

## Cabinet

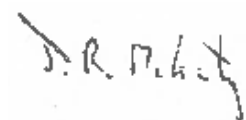
**Meeting: Wednesday, 10<sup>th</sup> November 2021 at 6.00 pm in Civic Suite,  
North Warehouse, The Docks, Gloucester, GL1 2EP**

<b>Membership:</b>	Cllrs. Cook (Leader of the Council and Cabinet Member for Environment) (Chair), 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)
<b>Contact:</b>	Democratic and Electoral Services 01452 396126 <a href="mailto:democratic.services@gloucester.gov.uk">democratic.services@gloucester.gov.uk</a>

## AGENDA

<b>1.</b>	<b>APOLOGIES</b>  To receive any apologies for absence.
<b>2.</b>	<b>DECLARATIONS OF INTEREST</b>  To receive from Members, declarations of the existence of any disclosable pecuniary, or nonpecuniary, interests and the nature of those interests in relation to any agenda item. Please see Agenda Notes.
<b>3.</b>	<b>MINUTES</b> (Pages 5 - 12)  To approve as a correct record the minutes of the meeting held on 13 <sup>th</sup> October 2021.
<b>4.</b>	<b>PUBLIC QUESTION TIME (15 MINUTES)</b>  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"><li>• Matters which are the subject of current or pending legal proceedings, or</li><li>• Matters relating to employees or former employees of the Council or comments in respect of individual Council Officers</li></ul>

<b>5.</b>	<p><b>PETITIONS AND DEPUTATIONS (15 MINUTES)</b></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"> <li>• Matters relating to individual Council Officers, or</li> <li>• Matters relating to current or pending legal proceedings</li> </ul>
<b>6.</b>	<p><b>LEADER AND CABINET MEMBERS' QUESTION TIME (15 MINUTES)</b></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"> <li>• Any matter relating to the Council's administration</li> <li>• Any matter relating to any report of the Cabinet appearing on the summons</li> <li>• A matter coming within their portfolio of responsibilities</li> </ul> <p>Only one supplementary question is allowed per question.</p>
<b>7.</b>	<p><b>THE FUTURE OF THE TOURISM AND DESTINATION MARKETING FUNCTION</b> (Pages 13 - 36)</p> <p>To consider the report of the Cabinet Member for Culture and Leisure providing a review of the work and impact of the tourism activity carried out by the Tourism and Destination Marketing Team, their role in supporting Gloucester's Visitor Economy, and seeking that a decision be made on whether to keep the function within the Council beyond March 2022.</p>
<b>8.</b>	<p><b>GARAGE AUDIT</b> (Pages 37 - 56)</p> <p>To consider the report of the Cabinet Member for Performance and Resources seeking to recommend a strategy for the Council's garage stock.</p>
<b>9.</b>	<p><b>REVENUES AND BENEFITS SERVICE</b> (Pages 57 - 62)</p> <p>To consider the report of the Cabinet Member for Performance and Resources seeking approval for the Revenues and Benefits service to be insourced to the Council following a strategic decision by Civica UK Ltd to no longer provide Business Operations Services.</p>
<b>10.</b>	<p><b>REGULATION OF INVESTIGATORY POWERS ACT 2000 (RIPA) - ANNUAL UPDATE</b> (Pages 63 - 66)</p> <p>To consider the report of the Cabinet Member for Performance and Resources updating Members on the Council's use of its powers under the Regulation of Investigatory Powers Act 2000 (RIPA).</p>



**Jon McGinty**  
Managing Director

**Date of Publication: Tuesday, 2 November 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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For enquiries about Gloucester City Council's meetings please contact Democratic Services, 01452 396126, [democratic.services@gloucester.gov.uk](mailto:democratic.services@gloucester.gov.uk).

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

### **Recording of meetings**

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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.

### **FIRE / EMERGENCY EVACUATION PROCEDURE**

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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.



## **CABINET**

**MEETING** : Wednesday, 13th October 2021

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

**Others in Attendance**

Cllr Radley

Head of Policy and Resources

Head of Communities

Democratic and Electoral Services Officer

**APOLOGIES** : Cllr Hudson

**34. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**35. MINUTES**

**RESOLVED** that the minutes of the meeting held on 15<sup>th</sup> September 2021 are confirmed as a correct record and signed by the Chair.

**36. PUBLIC QUESTION TIME (15 MINUTES)**

There were no public questions.

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

There were no petitions or deputations.

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

Councillor Radley addressed the Cabinet regarding the proposed disposal of public open space on the junction of Armscroft Road and Barnwood Road known as Cross Keys Rest Garden (agenda item 7).

Councillor Radley referred to paragraph 3.3 of the report relating to the location of a new bench which would be provided by the developer. She asked if the recommendations in the report could be expanded to include where the bench would be sited. She further asked if there would be a guarantee from the developer to ensure public access to the bench and that it would be maintained.

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The Leader of the Council advised that retaining the small section of the open space would create challenges to the existing planning permission and this was not a valid reason to strengthen the recommendations further. He would ask the Asset Management Officer to liaise with Councillor Radley to look at options as to where the bench could be sited ensure Councillor Radley is updated on progress. The Leader of the Council thanked Councillor Radley for her attendance.

**39. PROPOSED DISPOSAL OF PUBLIC OPEN SPACE ARMSCROFT ROAD/BARNWOOD ROAD**

Cabinet considered the report of the Leader of the Council that presented the points raised at the Cabinet Meeting of 14<sup>th</sup> July 2021 regarding the disposal of Public Open Space at Armscroft Road/Barnwood Road.

Cabinet was asked to resolve that further information and objections be noted and that the disposal of the whole site be approved after consideration of the objections.

The Leader of the Council advised that the report had first been considered in July and after reviewing objections and allegations regarding the proposed disposal of the site, further information had been sought so that Cabinet could be assured that the process had been dealt with appropriately. A timeline of events formed Appendix 2 which provided the information necessary to validate the appropriateness of the process.

It was noted that the developers had been keen to proceed which caused them to start before all the processes had been dealt with. The Developer had been advised to stop the works on the site once the Council became aware.

The public open space had been described as low quality, low community value and low biodiversity value and was costly to maintain. The recommendation therefore was to dispose to permit the provision of much needed new housing. A condition had now been attached that the Developer provide a bench for local residents to use and consideration would be given on where the bench would be sited.

Cabinet Members recognised this would be a sensible approach to provide much needed housing at a suitable location.

**RESOLVED** that:

- (1) the further information and objections received in response to the s123 notices are noted
- (2) the disposal of the whole site is approved following consideration.

**40. ARMED FORCES COMMUNITY COVENANT UPDATE**

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Cabinet considered the report of the Cabinet Member for Communities and Neighbourhoods that provided an update to Members on the support offered to current and former members of the armed forces, reservists and their families as part of our commitment to the Gloucestershire Armed Forces Community Covenant.

The Deputy Leader of the Council and Cabinet Member for Performance and Resources presented the report on behalf of the Cabinet Member for Communities and Neighbourhoods who had been engaged at an LGA course and unable to attend the meeting.

The report summarised the commitment of the authority towards the Gloucester Armed Forces community covenant. Gloucester City Council were a member of this covenant and voluntarily pledged the mutual support between the people of Gloucester and the local Armed Forces community.

The sole purpose of the Armed Forces Covenant was to encourage organisations and local communities to support the Armed Forces community, promoting understanding and increasing awareness among the public of issues affecting the Armed Forces, and to recognise and remember the sacrifices that members of the forces had made.

The covenant was part of the UK wide Armed Forces Covenant which set out the principles that veterans and those serving be treated with respect, supported and ensure fair treatment.

Among the Gloucester based covenant commitments, was a pledge to provide support for ex-armed forces members who become homeless and ensure their war disablement pensions were not taken into account if they had been receiving benefits.

Cabinet noted that Gloucester City Council had been working in a county partnership to create a 'SERVICE LINE'. This would be a dedicated telephone line for any serving military personnel or veterans, where assistance would be provided relating to housing, justice or benefits, whilst cutting through the red tape of certain mental health issues, which many veterans could suffer from.

It was highlighted that during the Autumn, Gloucester City Council would apply for the Bronze Defence Employer Recognition that would encourage employers to support members of the forces and would see the Council commit to a range of requirements which included providing support to those with links to the forces applying for jobs.

The Cabinet Member for Culture and Leisure commented on the proactive approach and referred to paragraph 7.4 of the report and asked if Gloucester City Council front line staff would be offered online training.

The Deputy Leader of the Council and Cabinet Member for Performance and Resources advised that the Customer Services team had regular training sessions on Wednesday mornings. Discussions would take place with HR to have this included in the training programme.

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The Cabinet Member for Planning and Housing Strategy, commented that in his capacity as the Armed Forces County Council Champion, he had been approached by the LGA to participate in the Community Covenant which would work closely with the City Council. He added that an Armed Forces Bill was due to be presented to Parliament .

The Cabinet Member for Planning and Housing Strategy expressed his thanks to the Community Wellbeing Team and the Housing Teams for all their work.

**RESOLVED** that work undertaken to support current and ex-service personnel as part of the Council's ongoing commitment to the Covenant is endorsed.

**41. ANNUAL REPORT FOR ENERGY COSTS AND ENERGY REDUCTION PROJECTS**

Cabinet considered the report of the Cabinet Member for Environment that sought to inform Members of the Council's energy costs and projects to reduce energy usage.

The Cabinet Member for Environment advised that in 2012 a revised energy management strategy had been introduced which committed to reduce energy use across the Council's buildings by 2% per annum and to reduce its annual spend by £50k per annum.

The Council had a large number of buildings which used a considerable amount of gas and electricity. In 2019-20 gas and electricity costs had averaged to £1549 per day. The costs for 2020-21 were not yet finalised but were estimated to drop significantly to £969 per day. It was possible that the result of a marked lower use of gas and electricity had been a result of Covid. Although it was noted that general energy prices would rise sharply over the next year, the Council was shielded for the 12 months by a price cap. This would give the Council an opportunity to look at other opportunities to introduce more energy saving initiatives.

A detailed CLS report commissioned in 2020 recognised a number of high consuming energy sites as being available to deliver optimum fuel and energy savings, such as the Oxstalls Tennis Centre, Crematorium, GL1, North Warehouse and The Guildhall. These projects were in the process of development and evaluation.

It was noted that the pool fleet vehicles had reduced the Council's carbon output and the implementation of pure electric vehicles would extend this. The new RCV fleet that will be purchased by Ubico would include electric vehicles. The installation of the ground source heat pump and solar panels at Plock Court was estimated to make energy savings of £35K.

The Cabinet Member for Environment commented that it was hoped that the demonstrated success of the Council projects would encourage others to start



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making their own savings which would start Gloucester on the road to being Carbon neutral by 2045 which had been driven by changes at Government level.

**RESOLVED** that:

- (1) progress in the reduction of energy usage and consumption in the year 2020-21 is noted
- (2) continued implementation of projects to save energy in the Council's main buildings as set out in section 4 of the report is supported.

**42. TOGETHER GLOUCESTER 2 – PROGRAMME REVIEW**

Cabinet considered the report of the Cabinet Member for Performance and Resources that provided an update and summary of the work undertaken as part of the Together Gloucester Transformation Programme (Phases 1-2) and sought Members to note that capacity has been created to support ongoing transformation work in support of the Council's priorities and objectives.

The Deputy Leader of the Council and Cabinet Member for Performance and Resources asked Cabinet to note the work of the programme and endorse the progress made and confirm the adoption of transformation being built into the day to day makeup of the authority, ensuring that it does not stagnate and that the Council could continue to respond to changing resident needs.

Within the structure of Together Gloucester there had been an opportunity to work smarter, not harder and to ensure that the revised authority footprint had improved efficiencies to ensure continued strong services to the residents of Gloucester. Although the financial savings which had been achieved as part of the programme were substantial, it was key to remember that the objectives of the programme were to also ensure that GCC was fit for the 21<sup>st</sup> century and beyond.

The work within the Together Gloucester programme had seen many milestones many of which were summarized in the report.

The programme had been designed by officers of the authority with specialist support from Ignite, ensuring that the structure of GCC was fit for purpose for the challenges faced in the future. This had seen secondments from various GCC departments and upskilling of officers in transformation or website skills. As we moved into 2021/22 financial year, the decision to embed transformation in the DNA of the council was taken and this was now seen as a business-as-usual activity.

The Deputy Leader of the Council and Cabinet Member for Performance and Resources expressed her thanks to several key figures in the Together Gloucester Programme; all of the Senior Leadership Team, Service Managers, HR, Communications and Customer Services. She also thanked the Transformation and Commercialisation Manager who had worked at the forefront of the transformation journey, along with his team of business architects.

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It was noted that the My Gloucester functionality had been long promoted by the Deputy Leader of the Council within the Councillor population. One Member had confirmed that he had become a convert and had found it much easier to track casework and to ensure that residents were receiving regular updates. In conjunction with the efficiency savings made from reducing the Here to Help emails, showed that Gloucester City were on the right pathway.

**RESOLVED** that:

- (1) the information set out in the report is noted
- (2) the action taken by the Council as part of the Together Gloucester Transformation process is welcomed and endorsed
- (3) the closure of Together Gloucester Phase 2 and the incorporation of future work into ongoing “business as usual” is formally endorsed.

**43. ICT SERVICES: OPTIONS REPORT**

To consider the report of the Cabinet Member for Performance and Resources that presented options for the delivery of ICT services beyond the current contract end date of 30 April 2022.

Cabinet noted that the Civica ITO contract had been extended in 2020 for a period of one year to enable additional time to consider options for the provision of IT services to Gloucester City Council, including the possibility of combining in a shared service IT provision with the County Council. Both authorities had worked hard to identify how to work more closely together, on reflection the recommendations placed to Cabinet are based upon the authorities appetite for risk.

The options considered by the authority were outlined in section 4 of the report and explain in detail the pro and cons of each option. As per the introduction to the report, the appendices were excluded papers. Cabinet were made aware that they would need to go into private session if they wished to discuss the contents of the report.

**RESOLVED** that:

- (1) the assessment and analysis set out in the report are received and noted
- (2) the option to procure the services via a compliant framework agreement is taken forward as the preferred option
- (3) Gloucestershire County Council is thanked for their co-operation in reviewing the shared service option
- (4) delegated authority is given to the Head of Policy and Resources (in consultation with the Cabinet Member for Performance and Resources

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and the Council Solicitor) to determine procurement route, contract duration, conclude contractual negotiations, and implement these decisions.

**44. EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED** that the press and public be excluded from the meeting during the following item of business (Agenda item 13) 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.

**45. ACQUISITION OF PROPERTY TO MEET TEMPORARY ACCOMMODATION NEEDS**

Cabinet considered the report of the Cabinet Member for Planning and Housing Strategy that sought the acquisition of a property to provide temporary accommodation.

**RESOLVED** as per the recommendations in the confidential report.

**Time of commencement: 6.00 pm**  
**Time of conclusion: 6.30 pm**

**Chair**

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

## FOR GENERAL RELEASE

### 1.0 Purpose of Report

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

### 2.1 Recommendations

- 2.1 Cabinet is asked to **RESOLVE** that the Tourism and Destination Marketing Team should be kept within the City Council for the next three years.

### 3.0 Introduction

#### The Tourism and Destination Marketing Function (Visit Gloucester)

- 3.1 The driver for the Business Case has been the need to have greater visibility of the work of the Tourism and Destination Marketing team with regards to marketing the city and their activity that supports and advises the Visitor Economy businesses in the City. There is now the need to consider the future of the team past March 2022 and ascertain whether financial support for making the function permanent can be approved by the Council.
- 3.2 An overview of the Marketing and Promotion activity carried out by team can be found in the Business Case for the Tourism and Destination Marketing Team (Appendix 1 section 2). The highlights of this activity are the delivery of the Welcome Back Campaign which created exciting new marketing material for the city and delivered over 700,000 media impressions, and the Summer Passport which

saw 1,400 people take part in the trail around the city and received some really encouraging feedback from Gloucester businesses.

- 3.4 The service has an annual income target of £30,000 attached to it. To date the service has raised £6,300 through sponsorship of the Gloucester Passport marketing campaign. The Autumn Campaign has been kindly supported with £10,000 worth of support - £5,000 from GWR and a further £5,000 from Gloucester BID. It is anticipated that the income generation target will be met for this year.
- 3.5 The Business Case reviews the future of the marketing function in relation to the current situation following the release of the Destination Management Organisation (DMO) review (link to full report can be found here [The de Bois Review: an independent review of Destination Management The de Bois Review \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/644441/The-de-Bois-Review-an-independent-review-of-Destination-Management-The-de-Bois-Review.pdf)). A full synopsis of the DMO review can be found in the Business Case (Appendix 1 section 6). When the recommendations following the review have been adopted Visit Gloucester is likely to be a strong tier 3 Destination Partner and will be subsumed within a tier 1 Destination Development Partnership.

#### **4.0 Social Value Considerations**

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

#### **5.0 Environmental Implications**

- 5.1 The small destination marketing team promotes all aspects of the city's cultural offer as well as encouraging sustainable forms of travel such as working with GWR to encourage people to visit by rail and emphasising the walkable nature of the city. There will be some limited impact on the environment, however, as increased tourism and movement of people will increase emissions. This is not specific to this industry and is a wider societal issue. However, the team will develop stronger environmental messaging, whilst the Marketing function remains within GCC as it will benefit from the support of other council departments and policies.
- 5.2 An increased use of digital marketing methods and a reduction in the production of large quantities of printed material should reduce the overall carbon impact of the destination marketing team.

## **6.0 Alternative Options Considered**

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

## **7.0 Reasons for Recommendations**

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

## **8.0 Future Work and Conclusions**

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

## **9.0 Financial Implications**

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

## **10.0 Legal Implications**

- 10.1 None directly arising from this report.

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

- 11.1 Risks of not accepting the recommendations – will result in the city not having an effective Destination Marketing function. This will disadvantage the city when compared to other areas of Gloucestershire and damage the visitor economy.

11.2 An effective and functioning Destination Marketing organisation attracts not only tourists, but supports businesses and attracts inward investment. These benefits would be to maintain the visibility and viability of Gloucester as an attractive destination to visit, live and invest.

11.3 The city will benefit from a collaborative centralised destination marketing and management function being held within the city council as the city's visitor economy continues to recover following the coronavirus epidemic. The city can provide leadership and co-ordination when it would be high-risk to create a new organisation at this time.

## **12.0 People Impact Assessment (PIA) and Safeguarding:**

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

## **13.0 Community Safety Implications**

13.1 None

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

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

## **Background Documents:**

None





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# 1.Current Situation

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

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

## The Destination Marketing Team

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

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

## Priorities

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

The plan outlined the following objectives:

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

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

## 2. Marketing Activity

In 2021 the following major marketing campaigns were undertaken.

### Welcome Back

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

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

### Escape the Everyday Campaign

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

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

### Love to Work Campaign

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

The videos can be seen here:

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

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

### My Gloucester Passport

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

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

Evaluation feedback from the sponsors was overwhelmingly positive:

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

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

### Press and PR Campaign

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

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

### Gloucester Goes Retro Event Marketing Campaign

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

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

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

### 3. Planned Future Activity

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

#### Gloucester's Creepy Capers

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

#### Autumn Campaign

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

#### 20th Anniversary of Harry Potter

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

#### City Branding and Place Positioning Project

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

## 4. Income Generation

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

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

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

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

## 5. The outlook for Tourism

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

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

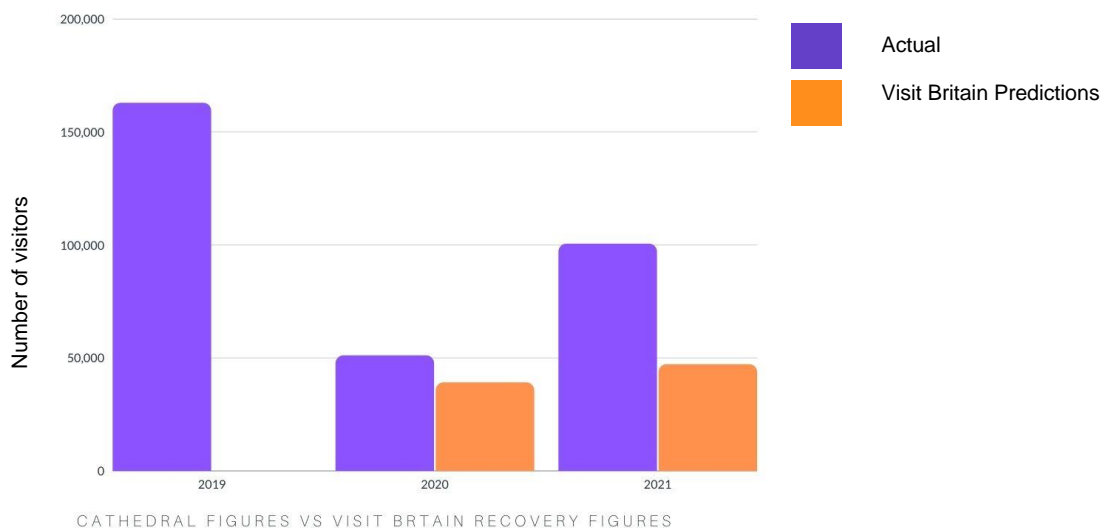
- attracted 313,000 domestic visitors to the city spending £50m in the city
- had 50,000 inbound visitors to the city spending £23m in the city

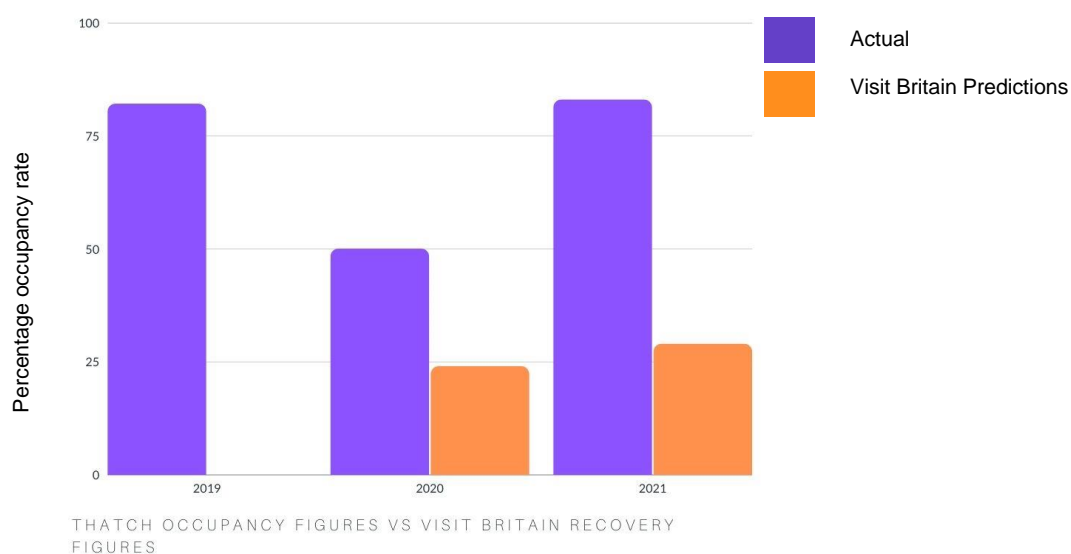
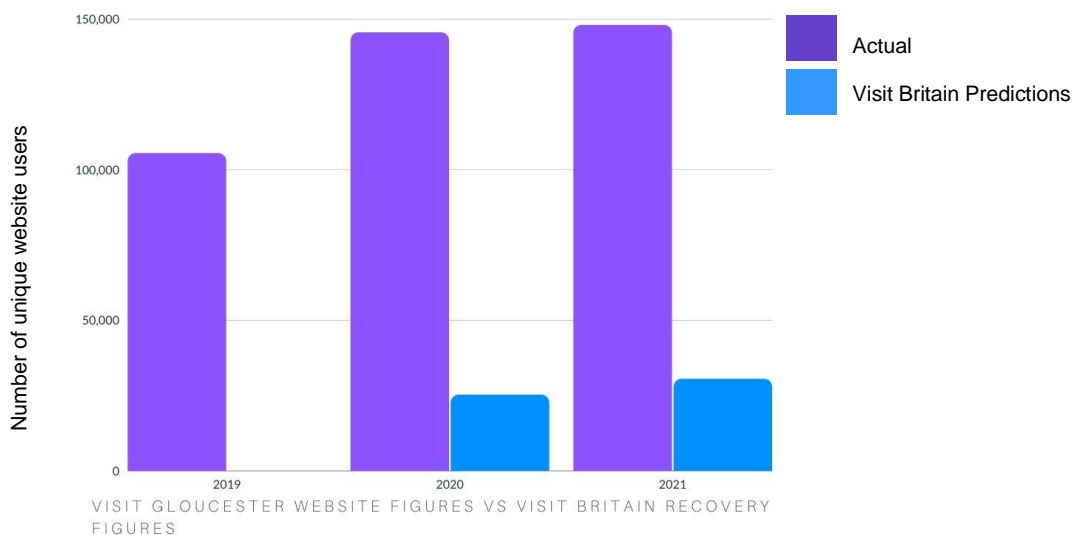
- 76% of visitors were visiting for a holiday
- 11% were visiting for business
- 12% were visiting friends and relatives
- A total of 3,438,000m day visits to Gloucester were taken attracting £140,722,000 spend in the city
- May was the busiest month for both overnight stays and day visits and spend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

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

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

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





## 6. The DMO Review

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

([https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/1011664/2585-C\\_The\\_de\\_Bois\\_Review\\_ACCESSIBLE\\_for\\_publication\\_.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1011664/2585-C_The_de_Bois_Review_ACCESSIBLE_for_publication_.pdf)).

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

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

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



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

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

**Recommendation 1:**

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

**Recommendation 2a:**

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

**Recommendation 2b:**

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

**Recommendation 3:**

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

**Recommendation 4:**

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

**Recommendation 5:**

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

**Recommendation 6:**

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

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

**Recommendation 7:**

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

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

**Recommendation 8:**

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

**Recommendation 9:**

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

**Recommendation 10:**

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

**Recommendation 11:**

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

**Recommendation 12:**

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

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

**What this means for Visit Gloucester**

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

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

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

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

## **7. Stakeholder Research and Feedback**

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

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

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

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

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

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

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

### **c. Where do you see areas of improvement?**

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

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

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

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

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

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

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

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

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

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

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

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

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

b. How would you like the service to behave?

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

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

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

## **8. Options Appraisal**

Three key options have been identified; these are:

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

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

These options are evaluated in the table below.

## 8. Options Appraisal

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

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

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



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

## 9. Budget

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

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

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

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

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

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

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

## 10. Recommendation

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

The characteristics of a successful DMO can be defined as:

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

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

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<b>Meeting:</b>	<b>Cabinet</b>	<b>Date:</b>	<b>10 November 2021</b>
<b>Subject:</b>	<b>Garage Audit</b>		
<b>Report Of:</b>	<b>Cabinet Member for Performance and Resources</b>		
<b>Wards Affected:</b>	<b>Moreland</b>		
<b>Key Decision:</b>	<b>Yes</b>	<b>Budget/Policy Framework:</b>	<b>No</b>
<b>Contact Officer:</b>	<b>Abi Marshall, Property Commissioning Manager</b>		
	Email: <a href="mailto:abi.marshall@gloucester.gov.uk">abi.marshall@gloucester.gov.uk</a>		Tel: 39-
<b>Appendices:</b>	<b>1. Vacant Garages in GCC Ownership</b> <b>2. Property Survey of Condition and Cost to Rectify</b> <b>3. Potential Redevelopment Plans (Feasibility Study)</b>		

## FOR GENERAL RELEASE

### 1.0 Purpose of Report

- 1.1 To recommend a strategy for the Councils garage stock. Should it invest, redevelop or dispose.

### 2.0 Recommendations

- 2.1 Cabinet is asked to **RESOLVE** that subject to available funds that our garages are invested in to improve the condition of our garage stock, to reduce the waiting list and bring void garages back into use.

### 3.0 Background and Key Issues

The Council own a total of 35 garages which are all located within a ¼ a mile from each other in the Moreland ward on Robinhood Street, Theresa Street, Alma Terrace and Alma Place.

The garages are in a poor state of repair. As a result of the poor condition of the garages, the rent has not been reviewed since 2012. On average we get 6 complaints a year and 8/35 garages are vacant as they are too deteriorated to relet. Most of the repair issues are due to the roof and water ingress. The garages are too narrow to comfortably house a modern day car.

However, demand for the garages has not diminished and there are currently 20 names on the waiting list. People will be on the waiting list for an average of 5 years.

The recommendation is that the garage repair works are undertaken and the void garages are bought back into use.

The benefit of undertaking the works is that the waiting list can be significantly reduced and the rents can be reviewed inline with the market. The garages do not benefit from electricity or water. The cost of refurbishment is likely to be around £42,000.

### 3.1 Garage ownership overview

Numbers of garages owned:

Organisation	Garages owned	No. of blocks	Based
Gloucester City Council	35 garages	5 blocks	Moreland Ward only
Gloucester City Homes	373 garages	32 blocks	City wide

Number of people on the waiting list:

Organisation	Garages owned	No. on Waiting list	Average waiting time
Gloucester City Council	35 garages	24 on waiting list	5 years
Gloucester City Homes	373 garages	22 on waiting list	unknown

It should be noted that Gloucester City's Councils garages are in a concentrated built up area where space is limited and is in demand. People will only qualify for a garage if they live nearby.

GCH garages are city wide. The waiting time will depend on the location of the garage for GCH, but the vast majority of their garages have little or no demand.

Overview of garage state of repair/ use:

Organisation	In use	Vacant	% vacant	Notes as to condition
<b>Gloucester City Council</b>	27	8	23 % void	Roof leaks, doors jam, springs broken.
<b>Gloucester City Homes</b>	144	229	61% void	Either due to no demand or poor state of repair

Plan attached in Appendix one showing vacant garages within the Councils stock outlined in red.

Gloucester City Homes are undertaking a comprehensive review of their garage stock via their Investment & Development Committee. Broadly Gloucester City Homes are looking to recommend to their internal Investment and Development Committee that; 8 garage blocks/ sites are disposed of (sold), 8 of the higher use sites are invested in using the surplus funds from the disposals to fund. 15 sites are considered for redevelopment to provide housing or betterment. 1 site is demolished and the land used as a surface car park as there is a high demand for parking.

### 3.2 Refurbishment feasibility (only Gloucester City Council owned garages).

The garages are generally all around the same age and construction. Most of the garages would benefit from some sort of repair. Most would benefit from a new roof. The water permeating into the garages is causing most of the damage and decay, this has resulted in the 8 garages being out of use as the water is affecting the ability to open the door. The estimated cost of refurbishment for all the garages is £42,325.

Property survey Report in Appendix 2.

Part of the issue with the garages is not just the state of repair but the fact that when the garages were built, cars were smaller. Therefore, the garages are a little too narrow for comfortable use by modern cars. Many of the garages are used for storage rather than for parking, unless the car is older, a mobility scooter, motorbike, or a classic car.



Stock images to illustrate difference in car size of modern day cars.

Therefore, although there is a perception that the garages are assisting and helping to alleviate parking problems in the area, the majority of garages are being used for storage.

There is demand for the City Council's garages. Once a garage is let occupiers stay in occupation for several years which is demonstrated by the average wait for a garage being around 5 – 6 years. There are currently 20 people on our waiting list.

#### **4.0 Social Value Considerations**

- 4.1 Social value has been consider by assessing demand, waiting lists and take up of garages. Only people neighbouring the garage site can qualify for a garage.
- 4.2 Changing the status quo is likely to impact the locality and the natural balance that has been established.

#### **5.0 Environmental Implications**

- 5.1 N/A. The garages do not have electric, they are not large enough to house a modern day car, therefore there are no/ very limited Environmental impacts.

#### **6.0 Alternative Options Considered**

##### **6.1 Replace**

In terms of investing there are potentially three options:

- Replace the garages with suitable modern day equivalents £200,000
- Demolish to increase the off street parking provision £75,000

There would be no regeneration betterment if the Council sought to replace the garages. The cost would be too high with no tangible benefits and the current space demands. It would likely mean that there were less garages as modern garages are

bigger. Due to current demand and cost and payback replacing the garages or demolishing them does not make sense.

The off street and on street parking provision are currently sufficient. The garages are most likely used for storage rather than for parking a car due to the size restraints. There would be no gain in removing the current garages for which there is demand and replacing it with parking, which is adequate.

## 6.2 Dispose

Many Local Authorities and indeed GCH have undertaken or are undertaking a similar review exercise. In relation to our neighbouring Local Authorities, Stroud District Council (SDC) underwent a large garage review process and opted to sell / dispose of a number of their individual garages and blocks of garages. This was only considered where all other options had been exhausted and the retention of the garage stock could not be substantiated in terms of other options.

SDC received around £3,000 per garage where there was no alternative development potential. They received significantly more where there was development potential and where SDC did not want to redevelop themselves.

$£3,000 \times 35 = £105,000$  (potential capital receipt for GCC if sold their garages)

The benefit of selling would be a capital receipt and removal of maintenance liabilities, which could be reinvested into the remaining hardstanding/ car parking areas.

However the garages are in demand to rent and no enquiries have been received in regards to acquiring the garages. The Council would be better serving its community by retaining the garages to meet local demand. This would also leave the door open to future review and the alternative options being considered if the demand fell.

## 6.3 Repurpose/ Redevelop

Either look at a commercial storage facility or the provision of further homes.

The potential of redeveloping the Council owned garage sites and offering homes has been considered and a feasibility study has been undertaken to demonstrate what might be achieved appendix 3. However, this is already a very built up area and the requirement for additional space and off street parking provisions is clear. Additional homes would only serve to compound locational restraints, such as parking, space and demand for a garage.

## **7.0 Reasons for Recommendations**

- 7.1 Ward members have been consulted and they would like to see the garages refurbished and bought back into use. Residents have voiced their concerns about parking constraints and they want to see the garages retained.
- 7.2 The garages are in demand and there are 20 people on the waiting list. 8 garages would be bought back into use. The Garages should undergo refurbishment costing £42,325.
- 7.3 The garage rents, occupancy terms can be reviewed in line with the market for an improvement in the space. We would improve the customers experience with us,



increase information available about the garages from the outset, help manage expectations and reduce frustration in relation to waiting list times.

- 7.4 Continue to request updates from GCH in relation to their garage review. We cannot lead the GCH garage review but we can offer assistance or suggestion if GCH would like our input.

## **8.0 Future Work and Conclusions**

- 8.1 The process would broadly be:

- Secure a budget to undertake work to the garages
- Commission work to be undertaken to garages
- Serve notice on current garage users, and ensure vacant possession.
- Deal with any items left
- Physical work commences on garages
- Garage fact sheet created to be provided to potential occupiers (size of garage, specification etc) and how to qualify to secure a garage (must live local to the garages)
- Agreement terms updated to reflect modern days practices and increase rent inline with the market.
- Waiting list amended for any that no longer wish to take up the opportunity
- Previous garage occupiers offered their garage back
- Those still keen take occupation under the new terms at the new rent once works have been completed.
- Waiting list should be significantly reduced, post this exercise increasing satisfaction.

- 8.2 Stay in touch and request regular updates from GCH in relation to their garage review to keep members informed.

## **9.0 Financial Implications**

- 9.1 The recommended proposals require a budget of £43,000 for the work to be undertaken and would reduce the current rent received for the period of the refurbishment works.
- 9.2 This investment would be repaid through a combination of the renewed availability of the 8 garages which are not currently in a fit condition to let out, and a potential increase in the rents charged for the garages to reflect their improved state of repair. This would be the first rent increase to be applied since 2012 and would be subject to an appropriate review of market prices.
- 9.3 Full utilisation of the 8 garages would generate an additional £2,800 annually; and every £100 increase in the annual rent per garage generates an additional £3,500. On this basis the currently proposed investment in the garage buildings would be paid back by the additional income in 6 to 7 years (assuming all garages are occupied and the increase in annual rent is £100).

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

## **10.0 Legal Implications**

- 10.1 The occupied garages are currently let on licences which can be terminated upon one month's notice

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

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

- 11.1 The main risks are:
- Current occupiers refusing or unable to move from the garages, which could affect timescales, require legal involvement and escalate costs and officer time for the Council to manage.
  - Occupiers will not see a significant improvement in the quality of space, the main improvement is that the Garages will be watertight. A garage is a garage, even after it has a new roof, new springs, new door (where required), and the space will be the same. There may be push back and complaints about increase in amount paid for occupying. However, this has not been reviewed since 2012.

## **12.0 People Impact Assessment (PIA) and Safeguarding:**

- 12.1 People may find it difficult to temp relocate whilst garage works are undertaken and we have no alternative to offer them. They will have to look at the market place and pay for something like Big Yellow Storage. This will cost more than they are currently paying.
- 12.2 No safeguarding issues.

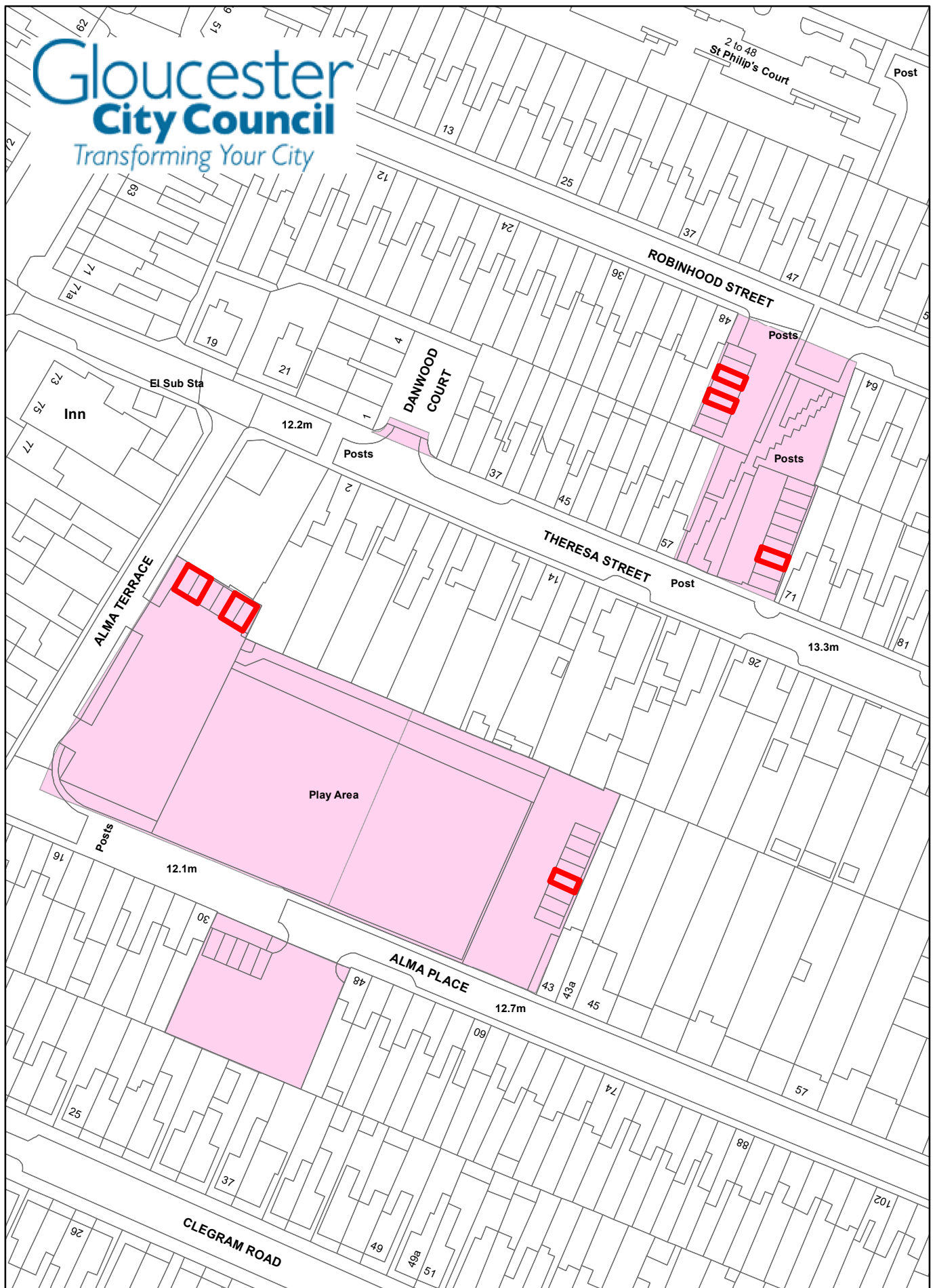
## **13.0 Community Safety Implications**

- 13.1 N/A

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

- 14.1 N/A

**Background Documents:** None



## Edged Red- Garages in need of Maintenance/Repair

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### Property survey report

Sites:	Block 1. Robinhood St, Gloucester	Surveyor. M Myers, each block
	Block 2. Theresa St, Gloucester	Report: D Torrington
	Block 3. Alma Terrace, Gloucester	
	Block 4. Alma Place, Gloucester	
	Block 5. Alma Place, Gloucester	

#### Contents:

Introduction and purpose of the report

Overall assessment and condition scores

Property details

Maintenance costs

Recommendations / Replacement costs

#### Introduction and purpose of report.

This report has been prepared to assist in the decision-making process to identify the most appropriate use of the garages.

The report will identify the condition of the garage blocks and the estimated costs to bring them to a reasonable standard for letting. A scoring system has been used to identify and prioritise defects.

<b>4</b>	Serious defect in need of repair or replacement, or further survey work
<b>3</b>	Moderate defect, causing inconvenience to user. Repair/replacement to be planned
<b>2</b>	Minor defect, to be surveyed in a years' time, unless reported by occupier
<b>1</b>	No defect

The garages are prefabricated concrete frame construction, with metal roof, integral gutter, and metal up and over door. Generally, this type of garage was designed for smaller cars, and some tenants would not be able to use them for this purpose. The garages are located centrally in built up areas, and there is a demand for parking in the area.

Blocks 1&2 are linked with potential access between them, albeit not a straight line.

The blocks are numbered 1-5 as per the map below





**Property details:**

**Block 1. Robinhood street**



View from Robinhood St.



This block is in a row of 7 garages.

The block consists 7 linked garages, constructed of brick flank wall, with reinforced concrete panels framing the doors. The roof is metal sheet construction.

Repair requirements as below:

Item	Defect	Score
1	Reinforced concrete panels. In poor condition but serviceable, with spalling to concrete in places.	3/4
2	Garage doors. Generally serviceable, but in need of replacement. 1 door is boarded up.	3/4
3	Corrugated metal roof. There are numerous leaks on the roof which has the knock-on effect of damaging the internal structure, and sometimes the door mechanism. The roof has overgrown areas which require cutting back	3/4
4	Gutters. Located in the concrete frame. Down pipes blocked and in need of clearance	2/3

Ref photos;



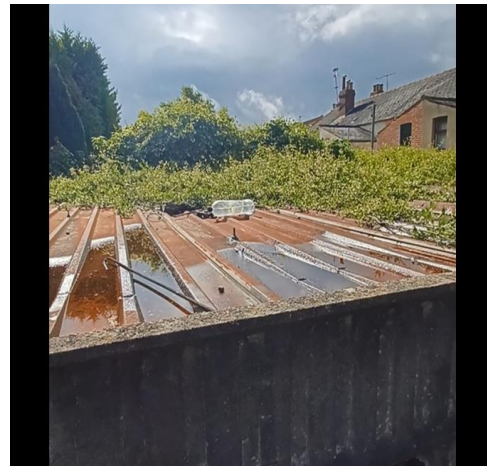
Down pipe



Doors



Internal roof detail



External roof detail

There is a green space opposite the garage block, with access through to block 2 at Theresa St. The size of the plot including garages is 26x13M, 338 M2 approx.



## **Block 2. Theresa St**



This block is in a row of 9 garages.

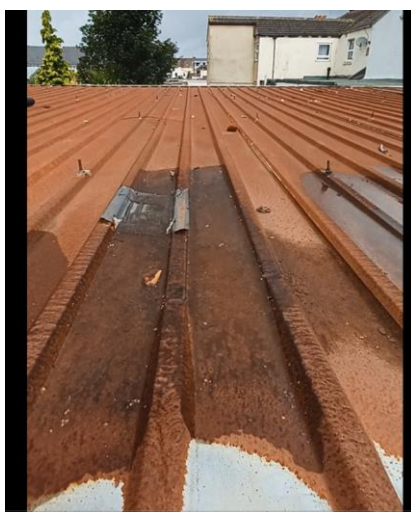
The block consists 9 linked garages, constructed of brick flank wall, with reinforced concrete panels framing the doors. The roof is metal sheet construction.

Repair requirements as below:

Item	Defect	Score
1	Reinforced concrete panels. In poor condition but serviceable, with spalling to concrete in places.	3/4
2	Garage doors. Generally serviceable, but in need of replacement.	3/4
3	Corrugated metal roof. There are numerous leaks on the roof which has the knock-on effect of damaging the internal structure, and sometimes the door mechanism.	3/4
4	Gutters. Located in the concrete frame. Down pipes blocked and in need of clearance	2/3

As with block 1 there is a green space opposite the garage block, with access through to block 1. The size of the plot including garages is 26x13M, 338 M2 approx.

Ref. photos

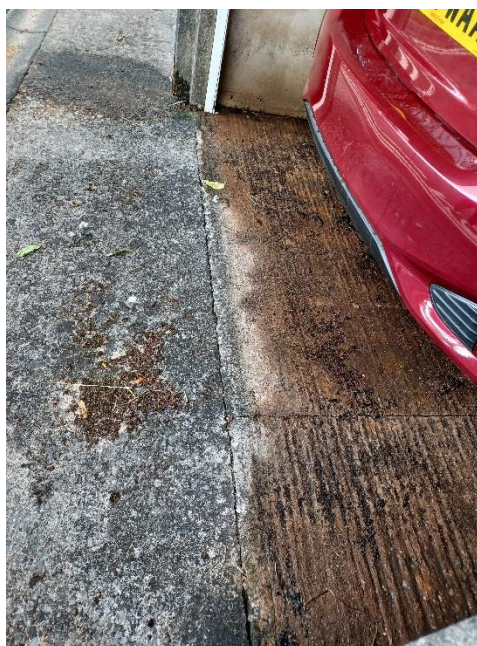


External roof.



Typical door and frame showing spalling to concrete





Internal views showing leaking roof

### **Block 3. Alma Terrace**



The block consists 6 linked garages, constructed of brick flank wall, with reinforced concrete panels framing the doors. The roof is metal sheet construction.

Repair requirements as below:

Item	Defect	Score
1	Reinforced concrete panels. In poor condition but serviceable, with spalling to concrete in places.	3/4
2	Garage doors. Fair condition, in need of servicing.	2/3
3	Corrugated metal roof. There are numerous leaks on the roof which has the knock-on effect of damaging the internal structure, and sometimes the door mechanism. The roof has overgrown areas which require cutting back	3/4



4	Gutters. Located in the concrete frame. Down pipes blocked and in need of clearance	2/3
---	---	-----

Ref photos.



Roof overgrown



Doors and concrete frame

There is a large tarmacked area to the front of the garages, which is used for parking. The size of the plot including garages is 50x21M, 1050M2 approx.

#### **Block 4. Alma Place**



The block consists 8 linked garages, constructed of brick flank wall, with reinforced concrete panels framing the doors. The roof is metal sheet construction.

Repair requirements as below:

Item	Defect	Score
1	Reinforced concrete panels. In poor condition but serviceable, with spalling to concrete in places.	3/4
2	Garage doors. Generally serviceable, but in need of replacement.	2/3

## GCC garage site report. D Torrington

3	Corrugated metal roof. There are numerous leaks on the roof which has the knock-on effect of damaging the internal structure, and sometimes the door mechanism.	3/4
4	Gutters. Located in the concrete frame. Down pipes blocked and in need of clearance	2/3

There is a large tarmacked area to the front of the garages, which is used for parking. The size of the plot including garages is 40x14M, 560M2 approx.

Ref: photos



Roof and gutter detail



Frame detail with spalled concrete

**Block 5. Alma place. (opp. Block 4)**



The block consists 5 linked garages, constructed of brick flank wall, with reinforced concrete panels framing the doors. The roof is metal sheet construction.

Repair requirements as below:

Item	Defect	Score
1	Reinforced concrete panels. In fair condition but serviceable, with spalling to concrete in places.	2/3
2	Garage doors. Generally serviceable	2/3
3	Corrugated metal roof. Appears to be in good condition	2
4	Gutters. Located in the concrete frame. Down pipes blocked and in need of clearance	2/3

There is a large tarmacked area to the front of the garages, which is used for parking. The size of the plot including garages is 27x23M, 620M2 approx.



## Repair costs

### Component costs for replacement (Net of VAT)

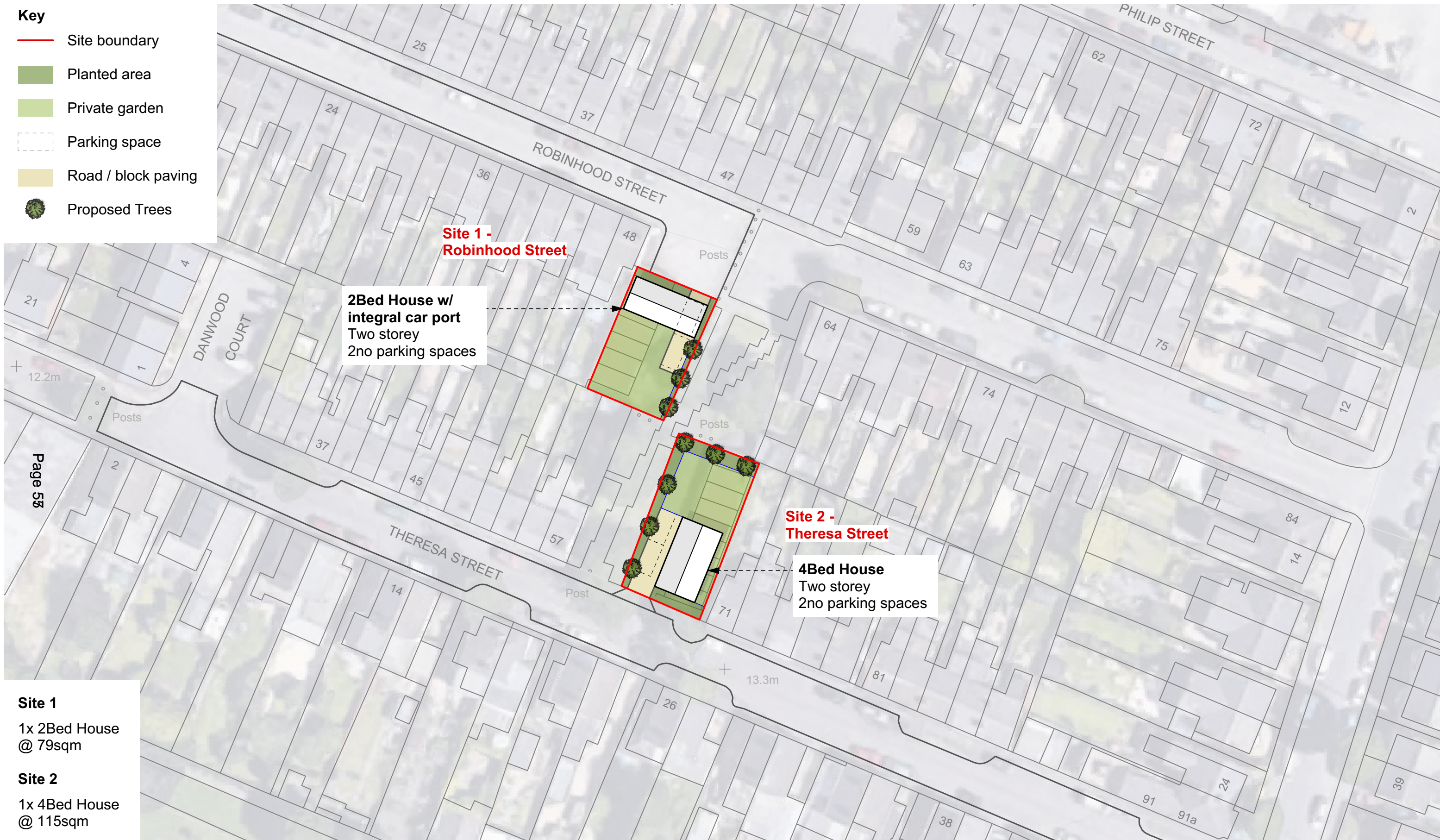
#### Roof sheets

Item	Cost per unit / metre	Total units/metres	Total
Roofing	£20	385	£7700.00
Labour	£3000	4	£12,000.00
Doors	£400	30	£12,000.00
Fitting	£150	30	£4500.00
Guttering repairs	£75	35	£2625.00
Concrete repairs	£100	35	£3500.00
Total expected costs			£42,325.00

#### Replacement prefabricated garage, (Hanson's Garages) £3700

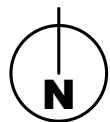
Item	Cost / unit	Units	Total
Replacement garage. (Hanson's garages)	£3700	35	£130,000.00
Labour	£2000	35	£70,000.00
Replacement estimated cost			£200,000.00

- Key**
- Site boundary
  - Planted area
  - Private garden
  - Parking space
  - Road / block paving
  - Proposed Trees



**Site 1**  
1x 2Bed House  
@ 79sqm

**Site 2**  
1x 4Bed House  
@ 115sqm



**NOTES**

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**REVISIONS**

REV: DATE - DRAWN - CHECKED: NOTES  
-: 17.08.21 - DC:  
Drawing created.

**PROJECT**

Linden Garage Sites

**SCALE** 1:500@A3

**CLIENT**

Gloucester City Homes /  
Gloucester City Council

**DATE** Aug 2021

**DRAWING TITLE**

Garage Sites -  
Proposed North



**DRAWING NO.**

**350-4997-F-05**

Matthews Warehouse, High Orchard Street  
Gloucester Quays, GL2 5QY T: (01452) 424234

**REV**

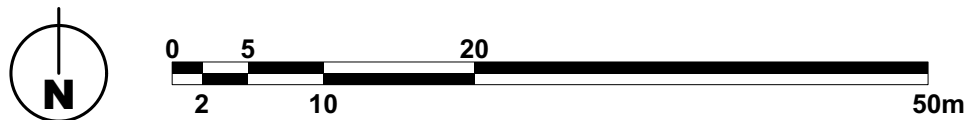
-



- Key**
- Site boundary
  - Planted area
  - Private garden
  - Parking space
  - Road / block paving
  - Proposed Trees



- Site 3**
- 6x 1Bed Flats  
@ 50sqm
- 2x 3Bed Houses  
@ 93sqm
- Site 4**
- 3x 2Bed Flats  
@ 61sqm
- Site 5**
- 6x 1Bed Flats  
@ 50sqm



**NOTES**

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**REVISIONS**

REV: DATE - DRAWN - CHECKED: NOTES

--: 17.08.21 - DC: Drawing created.

**PROJECT**

Linden Garage Sites

**SCALE** 1:500@A3

**Option 1**

Existing neighbouring accesses to Site 4 and 5 retained

**CLIENT**

Gloucester City Homes / Gloucester City Council

**DATE** Aug 2021

**DRAWING TITLE**

Garage Sites - Proposed South  
**Option 1**

**Quattro**  
designarchitects

**DRAWING NO.**

**350-4997-F-06**

Matthews Warehouse, High Orchard Street  
Gloucester Quays, GL2 5QY T: (01452) 424234





<b>Meeting:</b>	<b>Cabinet</b>	<b>Date:</b>	<b>10 November 2021</b>
<b>Subject:</b>	<b>Revenues and Benefits Service</b>		
<b>Report Of:</b>	<b>Cabinet Member for Performance &amp; Resources</b>		
<b>Wards Affected:</b>	<b>All</b>		
<b>Key Decision:</b>	<b>Yes</b>	<b>Budget/Policy Framework:</b>	<b>No</b>
<b>Contact Officer:</b>	<b>Jon Topping</b>		
	<b>Email:</b>	<b>jon.topping@gloucester.gov.uk</b>	<b>Tel:</b> 39-6242
<b>Appendices:</b>	<b>1. Recommendation of the Overview and Scrutiny Committee</b>		
	<b>1/11/2021</b>		

## FOR GENERAL RELEASE

### 1.0 Purpose of Report

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

### 2.0 Recommendations

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

- (1) the Revenues and Benefits service be insourced with a commencement date of the 1<sup>st</sup> June 2022
- (2) the Head of Policy & Resources (in consultation with the Cabinet Member Performance & Resources and the Council Solicitor) be authorised to take such actions and make such arrangements as are necessary for the implementation of the above recommendation including such legal processes and agreements.

### 3.0 Background and Key Issues

- 3.1 In January 2021, Cabinet resolved to award a new contract to Civica UK Ltd for provision of Revenues & Benefits Managed services via the Kingston Upon Hull City Council Framework for a period of 5 years with the option of two further extensions of 1 year each. The report in January 2021 provides further background information.
- 3.2 Work had been ongoing to commence the new contract by the 23<sup>rd</sup> October 2021, however the Council were informed that the company was withdrawing from the delivery of this service across all organisations. To enable the Council to continue to deliver these services and make future arrangements it was agreed an extension until 31 May 2022 would be put in place.

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

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

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

(2) Insource the service.

3.5 Option 1 – Procure the services via the market.

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

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

3.6 Option 2 - Insource the service.

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

- The implications of TUPE and ensuring staff are transferred successfully and any pension implications are managed
- Previously we were informed there would be a loss of access to the “on demand and specialist services of Civica”, however it has been confirmed these will continue to be available and the Council will be able to use them when required.
- Increased management responsibilities will require analysis to ensure the structure put in place ensures services are still delivered at the current standard.

- The current staff will be TUPE transferred to the Council and therefore there will be no skills loss because of this exercise.
- As the Council already provide the accommodation, equipment, and IT support there will be no change and the service will continue to operate as now.

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

#### **4.0 Social Value Considerations**

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

#### **5.0 Environmental Implications**

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

#### **6.0 Alternative Options Considered**

- 6.1 Discussed in the body of the report.

#### **7.0 Reasons for Recommendations**

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

#### **8.0 Future Work and Conclusions**

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

#### **9.0 Financial Implications**

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

#### **10.0 Legal Implications**

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

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

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

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

## **12.0 People Impact Assessment (PIA) and Safeguarding:**

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

## **13.0 Community Safety Implications**

- 13.1 None

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

- 14.1 None

**Background Documents:** Cabinet Report 13<sup>th</sup> January 2021

## Appendix 1

### **Recommendation of the Overview & Scrutiny Committee 01/11/2021**

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

- (1) the Revenues and Benefits Service be insourced to the Council for a minimum of three years unless there are significant reasons why this would be financial detrimental to the Council.

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Meeting:	Cabinet	Date:	10 November 2021
Subject:	Regulation of Investigatory Powers Act 2000 (RIPA) – Annual Update		
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:	None		

## FOR GENERAL RELEASE

### 1.0 Purpose of Report

- 1.1 To report to Cabinet on the Council's use of its powers under the Regulation of Investigatory Powers Act 2000 (RIPA).

### 2.0 Recommendations

- 2.1 Cabinet is asked to **RESOLVE** that the annual update on the use of RIPA powers be noted.

### 3.0 Background and Key Issues

- 3.1 The Regulation of Investigatory Powers Act 2000 (RIPA) came into force in 2000. Both the legislation and Home Office Codes of Practice strictly prescribe the situations in which and the conditions under which councils can use their RIPA powers. All authorities are required to have a RIPA policy and procedure that they adhere to in using their RIPA powers.
- 3.2 The Council reviews and updates its RIPA policy annually. There have been no changes to the procedural guide for the Council. The procedure requires the use of RIPA powers to be reported to Cabinet.
- 3.3 Since the last report to Cabinet, the Council has not used its RIPA powers and there are no further actions to report at this stage.

### 4.0 Alternative Options Considered

- 4.1 The Council still has and can make use of other investigatory powers, such as overt surveillance, when investigating potential criminal offences, but must comply with RIPA when it carries out Directed Surveillance or CHIS. There are therefore no real alternative options relevant to the Council's use of its RIPA powers.

## **5.0 Reasons for Recommendations**

- 5.1 No action is required and the recommendation is therefore for Cabinet to note the Council's use of its RIPA powers.

## **6.0 Future Work and Conclusions**

- 6.1 Revisions to the Procedural Guide may be required, depending on any changes to the legislation or statutory Home Office Guidance.

## **7.0 Social Value Implications**

- 7.1 There are no social value implications arising out of this report.

## **8.0 Financial Implications**

- 8.1 There are no financial implications arising out of this report.

## **9.0 Legal Implications**

- 9.1 The legal implications are set out in the main body of the report.

## **10.0 Risk & Opportunity Management Implications**

- 10.1 Reporting on the Council's use of its RIPA policy and procedure helps to ensure that the Council's use of its powers remain appropriate.

## **11.0 People Impact Assessment (PIA):**

- 11.1 The RIPA legislation requires the Council to give substantial consideration to the people impact of using its RIPA powers each and every time a RIPA application is authorised.
- 11.2 The PIA Screening Stage was completed and did not identify any potential or actual negative impact, therefore a full PIA was not required.

## **12.0 Other Corporate Implications**

### Community Safety

- 12.1 The use of RIPA powers by the Council can contribute to ensuring community safety.

### Sustainability

- 12.2 There are no sustainability implications arising out of this report.

### Staffing & Trade Union

- 12.3 There are no staffing implications arising out of this report.



**Background Documents:**

Investigatory Powers Act 2016

Protection of Freedoms Act 2012

Gloucester City Council Regulation of Investigatory Powers Act 2000 Procedural Guide

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