advice and permitted activity agreed at the point of issuing site permissions. SAG meetings are co-ordinated by the city council and are multi-agency meetings that challenge the organisers to produce effective plans that mitigate risks and ensure safety measures are considered, planned for and implemented.

## **14.0 Staffing & Trade Union Implications**

- 14.1 None arising directly from this report.

## **15.0 Background Documents:** [Gloucester's Cultural Vision and Strategy 2016-2026](https://www.gloucester.gov.uk/media/1372/cultural-strategy.pdf) <https://www.gloucester.gov.uk/media/1372/cultural-strategy.pdf>

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Appendix A

**TABLE 1. Civic Events programme 2021**

<b>EVENT</b>	<b>BUDGET</b>
Civic Service	
Flag Raising Ceremony	
Gloucester Day reception	
Remembrance Day	
Mayors Christmas Party	
Imjin 70	
<b>TOTAL</b>	<b>£5,000</b>

Appendix A

**TABLE 2: Budget and proposed Festivals supported in 2021-22**

Gloucester History Festival	
Gloucester Goes Retro	
Gloucester Day	
Tall Ships Festival	
<b>Heritage SUBTOTAL</b>	<b>£ 60,000.00</b>
Carnival	
Bright Nights (including Switch-on)	
<b>Community SUBTOTAL</b>	<b>£ 60,000.00</b>

Kings Jam Festival	
Rooftop Festival	
<b>Music SUBTOTAL</b>	<b>£26,500.00</b>

Commission fund	
Creation fund	
Kings Square launch event	
<b>Commissions &amp; new events SUBTOTAL</b>	<b>£ 60,000.00</b>

<b>SUBTOTAL</b>	<b>£206,500.00</b>
Contingency	3500
<b>TOTAL allocation inc contingency</b>	<b>£ 210,000.00</b>

#### Appendix A

**TABLE 3. Calendar of city-council supported Events 2021-22**

From 1 April - 31 March 2022

Month	Name	Type
April	Battle of Imjin anniversary	Civic
May	Tall Ships Festival	Heritage
June	Flag Raising Ceremony	Civic
July	Carnival	Community
	Rooftop Festival	Music
August	Kings Jam	Music
	Gloucester Goes Retro	Heritage
Sept	Gloucester Day	Heritage
	Gloucester History Festival	Heritage

Nov	Kings Square launch	Community
	Remembrance Day	Civic
	Christmas Lights switch-on	Community
Dec	Bright Nights	Community
	Mayors Christmas Party	Civic
Jan	Bright Nights	Community
Feb	Bright Nights	Community
March	Civic Ceremony	Civic

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## **Appendix B: DRAFT: Review of Festivals and Events 2020-21**

### **Creation Fund**

In response to the Covid-19 lockdown Gloucester Culture Trust (GCT) and Jolt put a call out for creative projects that would keep people engaged in arts and culture. With funding of £6,740 from Gloucester City Council this resulted in;

- 8 projects supported
- 990 art packs produced and distributed by Community Builders
- 6 short films produced, with 3,575 views
- 5 visual artworks produced by local artists
- 10 Screen writing workshops delivered
- 162 public artworks submitted from projects

The Creation fund helped to support artists and organisations deliver against the aims and objectives for the Cultural Strategy. 8 artists being commissioned to produce interactive artworks which also featured in the Life in Lockdown exhibition at Museum of Gloucester over winter 2021.

### **New commissions**

In line with one of the objectives of the Cultural Strategy to raise the profile of Gloucester through bringing high-profile artists and activity to the city a proportion of the budget was allocated to commission a new creative arts activity. This resulted in the Gloucester Culture Trust commissioning internationally acclaimed artist from Gloucestershire - Luke Jerram - to produce a multi-site physical installation of poetry words in the landscape. This project was entitled **Of Earth and Sky** (OEAS). Multiple partners were brought together by GCT to ensure that a high-quality event could be delivered. Of Earth and Sky was commissioned by Gloucester Culture Trust in partnership with Gloucester City Council, Gloucester Cathedral and Strike A Light, in association with Gloucester Quays.

The event was achieved through a combination of investment from the city council, a successful Arts Council England bid and other partner contributions. The investment by the city council achieved match-funding from these other sources, resulting in a project that cost £63k with £25k investment from the city council. This approach to building successful city-wide partnerships means that the city council's investment leveraged an additional £1.50 for every pound it spent on this project. The impact and reach of this activity was wide as the project was highlighted as part of the Gloucester Good to Go city-wide marketing campaign, which took place from August to October 2020.

### **Gloucester History Festival**

A funding bid from a partnership led by Gloucester History Festival, involving multiple partners brought funding from Historic England and raised the profile of the city. This resulted in innovative digital content being distributed and on-line talks driving wide engagement with international reach.

The 2020 GHF saw a broad programme of talks, activities, events and commissions as part of the 10<sup>th</sup> Gloucester History Festival. This festival was one of the first to take place following the lift of the lockdown, but covid-safety restrictions meant that the Blackfriars talks

took place on-line. As a consequence of delivering much of the content on-line through digital means, the festival reached a much wider audience. The growth of the City Voices programme has led to GHF embedding itself more across the year with a funding application to Take Note and they are also a key partner on the HSHAZ cultural programme.

## **Other events and festivals**

### **Gaia at the Cathedral**

The Cathedral programmed Gaia – a piece by the same artist that attracted 14,000 ticketed visits during a 3-week period in October. This brought much-needed income to the Cathedral, whilst also driving footfall to the city centre benefiting local businesses.

### **Gloucester Tall Ships Festival**

This key festival for the city was tendered out for management in the summer and Richmond Events Management (REM) have been contracted to deliver the 2021 festival and following evaluation from year one may continue to manage the event in 2023 + 2025. REM have over 20 years of experience managing events including 30 maritime themed festivals. Stakeholders and partners have started to be consulted and suppliers contacted for quotes.

Event Planning is well under way and they will be presenting their proposed site plan and programme in January 21 to the F and E team. They aim to deliver the festival even if social distancing guidelines are still in place and will make a final decision on this in consultation with GCC at the end of April.

## **The allocated budget and the planned budget**

The budget of £210,000 allocated to the support of festivals and events in 2020 was used to ensure that any events or activities that could go ahead were supported and could be delivered safely. This meant that the original budget allocation needed to be adapted and re-allocated.

Budgets earmarked for festivals and events in 2020 were rolled into support of a winter festival called Bright Nights which takes place from December 2020 to February 2021 with multiple partners and sites. A 50% contribution has led to match funding of 50% for the project.

Artists and organisations will be supported ensuring that Gloucester communities across the city benefit from the investment into the festivals and events programme.

Of the £210,000 budget to date £177,402 is committed and/or spent. Underspend from the budget will be rolled forward after deductions.

## **Bright Nights – A Season of light themed events for Gloucester**

Working in partnership with GCT the Bright Nights Season will present 8 installations across the City including a world premier piece in Blackfriars Priory. This programme includes the following partners: GL1, GL4 Matson, Podsmead Big Local, The Venture White City, Squid Soup, Gloucester Cathedral, Llanthony Secunda Priory, Blackfriars Priory, the HSHAZ, We Can Move and Arts Council England.

This not only raises the profile of Gloucester as a Cultural City but also aims to brighten the lives of residents, even under tier restrictions and will increase footfall in the city centre, if guidelines allow.

The programme was launched on 1<sup>st</sup> December with Window Wanderland where 48 households across White City, Matson and Podsmead have created a trail of decorated windows and Squid Soup spent three nights visiting local residents with their travelling light artwork. 6 more installations will be in City Centre locations throughout January and February.

### **Film and External Event Bookings**

From April to December 2020 there have been 9 external event bookings and 6 film bookings. Prior to August nothing was permitted due to government guidelines.

Bob Wilson's Funfair – went ahead successfully in Gloucester Park. Bad weather and limited attendance resulted in the fair requesting an additional week. This was granted at a negotiated fee for the additional week, providing some much-needed income to the city council.

Income raised during this time averages out at £1,700 per month with a total income raised of £8,480 (gross) or £7,583.33 (net) against a net target of £20,000.

All event and film requests are assessed for Covid risk by the City Events Group and the Public Health team.

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## **Part 1: GLOUCESTER CITY EVENT MANAGEMENT PROCESS**

In order to deliver a vibrant programme of events throughout the calendar year, the Festivals and Events department have introduced a process that each potential event organiser must complete in order to run an event in Gloucester City. This process covers all Health and Safety and legal requirements, ensures that all departments are aware of event proposals and also enables third party organisers to request a partnership with Gloucester City Council.

These partnerships range from support from the Festivals and Events team in ensuring that the organiser is following guidelines and talking to the right people, to requesting physical assistance in planning the event, help in operating the event and requests for contributions towards the event.

The process consists of an event application form, a signed agreement between both parties and an evaluation.

With financial contracts the final 20% of the grant is paid on receipt of the event evaluation.

Once the partnership is agreed, the Festivals and Events team maintain contact with the event organiser to monitor event planning, help troubleshoot and ensure that all council regulations are being followed.

All evaluation information is recorded in order to measure and compare our contribution and output on an annual basis. This will help form decisions on partnerships and the support allocated within the budget the following year.

## Part 2: CASE STUDY: OF EARTH AND SKY

Following the success of the Gaia and Moon installations in 2019, the internationally acclaimed artist, Luke Jerram, in discussion with the Gloucester Culture Trust, (GCT) mentioned that he had an idea for another event he would like to stage at some point in the future.

GCT developed the relationship and the idea with him, in conversation and partnership with the Head of Cultural Services at the City Council. This project couldn't have happened without the partnership and collaborative working of GCT and GCC alongside a range of other city partners. Of Earth and Sky was commissioned by Gloucester Culture Trust in partnership with Gloucester City Council, Gloucester Cathedral and Strike A Light, in association with Gloucester Quays. This project was the first project to emerge after the UK lockdown and was presented in a socially-distanced covid-secure way, which many festivals and other events were unable to achieve.

The artist worked with local poets and communities to select the words used. Gloucester Culture Trust commissioned this new work, which had 89,000 physical visitors and displayed the words of Gloucestershire residents across the city. This project not only was appropriate to the ambition of a citywide iconic partnership event but was also in line with all 6 of the cultural strategy objectives.

1. Develop artists and arts organisations
2. Broaden the Cultural offer for Gloucester
3. Develop a vibrant City Centre
4. Develop audiences
5. Put Gloucester on the Cultural map
6. Make things happen

This was achieved through a combination of investment from the city council, a successful Arts Council England bid and other partner contributions. The investment by the city council achieved match-funding from these other sources, resulting in a project that costed £63,000 with £25,000 investment from the city council.



## Partners

The remaining funding came from presenting partners and funding bodies. There were 11 partners in total.

- Gloucester Culture Trust -Project Managers
- Gloucester City Council - partners, worked on permissions, licenses, communication, maintenance and provided funding
- Strike A Light - promoted event and poetry interaction and provided funding
- Gloucester Quays - location host and provided funding
- Gloucester Cathedral - location host and provided funding
- Arts Council England - funder
- Great Place - funder
- In Situ - funder
- Thirty Percy - funder
- Barnwood Trust - funder
- We can move (Active Gloucestershire) - funder

The total budget was £63,000 composed of; GCC £25,000, £15,000 Sponsorship, and £23,000 from Trusts and Funders.



## Outcomes

The project involved 1 international artist, one local poet, received 80 submissions of poetry of which 30 phrases were used. These were placed in 31 locations across the city.

638,671 people saw the messages and interacted with the event and it attracted approx. 89,000 visitors.

Local community groups used the poems as backdrops for photos and performances, for example the university dance students held and filmed a performance in Gloucester Docks.

Gloucester will be credited as an original commissioning partner wherever OEAS goes in the future which is key for Gloucester's national and international cultural reputation. OEAS is going to Blackburn in 2021 for 10 weeks and the artist is holding discussions about this being recreated in Rome later in 2021.

OEAS proved to be a successful test-case of how to present culture in a socially-distanced and covid-secure way. The learning from this was useful in planning the Bright Nights winter programme.

OEAS met the commissioners and funders objectives to encourage healthy lifestyles and encourage participation through low-carbon means, by promoting walking and cycling as a way to experience the artworks.