



**Gloucester
City Council**

Cabinet

**Meeting: Wednesday, 14th July 2021 at 6.00 pm
in Civic Suite, North Warehouse, The Docks, Gloucester, GL1 2EP**

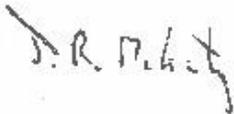
Membership:	Cllrs. Cook (Leader of the Council and Cabinet Member for Environment) (Chair), H. Norman (Deputy Leader of the Council and Cabinet Member for Performance and Resources), Gravells MBE (Cabinet Member for Planning and Housing Strategy), Hudson (Cabinet Member for Communities and Neighbourhoods) and Morgan (Cabinet Member for Culture and Leisure)
Contact:	Democratic and Electoral Services 01452 396126 democratic.services@gloucester.gov.uk

AGENDA

1.	APOLOGIES To receive any apologies for absence.
2.	DECLARATIONS OF INTEREST To receive from Members, declarations of the existence of any disclosable pecuniary, or non-pecuniary, interests and the nature of those interests in relation to any agenda item. Please see Agenda Notes.
3.	MINUTES (Pages 7 - 12) To approve as a correct record the minutes of the meeting held on 16 th June 2021.
4.	PUBLIC QUESTION TIME (15 MINUTES) The opportunity is given to members of the public to put questions to Cabinet Members or Committee Chairs provided that a question does not relate to: <ul style="list-style-type: none"> • Matters which are the subject of current or pending legal proceedings, or • Matters relating to employees or former employees of the Council or comments in respect of individual Council Officers

<p>5.</p>	<p>PETITIONS AND DEPUTATIONS (15 MINUTES)</p> <p>To receive any petitions or deputations provided that no such petition or deputation is in relation to:</p> <ul style="list-style-type: none"> • Matters relating to individual Council Officers, or • Matters relating to current or pending legal proceedings
<p>6.</p>	<p>LEADER AND CABINET MEMBERS' QUESTION TIME (15 MINUTES)</p> <p>Any Member of the Council may ask the Leader of the Council or any Cabinet Member any question without prior notice, upon:</p> <ul style="list-style-type: none"> • Any matter relating to the Council's administration • Any matter relating to any report of the Cabinet appearing on the summons • A matter coming within their portfolio of responsibilities <p>Only one supplementary question is allowed per question.</p>
<p>7.</p>	<p>GLOUCESTER CULTURE TRUST UPDATE REPORT (Pages 13 - 26)</p> <p>To consider the report of the Cabinet Member for Culture and Leisure providing an update on progress made against the Cultural Strategy for the period January to June 2021 and informing Members of the intention to submit expressions of interest to the Cultural Development Fund and the UK City of Culture 2025.</p>
<p>8.</p>	<p>PROPOSED DISPOSAL OF PUBLIC OPEN SPACE ARMSCROFT ROAD/BARNWOOD ROAD (Pages 27 - 34)</p> <p>To consider the report of the Leader of the Council presenting public objections to the disposal of a Public Open Space between Armscroft Road and Barnwood Roads.</p>
<p>9.</p>	<p>THE USE OF SANDBAGS DURING FLOODING EVENTS (Pages 35 - 44)</p> <p>To consider the report of the Cabinet Member for Environment presenting a review of the current policy on sandbag use, seeking for minor changes to be made and that the Council's position be established.</p>
<p>10.</p>	<p>FINANCIAL OUTTURN 2020/21 (Pages 45 - 58)</p> <p>To consider the report of the Cabinet Member for Performance and Resources presenting the Council's final general fund revenue, capital outturn positions against agreed budgets for the 2020/21 financial year, and report on performance against certain key financial performance indicators.</p>

11.	<p>ANNUAL RISK MANAGEMENT REPORT 2020/21 (Pages 59 - 96)</p> <p>To consider the report of the Head of Audit Risk Assurance (Chief Internal Auditor) presenting the Strategic Risk Register (SRR) and updating Members on the Council's risk management activities from 2020/21 for their awareness.</p>		
12.	<p>EXCLUSION OF THE PRESS AND PUBLIC</p> <p>To RESOLVE:</p> <p>that the press and public be excluded from the meeting during the following item of business on the grounds that it is likely, in view of the nature of business to be transacted or the nature of the proceedings, that if members of the press and public are present during consideration of this item there will be disclosure to them of exempt information as defined in Schedule 12A of the Local Government Act 1972 as amended.</p> <p>Agenda Item No. Description of Exempt Information</p> <table border="0" data-bbox="336 797 1453 869"> <tr> <td style="padding-right: 40px;">13</td> <td>Paragraph 3: Information relating to the financial or business affairs of any particular person (including the authority holding that information).</td> </tr> </table>	13	Paragraph 3: Information relating to the financial or business affairs of any particular person (including the authority holding that information).
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13.	<p>ACQUISITION OF PROPERTY TO MEET TEMPORARY ACCOMMODATION NEEDS (Pages 97 - 108)</p> <p>To consider the report of the Cabinet Member for Planning and Housing Strategy seeking the acquisition of a property to provide temporary accommodation.</p>		



Jon McGinty
Managing Director

Date of Publication: Tuesday, 6 July 2021

NOTES

Disclosable Pecuniary Interests

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

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

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

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

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

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

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

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

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CABINET

MEETING : Wednesday, 16th June 2021

PRESENT : Cllrs. Cook (Chair), H. Norman, Gravells MBE, Hudson and Morgan

Others in Attendance

Cllr. Castle

Managing Director

Monitoring Officer

Head of Place

Head of Policy and Resources

Democratic and Electoral Services Officer

APOLOGIES : None

1. DECLARATIONS OF INTEREST

There were no declarations of interest.

2. MINUTES

RESOLVED that the minutes of the meeting held on 10th March 2021 are confirmed as a correct record and signed by the Chair.

3. PUBLIC QUESTION TIME (15 MINUTES)

A member of the public asked what happens to the food, garden and recyclable waste collected from doorsteps in the City. The Cabinet Member for Environment replied that food waste is taken to an anaerobic digestion facility where it is converted to biogas for energy generation. He stated that garden waste is taken to be composted in a special area at the Hempsted Recycling Centre to fertilise the topsoil on the former landfill site. The Cabinet Member for Environment noted that later in the year 10,000 trees will be planted in the soil on this site to become biomass to generate green energy. For recycled waste, including paper and glass, he reported that this went to various facilities in the UK to be processed for re-use in contrast to two years ago when it was sent overseas.

The member of the public referred to new public bins in Eastgate Street each partitioned for general and recyclable waste. They enquired if there were plans to introduce these bins in other areas such as Gloucester Park. The Cabinet Member for Environment affirmed that the number of recycling bins across the City was

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increasing despite problems in the past with people mixing general and recyclable waste. He further advised that later in the year a strategy would be introduced to increase the opportunities for recycling and address local needs, a strategy that could be summed up as 'right bin in the right place'.

4. PETITIONS AND DEPUTATIONS (15 MINUTES)

There were no petitions or deputations.

5. LEADER AND CABINET MEMBERS' QUESTION TIME (15 MINUTES)

There were no questions to the Leader of the Council or Cabinet.

6. PERFORMANCE MONITORING YEAR END - 2020/21

Cabinet considered the report of the Cabinet Member for Performance and Resources that informed Members of the Council's performance against key measures in Quarter 4 of 2020/21.

The Cabinet Member for Performance and Resources placed into context the trends revealed in the report. She reminded Members that it had been considered by the Overview and Scrutiny Committee (7th June 2021) and noted that the number of performance indicators had increased since the 2019/20 report.

The Cabinet Member for Culture and Leisure referred to the performance indicator red status for the Museum of Gloucester and Tourist Information Centre footfall (Appendix 1 CD & VE-1). He advised Members that this was due to restrictions to public access under COVID-19 guidance and that staff had taken the opportunity to concentrate on improving the cultural venues enabling them to re-open in a better position. The Cabinet Member for Environment emphasised that the indicator in question was a measure of footfall alone and that everyone appreciated the efforts being made.

The Cabinet Member for Planning and Housing Strategy drew Members' attention to the improvement demonstrated regarding households in temporary and B&B accommodation (Appendix 1 H-13, H-14, H-15, H-16). He thanked the whole Housing Team both personally and on behalf of Cabinet for their work despite the difficult circumstances of COVID-19.

The Cabinet Member for Environment commented on the clear way in which the report presented the status of each indicator allowing focus to be directed where needed. He noted that these were all of green status with five at amber and that only one had crossed the red threshold.

RESOLVED that the Quarter 4 Performance Report 2020/21 at Appendix 1 of the report is noted.

7. TREASURY MANAGEMENT UPDATE - ANNUAL REPORT 2020/21

Cabinet considered the report of the Cabinet Member for Performance and Resources that sought Members to note treasury management activities for the

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period 1st October 2020 to 31st March 2021, prudential indicators, interest rate forecasts and an overview of the financial year 2020-21.

The Cabinet Member for Performance and Resources highlighted the key features of the report. She particularly drew Members' attention to the outperformance of the benchmarks by the Council's investment returns (3.4). The Cabinet Member for Performance and Resources further confirmed that the Council had operated within the prescribed limits and practices (6.2) and had not entered into any new borrowing. She thanked the Finance Team for their work.

RESOLVED that the contents of the report are noted.

8. BUSINESS RATES - EXPANDED RETAIL DISCOUNT 2021/22, NURSERY (CHILDCARE) DISCOUNT 2021/22

Cabinet considered the report of the Cabinet Member for Performance and Resources that sought Members to approve expanded retail and nursery (childcare) discount schemes commensurate with the Government budget announcement of 3rd March 2021.

The Cabinet Member for Performance and Resources confirmed that the costs of the discounts to the Council would be fully funded by central government.

RESOLVED that:

- (1) the Business Rates Expanded Retail Discount scheme 2021-22 (Appendix 1 of the report) is the approved scheme for Gloucester City for 2021-22
- (2) the Business Rates Nursery (Childcare) Discount scheme 2021-22 (Appendix 2 of the report) is the approved scheme for Gloucester City for 2021-22.

9. BUSINESS RATES - REQUEST FOR WRITE-OFF APPROVAL OVER £100K

Cabinet considered the report of the Cabinet Member for Performance and Resources that sought Members to write off a non-domestic rates debt in excess of £100,000.

The Cabinet Member for Performance and Resources outlined why the proposal was necessary. She reassured Members that there was provision to cover the loss and that should a new avenue to recover the debt arise at any time in the future then it would still be followed despite the write-off. The Cabinet Member for Environment reiterated that the Council does everything possible to recover debts and that write-offs are only considered when all other options had been exhausted. He further confirmed that this action would not prevent the debt being reinstated if beneficial to do so. The Cabinet Member for Planning and Housing Strategy expressed disappointment that the proposal was necessary. He informed Members however that he took comfort from the use of specialist enforcement agents (4.2) as it was his experience that if they could not achieve a successful outcome then no one would.

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RESOLVED that the non-domestic rates amount in paragraph 4 of the report is written off.

10. ST OSWALDS REDEVELOPMENT

Cabinet considered the report of the Cabinet Member for Planning and Housing Strategy that sought Members to approve the disposal of the City Council's interest in a site pertaining to the comprehensive redevelopment of land at St Oswalds for up to 300 new homes in partnership with Rooftop Housing Association (RHA).

The Cabinet Member for Planning and Housing Strategy remarked on the technical complexity of this ambitious project which was reflected in the report and thanked the Head of Place and his team for their expertise and guidance in its preparation. He stated that the risks were consistent with the previous report to Cabinet (10th March 2021 Agenda Item 10). The Cabinet Member for Planning and Housing Strategy reminded Members that 200 of the 300 planned homes would be affordable. He commented that this represented a step forward towards the goal of helping people find somewhere to live about which Cabinet are passionate.

The Cabinet Member for Environment expressed his own gratitude to officers for their efforts in what is a long and complex process towards providing homes that are desperately needed. He looked forward to the commencement of work on site. The Cabinet Member for Culture and Leisure drew Members' attention to the removal of significant risk by the recommendations (7.1) and the next steps to be taken (8.1). He commented that it was right and in the interest of taxpayers that each stage of this complex process is to be completed absolutely correctly and ways found to minimise risk.

RESOLVED that:

- (1) the Property Commissioning Manager is authorised, in consultation with the Leader of the Council, Cabinet Member for Planning and Strategy, Head of Policy and Resources and Head of Place:
 - a. to accept a surrender from Tesco Stores Limited of the land edged **GREEN** in Appendix 1 of the report
 - b. to agree a new lease with Tesco Stores Limited for the land edged **GREEN** on in Appendix 1 of the report for a period of 250 years with no restriction to future development
 - c. the completion of both transactions taking place only when all other legal agreements referenced in resolution (iii) of the 10th March 2021 Cabinet Report 'St Oswalds Redevelopment' complete
- (2) the Head of Place in consultation with the Leader of the Council, Cabinet Member for Planning and Housing Strategy, the Head of Policy and Resources and the Council Solicitor is authorised to take all necessary steps and undertake necessary procedures, including but not limited to

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entering into any legal arrangements or other documentation as may be required to facilitate resolutions (1)a and (1)b above

- (3) the recipients of the delegations set out in Resolutions (1) and (2) above are authorised to instruct the Council Solicitor to prepare such documents as considered appropriate to achieve the outcomes set out in those Resolutions.

Time of commencement: 6.00 pm

Time of conclusion: 6.22 pm

Chair

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Meeting:	Cabinet	Date:	14 July 2021
Subject:	Cultural Strategy Six Monthly Update		
Report Of:	Cabinet Member for Culture and Leisure		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Philip Walker, Head of Cultural Services		
	Email: Philip.walker@gloucester.gov.uk	Tel:	39-6355
Appendices:	1. Cultural Strategy Progress Report Jan - June 2021 2. Recommendations of the Overview & Scrutiny Committee - 5 July 2021		

FOR GENERAL RELEASE

1.0 Purpose of Report

- 1.1 To provide an update on progress made against the Cultural Strategy for the period Jan 2021 to June 2021
- 1.2 To inform Cabinet of the intention to submit expressions of interest to the Cultural Development Fund and the UK City of Culture 2025.

2.0 Recommendations

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

- (1) the report is accepted and progress against the objectives of the Cultural Strategy noted.
- (2) the city council submits a bid to the Cultural Investment Fund.
- (3) should the eligibility criteria be met, the City Council submits an expression of interest to the Arts Council England Cultural Development Fund round 2 and submit a full bid should the City Council expression of interest be successful.
- (4) authority be delegated to the Head of Culture, in consultation with the Section 151 Officer and Council Solicitor, to
 - a. submit bids to the Cultural Investment Fund and Arts Council England Cultural Development Fund round 2
 - b. enter into any grant agreement required by the grant providers
 - c. enter into any necessary agreements with the cultural partners referred to in paragraph 3.3. to facilitate the submission of the applications for funding.

- (5) that an expression of interest for Gloucester being UK City of Culture 2025 be submitted by Gloucester Culture Trust is fully endorsed and supported.

3.0 Background and Key Issues

3.1 Context - The period between January and July 2021 has continued to deliver challenges to Gloucester's cultural sector owing to the ongoing covid-19 pandemic. National lockdown was in place until end March, then England began to unlock in steps according to government directions. This meant that all non-essential retail including cultural venues; cinema, theatres, live music venues, museums and galleries had to remain closed until mid-May. Social distancing remained in place, limiting the capacity of crowds and attendance at outdoor events and stadia. Limited cultural and sporting activity was able to take place during this period. Some planned activity began at Step 3 and it is anticipated further activity will resume at Step 4 – including the long-awaited return of festivals and indoor live events. Cultural Recovery Funds were provided by government and a number of the city's cultural organisations including the city council were successful in applying for funds to see them through this challenging period of Jan – June. A detailed report of the wider activity during this period is shown in Appendix 1.

3.2 Cultural Investment Funds

A series of new investment funds were announced by Arts Council England (ACE) and Department for Digital, Culture, Media and Sport (DCMS) in May. The Cultural Investment Fund comprises of 3 schemes – a Museum Estate and Development fund (MEND), a Libraries Improvement Fund and the Cultural Development Fund (round 2). Initial investigations are underway to establish whether the City Council is eligible to apply for the MEND fund in respect of the Museum of Gloucester which requires a fully-costed condition survey of the Brunswick building to demonstrate the need for investment. A survey has been commissioned as part of the Property Services estate management work. Should the conditions of eligibility for this fund be met and the case can be made, an application will be submitted.

3.3 Cultural Development Fund (round 2)

The Cultural Development Fund is a fund intended to support capital investment into cultural infrastructure. Places that have a strategic vision for their development and can demonstrate both cultural maturity and commitment to culture-led growth but need investment in physical and/or digital infrastructure or other assets to accelerate and maximise their impact are encouraged to apply. Following an Expression of Interest (EOI) successful applicants would be invited to develop a fuller application for submission. Amounts of between £2m and £5m may be applied for with evidence of match commitment by the city for a minimum of 15%. This presents an opportunity for Gloucester city council to be able to submit an expression of interest. Sources of match funds are being identified and a bid is being scoped by cultural partners including University of Gloucester, The Music Works, Gloucester Culture Trust and the city council. A bid-writer will be appointed to help with the submission of an EOI.

3.4 City of Culture 2025

The Department for Digital, Culture, Media and Sport has announced that it is open to expressions of interest for the City of Culture 2025 from towns and cities across the UK. Following the EOI stage a total of 6 applicants will be long-listed and be

eligible to seek up to £40,000 to develop a more coherent and detailed bid. The call encourages collaboration between areas geographically linked, but with an emphasis on a lead location.

- 3.5 Gloucester is strongly positioned to take up this opportunity as it is able to demonstrate all of the essential elements that would be required to make the long-list in order to develop a fuller bid and has a very credible evidence base to make the case to be the next UK City of Culture in 2025. The expression of interest stage is a simplified process from previous call-outs with an emphasis on information gathering and 'making the case'. A cross-sector group led by Gloucester Culture Trust will develop the expression of interest for a Greater Gloucester bid – with Gloucester being the lead city with the wider benefits of working with regional partners from neighbouring authorities. Costs for developing this EOI will be covered by in-kind support from Gloucester Culture Trust.
- 3.6 If successful at the EOI stage, Gloucester would be invited to develop a fuller bid. At this stage, the city council would be seeking the financial support offered by the Arts Council England, as well as identifying the necessary funds to support a fully worked up submission. Previous cities that have been successful in hosting the UK's City of Culture have seen enormous benefits to their local economy. An economic impact assessment on Hull that hosted the award in 2017 showed that during the year 5.3 million visits to city added over £300m economic benefits to the city's local economy with a further £22m gross value added to the local economy. Fifty per cent of businesses reported increased turnover due to City of Culture. In terms of social value there was renewed confidence and pride in the place amongst residents. In terms of exposure and reach 66% of the UK population was aware that Hull was City of Culture. This year Coventry is experiencing similar benefits and has attracted additional investment into the city in the years preceding their year of city of culture.

4.0 Social Value Considerations

- 4.1 More than 9 in 10 Hull residents engaged in at least one cultural activity. 71% of Hull residents would speak positively about Hull. 2400 volunteers created 337,000 hours of volunteering. Increase in employment opportunities, job creation and volunteering across sectors including hotels and hospitality, catering, tourism and more have been outcomes of previous host cities. There will be similar benefits brought to Gloucester from a successful bid to be the UK City of Culture.
- 4.2 Social value is integral to the delivery of the Cultural Strategy and this will continue to be a focus for the strategy in future. Culture and cultural activity in the city can provide far-reaching benefits to citizens' health, well-being, skills and help develop social cohesion and a sense of place. Cultural participation in activities such as Events and Festivals can bring disparate communities together to celebrate and collaborate.

5.0 Environmental Implications

- 5.1 The updated Cultural Strategy (2021-2026) includes actions linked to climate change and the environment.
- 5.2 The council is committed to achieving carbon neutrality in future and so the investment into greener more efficient buildings through the Cultural Development

Fund and a strong environmental emphasis on a city of culture year would progress the city in its ambitions to cut carbon use and find green solutions to cultural activity in the city. Investment will result in more sustainable buildings and infrastructure.

6.0 Alternative Options Considered

- 6.1 The alternative would be not to submit expressions of interest to Cultural Investment Funding bids. More investment is required into Gloucester's cultural infrastructure and these funds provide an opportunity. Not applying for them is ***not recommended***.
- 6.2 Applying at a later date for a future year to bid for City of Culture – ie. in 4 years' time for 2029. There is evidence that Gloucester on a positive trajectory with its cultural development and that delaying for a further four years would lose the momentum gained in recent years. This option is ***not recommended***.

7.0 Reasons for Recommendations

- 7.1 **Cultural Development Fund** - The city has developed its cultural activity, partnerships, impact and reach over the past 5 years. Further cultural development and investment in the city's infrastructure is needed and the Cultural Development Fund is a very good opportunity for Gloucester to continue to demonstrate its ambition and commitment to drive the city forward with a strong cultural offer. Investment in cultural assets in the city will contribute to boosting the economy, instil greater local pride in residents and ultimately make Gloucester a more attractive place for visitors and businesses.
- 7.2 **City of Culture** - The Great Place evaluation demonstrated that Gloucester is ready for this opportunity to showcase its progress more widely and embed culture across the city. Gloucester Culture Trust are a respected and trusted partner of GCC and have a credible track record with funders, sponsors partners, artists and communities in the city. They are well-placed to lead a bid for UK City of Culture and have the skills amongst their staff and board and contacts to produce a high-quality EOI.

8.0 Future Work and Conclusions

- 8.1 Develop and submit EOI for UK City of Culture by 19 July 2021
- 8.2 Develop and submit EOI for CDF#2 – by 23 July 2021
- 8.3 Subject to the outcome of the EOIs further work may be required to scope fuller bids.

9.0 Financial Implications

- 9.1 It is recommended that an expert bid-writer is appointed to help write the EOI for the Cultural Development Fund bid. Partners will be sought to contribute to the costs of appointing a bid writer.
- 9.2 Costs for the writing of the EOI for the City of Culture bid will be covered by in-kind by GCT who will lead the bid.
- 9.3 Should either EOI be successful budget would be required to be identified to pay for the development of a fuller bid. Funding would be sought from ACE (in the case of

City of Culture bid) and partners involved in the bid. In respect of the CDF bid partners would be asked to contribute towards the costs of a bid-writer.

10.0 Legal Implications

- 10.1 The City Council should consider entering into agreements with the cultural partners referred to in this report setting out the respective roles and responsibilities in submission of bid funding. Legal advice should be sought if there are proposals that any of these partners would provide match funding.
- 10.2 GCC would be the accountable body for the funding applications and will need to ensure that the funds are spent in accordance with grant terms and conditions.
- 10.3 Any contractor required to help draft any EOI would be appointed in accordance with council's contract rules.

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

11.0 Risk & Opportunity Management Implications

- 11.1 Risks of not submitting EOIs - Low
- 11.2 Risk of submitting EOIs – Low.

12.0 People Impact Assessment (PIA) and Safeguarding:

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

13.0 Community Safety Implications

- 13.1 None

14.0 Staffing & Trade Union Implications

- 14.1 None

Background Documents: Gloucester's Cultural Vision and Strategy 2016 – 2026 (updated 2021)

<https://www.gloucester.gov.uk/media/1372/cultural-strategy.pdf>

Cultural Development Fund round 2 information from Arts Council

<https://www.artscouncil.org.uk/funding/cultural-development-fund-round-two>

City of Culture 2025: Expression of Interest: guidance for bidders

<https://www.gov.uk/government/publications/uk-city-of-culture-2025-expression-of-interest-guidance-for-bidders>

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Appendix 1: Cultural Activity updates Jan – July 2021

- 1. Cultural Recovery Funds** - During 2020-21 – the city council and several of the other cultural providers and partners in the city were supported through the Cultural Recovery Fund (round2) which provided much-needed support for Museum of Gloucester and Gloucester Guildhall. In Jan – March the city council received support from the British Film Institute of £40k and £50k from Arts Council England and has used these funds to develop activity and improve services across these cultural sites. St Oswalds Priory also received £25k from Historic England.
- 2. Cultural Venues** - All city-council run venues closed through the period of lockdown re-opened during week commencing 17 May. A significant loss of income was experienced as a result of closure and a slow return of audiences has continued to impact on earned income since May. Guildhall cinema has re-opened with a reduced capacity to enable social distancing, which has impacted on income. Audiences are being to return and confidence is being reflected in initially low visitor numbers to Museum of Gloucester and Guildhall cinema. Live events programme is still very slow to pick up with many of the post-poned events being further postponed to later in the year and those that are planned can only proceed with a much-reduced capacity for indoor and outdoor events.
- 3. Festivals and Events** - the period from January to June has seen further cancellations or postponement of most events and festivals. Some controlled outdoor events were permitted from Step 2 in mid-April such as funfairs. Most other festivals have delayed or postponed until it is clear that social distancing restrictions can be lifted – after Step 4. Gloucester History Festival presented some on-line activity and talks during April 2021 and aims to operate more fully, both digitally and virtually later in the year with the City Voices programme also due to return. Rooftop Festival will return following a successful application to the Arts Council and support from the city council. The festival and events team are in talks with live music and comedy promoters to bring new events to Gloucester Park in future. The Tall Ships Festival will return in 2022 – over the Spring Bank holiday – along with activity to celebrate the Queen's Platinum Jubilee. Plans are in development for Gloucester Goes Retro in August, being delivered by the city council in partnership with Gloucester BID and founder and driving force Cllr Colin Organ. New events and festivals and locations are being explored with partners to provide a varied programme that caters for a wide range of tastes, demographics and interests and meeting the cultural ambitions of the city.
- 4. Film production** – some limited film production took place in the city with outdoor locations being used with social distancing measures in places. The film industry was also impacted seriously by the pandemic and covid restrictions enforcing it to shut down many productions. Gloucester remains committed to being seen as a film-friendly city and the festivals and events team continue to promote the city's locations as an asset. Film production in the city can also boost tourism as an additional benefit to the local economy.

- 5. Culture and Visitor Economy Recovery Group (CVERG)** - In response to the covid-19 pandemic, thematic recovery groups were established by the city council in April 2020. The CVERG is a city-wide group which was formed from the Strategic Events Programming Group. The CVERG continues to meet approximately every 2 months to support, share and collaborate on plans for recovery.
- 6. Tourism and Destination Marketing** – Good progress continues to be made against the recommendations from the *Future Marketing of Gloucester* report written by Steve Brown in March 2020. An independent Marketing Steering Board has been established to ensure that the city council continues to support and represent the needs of the city's visitor economy. A leading company in the area of place branding - *Thinking Place Ltd* - have been appointed to undertake the place branding and positioning contract following an open tender process. There were 152 expressions of interest in the project and over 30 full submissions of a very high standard for this strategic piece of work, which will result in a strong brand proposition and assets to help promote the city for visitors, residents, tourists and investors in Gloucester. The new website continues to be populated with fresh content, blogs and imagery and is continuing to extend its reach, engagement and impressions. Visit numbers to the city are still low, owing the limited number of cultural opportunities available, but are beginning to pick up as more people are vaccinated and confidence grows. The city's covid recovery marketing plan is being delivered to support the safe return of the visitor economy. This has developed in response and support of the Visit Gloucestershire county-wide covid recovery plan and the national recovery strategy that has been developed by Visit Britain and Visit England. This ensures that Gloucester's proposition is in line with county, regional and national programmes, whilst delivering a distinctive proposition relevant to Gloucester.

7. Rebuilding Foundations in partnership with South West Museum Development

South West Museum Development has received £56,800 from the National Lottery Heritage Fund for 'Rebuilding Foundations: Gloucestershire's Museums', running from June 2021 until March 2022. The project is supporting 10 Gloucestershire Museums to gain skills to involve volunteers and develop audiences. Each Museum will have bespoke development opportunities alongside sector specialists to build resilience after Covid-19 and support will also come from peer to peer networks. The Museum of Gloucester is the only Gloucester based Museum to participate in this project.

8. The Folk of Gloucester museum

The legal documentation in relation to the transfer of the Folk of Gloucester Museum from the city council to Gloucester Historic Buildings and Gloucester Civic Trust is near completion. The council's museum team will continue to assess/document and relocate objects from the stores at the former Gloucester Life Museum over the next 5 years. Items that remain on site at

the Folk of Gloucester are subject to forming part of a loan agreement, with the items of the collection remaining the property of the city council. The Museum of Gloucester team are working closely with the Gloucester Civic Trust to understand their priorities and plans for the site to ensure that timescales align and that the city's historic collections remain safe and cared-for. The Folk of Gloucester have appointed a consultant to help formulate their ideas for developing the site.

9. Gloucester Culture Trust

Despite the setbacks of covid the city council has continued to work closely and positively with Gloucester Culture Trust (GCT) and others to ensure that the delivery of the Cultural Strategy continues to progress. A revised and updated version of the Cultural Strategy for 2021 – 2026 was adopted at the March 2021 council meeting.

10. **Gloucester's Cultural Vision and Strategy** – was updated earlier in the year. The refreshed strategy that describes the period 2021-2026. It identified 23 Actions to deliver against 8 key Objectives. Whilst the responsibility for the delivery of the majority of the actions within the strategy sits with GCT, the city council has a critical role to play in supporting this strategic devolvement, ensuring the right level of support is provided and the conditions are created for culture to thrive. The city council continues to work closely with GCT to ensure that the actions are progressed.

Chief Executive Officer of GCT, Hollie Smith-Charles left at end April. Following a formal recruitment process the new CEO Adam Coleman and will start on August 9th and for the interim period James Garrod (Programme Manager: Jolt) is acting CEO. GCT is also recruiting a replacement Strategic Creative producer in partnership with GCC which will include producing the Kings Square cultural programme for 2022 and beyond.

11. Great Place

The National Lottery Heritage Fund and Arts Council England funded Great Place scheme wrapped up with a celebration event on 27 May 2021. *Gloucester, Becoming a Great Place for Culture* - was an online event with nearly 50 people attending. The event included a newly commissioned film summarising the Great Place story and its successes, with case studies from partners. Breakout groups explored how the city could build on the legacy of the scheme. It was a successful event that showed how culture in the city has taken - in the words of one key partner - 'giant leaps' over the past 4 years. Most evident was the close partnerships and relationships that have been built in the city and beyond as a result of this investment. Gloucester is clearly in a stronger and a healthier position for culture than at the outset of the scheme. GCT will follow up this event by sharing the learning with the sector and councillors.

12. Kings House

Kings House continues to develop as a hub for creative activity in the centre of the city. Work has progressed to install a lift which is scheduled for completion during the summer. This will ensure that the building is fully accessible to Jolt studios on Level 1 and The Music Works hub on level 2. In addition to providing some of the necessary finance for the lift, the city council has agreed a loan of £30,000 to Gloucester Culture Trust with terms of repayment being finalised. The remainder of the financing has been provided by a combination of the city council, The Music Works and GCT – with funds from Arts Council (Great Place scheme), Paul Hamlyn Foundation and DFG.

13. Jolt

Once the lift and accessible toilet are installed the build and fit-out phase will be complete. Jolt's co-working space is now open for testing and has been very well received. To date Jolt has recruited tenants to 10 of its 13 studios and 9 of its 11 Pod Studios. These were offered through a competitive application process to find suitable residents. The final studios and Pod Studios will be ready to lease in July 2021 with the expectation that these will be fully booked. A launch event comprising of open studios with the Jolt residents, a small programme of entertainment and refreshments is being planned for the second half of July.

14. The Music Works

The Music Works have been awarded the prestigious Queen's Award which is a strong endorsement of the work they do in supporting and promoting young people to access music production, education and more. Their fit-out of the second floor of Kings House is also nearly completed, with state-of-the-art facilities in place to ensure that The Music Works can provide high-quality accessible music provision in the centre of Gloucester. Over £400k of funding has been secured from a variety of sources to complete the impressive transformation of the space, due to open in July 2021 with initial testing and use already underway. This facility will become regionally important and place Gloucester firmly in the premier league for its ability to support music education and access in the county and beyond to all ages and abilities.

15. Kings Square

Due for completion by end of the year Kings Square will be a high-quality city centre site that will be able to be used for concerts, events, festivals and other mixed uses. A process to commission events to mark the launch of the Square and the future cultural programme has been issued for expressions of interest. The city council has allocated budget from the Festivals and Events budget to support a launch event and programme. Further funds will be sought to augment the city council's investment. Work is progressing to establish the governance and management arrangements for the Square and Forum public realm areas.

16. Guildhall and Blackfriars

Restrictions upon the numbers of attendees led to cancellations or postponement of all live gigs and events for the period in the Guildhall. Room hire, weddings and other income-generating activity across sites also ceased and continues to be slow to return. Instead, the team presented socially-distanced live events at Blackfriars as part of the summer social series. The cinema at Guildhall reopened on 17 May with a maximum seated capacity of 22 per screening and a limited choice of cinema releases to drive audiences.

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Appendix 2

Recommendations of the Overview & Scrutiny Committee 05/07/2021

RESOLVED that the Overview & Scrutiny Committee **RECOMMENDS** that:

- (1) Enquiries are made of the other Gloucestershire districts as to their level of interest in being part of a bid for City of Culture 2025 and;
- (2) The Overview and Scrutiny is consulted at all stages of the bid process should Gloucester be on the longlist following consideration of the Expression of Interest.

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Gloucester City Council

Meeting:	Cabinet	Date:	14 July 2021
Subject:	Proposed Disposal of Public Open Space Armscroft Road / Barnwood Road		
Report Of:	Leader of the Council		
Wards Affected:	Elmbridge		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Melloney Smith Asset Management Officer		
	Email: Melloney.smith@gloucester.gov.uk	Tel:	396849
Appendices:	1. Plan of Land 2. Summary of Objections		

FOR GENERAL RELEASE

1.0 Purpose of Report

- 1.1 To consider public objections to the disposal of Public Open Space at Armscroft Road / Barnwood Road.

2.0 Recommendations

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

- (1) the objections received in response to the s123 notices be noted;
- (2) the disposal of the whole site be approved.

3.0 Background and Key Issues

- 3.1 A local developer approached the Council on whether the Council wished to dispose of the open space land adjacent to the old B Grade Domestic building on the junction of Barnwood Road and Armscroft Road.
- 3.2 The land is classed as Public Open Space. Consultations took place with the Open Space Officer. In the Open Space Strategy, the land is classed as low quality, low community value and low biodiversity value. In his opinion the land is little used and difficult to maintain.
- 3.3 Local members were asked for comment on the proposed disposal. Only member responded but could not comment as on Planning Committee.

- 3.4 Property Commissioning Manager decided that land could be disposed of subject to open market valuation being obtained and the s123 of Local Government Act procedure being followed
- 3.5 The developer obtained planning permission and Bruton Knowles provided valuation advice taking into account the planning permission to ensure best value is achieved. Price was agreed with developer subject to contract and following the S123 procedure.
- 3.6 The Public Notices were published on 6 and 13 May 2021. 9 objections were received.
- 3.7 A summary of the objections raised are attached in appendix 2.
- 3.8 The developer took occupation of some of the land without the Council's prior consent and prior to being in legal possession of the land. This was also prior to the conclusion of the S123 consultation being completed. The developer was told to cease works and One Legal were consulted over issuing an injunction to stop works.
- 3.9 Due to the objections that have been received, Cabinet now has to consider them and decide whether
- a) the disposal should not go ahead
 - b) only part of the site should be disposed of (land edged red and not coloured on plan appendix 1)
 - c) the disposal of the whole site should go ahead

4.0 Social Value Considerations

- 4.1 The objections raised have commented on the social value of the land

5.0 Environmental Implications

- 5.1 Part of the proposed land to be disposed of would be built on and mean the loss of a grassed area. The remaining part would be private garden. This may have an impact on wildlife habitat and wildlife corridors.

6.0 Alternative Options Considered

- 6.1 Disposal of part of the site – this would mean a smaller capital receipt; the developer would have to submit a new planning application and without the garden land may not obtain consent for a revised scheme. We would retain the main part of the public open space which is difficult to maintain and classified as low quality, low community value and low biodiversity value.
- 6.2 No disposal of land to take place – the opportunity for the provision of more homes is lost and the loss of a capital receipt. We retain public open space that is difficult to maintain and is classified as low quality, low community value and low biodiversity value.

7.0 Reasons for Recommendations

- 7.1 It is recommended that the whole site is disposed to permit the provision of new homes, to provide a capital receipt and to dispose of land that is difficult to maintain. The land will be sold subject to restrictions that the undeveloped land cannot be built on in the future.
- 7.2 It is recommended that a condition of the disposal is that the developer provides a bench for local residents' use.

8.0 Future Work and Conclusions

- 8.1 If the disposal or part disposal is agreed to then One Legal will need to be instructed to deal with the sale of the land.
- 8.2 If is not disposed of or only part disposed of then work to engage with the community to improve the open space could commence if there is any interest.

9.0 Financial Implications

- 9.1 If the land is all/part disposed of there will be a capital receipt.

(Finance were consulted in the preparation of this report)

10.0 Legal Implications

- 10.1 Before disposing of land held as public open space, the Council has a statutory duty (pursuant to s.123 of the Local Government Act 1972 (the "**Act**")) to inform the public of its intention by way of a notice published for two consecutive weeks in a local newspaper. The notice invites the public to submit any objections in writing to the Council and sets a time frame for doing so. The Council has a duty to consider the objections received within the time frame and must then make a decision as to whether the disposal should proceed.
- 10.2 The Council has a further statutory duty under the Act to secure the best consideration reasonably obtainable for the land being disposed of. In this instance, the Council sought an independent valuation of the land (carried out by Bruton Knowles) to ascertain what the best price obtainable on the open market would be and based the proposed sale price on the conclusions drawn.
- 10.3 The registered title covering this area of land has been reviewed and there are no existing restrictions which might impact on the proposed use of the land as private garden ancillary to the adjoining development, or for a small part of the land to be built upon as part of the adjoining development. If the whole area is disposed of, the Council is proposing to impose a restriction so that the part to be used as a private garden cannot be built on in the future

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

11.0 Risk & Opportunity Management Implications

11.1 There are no adverse risks associated with proposed course of action.

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

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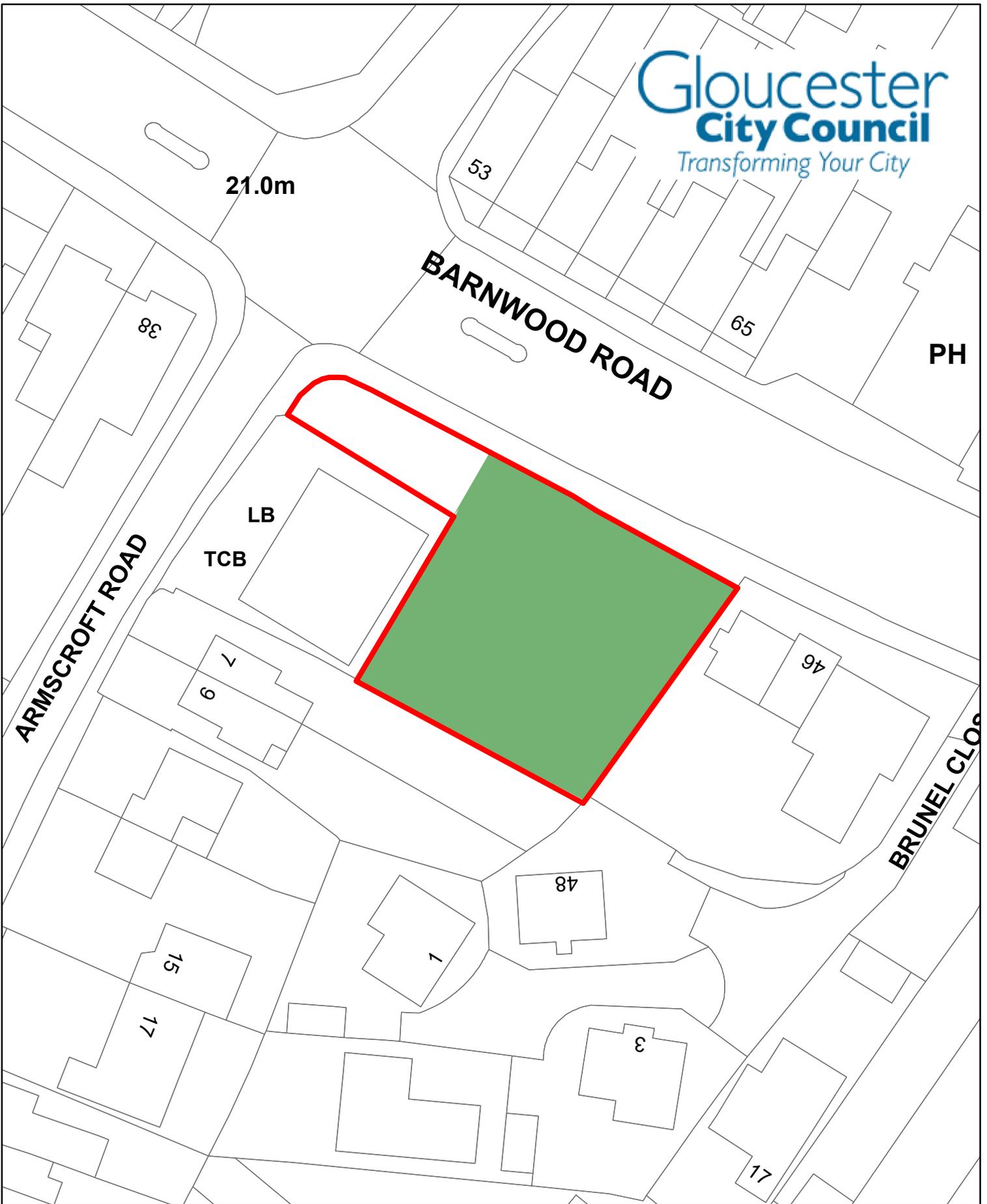
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APPENDIX 2

Summary points of the objections to disposal of open space

Objection 1

- Elderly people and people unable to walk very far use to sit in and exercise dogs
- Disabled and young people use to sit and eat chip shop lunch
- Council should put more benches in for people use especially in light of coronavirus

Objection 2

- it is used as resting place for people on route to post office at Wotton Hall
- Encourages wildlife

Objection 3

- Encourages wildlife and flowers
- Could be pleasant place for picnics with children and stopping place for elderly people

Objection 4

- Used to walk dogs and to enjoy outdoor space
- Used by older residents who can't walk as far as the local park (especially used during coronavirus)
- Used by customers of Queens Fish and Chip to have picnic
- Used as meeting place for young people
- Used by wildlife

Objection 5

- It is a community asset and shouldn't be built on

Objection 6

- Used for dog walking and sitting in to enjoy the space
- Used by people eating fish and chips
- Used by wildlife

Objection 7

- Park is well used by elderly and less able as a rest point on way to shops and post office
- Is accessible space for nearby houses in multiple occupation and small blocks of flats
- Is beautiful and adds character to area

Objection 8

- Detailed objection to the process

Objection 9

- Should be retained as public garden with public access is protected

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Meeting:	Cabinet	Date:	14 July 2021
Subject:	The Use of Sandbags during Flooding Events		
Report Of:	Cabinet Member for Environment		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Tom Hitchen – Environment Officer Flood Management		
	tom.hitchen@gloucester.gov.uk		Tel: 396307
Appendices:	1. Provision of Sandbags to the Public- Policy Statement		

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 To report on the review of the current policy on sandbag use, recommend minor changes to that policy and agree the Council’s position.

2.0 Recommendations

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

- (1) it be confirmed that householders continue to be primarily responsible for the protection of their own property;
- (2) it be confirmed that householders at frequent risk from flooding continue to be primarily responsible for being prepared in advance of the onset of flooding;
- (3) it be affirmed that the Council’s primary roles in relation to flood management in the city are:
 - (a) source of advice to householders to make appropriate provision for protecting their property in the event of a flooding incident and find alternative methods of protection such as flood barriers and other physical measures;
 - (b) to manage and maintain watercourses within its own ownership;
 - (c) through production of appropriate strategic planning policies and enforcement of planning conditions related to flood management and
 - (d) during and after a flooding incident, to provide support as requested/appropriate by the lead flood agencies (Environment Agency and Gloucestershire County Council) in this area;

(4) the policy statement outlined in Appendix 1 be adopted.

3.0 Background and Key Issues

3.1 Gloucester City's main flood threat is two-fold:

A) surface water flooding due to heavy rain.

B) Flooding occurring due to river levels overtopping defences.

3.2 Since the major floods of 2007 there has been significant investment in the city in flood management. A key aspect has been the introduction and maintenance of river and watercourse telemetry by the Environment Agency. This has enabled the Council and partners to review water levels in near real-time and carry out trend analysis following events to better understand the catchment and hence risk to life and property.

3.3 The Lead Local Flood Authority (Gloucestershire County Council) have recently updated their Flood Guide which identifies steps to help reduce the risk of flooding and advice on flood protection and preparedness.

[\(https://www.gloucestershire.gov.uk/planning-and-environment/flood-risk-management/flood-guide/\)](https://www.gloucestershire.gov.uk/planning-and-environment/flood-risk-management/flood-guide/).

3.4 Climate change is anticipated to impact on the frequency and intensity of extreme rainfall and sea levels which will impact flood risk within Gloucester, particularly given the tidal influence on the River Severn in this location.

3.5 There have been several significant events since 2007 in 2012, 2014 and most recently 2019 and 2020. This has seen effective collaborative working with partners and emergency services which is set to continue. A flooding database is now operational to record flooding incidents and opportunities to be identified and investigated.

Repair and Maintenance

3.6 Where the Council are landowners they undertake riparian duties on watercourses to ensure that channel capacity is available to convey flows. The Council undertakes regular inspections and clearance of trash-screens, weirs and culverts under their ownership.

3.7 The Council are constantly looking for suitable opportunities working with stakeholders and partners such as the Environment Agency and the LLFA to undertake flood alleviation schemes and manage run-off entering the urban watercourses.

3.8 Recent schemes include Natural Flood Management in the headwaters of the River Twyver and Sud Brook with the aim to delay the run-off and sediment transport upstream at source, improving channel capacity downstream in the urban environment.

3.9 The Council through Planning Policies manages the run-off entering urban watercourses from new developments by following Sustainable Urban Drainage

Systems (SUDS) principles that aim to mimic natural drainage, for example balancing ponds and permeable pavements.

- 3.10 During a flood event it would be anticipated that Council operatives look to clear trash-screens and culverts within our ownership where safe to do so. This maintains channel and flood capacity and provides a much wider benefit than say, provision of sandbags. During flood events the rising water could transport debris and detritus that could increase the risk of a blockage and localised flooding.

Sandbags

- 3.11 Sandbags are ineffective when compared to purpose-designed flood protection products. Some of their drawbacks include:
- 3.11.1 Unless installed correctly, they have limited effectiveness and can provide a false sense of security.
 - 3.11.2 Sandbags do seep water even when well-stacked and trodden into place.
 - 3.11.3 Sandbags are very heavy and difficult to move.
 - 3.11.4 They would need to be deployed at all water entry points at a property to form an effective temporary barrier. The number of bags and location of water vulnerable points on a property would not be known by the Council or agencies, making their effective deployment rapidly in real time challenging and expensive.
 - 3.11.5 Sandbags do deteriorate particularly if left in sunlight and could cause bags stored for a period of time to fail.
 - 3.11.6 Deployment of flood protection measures such as sandbags during a flash flood are considered inefficient and ineffective. This type of flooding from watercourses, sewers or surface run-off is difficult to predict and can subside very quickly.
 - 3.11.7 Access to locations for delivery of sandbags may not be safe or possible, particularly at short notice.
 - 3.11.8 Historically sandbags have been delivered to Westend Parade and Sudmeadow Road areas. It has been observed that many of those delivered recently were not required or used to hold back flood water. These sandbags have typically not been collected back by the council, with residents encouraged to store them

Policy Review

- 3.12 A review of sandbag protocols across other Authorities indicates several common themes.
- 3.12.1 that responsibility for property flood protection lies with property owner and not the Council or any other agency.
 - 3.12.2 sandbags are not generally deployed to the public.
 - where they are made available, they are not available for garden or outbuilding flooding but only where there is an immediate threat of internal flooding

- sandbags are generally not deployed on flood warnings or onset of rainfall

3.12.3 in those authorities where they are deployed, deployment is based on priority with consideration to:

- existing defences
- critical/ strategic infrastructure
- essential services
- Vulnerable people

3.12.4 sandbag disposal is not the responsibility of the Council or other agencies

4.0 Social Value Considerations

4.1 Not applicable.

5.0 Environmental Implications

5.1 Sandbags typically contain plastics and, as they breakdown, pose a negative environmental impact.

5.2 The disposal of sandbags is typically down to the homeowner. If not disposed of appropriately, sandbags could end up in watercourses posing a blockage risk or littering the local area.

5.3 Following flooding, sandbags that have been contaminated by petroleum products, sewage, industrial waste or hazardous chemicals have the potential to negatively impact public health and the environment, if not disposed of appropriately.

6.0 Alternative Options Considered

6.1 No provision of sandbags

Sandbags could be required during major events to protect critical infrastructure and services and supporting existing defences. This option is ***not recommended***.

6.2 Deliver sandbags to meet any incoming requests.

In practice this would be inefficient and not logistically achievable or affordable. The City would have to increase their stock of sandbags and fill material (with associated storage) to meet potentially significant demand. During a flooding event, meeting all requests before floodwaters threaten property would be logistically unfeasible for the Council, and probably physically impossible in times of severe flooding. This is due to the sheer volume of sandbags that would be required, and the difficulty in moving them swiftly around the City when roads may be unpassable, and traffic congested. The deployment of personnel undertaking this could impact on other flood activities such as clearing trash screens and debris. This option is ***not recommended***.

6.3 Flexible prioritised response

This option considers deploying sandbags based on priority and is a common theme across other authorities. It recognises the Council's physical and financial constraints

and the effectiveness of sandbags in responding to a flood event. It also encourages householders to take responsibility for protecting their own property from flooding. During an event, priority will be given to securing flood defences (existing or temporary), critical infrastructure, and essential services in the first instance. This is required to protect the wider catchment and communities and ensure that elements such as transport, hospitals, power and water are protected. Once these are sufficiently secured, and providing that sufficient resources are available, risk to vulnerable communities and people will be assessed for suitability for deployment of sandbags (if not already by the County Council). Following that, residential properties that are at threat from imminent flooding (not gardens or outbuildings) will be considered on a site by site basis, taking into account rain forecasts, water levels and guidance from emergency services and customer access to other supply chains such as DIY stores. In these circumstances, sandbags will not be readily available on demand and may not be deployed at all or deployed as empty sacks for the customer to fill. Commercial properties will not be provided with sandbags as again, the onus is on them to take responsibility for protecting their own assets. The financial implications of emergencies are by their nature difficult to quantify, but this approach allows officers to take appropriate and proportionate action commensurate with the City Council's limited resources. This option is **recommended**.

6.4 Collection from the depot

This could be used in conjunction with the recommended option. There are logistical and depot site safety issues particularly during out-of-hour times. There is a possibility of abuse unless strictly supervised and there would only be a limited stock available. As sandbags are heavy when filled a typical family vehicle and person may struggle to handle and transport them. This option is **not recommended**.

6.5 Collection from a location within a Community or at-risk areas

This option would involve maintaining on-site sandbags supplies close to known flood risk areas. There are several difficulties with this option. Two key challenges are in finding a suitable location to store the required significant number of sandbags (or their component parts), and that any site is secure and not impeding access or on private land. There would be a long-term maintenance requirement of such provisions and there would be no guarantee that the sandbags would be deployed in a suitable and timely manner or returned afterwards, creating an additional financial challenge for the council. Such a policy does also create an expectancy and dependence on the Council that would still face requests of further deployment. This may be a more appropriate method where flood wardens or a community group are present to manage the stock and deploy when needed. At present this option is **not recommended** but could be explored.

7.0 **Reasons for Recommendations**

7.1 Based on the policy review, the effectiveness of the resources available and the Councils approach to flood management and community engagement the recommendation outlined in 6.3 gives the Council the ability to use sandbags flexibly, in situations where they may be of benefit, and after other critical actions have been taken, balanced alongside the Council's financial and workforce constraints.

8.0 Future Work and Conclusions

- 8.1 Future works will include the update of Gloucester City website to reflect the policy described here and in Appendix 1, and provide a link to the Gloucestershire County Council (Lead Local Flood Authority) updated Flood Guide.

9.0 Financial Implications

- 9.1 It is difficult to predict any cost for an emergency and any financial implications will depend on the level of flooding and what needs to be done to secure critical infrastructure and services.
- 9.2 There is no specific budget to cover sandbag purchases, maintenance, and distribution, so costs will have to be met by current service budgets.
- 9.3 The recommended option allows for the most effective use of the Council's constrained resources.

10.0 Legal Implications

- 10.1 There is no legal requirement for the Council to provide sandbags or any other specific form of assistance in time of an emergency.
- 10.2 The Civil Contingencies Act 2004 places a duty on the Council to assess, plan and advise during emergencies. A policy statement on provision of sandbags would be form a part of the Council's emergency plans formulated in discharge of that duty. The lead flood authority in two tier areas is the County Council.
- 10.2 Section 138 of the Local Government Act 1972 permits a council to incur such expenditure as they consider necessary in taking action themselves (either alone or jointly with any other person or body and either in their area or elsewhere in or outside the United Kingdom) which is calculated to avert, alleviate or eradicate in their area or among its inhabitants the effects or potential effects of the event.

11.0 Risk & Opportunity Management Implications

- 11.1 Flooding can affect all sectors of the population. During major events, appropriate command and control chains will be established as part of the flood emergency response plan.

Background Documents:

GCiC_Review of sandbag policy at other Councils_00.docx

Link to LLFA Flood Guide –

<https://www.gloucestershire.gov.uk/planning-and-environment/flood-risk-management/flood-guide/>

Government advice on preparing for flooding -

<https://www.gov.uk/prepare-for-flooding/future-flooding>

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Appendix 1- Provision of Sandbags to the Public- Policy Statement

It is the responsibility of every property occupier or owner to protect their property against flooding from all sources. Gloucester City Council has a limited stock of sandbags that are reserved for strategic deployment during flood events for the securing of existing or temporary defences and protecting essential services and infrastructure.

Householders are strongly urged not to rely on the Council for the provision of sandbags during a flood emergency. The Council do not have stocks to match potential demand and it would be impossible to meet all demand within the timescale sometimes dictated by a flash flood situation.

Where it is deemed appropriate following any strategic deployment, the Council may deliver sandbags to those vulnerable and at imminent risk of flooding to their living quarters, this is not a guarantee that sandbags will or can be delivered in time to prevent flooding.

Householders are strongly urged to check if their property may be at risk from flooding and consider action that can be taken now to prepare for a future emergency. Actions may be at the individual level or as part of action organised by community groups.

Sandbags will not be provided to commercial or industrial premises unless they are considered of strategic importance.

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Gloucester City Council

Meeting:	Cabinet	Date:	14 July 2021
Subject:	Financial Outturn 2020/21		
Report Of:	Cabinet Member for Performance and Resources		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Jon Topping, Head of Policy & Resources		
	Email:	jon.topping@gloucester.gov.uk	Tel: 396242
Appendices:	1. Detailed Performance by Portfolio 2. Capital Outturn		

FOR GENERAL RELEASE

1.0 Purpose of Report

- 1.1 To present to members the Council's final general fund revenue, and capital outturn positions against agreed budgets for the 2020/21 financial year, and report on the performance of the Council against certain key financial performance indicators.
- 1.2 For Cabinet to note the final outturn position and to approve the movements to and from earmarked revenue reserves.

2.0 Recommendations

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

- (1) it be noted that:
- i. the year-end position for the financial year 2020/21 is a decrease to the General Fund balance of £122k against a budgeted decrease of £48k.
 - ii. the General Fund balance has decreased from £1.501m to £1.379m at the end of 2020/21.
 - iii. that the level of earmarked reserves has increased by £9.738m to £13.771m, including the creation of an £8.929m Section 31 Grant Repayment Reserve.
 - iv. the impact of Covid-19 pandemic on the Council year end position.
- (2) the transfers to and from earmarked reserves as detailed in the table in section 6 of this report be approved.

3.0 Background and Key Issues

- 3.1 This report is intended to give Members a clear and concise view of the 2020/21 outturn of the Council. The report focuses on the major changes which have occurred since Quarter 3 reporting, as most of the key financial pressures had already been reported at that stage.

- 3.2 The reported position at Quarter 3 was a decrease to the general fund by £222k, due to the impact of the Covid-19 pandemic on the Council's income streams. The Council's expenditure has been managed in accordance with the restricted funds available and has been supported by several additional funding grants from the Government. At the year end the financial outturn had improved by £100k to a decrease to the General Fund for the year of £122k.
- 3.3 There were no additional savings targets budgeted for 2020/21. However, savings targets of £150k were carried forward from 2019/20 in relation to the installation of photovoltaic panels on the roof of the Guildhall (estimated at £50k) and cost reductions from the disposal of the HKP warehouses (estimated at £100k). The PV panels were installed on the Guildhall during 2020/21 and the benefits of this should be seen in the form of reduced power costs going forward. The sale of the HKP warehouses is still in progress; the warehouses were fully vacated during 2020/21 allowing the savings to be achieved by way of reduced business rates costs.
- 3.5 The financial year 2020/21 was dominated by Covid-19 and its impact on the activities and finances of the Council. The pandemic created significant financial challenges for the Council with additional unexpected activities and their associated costs. These challenges remain into 2021/22 with the focus being on ensuring the Council has sufficient financial resources to continue its service delivery obligations.
- 3.6 The Government has committed to support local authorities to alleviate the budget pressures caused by the pandemic. During the year to March 2021, the Government provided unrestricted Covid-19 related financial support grants to the Council totalling over £4.5 million to help cover the additional costs being incurred in the provision of services. The grants received are included separately in the table below.
- 3.7 The Covid-19 Specific Government Funding figure above includes £1.45 million received following the Council's first two claims to the Government's Sales, Fees & Charges Lost Income scheme for the periods from April to July 2020 and from August to November 2020, based on an estimate of lost Fees & Charges income in those periods. The outturn figures include a final claim in respect of the period from December 2020 to March 2021 of £0.86 million that was submitted in May 2021. Due to the continuing lockdowns the Government has extended this scheme into the first Quarter of 2021/22.
- 3.8 The significant demands on the Council from the Government for the distribution of emergency and economic grants to the local population and businesses noted in the nine months to December 2020 have continued, and as a result of the continuing lockdowns in the first Quarter of 2021/22. This has led to increasing demands on all Council services and partners who should continue to be commended for their dedication in ensuring that the Council has supported all residents and businesses in the City.
- 3.9 As noted at Quarter 3, the income of the Council continues to be significantly impacted by Covid-19. There is also still great uncertainty as to what the new normal will look like; and if and how quickly some of the income generating areas will return to the historic activity levels budgeted for. Much of this uncertainty was reflected in the Money Plan presented to Council in February 2021. There is, however, a continued requirement for the Council to continue to closely monitor plans to meet the needs of the City in these extraordinary times within the financial constraints caused by the Covid-19 pandemic.

4.0 Whole Council Summary

4.1 A summary table below shows the outturn position for the Council by cabinet portfolio. Appendix 1 provides the breakdown of the totals within each portfolio.

Council Summary	20/21	Year	
	Budget	End	Final
		Final	Variance
Economic Recovery & Growth	(70)	137	207
Communities and Neighbourhoods	2,149	1,864	(286)
Performance and Resources	2,553	6,580	4,027
Culture & Leisure	1,117	1,875	758
Planning and Housing	306	233	(73)
Environment & Leader	4,139	5,521	1,382
Corporate and Funding	(10,146)	(11,582)	(1,436)
Covid-19 Specific Government Funding	0	(4,505)	(4,505)
Total	48	122	74

4.2 The General Fund and earmarked reserves balance continue to place the Council in a strong financial position in the uncertain climate of Local Authority funding and the recovery from the pandemic.

4.3 The table above highlights the overall outturn position on the General Fund for the Council. There are several significant variances arising due to the year long impact of the Covid-19 pandemic. These are explained below. The additional funding received from the Government during the year has enabled the Council to maintain control of its financial position.

5.0 Significant items of note

Covid-19

5.1 The Covid-19 pandemic that spanned the whole of the financial year 2020/21 has had an impact on most of the Council's service areas causing significant additional costs or lost income, causing numerous budget variances. The most significant items of lost income were:

- Car Parking - £1.706 million
- Cultural and Leisure Services - £0.901 million
- Other (Planning, Licensing, Markets, Garden Waste) - £0.764 million

The most significant additional costs were:

- Housing & Homelessness – £0.931m
- Environment & Regulatory - £0.263m
- IT (Remote Working / Revenues & Benefits) - £0.363m
- Cultural & Related activities - £0.936m
- Other (PPE / Lockdown management) - £0.318m

Economic Recovery & Growth

5.2 As highlighted at Quarter 3, the Covid-19 virus have negatively impacted on the income received from the licencing activities, street trading and markets. The opportunity for these economic activities to occur during 2020/21 have been severely limited. The final quarter of the year did see a reduction in the actual deficit to £207k

from the £267k forecast at Quarter 3, because of an improvement in licensing income received and good cost control.

- 5.3 As noted in the summary, claims have been submitted to Government to recover a proportion of the lost budgeted income. The additional costs incurred by this area taken to make the City safe for re-opening, and to enforce the additional restrictions resulting from the pandemic, were in part recovered through the various Covid-19 grants received from the Government.

Communities and Neighbourhoods

- 5.4 The outturn for this portfolio is generally in line with the Quarter 3 estimate. Throughout the pandemic the Communities teams have been working in collaboration with the County Council and the neighbouring districts to ensure a co-ordinated response and where appropriate costs have been shared. This along with a variety of targeted Government grants has enabled spend to be maintained within the original budgeted levels.
- 5.5 The overall homelessness budget for the year was favourable to budget by £178k despite all the additional activity during the year. This results from a combination of the positive steps taken by the Council over the past two years to increase the temporary accommodation capacity available to it, and the actions taken to ensure all Government grant and benefit funding is being promptly claimed.

Performance and Resources

- 5.6 This portfolio includes many of the income generating activities of the Council that have been significantly impacted by the Covid-19 pandemic, including Parking, Commercial Properties, and Revenues & Benefits. With the continuation of the lockdown through the whole of the final quarter and into 2021/22 the actual net budget deficit for the year increased to £4,027k from the Quarter 3 forecast of £2,080k. As noted in the summary, claims have been submitted to Government to recover a proportion of the lost budgeted income via the Sales, Fees & Charges Compensation Scheme.
- 5.7 The most significant variance continues to be the lost income from parking which as noted in 5.1 above totalled £1.706 million. Costs were reduced where contracts allowed giving a net deficit for this service of £1.301 million.
- 5.8 As noted at Quarter 3, the IT budget has been overspent by £348k. This relates to the costs incurred to enable the move from HKP to the new secure data centre, Further additional spend is in relation to software costs arising from the transformation project and this has been addressed in the proposed 2021/22 Money Plan. In addition, costs associated with Covid-19 to ensure the Council responded effectively to the pandemic.
- 5.9 There has been a significant increase in the cost of providing Housing Subsidy during the year. As noted in the Q3 reporting the Council manage more than £36m of housing subsidy and benefit payments, and the smallest percentage change can have a significant impact on the final outturn. The final quarter saw an adverse movement to this balance of £598k which has resulted in a final overspend position of £900k. This cost is out of the Council's control and is another item that has been impacted by the Covid-19 pandemic during 2020/21 and the move to Universal Credit.
- 5.10 The Commercial Property portfolio is adverse to budget by £1.013 million. This is a result of the historic investment property portfolio which has seen many of the tenants

affected by the pandemic with rent holidays or deferments being granted. The budget for these properties also included buildings that after the budget setting process for 2020/21 have been demolished or vacated as part of the ongoing Kings Quarter (Forum) regeneration project. The 2021/22 budget has taken account of these changes.

- 5.11 The Kings Walk rent top-up guarantee came to an end in July 2020, and the impact of the pandemic has led to delays in the filling of vacant units with new tenants causing lower income levels and additional service charge costs for the Council. This situation is expected to improve during 2021/22 as the Kings Square redevelopment is completed and Primark take up tenancy in the old BHS unit. Income from the St Oswald's site has remained strong and favourable to budget, balancing out the shortfall to budget from Kings Walk.
- 5.12 The outturn for the Financial and Corporate area has moved to an adverse position because of the need to increase the corporate bad debt provisions by £371k. At each financial year end the Council puts money aside to cover outstanding debtors where it may not be possible to recover the full amount. This is standard and good financial practice. The levels of debtors have increased as a result of the pandemic and restrictions regarding debt recovery during the past year.
- 5.13 Similar to the Financial and Corporate area, the Revenues and Benefits team have been limited in their ability to follow-up bad and doubtful debtors through the courts, as they have been closed for the majority of 2020/21, and hence this service has finished with an adverse budget position of £229k. Once the courts are fully open, every effort will be made to recover the unpaid debtors.
- 5.14 The Asset Management team has taken the opportunity for some disruptive works to be completed during lockdown. Officers will continue to monitor, and control spend. The disposal of the HKP warehouses is ongoing; and the Council has received a business rates rebate for the charges that contributes to the underspend of £28k.
- 5.15 There is an underspend of £75k in Democratic Services because of the delay to the local elections that were expected to take place in May 2020 to May 2021.

Culture & Leisure

- 5.16 This portfolio was another portfolio significantly affected by a loss of income due to the Covid-19 pandemic. All the venues have been closed for most of the financial year, and as such have not been in a position to generate income. As the lockdown did not ease in the final quarter of the year the final adverse budget position increased to £758k. As noted in the summary above, a claim has been submitted to the Government to recover a significant proportion of the lost income under the lost Sales, Fees & Charges compensation scheme.
- 5.17 During the year the Culture team have also been exploring other funding opportunities and have been successful in grant applications to the following bodies:
- the Cultural Recovery Fund (administered by Arts Council England) - £100k;
 - the British Film Institute - £41k;
 - and several other minor funding sources.
- 5.18 Throughout the year the Culture & Leisure team have been busy formulating plans for the future re-opening of venues in accordance with Government guidelines; but the historic nature of the venues and their capacity significantly restricts ability to generate income in line with the budget. Some of the proceeds of the aforementioned grants have been used to give the Guildhall a make-over ready to welcome audiences in 2021/22.

- 5.19 The Council continues to support the leisure trust as a result of the impact of the pandemic. This led to an additional cost to the Council of £314k for the year. Some of this additional cost has been recovered through applications for sports and leisure specific Government grants.
- 5.20 The Destination Marketing team have been heavily involved in ensuring the dissemination of the Covid-19 messages across the city, as well as managing the development of the Visit Gloucester website ready for the promotion of the city once life returns to normal.

Planning and Housing

- 5.21 The lengthy lockdown periods during the year have inevitably led to several development projects being subject to delays. This led to the income from planning applications being lower than budgeted by £150k.
- 5.22 Since this shortfall in income is a result of delays rather than cancelled projects it is hoped that the income will be received in 2021/22. However, the future income position will need to be kept under review given the recent planning changes being introduced by the UK Government relating to use classes and plan making.
- 5.23 The overall financial position in relation to planning is favourable because of delays to the City Plan review process and its associated costs. As noted at the February 2021 Budget Meeting, the unspent budget of £213k has been placed into an earmarked planning reserve for spend during 2021/22.

Environment

- 5.24 This portfolio includes several key services of the Council that have been significantly impacted by additional costs and lost income due to the lockdowns and the additional costs required to ensure Covid safe environments for both staff and residents. The continued lockdown during the final Quarter of 2020/21 has led to a further increase in the adverse variance from £1,098k at Quarter 3 to £1,382k at the year end.
- 5.25 This increase in the budget deficit is mainly caused by the reduced income generated by the Arbor at the Crematorium, as the venue has been closed for the majority of the year. As noted in the summary above, this is one of the items of lost income that has been included in the Sales, Fees and Charges grant claims. Due to the high activity levels the Crematorium also saw one of the cremators temporarily closed for cyclical maintenance during January which is a further factor in the adverse variance; along with the enforced reductions to service times and therefore funeral charges across the year.
- 5.26 The other major element of the adverse variance arises from the Waste and Streetcare contract. As highlighted at quarter 3, this is primarily caused by the impacts of Covid-19. The key items of note are:
- (a) Additional expenditure arising from ensuring the safe continuance of the service throughout the lockdown period and beyond.
 - (b) A lengthening of the garden waste charging period by 5 months.
 - (c) Additional costs in delivery of the garden waste service with the addition of new vehicle and crew.

The lost garden waste income has been claimed through the lost Sales, Fees & Charges Income Scheme. There has also been good news in the fact that the work and shop from home culture that has occurred due to the various lockdowns across the year has increased the quantities of materials being offered for recycling, which has accordingly increased the income to the Council from the sale of the recyclates.

- 5.27 The overspends for the other services within this portfolio are primarily a result of the various pandemic related activities that have been necessary during the year and are covered either by specific grant funding or the general Government support grants referenced in the summary above.

Corporate and Funding

- 5.28 The Government has supported the Council's cash requirements during the year through the early payment of s.31 Grants to match the reduced income from Business Rates and Council Tax, that was caused by the various reliefs granted to businesses and individuals by the Government.

6.0 Movement in Earmarked Reserves

- 6.1 The Council continues to hold an earmarked reserve balance of over £16.1m as shown below:

Reserve Name	Opening Balance	Transfers In	Transfers Out	Closing Balance
Historic Buildings	53	-	-	53
Housing Survey	60	-	-	60
Members	1	-	(1)	-
Shopmobility	29	-	-	29
Regeneration	23	250	(191)	82
Insurance	10	-	-	10
Land Adoption	827	46	-	873
VAT Shelter	418	242	(500)	160
Business Rates	974	50	-	1,024
Environmental Insurance	1,000	-	(100)	900
Repairs	-	23	-	23
Community Builder	54	8	-	62
Planning Strategy	35	213	-	248
Flooding Works	10	-	-	10
Other Leisure	4	-	(4)	-
Lottery	20	5	(3)	22
Great Place	93	-	(71)	22
Museum Bequest	305	-	-	305
EU Exit Reserve	17	-	(17)	-
Recovery Reserve	100	-	-	100
MTFP Reserve	-	21	-	21
Destination Marketing	-	200	-	200
Homelessness	-	100	-	100
Planning Appeals	-	50	-	50
Communities	-	30	-	30
Climate Change	-	100	-	100
Neighbourhood Spaces	-	100	-	100
Defibrillator	-	6	-	6
Property Sinking Fund	-	300	-	300
Collection Fund Timing	-	8,930	-	8,930
Reserves Total	4,033	10,674	(887)	13,820

- 6.2 The Council has drawn down previously reserved funds to pay for their intended usage during 2020/21 and where applicable carried forward amounts for future use.

- 6.3 There has been a net transfer to the Regeneration reserve in the year. The net surplus from the SWRDA assets generated £250k to contribute to the reserve. The reserve was earmarked to contribute towards the Council's regeneration projects in 2020/21, £191k was spent in year towards this project leaving an overall net transfer to the reserve of £49k. The balance will continue to be used to support future regeneration work.
- 6.4 The authority continues to receive funding relating to the arrangement for a "VAT shelter" relating to the Housing Stock transfer of 2015. In 2020/21 funding of £242k was received. £500k was allocated from the reserve as part of the agreed contribution for the development of Black Dog Way.
- 6.5 The Government pays Section 31 grants to the Council to compensate for changes to the increases in business rates that it implements centrally that reduce the amount of business rates collectable. Due to the Covid-19 pandemic the Government increased the levels of additional retail and hospitality reliefs available to businesses. Since the Council precepts (the payments to the County Council and Central Government) were set in January 2020 for the financial year 2020/21, to maintain the Council's cashflow the Government made an up-front payment of these grants; which would usually be received in the subsequent financial year. As a consequence these "overpaid" grants will be repaid to the Government during 2021/22. The Collection Fund Timing Reserve has been created for this repayment.
- 6.6 The Land Adoption reserve holds commuted sums received from developers to pay for grounds maintenance and environmental works in future years. The Council received £46k in 2020/21.
- 6.7 A number of new reserves have been created in year from the additional new homes bonus funding received. These reserves as agreed at the budget can be seen in the table above and will support projects such as Climate Change, Homelessness and Neighbourhood Spaces.

7.0 Capital Programme

- 7.1 The outturn position for the Capital Programme £6.749m. against the budget for the year of £9.382m. The underspend was the result of expenditure on projects within the approved five-year capital programme where expenditure expected in 2020/21 has moved into subsequent years.
- 7.2 Expenditure for 2020/21 has seen a change to the City landscape with the demolition of Bruton Way multi story car park and Bentinck House as work continues on Kings Quarter and the redevelopment of Kings Square. The redevelopment of the old British Homes Store unit is ongoing as part of the transformation of Kings Walk to create a new external look for the Centre.
- 7.3 The Council continues to work with partners to deliver projects, this now includes the Cathedral Quarter as part of the Heritage Action Zones with The Historic Buildings and Monuments Commission. While work with Great Western Railway and the LEP will see improvements to the railway station, complementing our new Transport Hub.
- 7.4 The nature of capital projects means that many of them span a number of financial years; budgets are set per project any unspent budgets at the end of any one financial year may be carried forward into the next
- 7.5 A summarised table for the Capital Programme is shown as Appendix 2.

8.0 Prompt payment performance

- 8.1 The Council aims to make payments to all suppliers promptly and in accordance with contract terms. The performance on invoice payments during the year is below. The table shows that the strong performance in supplier payments was maintained during 2020/21 despite the disruption to working practices caused by COVID-19.
- 8.2 Overall, 97% of invoices received in the year were paid within 30 days of receipt (93% in 2019/20) and the average number of days to pay an invoice was 6 (7 in 2019/20).

	Q 1		Q 2		Q 3		Q 4		TOTAL	
Number paid within 30 days of receipt of invoice	1,282	97%	1,367	97%	1,352	97%	1,603	97%	5,604	97%
Number paid over 30 days from receipt of invoice	43	3%	40	3%	47	3%	55	3%	185	3%
Average Days to Pay (from receipt of invoice to payment date)	7		5		5		5		6	

9.0 Social Value Considerations

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

10.0 Alternative Options Considered

- 10.1 A wide range of options are explored by officers in order to reduce budgetary pressure, to achieve savings targets, and to ensure value for money.

11.0 Reasons for Recommendations

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

12.0 Future Work and Conclusions

- 12.1 Work will continue to reach savings targets or limit in year budget pressures.

13.0 Financial Implications

- 13.1 All financial implications are within the report, which is of a wholly financial nature.

14.0 Legal Implications

- 14.1 There are no legal implications from this report. One Legal have been consulted in the preparation this report.

15.0 Risk & Opportunity Management Implications

- 15.1 There are no specific risks or opportunities as a result of this report

16.0 People Impact Assessment (PIA):

- 16.1 A PIA screening assessment has been undertaken and the impact is neutral. A full PIA is not required.

17.0 Other Corporate Implications

Community Safety / Sustainability / Staffing & Trade Union

- 17.1 None

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Monitoring Position
Month 12: March 2021

Performance and Resources	20/21 Budget	Year End Final	Final Variance
Internal Audit	194	168	(26)
Financial and Corporate	834	1,183	348
Business Support	430	382	(48)
Revenues and Benefits Admin	913	1,142	229
Housing Subsidy	(377)	523	900
Parking	(1,276)	25	1,301
Asset Management	962	933	(28)
Commercial Property	(2,729)	(1,716)	1,013
IT	1,556	1,899	343
Human Resources	262	303	41
Communications	90	86	(4)
Legal Services	399	454	55
Contact Centre and Customer Services	464	441	(23)
Democratic Services	833	758	(75)
Total	2,553	6,580	4,027

Economic Recovery & Growth	20/21 Budget	Year End Final	Final Variance
Economic Development	199	192	(7)
Licensing	(140)	(112)	28
Markets and Street Trading	(129)	57	187
Total	(70)	137	207

Culture & Leisure	20/21 Budget	Year End Final	Final Variance
Museums	528	524	(5)
Food and Drink	356	632	276
Guildhall	67	212	145
Aspire Client	(30)	284	314
Destination Marketing	195	223	28
Total	1,117	1,875	758

Environment	20/21 Budget	Year End Final	Final Variance
Waste and Streetcare	4,244	4,985	741
Neighbourhood and Parks Management	401	492	92
Countryside	111	111	0
Climate Change and Environment	252	238	(14)
Environmental Health	45	68	23
Cemetery and Crematorium	(1,464)	(1,130)	334
Heritage	115	161	46
Senior Management	435	595	160
Total	4,139	5,521	1,382

	20/21	Year End	Final
Communities and Neighbourhoods	Budget	Final	Variance
Voluntary Sector Grants	135	162	27
Community Strategy and Other Projects	854	664	(190)
Homelessness	1,194	1,016	(178)
Shopmobility	54	57	3
Health and Safety	3	3	0
Private Sector Housing	(90)	(38)	51
Total	2,149	1,864	(286)

	20/21	Year End	Final
Planning and Housing Strategy	Budget	Final	Variance
Planning	406	328	(78)
Community Infrastructure Levy	0	(0)	(0)
Land Charges	(101)	(96)	5
Total	306	233	(73)

Scheme	Budget	Actual	Variance
	2019/20	Spend to date	
Kings Square development	4,000,000	1,367,939	2,632,061
Kings Quarter - The Forum	-	17,065	(17,065)
GWR - Railway Improvements	500,000	461,153	38,847
Kings Walk Shopping Centre	1,775,073	2,162,468	(387,395)
City Centre Improvement Fund	191,630	72,500	119,130
GCC Building Improvements	400,000	353,115	46,885
ICT Projects	50,000	35,057	14,943
Housing projects	1,454,162	1,298,982	155,180
Drainage and Flood Protection Works	100,000	94,679	5,321
Horsbere Brook Local Nature Reserve works	75,482	2,054	73,428
Play Area Improvement Programme	60,000	45,323	14,677
Crematorium Improvements	45,000	102,237	(57,237)
Grant Funded Projects	606,959	606,959	-
Robinswood Hill (Ranger Barns)	123,641	129,575	(5,934)
TOTAL CAPITAL PROGRAMME	9,381,947	6,749,105	2,632,842

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Meeting:	Cabinet	Date:	14 July 2021
Subject:	Annual Risk Management Report 2020/21		
Report Of:	Head of Audit Risk Assurance (Chief Internal Auditor)		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Piyush Fatania, Head of Audit Risk Assurance (ARA)		
	Email:	Tel: 01452 328883	
	piyush.fatania@gloucestershire.gov.uk		
Appendices:	Appendix 1. Annual Report on Risk Management 2020/21 (including the Risk Management Action Plan)		
	Appendix 2. Strategic Risk Register		

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 To present the Strategic Risk Register (SRR) and update Members on the Council’s risk management activities from 2020/21 for their awareness and consideration.

2.0 Recommendations

2.1 Cabinet is asked to **RESOLVE** that the Strategic Risk Register and the planned risk management arrangements for 2021/22 be noted and endorsed.

3.0 Background and Key Issues

3.1 ‘Risk management is the culture, process and structures that are directed towards effective management of potential opportunities and threats to the Council achieving its priorities and objectives’ – ALARM, the public risk management association.

3.2 The Accounts and Audit Regulations 2015 (part 2 paragraph 3) state ‘a relevant local authority must ensure that it has a sound system of internal control which...includes effective arrangements for the management of risk’.

3.3 Risk management is a key part of the Council’s corporate governance framework and internal control environment. It is one of the seven core principles within the Council’s Code of Corporate Governance – ‘managing risks and performance through robust internal control and strong public financial management’.

3.4 The Council recognises the importance of effective risk management, that it is essential for good governance and sound internal control within a public body, and

its positive contribution to the delivery of successful strategic and service level outcomes.

3.5 The previous Annual Risk Management Report 2019/20 was presented to Audit and Governance Committee in March 2020 and Cabinet in June 2020.

3.6 The Annual Risk Management Report 2020/21 is attached at **Appendix 1**. It supports the risk management work, advice and support (provided by ARA), during the year.

4.0 Social Value Considerations

4.1 There are no Social Value implications as a result of the recommendations made in this report.

5.0 Environmental Implications

5.1 There are no Environmental implications as a result of the recommendations made in this report.

6.0 Alternative Options Considered

6.1 No other options have been considered.

7.0 Reasons for Recommendations

7.1 An annual risk management report and a risk management plan for the new financial year are required to support the Audit and Governance Committee function to 'monitor the adequacy and effectiveness of the Council's governance arrangements'.

8.0 Future Work and Conclusions

8.1 A Risk Management Action Plan has been developed for 2020/21 with the goal to further embed risk management within the Council. The Action Plan is included, as an appendix, to the Annual Risk Management Report 2020/21. The full report has been provided to Senior Management Team (SMT), prior to presentation to Audit and Governance Committee on 8th March 2021.

9.0 Financial Implications

9.1 There are no direct financial implications arising from the report recommendations.

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

10.0 Legal Implications

10.1 None specifically arising from the report recommendations.

10.2 It is fundamental that the Council has an embedded risk management framework (including a Risk Management Strategy) which considers the identification,

recording and management of risks to the Council in the delivery of its priorities and objectives.

- 10.3 The existence and application of an effective Risk Management Strategy assists prudent decision making. Failure to identify and manage strategic risks could lead to inappropriate decision making, unnecessary liability and costly legal challenge.

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

11.0 Risk and Opportunity Management Implications

- 11.1 Failure to deliver on effective risk management, particularly during periods of significant change, may have a negative effect on the achievement of the potential opportunities and adverse effects that challenge the assets, reputation and objectives of the council, strategic decision making and the wellbeing of our stakeholders.

12.0 People Impact Assessment (PIA) and Safeguarding:

- 12.1 A requirement of the Accounts and Audit Regulations 2015 is for the Council to *'undertake an effective Internal Audit to evaluate the effectiveness of its risk management, control and governance processes, taking into account public sector internal auditing standards or guidance'*. The Internal Audit Service is delivered by Audit Risk Assurance which is an internal audit and risk management shared service between Gloucester City Council, Stroud District Council and Gloucestershire County Council. Equality in service delivery is demonstrated by the team being subject to, and complying with, the Council's equality policies.
- 12.2 The PIA Screening Stage was completed and did not identify any potential or actual negative impact, therefore a full PIA was not required.

13.0 Community Safety Implications

- 13.1 There are no Community Safety implications as a result of the recommendation made in this report.

14.0 Staffing & Trade Union Implications

- 14.1 There are no Staffing & Trade Union implications as a result of the recommendation made in this report.

Background Documents: Accounts and Audit Regulations 2015
CIPFA/SOLACE Delivering Good Governance in Local Government: Framework 2016 Edition
Council's Constitution
Public Sector Internal Audit Standards 2017

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Annual report on Risk Management

2020/21



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Executive Summary

Background

It is important for organisations to identify and manage their risks. This view is been reinforced by public sector legislation such as the Accounts and Audit Regulations 2015 and National Standards including ISO31000:2018 Risk Management Principles and Guidance, which explicitly references authorities' risk management arrangements.

Risk management is the systematic identification, analysis and economic control of opportunities and risks that challenge the assets, reputation and objectives of an organisation.

It enables the Council to effectively manage strategic decision making, service planning and delivery to safeguard the well-being of its stakeholders and increases the likelihood of achieving its outcomes.

Effective risk management is an essential element of good management and a sound internal control system, risk management being a key contributor to good governance and the Annual Governance Statement (AGS).

Risk management principles for the Council are contained within the Constitution and are further defined within the Council's Risk Management Policy Statement and Strategy 2020-2023. This includes roles, responsibilities and accountabilities for risk management across the Council, which include (but are not exclusive to):

- Cabinet
- Audit and Governance Committee
- Corporate Directors
- Heads of Service (including the S151 Officer)
- Service Managers

As part of the defined risk management approach, Audit Risk Assurance (ARA) supports the implementation of effective risk management arrangements across the Council.

Key Outcomes in 2020/21

Risk Management Training/Briefings

Audit Risk Assurance (ARA) has continued to provide risk management training sessions, workshops and presentations. In particular:

- Risk Management forms part of the corporate e-Induction for all new staff and is included within the Human Resources (HR) and employee handbook;
- Annual Governance Statement briefings to Members of the Audit and Governance Committee and Senior Management Team incorporating governance/risk assurance mapping processes; and
- 121 Risk Management training and/or support on request (e.g. where post turnover/transition has occurred and/or when a refresh has been requested).

Project Support

ARA has continued to provide support to the Council's major projects. Specific support is provided to projects that are strategic, high risk and/or complex.

Service Plans & Risk Registers

Specific advice, guidance and support have been provided for all service managers with completion of service plans and service risk registers.

Risk Maturity Model

A Risk Maturity Model has been introduced within the Annual Governance Statement, service managers and members of the Senior Management Team (SMT) have provided an assessment on the risk maturity level (based on the model) for their service area.

Online Risk Management Guidance and Support

A Risk Management page has been implemented on the Council's intranet, GlosNet. This includes the Risk Management Policy Statement and Strategy 2020-2023, risk management information, contact details for additional help and a comprehensive Toolkit (including a 'Getting Started' guide).

See **Appendix 3** for the full 2020/21 Plan detail.

Frameworks

Details of the risk management framework are included in the Risk Management Policy Statement and Strategy 2020/2023 (available on the Council intranet, GlosNet).

In summary, key responsibilities are as follows:

- **Lead Committee for Risk Management** – The Audit and Governance Committee.
- **Senior Management responsibilities** – During 2020/21 the Senior Management Team (SMT) continued to take ownership of Strategic Risk Management with each of the strategic risks being owned by a SMT member. Half-yearly strategic risk management reports are provided to the Audit and Governance Committee to enable them to gain assurance that the Council's strategic risks are being effectively managed. The Head of Policy and Resources was the SMT lead overseeing the risk management activities during 2020/21.
- **Lead Member responsible for Risk Management** – Chair of the Audit and Governance Committee.
- **Operational Risk Management** – The strategy requires that all staff have a role to play in managing risk, with risk management principles embedded into all key business processes, including financial / performance / programme / contract and project management arrangements. Championship of risk is undertaken by SMT, working alongside ARA and helping to embed risk management into the Council's culture.
- In addition, ARA works closely with other key specialist areas of risk such as Health and Safety and Human Resources.

Risk Management and links to Good Governance and the Annual Governance Statement

The Council acknowledges its responsibility for ensuring that there is effective governance and as such has developed a Code of Corporate Governance that defines the principles and practices that underpin the governance arrangements operating within the Council.

The Code is consistent with the seven core principles of the Chartered Institute of Public Finance and Accountancy (CIPFA)/Society of Local Authority Chief Executives (SOLACE) guidance "Delivering Good Governance in Local Government Framework – 2016 Edition". One of the seven core principles of good governance states:

"Managing risks and performance through robust internal control and strong public financial management."

In order to gauge the effectiveness of the risk management arrangements operating within the Council, an assurance framework is in operation, which underpins the statements made within the Annual Governance Statement. The process requires all Corporate Directors and Heads of Service to provide high level examples of compliance against these seven principles including the core principle above, via an Assurance Statement, to demonstrate that risk management is being effectively applied within their service areas. The Heads of Service Composite Assurance Statements are also reviewed, challenged and countersigned by the relevant Corporate Director and Managing Director.

How well is risk managed in the Council and what is the Council’s Risk Maturity Level?

What is Risk Maturity?

A risk maturity assessment allows the Council to understand how well risk management is embedded into day to day business practices and processes and how effective the arrangements are in helping to inform decisions.

During 2020/21 the Council introduced a risk maturity assessment which enabled each Service Area to reflect on their service during 2019/20 and consider their level of risk maturity starting at the earliest stage and lowest risk maturity level, Developing (Level 1), and progressing to the most advanced, risk maturity level, Dynamic and Empowering (Level 5).

Below is the criteria used to enable the assessment.

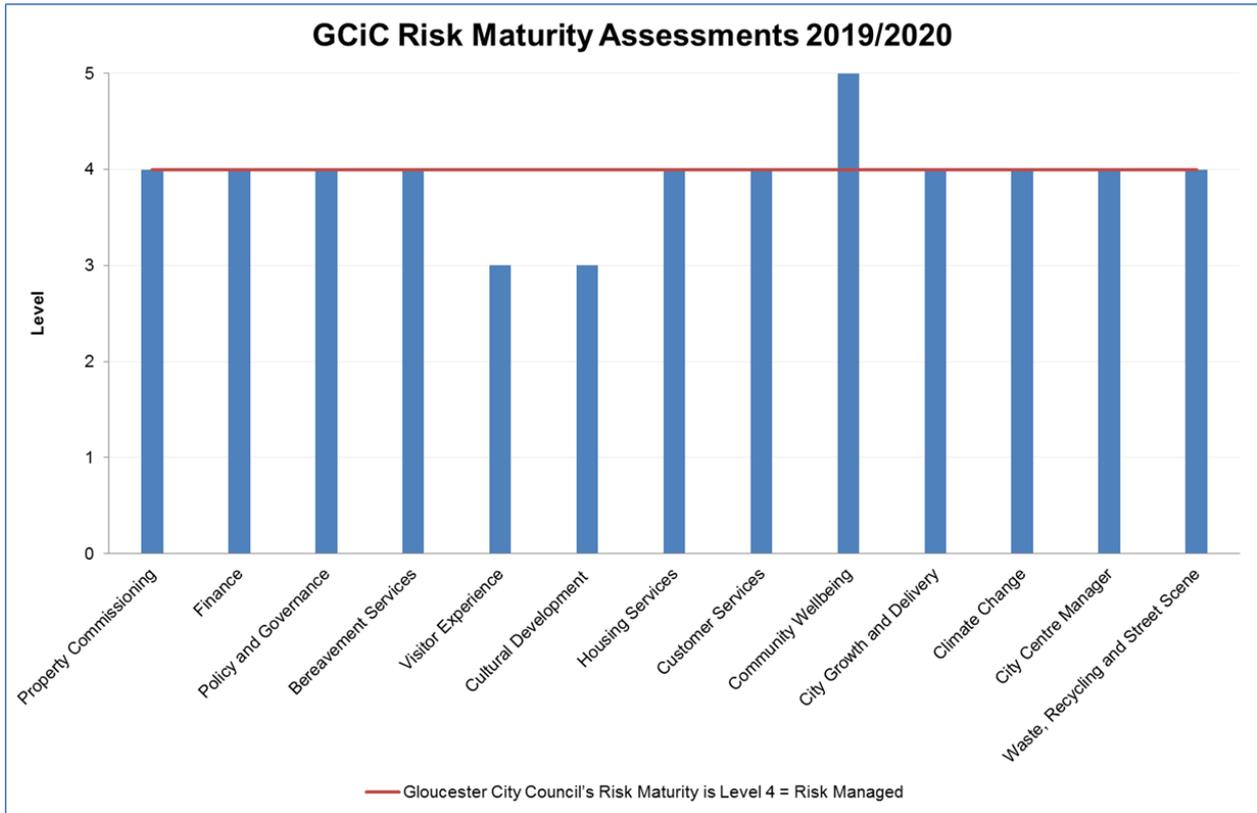
Risk Maturity Level	Level 1 Developing (Risk Naïve) No formal approach to risk management.	Level 2 Progressing (Risk Aware) Consulting and planning to implement risk management.	Level 3 Operational (Risk Defined) Early Stages of implementation.	Level 4 Embedded & Engaged (Risk Managed) Established risk management with planned extension/development.	Level 5 Dynamic & Empowering (Risk Enabled) Fully established and effective risk culture at all levels.
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The questions for consideration when determining appropriate levels of Risk Maturity were as follows:

- Do leadership and senior management support and promote risk management?
- Are there clear strategies and policies for risk?
- Are people equipped and supported to manage risk well?
- Are there effective arrangements for managing risk with those we work collaboratively with?
- Does the organisation have effective risk management processes to support the business?

- Are risks managed well, and does the organisation have assurance that risk management is delivering successful outcomes and supporting considered risk taking?
- Does risk management contribute to achieving outcomes?

The outcomes of the Gloucester City Council Annual Governance Statement 2019/20 assessment per service area and overarching council assessment are provided below, this assessment was not undertaken by ARA. The overall council assessment is Level 4 out of 5: Risk Managed – Established risk management with planned extension / development.



In addition, the Three Lines of Defence assurance model helps Members and senior management to understand where risk assurances are being obtained from, the level of reliance they place on that assurance and identify potential gaps in assurance, enabling the application of relevant risk mitigation measures and/or controls accordingly.

What is the Three Lines of Defence Assurance Model?

Assurance can come from many sources within the Council. The Three Lines of Defence is a concept for helping to identify and understand the different sources of assurance. Defining these sources into three categories as below, helps the Council understand how each contributes to the overall level of assurance and how best they can be integrated and supported:

The 'Three Lines of Defence' assurance model distinguishes among three groups (or lines) involved in effective risk management:

- The first line Functions that own and manage risks.
- The second line Functions that oversee risks and ensures compliance.
- The third line Functions that provide independent assurance.

Please see **Appendix 1** below which summarises the risk assurance framework, which is based on the revised Three Lines of Defence model.

Strategic Risk Register

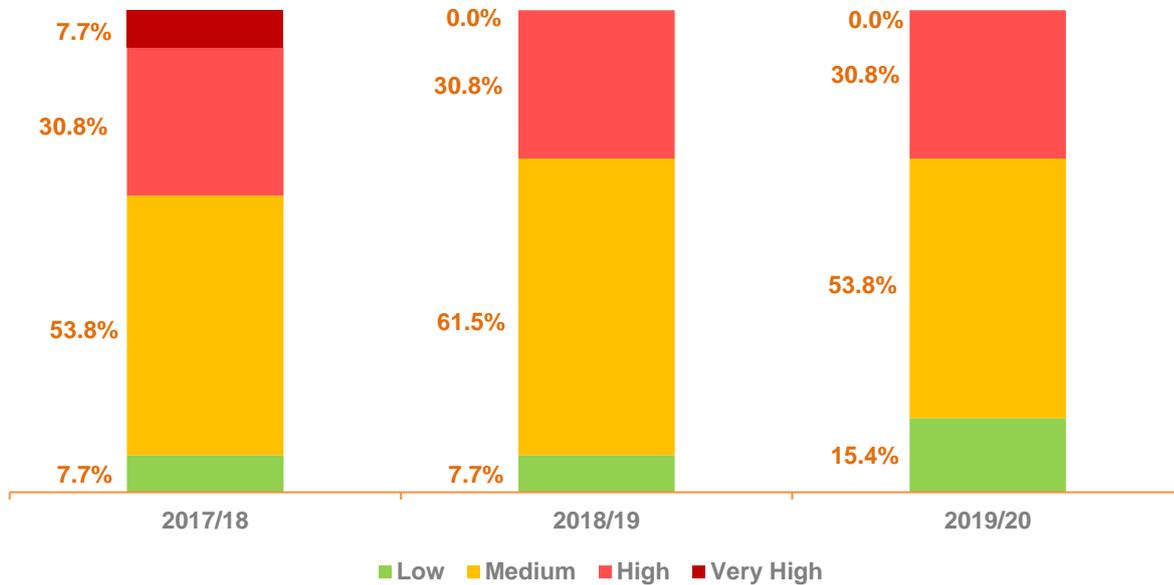
The Council's Risk Management Policy Statement and Strategy requires compilation and formal review of a strategic risk register to identify and assess risks associated with the achievement of the Council's priorities and objectives within the Council Plan. This includes both strategic risks and emerging strategic risks.

At the first quarter reporting of the strategic risk register to SMT, a strategic risk benchmarking exercise was undertaken against six neighbouring and similar local authorities and presented by ARA.

The main aim of this analysis of the categories or types of risk recorded within the strategic risk registers was to evaluate whether the Council had considered and captured all key types of risks associated with delivering the Council's objectives and in line with similar local authorities.

From scrutiny of the information and discussion by the SMT, it was concluded that the strategic risks identified and assessed by Gloucester City Council were in line with expectation of the Council's areas of business and other similar authorities.

Analysis of the residual risk ratings recorded on the Strategic Risk Register over the last three years (please see below) demonstrates that more commitment is given to reducing the key risks facing the Council.



A summary of the Council's end-of-year 2020/21 strategic risk register will be presented to SMT at their meeting in June 2021, to be reported, as a separate agenda item, to the Audit and Governance Committee on 19th July 2021.

Risk Management links to Internal Audit

Whilst the responsibility for identifying and managing risks belongs to management, one of the key roles of Internal Audit is to provide independent assurance that those risks have been properly managed. In order to achieve this, Internal Audit within Gloucester City Council positions its work in the context of the Council's own risk management framework. This approach is known as Risk Based Internal Auditing (RBIA). Further detail of how these service areas have further enhanced these links to enable more effective contributions to the corporate governance framework can be found within the paragraphs below.

Opinion on Risk

The Public Sector Internal Audit Standards (PSIAS) 2017 requires Internal Audit to provide an independent opinion on the adequacy and effectiveness of the risk management processes which management have put in place within the area under review, and that a sound framework of controls is in place to sufficiently mitigate those risks.

These opinions feed into the Head of ARA's annual opinion on the overall adequacy and effectiveness of the Council's control environment comprising risk management, control and governance, which supports the Annual Governance Statement. Therefore, on each Internal Audit report, an opinion is provided as to the adequacy of the controls operating within the area under review (which supports the requirements of the Accounts and Audit Regulations 2015).

However, in order to further embed risk management and identify and implement innovative practice, the risk management lead within ARA continues to work alongside the Head of ARA where it was agreed that each Internal Audit report would, in addition to providing an opinion on control, also provide an opinion as to the effectiveness of the risk management arrangements operating within the area under review.

Therefore, a statement continues to be provided on the levels of assurance (Substantial, Satisfactory, Limited) within these two areas.

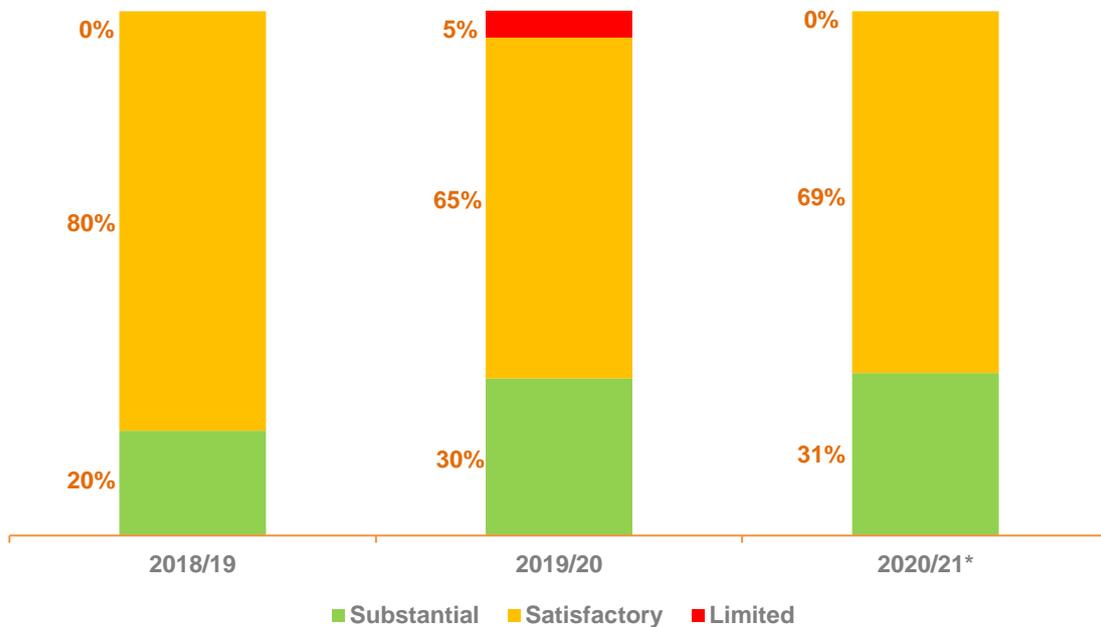
Limited Assurance Risk Opinions

Where limited assurance risk opinions are given on audits deemed to be of strategic importance, these are reported to the Audit and Governance Committee. The monitoring of the implementation of the recommendations is owned by the relevant manager. These opinions also help to inform the work priorities of ARA.

Where a limited risk assurance opinion is given, Risk Management is provided with the Internal Audit report(s) to enable the prioritisation of risk management support.

Risk Assurance

* as at 28th January 2021



During 2020/21 to the point of Risk Management Annual Report (March 2021 Audit and Governance Committee), 100% of the audited areas rated the effectiveness of risk management arrangements as substantial (31%) or satisfactory (69%) with 0% obtaining a limited assurance opinion. This evidences that risk management continues to be further embedded into the Council’s business activities.

Support was offered to the service relating to the limited assurance on risk within 2019/20 through an independent officer within ARA (i.e. not Internal Audit). The Internal Audit follow up on this area has been completed and is due to be reported to Audit & Governance Committee on 8th March 2021.

Future developments in 2021/22

ARA will continue to input into the review of the strategic risk profile and the maintenance of the Council's Risk Management Policy Statement and Strategy. ARA will also support SMT with ensuring that the Strategic Risk Register continues to reflect the Council's current risk profile and will implement various strategies designed to deliver a continuation of the outcomes detailed in this, and previous reports. In the context of this, a number of future developments are planned for 2021/22 and the key actions are outlined below:

Risk Management Action Plan

For 2021/22 ARA has produced and plans to deliver a dynamic Risk Management Action Plan **Appendix 2**, taking the learning from other sources of the Council's risk assurance framework i.e. the Three Lines of Defence model. The plan will ensure resources continue to be targeted at the high risk areas of the Council, drawing on results of the 2020/21 Risk Maturity Assessment, review of the assurance framework and the action plan emerging from the review of the effectiveness of the Audit and Governance Committee.

Online Risk Management Guidance and Support

Continued development of the Risk Management pages held on the Council's intranet, GlosNet. This includes the Risk Management Policy Statement and Strategy 2020-2023, risk management information, contact details for additional help and a comprehensive Toolkit (including a 'Getting Started' guide).

Communications Plan

A Members/Officers communications plan will be developed and implemented to reaffirm the Council's aims and objectives and promote the importance of continuing to embed risk management principles and practices into day to day activities and decision making processes.

Corporate Review of Risk Management

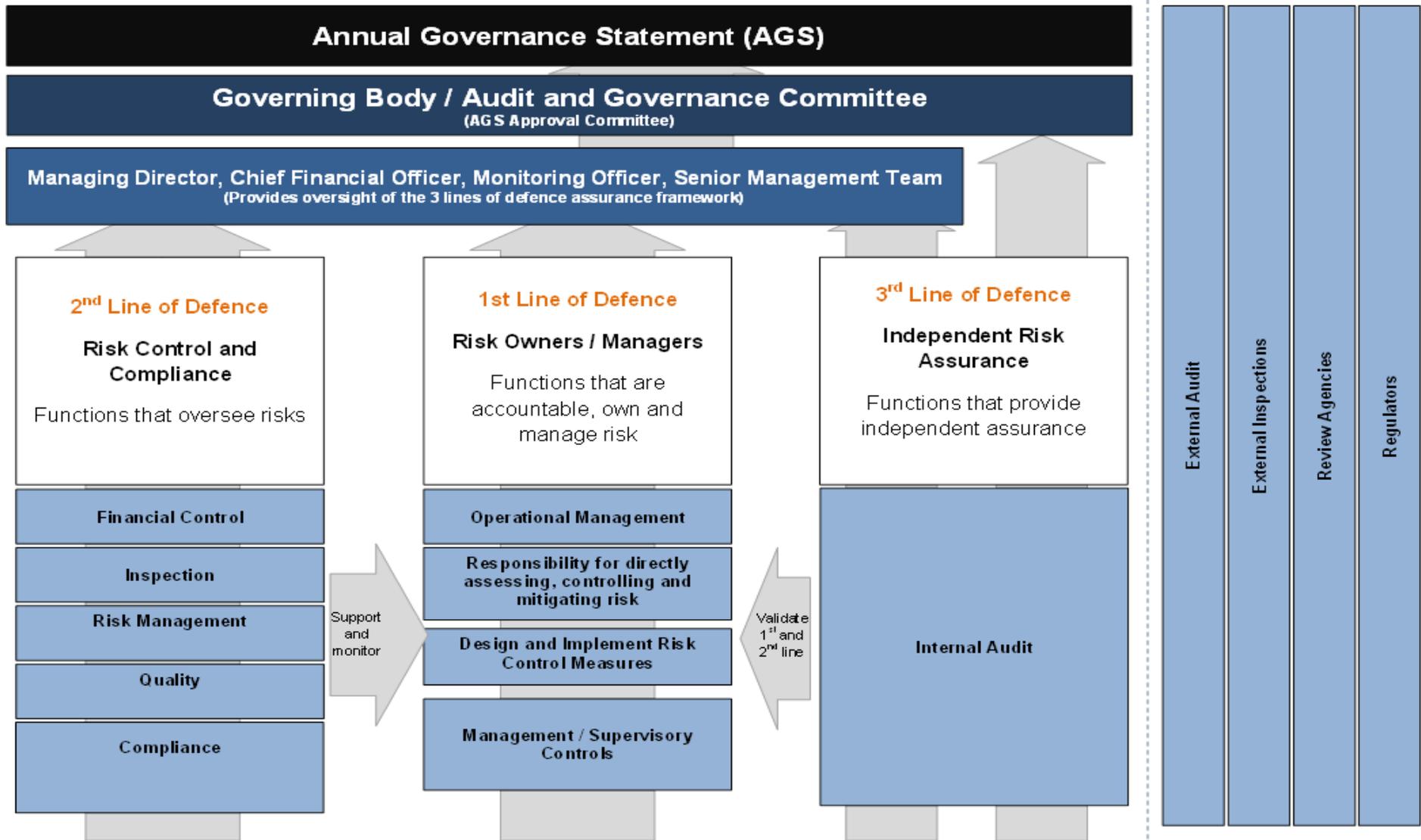
In 2021-22, ARA will undertake a corporate review of the Council's risk management framework to ensure that this complies to best practice.

Conclusion

On the basis of the information set out in this report, it can be concluded that arrangements for managing risk within the Council are reasonable.

Appendix 1 – Three Lines of Defence Model: Governance, Risk & Control Assurance Framework

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The Three Lines of Defence (Assurance Model)

The Three Lines of Defence Assurance Model distinguishes among three groups (or lines) involved in effective risk management:

- Functions that own and manage risks.
- Functions that oversee risks.
- Functions that provide independent assurance.

The first line

As the first line of defence / assurance, operational management has ownership, responsibility and accountability for directly identifying, assessing, controlling and mitigating risks.

The second line

The second line of defence / assurance consists of activities covered by several components of internal governance (compliance, risk management, IT, HR, finance and other control functions). This line monitors and facilitates the implementation of effective risk management practices by operational management, including monitoring the adequacy and effectiveness of internal control, accuracy and completeness of reporting, compliance with laws and regulations, and timely remediation of deficiencies.

Management establishes these functions to ensure the first line of defence / assurance is properly designed, in place, and operating as intended. Each of these functions has some degree of independence from the first line, but they are by nature management functions. As management functions, they may intervene directly in modifying and developing the internal control and risk systems. Therefore, the second line of defence / assurance serves a vital purpose but cannot offer truly independent analyses to governing bodies regarding risk management and internal controls.

The third line

Internal audit form the Council's third line of defence / assurance. An independent internal audit function will, through a risk based approach to its work, provide assurance to the Council's Audit and Governance Committee and senior management. This high level of independence is not available in the second line. Internal Audit assurance will cover how effectively the Council assesses and manages its risks and will include assurance on the effectiveness of the first and second lines.

External auditors, regulators, and other external bodies

In addition to the internal governance arrangements, external auditors, regulators, and other external bodies reside outside the Council's structure, but they can have an important role in the Council's overall governance and control structure. This is particularly the case in regulated industries, such as financial services or insurance.

Regulators sometimes set requirements intended to strengthen the controls in a council and on other occasions perform an independent and objective function to assess the whole or some part of the first, second, or third lines of defence / assurance with regard to those requirements.

When coordinated effectively, external auditors, regulators, and other groups outside the Council can be considered as additional lines of assurance, providing assurance to the Council's shareholders, including the governing body and senior management. Given the specific scope and objectives of their missions, however, the risk information gathered is generally less extensive than the scope addressed by a Council's internal three lines of defence/assurance.

Appendix 2 – Risk Management Action Plan 2021/22

Area	Action	Deadline/Target
Strategic Risk Register	Facilitation and support of quarterly Strategic Risk Register review and ensure alignment with strategic objectives with updates by the Senior Management Team. Twice-yearly reporting of the Strategic Risk Register to Audit and Governance Committee.	Ongoing within 2021/22. July 2021 and March 2022 Committee meetings.
Annual Risk Management Report	2021/22 Annual report to Audit and Governance Committee.	March 2022 Committee.
Risk management guidance and support available to staff and Members	Maintenance of the Risk Management pages on GlosNet, which includes the Risk Management Policy Statement and Strategy 2020-2023 and Risk Management Toolkit.	Ongoing within 2021/22.
Communications Plan	A Members/Officers communications plan will be developed and implemented to reaffirm the Council's aims and objectives and promote the importance of continuing to embed risk management principles and practices into day to day activities and decision making processes. Ensuring effective communication to all staff with service changes provided by ARA.	To be drafted by March 2021 and then delivered on an ongoing basis in 2021/22.
Risk management support on Council's significant projects	Provision of risk management advice, support and guidance i.e. climate change, economic and redevelopment	Ongoing within 2021/22.
Strategic Risk Benchmarking	To review the Council's Strategic Risks with other local authorities and highlighted any key and emerging risks for SMT to consider.	July 2021 and ongoing.

Area	Action	Deadline/Target
Review of Council's key policies	Review key documentation with regard to Risk Management to ensure the Council continues to meet requirements for example, Council Constitution and Financial Regulations. Also review the Three lines of defence model following changes introduced by the Institute of Internal Auditors in June 2020.	March 2022.
Service Risk Registers	Continued provision of guidance and support to service leads to ensure service risk registers are documented for all Council service areas and are updated accordingly. Working also with the Policy and Governance Team.	Ongoing within 2021/22.
Service Plans	Continued provision of guidance and support to service leads to ensure service plans are documented for all Council service areas and are updated accordingly. Working also with the Policy and Governance Team.	Ongoing within 2021/22.
Risk Maturity Model Assessment	Using the risk maturity self assessment within the Annual Governance Statement assurance process to focus risk management support where needed.	Ongoing within 2021/22.

Area	Action	Deadline/Target
Risk Management responsibilities – the 2 nd Line of Defence	<p>ARA risk management work will be based on the 3 Lines of Defence risk assurance model, which includes the key objectives (detailed below) on what risk management roles and responsibilities are:</p> <ul style="list-style-type: none"> • Supporting management policies, defining roles and responsibilities, and setting goals for implementation. • Providing risk management frameworks. • Identifying known and emerging issues. • Identifying shifts in the organisation’s implicit risk appetite. • Assisting management in developing processes and controls to manage risks and issues. • Providing guidance and training on risk management processes. • Facilitating and monitoring implementation of effective risk management practices by operational management. • Alerting operational management to emerging issues and changing regulatory and risk scenarios. 	Ongoing within 2021/22.
External review of the Council’s risk management framework	<p>The external review will enable an independent party to consider and review the current risk management framework in place at Gloucester City Council against regulatory guidance. This will include benchmarking against good/best practice guidance and examples.</p> <p>The outcomes would be reported to both Senior Management Team and Audit and Governance Committee, to enable consideration and agreement of future required actions. These would then be taken forward into the Risk Management Action Plan 2022/23.</p>	March 2022.

Appendix 3 – Completed Risk Management Action Plan 2020/21

Area	Action	Position as at March 2021
Strategic Risk Register	<p>Facilitation and support of Strategic Risk Register review and update by the Senior Management Team. Formal quarterly updates to occur at SMT.</p> <p>Bi annual reporting of the Strategic Risk Register to Audit and Governance Committee.</p>	Delivered.
Annual Risk Management Report	Annual report to Audit and Governance Committee.	Delivered.
Risk Management Self Assessments	Completion of risk management self assessments against the latest regulatory requirements, best practice guidance, principles and standards. Outcomes/actions to be fed into the updated Risk Management Policy Statement and Strategy and Risk Management Toolkit.	Delivered.
Risk management guidance and support available to staff and Members	Creation of a Risk Management page on the Council's intranet, to include (but not be exclusive to) the up to date Risk Management Policy Statement and Strategy and Risk Management Toolkit.	Delivered.
Risk management support on Council's significant projects	Offer and provision of risk management advice, support and guidance e.g. Together Gloucester, Gloucester Transport Hub, Climate Change Forum, etc.	Delivered.
Service Risk Registers	<p>Provision of guidance and support to service leads to ensure service risk registers are documented for all Council service areas and are updated accordingly.</p> <p>Exercise to be undertaken to confirm that all services have documented up to date service risk registers.</p>	Delivered.

Area	Action	Position as at March 2021
Risk Maturity Model	Introduction of the risk maturity self assessment within the Council's Annual Governance Statement assurance process. Enabling more focused risk management support to service areas as required.	Delivered.
Risk Management responsibilities – the 2 nd Line of Defence	<p>ARA risk management work will be based on the 3 Lines of Defence risk assurance model, which includes the key objectives (detailed below) on what risk management roles and responsibilities are:</p> <ul style="list-style-type: none"> • Supporting management policies, defining roles and responsibilities, and setting goals for implementation. • Providing risk management frameworks. • Identifying known and emerging issues. • Identifying shifts in the organisation's implicit risk appetite. • Assisting management in developing processes and controls to manage risks and issues. • Providing guidance and training on risk management processes. • Facilitating and monitoring implementation of effective risk management practices by operational management. • Alerting operational management to emerging issues and changing regulatory and risk scenarios. 	Delivered.

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Strategic Risk Register Report – Quarter 3 2020/21 (23/02/2021 SMT)



SRR1 Strategic Risk Register

Risk Ref	Risk	Original Impact	Original Likelihood	Original Score	Description	Current Impact	Current Likelihood	Current Score	Further Mitigating Action	Timescale	Target Impact	Target Likelihood	Target Score	Risk Owner
SRR1.1	Non achievement of the Money Plan – including the annual savings / income targets and the result of a balanced budget	4	4	16	<p>*Budget setting process – including consultation; management/leadership input into savings targets; and Overview & Scrutiny and Council involvement.</p> <p>*Forecasting Money Plan for medium term.</p> <p>*Allocation of individual savings/income targets to an SMT sponsor, Cabinet Member and leading manager.</p> <p>*Rigorous monthly monitoring of the Council’s financial position - monthly budget monitoring (including budget savings programme lines) at budget holder level (Finance led) and by SMT.</p> <p>* Financial Services staff professionally qualified in accountancy-related disciplines.</p> <p>*Assurance reviews by Internal Audit to ensure compliance with approved policies and procedures.</p>	3	2	6			3	2	6	Head of Policy & Resources

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Risk Ref	Risk	Original Impact	Original Likelihood	Original Score	Description	Current Impact	Current Likelihood	Current Score	Further Mitigating Action	Timescale	Target Impact	Target Likelihood	Target Score	Risk Owner
					*Service Plans aligned with resources and subject to regular review.									
SRR1.2	Adverse public and media relations	3	3	9	<p>*Dedicated communications and marketing resource with defined service scope – service delivery by County Council (SLA).</p> <p>*Regular monitoring of press coverage.</p> <p>*Formal route for media press contact (controlled approach).</p> <p>*Standardised FOI approach with FOI Champions.</p> <p>*Dedicated support for key consultations.</p> <p>*Communication Strategy on key campaigns, including performance measures.</p> <p>*Internal Communications Channel Plan.</p> <p>*Complaints policy / monitoring.</p> <p>*Digital communications team in place – including objectives, policies and procedures.</p> <p>*Approved campaigns plan in place.</p> <p>*Release of new Council website.</p>	3	2	6			2	2	4	Corporate Director - Partnerships
SRR1.3	Lack of competence, staff engagement, probity and professionalism within the	3	3	9	<p>*Dedicated HR resource with defined service scope – service delivery by County Council (s101 agreement).</p> <p>*Adherence to best practice recruitment and selection procedures and principles.</p>	3	2	6			3	1	3	Corporate Director - Partnerships

Risk Ref	Risk	Original Impact	Original Likelihood	Original Score	Description	Current Impact	Current Likelihood	Current Score	Further Mitigating Action	Timescale	Target Impact	Target Likelihood	Target Score	Risk Owner	
Page 87	authority leading to diminished performance, inappropriate behaviour, and failure to comply with governance arrangements				<ul style="list-style-type: none"> *Member and staff training. *Complaints monitoring. *Member role descriptors. *Codes of conduct for members and officers. *Defined officer roles. *Staff 1:1s and performance appraisals. *Disciplinary procedure. *Adherence to health and safety Policy and procedures. *Staff survey. *Staff engagement activities. *Governance Group bi-monthly meetings. *Council Values and behaviours refreshed and adopted. *Development Plan and Learning & Training Plan in place. *OD Plan in place. *Talent management scheme and apprenticeship scheme in place. *Together Gloucester phase 1 (transformation) delivery. 										
	SRR1.4	Failure to effectively manage contracts and SLAs with key partners / other significant bodies, including: Amey, Civica, Aspire, Gloucestershire	3	3	9	<ul style="list-style-type: none"> *Central list held of all contracts and SLAs with named responsible officers and Members. *In set up of the partnerships: <ul style="list-style-type: none"> -Corporate procurement strategy and procedures; Contract Standing Orders; Constitution requirements; and Availability of advice from legal, finance & procurement. 	2	2	4			2	2	4	Corporate Director - Service Transformation

Risk Ref	Risk	Original Impact	Original Likelihood	Original Score	Description	Current Impact	Current Likelihood	Current Score	Further Mitigating Action	Timescale	Target Impact	Target Likelihood	Target Score	Risk Owner
	Airport, VCS organisations, Gloucestershire County Council (e.g. Audit shared service)				<ul style="list-style-type: none"> -Documentation on the Council contracts register. *Partnership specific controls required (for each partner): -Documented signed SLA. -Lead contact officers assigned to each partner. -Regular performance management meetings, with reporting to SMT/Committee. -SLAs incorporate contingency business plan approach to mitigate loss of service. -Partnership risk registers – either individually or within the service risk register. -Governance arrangements identifying where decisions are taken. -Agreement of SLA KPIs, performance standards and payments (within contract). -Ongoing negotiation with partners to review current contract contents, to ensure up to date (e.g. GDPR considerations) and fit for purpose. 									
SRR1.5	Failure to support and enable business growth within the city	3	3	9	<ul style="list-style-type: none"> *Support local businesses both start up and new - 'Better Business For All'. *Partnership support for skills/jobs and attraction of inward investment. *Council's promotion of city through links with GFirst LEP; and with adjacent authorities (e.g. JCS). 	3	2	6			2	2	4	Head of Place

Risk Ref	Risk	Original Impact	Original Likelihood	Original Score	Description	Current Impact	Current Likelihood	Current Score	Further Mitigating Action	Timescale	Target Impact	Target Likelihood	Target Score	Risk Owner
					*Cultural Strategy – including 6 monthly review and update. *Liaison with Business Improvement District (including consideration of uncertainties arising from the UK leaving the EU). *Regeneration and Economic Development Strategy in place. *Ongoing review and bidding for regeneration funding, with continued focus on regeneration sites.									
SRR1.6 Page 89	Loss of finance, resource and reputation due to fraudulent activity	4	3	12	*The following are approved policies available to officers: -Anti-fraud and corruption strategy (including Anti-bribery policy and Anti-money laundering policy). -Whistle blowing policy. -Fraud response plan. *Financial regulations (including standing orders). *Existing internal control framework. *Internal Audit inc. Audit & Governance Committee and annual risk based internal audit plan (deterrent). *External audit presence (deterrent). *Benefit case referral to the Single Fraud Investigation Service – DWP. *Brilliant Basics modules (fraud awareness, project management and influencing	3	1	3			4	1	4	Head of Policy & Resources

Risk Ref	Risk	Original Impact	Original Likelihood	Original Score	Description	Current Impact	Current Likelihood	Current Score	Further Mitigating Action	Timescale	Target Impact	Target Likelihood	Target Score	Risk Owner
					skills) available to management team. *SLA with ARA (County hosted) for drawdown of days from Glos. Counter Fraud Unit for targeted anti-fraud work – Council position reviewed monthly by S151 Officer and Chief Internal Auditor.									
SRR1.7	Failure to deliver key regeneration priorities (including Kings Quarter and Blackfriars)	3	3	9	*Regeneration Advisory Board. *Capital Monitoring Steering Group & existing capital programme controls. *Brilliant Basics modules (project management and influencing skills) available to management team. *Project specific controls that should be in place: -Project plans in place for major schemes. -Project review meetings led by experienced/qualified Members and Officers with third party links/presence (e.g. developers and associated commercial agents). -Project update reporting to Cabinet and Council (in line with project plan milestones). - Re-assessment of projects at appropriate points to review objectives and deliverables.	3	2	6			2	2	4	Head of Place

Risk Ref	Risk	Original Impact	Original Likelihood	Original Score	Description	Current Impact	Current Likelihood	Current Score	Further Mitigating Action	Timescale	Target Impact	Target Likelihood	Target Score	Risk Owner
					- Maintenance and review of project risk registers for each regeneration project. -Ongoing internal review and financial scrutiny of projects.									
SRR1.8	Failure to manage information in accordance with legislation	4	4	16	<p>*IT Security:</p> <ul style="list-style-type: none"> -Civica ITO contract includes key IT security control continued delivery with ongoing client monitoring required. -Virus protection (desktop, server, email, attachments etc) and fire wall controls. -Monitoring of internet access and restriction on sites permitted to access -E-mail content scanning (incl. Forcepoint). -Physical security and protection of IT suite. -Procedures for login lockdown when IT staff leaving organisation. -Data cleansing of IT equipment prior to disposal. -Client monitoring (in-house intelligent client function) team in place. -IT risk register monthly review and update by the IT Operations Board. <p>*Use of information:</p> <ul style="list-style-type: none"> -FOI procedures; standardised approach; & FOI Champions. -Information management rules within the Constitution. 	3	2	6			4	1	4	Head of Policy & Resources

Risk Ref	Risk	Original Impact	Original Likelihood	Original Score	Description	Current Impact	Current Likelihood	Current Score	Further Mitigating Action	Timescale	Target Impact	Target Likelihood	Target Score	Risk Owner
					<ul style="list-style-type: none"> -Data Protection guide and GDPR implementation/training action plan. -Staff training and induction to confirm appropriate management of information. *Info stored / accessed - Building access controls. *SIRO role allocated. *Information Governance Board and ICT Strategy Board in place. *Suite of information policies in place and available on NETconsent policy management system. 									
RR1.9	Ability to respond effectively to unexpected events in support of our communities (e.g. pandemic/weather/terror attack/phone system failure/other)	4	3	12	<ul style="list-style-type: none"> *Up-to-date Emergency Response Plan, Flood Plan, Vulnerable People Plan, Pandemic Plan etc. drafted in conjunction with agencies, government departments and other local authorities. *Regular review and updating of Emergency Response Plan and other plans. *Allocated Emergency Team Leaders within the Council e.g. District Emergency Controller and Gold Officer roles. *Business continuity plans in place for each Service. *Bad weather policy and communications. *Climate change strategy supported by Local Resilience Forums. 	3	2	6			3	2	6	Head of Communities

Risk Ref	Risk	Original Impact	Original Likelihood	Original Score	Description	Current Impact	Current Likelihood	Current Score	Further Mitigating Action	Timescale	Target Impact	Target Likelihood	Target Score	Risk Owner
					<p>*Emergency Contacts list updated every quarter.</p> <p>*Defined Mutual Aid Agreement including all Gloucestershire local authorities.</p> <p>*Continued testing of Emergency Plan arrangements; bi annual exercises & live events (e.g. Christmas call out exercise); and use of Mutual Aid agreement. With ongoing shared learning.</p>									
SRR1.10	Council services loss for a significant period, due to failure and limited capacity of IT infrastructure (leading to other financial, reputational and information governance risks)	4	4	16	<p>*Up to date IT asset register.</p> <p>*Appropriate secure physical location of the servers.</p> <p>*Medium term IT infrastructure investment budget agreed and delivered within 2016/17.</p> <p>*Infrastructure/network topology (mapping) with action plan for regular review and update including identification, risk assessment, costing and priority ranking of IT infrastructure options for investment.</p> <p>*PSN Compliance Certificate achieved.</p> <p>*ICT Business Continuity Plan review and renewal completed (platform for DR and to be expanded for use as the platform for all GCC systems post relocation from HKP).</p>	4	2	8			3	2	6	Head of Policy & Resources

Risk Ref	Risk	Original Impact	Original Likelihood	Original Score	Description	Current Impact	Current Likelihood	Current Score	Further Mitigating Action	Timescale	Target Impact	Target Likelihood	Target Score	Risk Owner
					*ICT Strategy in place. *Information Governance Board and ICT Security Board in place.									
SRR1.11	Inability of the council to identify viable plans to achieve efficiencies and/or income generation.	4	4	16	*Budget setting process – including consultation; management/leadership input into savings targets; and Overview & Scrutiny and Council involvement. *SMT and Cabinet review and approval of Money Plan savings delivery options – including commissioning and alternative delivery opportunities for savings and income generation. *Allocation of individual savings/income targets to an SMT sponsor, Cabinet Member and leading manager. *Rigorous monthly monitoring of the Council’s financial position - monthly income / budget monitoring at budget holder level (Finance led) and by SMT. *Engagement with GMT to ensure corporate ownership of financial challenges and need for active identification of efficiency & income opportunities for the Council.	3	1	3			3	2	6	Head of Policy & Resources
SRR1.13	Inability of the Council to deliver the Corporate Plan to 2020/21	4	4	16	*Corporate Plan developed jointly by Cabinet and Senior Management Team, scrutinised and endorsed by	1	1	1			3	2	6	Managing Director

Risk Ref	Risk	Original Impact	Original Likelihood	Original Score	Description	Current Impact	Current Likelihood	Current Score	Further Mitigating Action	Timescale	Target Impact	Target Likelihood	Target Score	Risk Owner
					<p>the wider Council membership.</p> <p>*Corporate Plan approval completed.</p> <p>*Budget Strategy and Money Plan designed to appropriately resource the delivery of the Corporate Plan.</p> <p>*Performance management framework.</p> <p>*Service planning processes to ensure Corporate Plan link to Service Plans.</p> <p>*Appraisal processes link personal objectives and development needs to the needs of the organisation, talent development and personal well being.</p>									
SRR1.14	Negative financial implications due to inappropriate delivery and management of the Property Investment Strategy; and a risk of political priorities diluting commercial considerations around hedging	4	4	16	<p>*Property Investment Strategy (including risk management considerations) endorsed by Cabinet and approved by Council.</p> <p>*Property Investment Board set up with a defined Terms of Reference to oversee the investment of the £80m fund.</p> <p>*Council approved delegation of authority to the Council Solicitor to conclude documents (in line with senior officer agreed heads of terms) to enable completion of each acquisition.</p> <p>*Property Investment Board to receive investment prospectus and officer</p>	4	2	8			4	2	8	Head of Policy & Resources

Risk Ref	Risk	Original Impact	Original Likelihood	Original Score	Description	Current Impact	Current Likelihood	Current Score	Further Mitigating Action	Timescale	Target Impact	Target Likelihood	Target Score	Risk Owner
					<p>evaluations of potential property acquisitions; to make recommendations to the s151 Officer with regards to investment; and to oversee the due diligence and acquisition process in accordance with the Property Investment Strategy.</p> <p>*Property Investment Board to monitor fund position (including cost of borrowing) and the management of the estate, with outcomes to be reported to senior officers and Members.</p> <p>*Legal implications ongoing review to ensure relevant local authority powers remain in place to support the Property Investment Strategy.</p>									

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Risk Ref	Risk	Original Impact	Original Likelihood	Original Score	Description	Current Impact	Current Likelihood	Current Score	Further Mitigating Action	Timescale	Target Impact	Target Likelihood	Target Score	Risk Owner
SRR1	Strategic Risk Register													Senior Management Team

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