



Gloucester City Council

Cabinet

**Meeting: Wednesday, 8th March 2023 at 6.00 pm
in Civic Suite, North Warehouse, The Docks, Gloucester, GL1 2EP**

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| Membership: | 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) (Vice-Chair), S. Chambers (Cabinet Member for Planning and Housing Strategy), Lewis (Cabinet Member for Culture and Leisure) and Padilla (Cabinet Member for Communities and Neighbourhoods) |
| Contact: | Democratic and Electoral Services 01452 396126 democratic.services@gloucester.gov.uk |

AGENDA

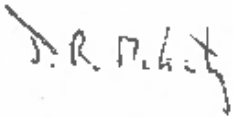
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| 1. | APOLOGIES To receive any apologies for absence. |
| 2. | DECLARATIONS OF INTEREST To receive from Members, declarations of the existence of any disclosable pecuniary, or non-pecuniary, interests and the nature of those interests in relation to any agenda item. Please see Agenda Notes. |
| 3. | MINUTES (Pages 7 - 10) To approve as a correct record the minutes of the meeting held on 8 th February 2023. |
| 4. | PUBLIC QUESTION TIME (15 MINUTES) The opportunity is given to members of the public to put questions to Cabinet Members. A question may be rejected if it: (i) Is not about a matter for which the local authority has responsibility or influence; or (ii) Is illegal, improper, defamatory, frivolous or offensive; or (iii) Is substantially the same as a question which has been put at a meeting of the Council, Cabinet or Committee in the past 6 months; or (iv) Requires the disclosure of confidential or exempt information; or (v) Is related to confidential staffing matters; or (vi) Is relating to the personal affairs or conduct of individual Members or Officers. To ask a question at this meeting, please submit it to democratic.services@gloucester.gov.uk by 12 noon on Friday 3 rd March 2023 or telephone 01452 396203 for support. |

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| <p>5.</p> | <p>PETITIONS AND DEPUTATIONS (15 MINUTES)</p> <p>To receive any petitions or deputations provided that no such petition or deputation is in relation to:</p> <ul style="list-style-type: none"> • Matters relating to individual Council Officers, or • Matters relating to current or pending legal proceedings |
| <p>6.</p> | <p>LEADER AND CABINET MEMBERS' QUESTION TIME (15 MINUTES)</p> <p>Any Member of the Council may ask the Leader of the Council or any Cabinet Member any question upon:</p> <ul style="list-style-type: none"> • Any matter relating to the Council's administration • Any matter relating to any report of the Cabinet appearing on the summons • A matter coming within their portfolio of responsibilities <p>Only one supplementary question is allowed per question.</p> <p>Questions must be submitted to democratic.services@gloucester.gov.uk by 12 noon on Friday 3rd March 2023. Responses to questions will be published in an addendum to the agenda by 12 noon on the day of the Cabinet Meeting.</p> |
| <p>7.</p> | <p>CULTURAL STRATEGY UPDATE REPORT (Pages 11 - 20)</p> <p>To consider the report of the Cabinet Member for Culture and Leisure providing an overview of progress made against the Cultural Strategy for the period April 2022 to March 2023.</p> |
| <p>8.</p> | <p>PERFORMANCE MONITORING QUARTER 3 - 2022/23 (Pages 21 - 38)</p> <p>To consider the report of the Cabinet Member for Performance and Resources informing Members of the Council's performance against key measures in Quarter 3 of 2022/23.</p> |
| <p>9.</p> | <p>CAPITAL STRATEGY 2023/24 (Pages 39 - 50)</p> <p>To consider the report of the Cabinet Member for Performance and Resources seeking Members to recommend that Council approves the Capital Strategy 2023-24.</p> |
| <p>10.</p> | <p>TREASURY MANAGEMENT STRATEGY 2023/24 (Pages 51 - 86)</p> <p>To consider the report of the Cabinet Member for Performance and Resources seeking that Members recommend that Council approves the Treasury Management Strategy and the prudential indicators, and notes the Treasury activities.</p> |
| <p>11.</p> | <p>PAY POLICY STATEMENT 2023/24 (Pages 87 - 96)</p> <p>To consider the report of the Cabinet Member for Performance and Resources seeking Members to recommend that Council approves the Council's Pay Policy Statement for 2023/24.</p> |

12. 'GLOUCESTER FEED THE HUNGRY' LEASE AGREEMENT - TO APPROVE THE DRAFTING OF A LEASE TO OCCUPY 24 THE OXBODE (Pages 97 - 104)

To consider the report of the Cabinet Member for Performance and Resources, and the Cabinet Member for Communities and Neighbourhoods seeking to secure approval to enter into a one year lease for Gloucester Feed the Hungry Community Interest Company to continue their work in the local community as a community coffee shop, food bank and donation centre for the homeless and vulnerable within the City.

Please note that Appendix 1 is exempt from disclosure to the press and public by virtue of Paragraph 3 of Schedule 12A of the Local Government Act 1972 as amended (information relating to the financial or business affairs of any particular person including the authority holding that information). If Members wish to discuss Appendix 1 Cabinet will first need to consider resolving to exclude the press and public before doing so.



**Jon McGinty
Managing Director**

Date of Publication: Tuesday, 28 February 2023

NOTES

Disclosable Pecuniary Interests

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

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

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

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

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

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

Access to Information

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For enquiries about Gloucester City Council's meetings please contact Democratic Services, 01452 396126, 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

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

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

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

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CABINET

MEETING : Wednesday, 8th February 2023

PRESENT : Cllrs. Cook (Chair), Norman (Vice-Chair), S. Chambers, Lewis and Padilla

Others in Attendance

Cllr. Hilton

Managing Director

Director of Communities

Director of Policy and Resources

Monitoring Officer

Growth and Delivery Manager

Democratic and Electoral Services Officer

APOLOGIES : None

72. DECLARATIONS OF INTEREST

There were no declarations of interest.

73. MINUTES

RESOLVED that the minutes of the meeting held on 11th January 2023 are confirmed as a correct record and signed by the Chair.

74. PUBLIC QUESTION TIME (15 MINUTES)

There were no public questions.

75. PETITIONS AND DEPUTATIONS (15 MINUTES)

There were no petitions or deputations.

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

In respect of question 2 Councillor Hilton noted that the cost of the ICT infrastructure restoration had been substantial and sought reassurance that the new systems would be more secure than before. The Cabinet Member for Performance and Resources referred to the confirmation given to the Overview and Scrutiny Committee (31 October 2022 Minute 50.8) that additional active protection was in

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place. She expressed confidence in those additional measures but commented that an 100% guarantee of safety could never be given for any organisation whether public or private.

In respect of question 3 Councillor Hilton enquired, given the good progress being made towards restoring the ICT infrastructure, whether now was the right time was to introduce webcasting for public meetings. The Cabinet Member for Performance and Resources stated that she shared the desire for residents to remotely view meetings and that the IT Team were working towards it. She assured Councillor Hilton that the timetable for implementation would be shared with him when available.

In respect of question 5 Councillor Hilton asked that the transfer of the Eastgate indoor market to a better location with greater footfall be made a priority despite the Levelling Up Round 2 bid not being successful. The Leader of the Council reiterated that a whole range of options to benefit the market traders was being explored.

In respect of question 6 Councillor Hilton informed Members of correspondence received from his ward residents regarding Section 106 funding and queried whether the ward members would be consulted in plans for projects to benefit Kingsholm and Wotton. The Cabinet Member for Planning and Housing Strategy noted some of the projects set to receive an allocation, such as the Sebert Street playground, and invited Councillor Hilton to discuss the matter in detail with her at a later date.

77. MONEY PLAN 2023-28 AND BUDGET PROPOSALS 2023/24

Cabinet considered the report of the Leader of the Council and Cabinet Member for Performance and Resources that sought Members to review the Council's Money Plan for recommendation to Council.

The Leader of the Council outlined the main objectives of the Money Plan (4.2). He placed it in the context of pressures such as the Local Government Finance Settlement, cost of living crisis, high inflation and ongoing challenges from the pandemic but emphasised that despite these there were no reductions in staff or the Council's ambitions. The Leader of the Council expressed gratitude to the Finance Team and the Section 151 Officer for their work.

The Cabinet Member for Performance and Resources highlighted the savings in her own portfolio (Appendix 3). She commented on the responses to the budget public consultation and noted that there were significantly more responses than last year. The Cabinet Member for Performance and Resources informed Members that she was proud that an overall balanced position had been reached. She thanked them, senior officers and the Finance Team for their achievement in what had been a challenging year, not least with both inflation and the cyber incident.

RECOMMENDED to Council that:

- (1) the proposals for the 2023/24 budget included in the report be approved

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(2) it be noted that consultation has been undertaken on budget proposals

78. ENDORSEMENT OF A FIVE YEAR VISION FOR GLOUCESTER CITY CENTRE

Cabinet considered the report of the Leader of the Council that informed Members of the work undertaken by the Gloucester City Centre Commission over the past 18 months and proposed a five-year vision produced in consultation with the Commission.

The Leader of the Council summarised the background to the report and detailed the key themes of the proposed vision to make the city centre an even better place to be in and enjoy. He drew Members' attention to the suggestions made by the Overview and Scrutiny Committee (30 January 2023 Minute 93) and thanked the City Growth and Delivery Manager for his efforts.

The Cabinet Member for Culture and Leisure expressed his own gratitude to the City Growth and Delivery Manager. He apprised Members of his many conversations with residents where improvement in the city centre had been noticed and advised that the proposed vision would progress it still further. The Cabinet Member for Communities and Neighbourhoods commented that he was pleased to see the 6 core principles underpinning the vision so that the city centre of 2028 will welcome everyone with understanding and compassion.

RESOLVED that the Vision for Gloucester City Centre as prepared on behalf of the Gloucester City Centre Commission is endorsed and to take account of the vision in future decisions relating to the future of the city centre.

79. HEMPSTED MEADOW - SEASONAL CAR BOOT SALE

Cabinet considered the report of the Cabinet Member for Performance and Resources, and the Cabinet Member for Culture and Leisure that proposed options for the provision of a car boot sale site at Hempsted Meadow and provided information about site constraints with how these can be managed.

The Cabinet Member for Culture and Leisure reminded Members that the Gloucester car boot sale had been widely missed and of their commitment to bring it back. He advised that it was prudent to make it seasonal as Hempsted Meadow, despite being the best of the sites considered, was prone to flooding in the wettest parts of the year. The Cabinet Member for Culture and Leisure stated that this measure would prolong the use of the site to the benefit of residents for many years to come, as would the prevention of damage by heavy vehicles.

The Cabinet Member for Performance and Resources thanked the Property Commissioning Manager for navigating the complexities necessary to make the best of the proposed site. She further noted that Hempsted Meadow would allow simultaneous opportunities for other short-term events such as fairs and open-air entertainments. The Cabinet Member for Performance and Resources commented that it was right that an independent property agent be used (3.8) so that the best operator can be appointed to the benefit of both Council and residents. The

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Cabinet Member for Communities and Neighbourhoods noted that car boot sales are not only a good means for residents to get rid of unwanted items but are also cultural events that can promote good health and well-being. The Cabinet Member for Environment reiterated that interest from residents in the matter was high.

RESOLVED that:

- (1) authority is given to the Property Commissioning Officer in consultation with the Markets and Green Spaces Officers, and the Cabinet Members for Policy & Resources and Culture & Leisure to undertake a competitive process to identify, award, and enter into legal agreements with the chosen operator to run the car boot sale at Hempsted Meadow
- (2) the car boot sale is operated as a seasonal provision due to physical site constraints from flooding and high water tables.

Time of commencement: 6.00 pm
Time of conclusion: 6.23 pm

Chair



| | | | | |
|-------------------------|-----------------------------------------------------------------|----------------------------------------|---------------------|----------------|
| Meeting: | Cabinet | Date: | 8 March 2023 | |
| Subject: | Cultural Strategy Update Report | | | |
| Report Of: | Cabinet Member for Culture and Leisure | | | |
| Wards Affected: | All | | | |
| Key Decision: | No | Budget/Policy Framework: | No | |
| Contact Officer: | Philip Walker, Head of Culture | | | |
| | Email: | Philip.walker@gloucester.gov.uk | Tel: | 39-6355 |
| Appendices: | 1. Gloucester Cultural Strategy Delivery Tracker 2022-23 | | | |

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 To provide an overview of progress made against the Cultural Strategy for the period April 2022 – March 2023.

2.1 Recommendations

2.1 Cabinet is asked to **RESOLVE** that the report be accepted and progress against the objectives and actions be noted.

3.0 Background and Key Issues

3.1 Need for a Cultural Strategy for Gloucester

The revised Cultural Strategy was adopted in March 2021 for the period 2021 - 2026. The revised strategy continues to be an effective mechanism that provides focus and context for the development of culture in Gloucester. The renewed emphasis on embedding the strategy in other city council priorities has been made evident in the Council Plan 2022-24.

3.2 Reporting on progress

The Cultural Strategy is a strategy for the whole city, not just the City Council and is delivered in partnership with Gloucester Culture Trust (GCT) and others. Since GCT was established the council and GCT have worked closely to ensure that progress could be monitored and actions progressed. Progress is reported both to the city council (annually) and the GCT board (quarterly) to ensure that the city council, GCT and partners jointly hold accountability for the successful delivery of the strategy.

3.4 Gloucester Culture Trust context

The trust has continued to make progress in relation to the Cultural Strategy over the past 12 months and has undergone some personnel changes during that time. The chief executive officer Adam Coleman left in order to take up a new strategic position with the Arts Council in October 2022. The trust has since been led by an interim CEO, James Garrod, seconded from within the organisation. The Board appointed five additional Trustees to bring the board to full strength in November 2022. In addition, the board are seeking to recruit a new chairperson to lead the trustees. In January 2023, the recruitment process commenced for the CEO and Chair with both positions hope to be appointed by April 2023.

3.5 National Portfolio Organisations

One of the biggest funders of the arts in England is from Arts Council England (ACE). During 2022 ACE invited applications from organisations working within arts and culture in all forms to apply to join the national portfolio. Gloucester Culture Trust developed and submitted an application that was successful. This means that from 1 April 2023, GCT joins some notable arts and cultural organisations, with three years of annual funding of £150,000 per year secured from April 2023 until end March 2026. In addition to funding the ACE NPOs are eligible for support in combatting climate change and in understanding audiences and impact of their work. This a notable achievement for the trust and demonstrates the confidence placed in them by the Arts Council and helps meet the Council Plan 2022-24 objectives to increase the number of NPOs in the city.

3.6 National funding Context - Priority Places

In response to the Levelling-Up agenda Arts Council have used data and research to identify places that have been historically under-served and have lacked investment into their cultural offers. These 'cold spots' for investment is being redressed and a number of places across the country have been recognised as having lacked investment. Gloucester is one of 11 in the SW region to become a priority place. This means that ACE provide a dedicated Relationship Manager for Gloucester, who's role is to provide advice, guidance and support to the NPOs and the wider cultural organisations in the city. The other advantage of being a Priority Place, is that some of the ACE funding schemes will use this as a 'weighted' criteria that give a greater opportunity for successful bids.

3.7 Local Government Commission on Culture 2022

During 2022 the Local Government Association (LGA) commissioned a report into Culture. In the introduction Baroness Lola Young of Hornsey, the Chair wrote that "A vibrant cultural ecosystem creates jobs, supports health and wellbeing, enhances learning and opens up opportunities for young people. It draws people to the high street, underpins the visitor and night-time economies, supports the growing creative industries and helps to make places unique." The report draws together evidence of the ways in which local culture contributes to resilient places, inclusive economic recovery, social mobility and in addressing health inequalities. It concludes that local culture can be important in delivering against these agendas

and that councils have a vital role to play - in funding and supporting local cultural infrastructure and as place shapers.

3.8 Strategic Objectives for the Gloucester Cultural Strategy

The council and GCT have continued to work closely over the past year along with other key cultural providers in the city. The focus of the work stems from the delivery of the Cultural Strategy. A shared Cultural Strategy Action plan is used to track progress against the 8 key objectives and the overall vision to ‘Put Culture at the heart of Gloucester, for the good of all.’

3.9 Notable Successes

Objective 1: Embed culture in the city’s future plans – the Council Plan 2022-2024 refers to culture and the cultural strategy and the emerging City Centre vision references culture, arts and heritage within the 5 year vision. Increase in the number of NPO funded organisations from April 2023. These are Gloucester Culture Trust and Gloucester Guildhall as the new NPOs that join Strike a Light - the only other organization in the city already within the NPO scheme.

Objective 2: Build the cultural and creative industries by developing artists and arts organisations - Jolt studios opened in June 2021 and The Music Works have completed the capital works required to fit-out the second floor and since then Kings House has developed into a thriving cultural hub for musicians, artists and creative start-up organisations as well as GCT providing a free creative co-working space. Occupancy levels are exceeding expectation with 100% of Jolt studios rented for the majority of 2022.

Objective 3: Broaden the cultural offer to support social and economic development - Gloucester Roundhouse Exchange (GRHX) programme complete with strong relationships now existing amongst partners and the Roundhouse. All partner organisations are still in touch and able to ask advice. GCT has recruited a new Trustee from Lyric Hammersmith in London. 100 Heroines (a charity promoting awareness and the heritage of women in photography) have established themselves in the city and have opened a gallery in the Eastgate centre.

Objective 4: Develop a vibrant city centre full of cultural activity and things to do - Kings Square was launched with a day of events including a internationally acclaimed high-wire artist, contemporary dance acts working with local communities, a commission of new music from The Music Works to go with the fountains, circus skills activities with Circomedia. Other events on Kings Square included the inflatable Luminarium by Architects of the Air, Gloucester Goes Retro and weekly music pop-ups by young performers as well as the Tree of Light and related Christmas activities. A series of bids are being developed to animate the square in future with more cultural and commercial activity.

Objective 5: Develop audiences who enjoy the new cultural opportunities being created - Gloucester’s cultural offer has been more effectively promoted via the Visit Gloucester website, combined with marketing campaigns that drive up a wider awareness of Gloucester’s cultural offer as well as footfall to the city from visitors.

Objective 6: Put Gloucester on the cultural map by developing high profile events - in addition to the development and delivery of Gloucester Tall Ships Festival in May 2022 the council with GCT have identified a robust process for distributing funding to support emerging and new festivals and events through the New Projects and Commissions fund which provided funds for Strike a Light and through distribution of funds to support key festivals and events such as Gloucester Goes Retro and Gloucester History Festival.

Objective 7: Make things happen to continue the momentum for change
- The latest Arts Council England (ACE), National Portfolio Organisations (NPO) have been announced. 3 Gloucester based organisations were successful with 2 more county-wide NPO's operating heavily in Gloucester. Direct Gloucester funding has increased by 760%. Previously £255,000 now £650,000.

Objective 8: Empower young people to create, experience and participate in culture - Jolt's Colab young networking group has provided support to young people (under 30) attending. Training has been provided through the Future Producers Course resulting in a high-quality event with marketing targeted to attract young people to these opportunities.

4.0 Social Value Considerations

- 4.1 Social value is integral to the delivery of the Cultural Strategy and this will continue to be a focus for the strategy in future. Culture and cultural activity in the city can provide far-reaching benefits to citizens' health, well-being, skills and help develop social cohesion and a sense of place. Cultural participation in activities such as events and festivals can bring disparate communities together to celebrate and collaborate.
- 4.2 A resident's survey, which garnered a statistically valid response, with respondents from every ward – and helps us understand local residents' views has shown that 6% of residents feel that there is more to do than in previous years and 7% feel that the city's festivals, arts and culture make Gloucester a better place to live, resulting in an increased (+9%) level of pride in the city. GCT will continue to work in partnership with GCC to repeat the residents survey in 2023.
- 4.3 The strategy aims to increase participation in the cultural life of the city – from all areas and communities. A focus upon young people and their development as cultural leaders remains a central aim.
- 4.4 There is an ambition to ensure that there is greater representation from diverse communities (BAME, young people, older people and disabled people) both producing and consuming culture in the city.
- 4.5 The objective to embed culture within the city's plans will include connecting where relevant to the work being undertaken by the Race Equality Commission and making links with others within the Voluntary Community Sector and the City Council Plan 2022-24 – which aims to tackle inequalities.

5.0 Environmental Implications

- 5.1 NPOs are expected to meet stringent standards in relation to tackling Climate Change and will
- 5.2 Targets to reduce the energy use and consumption in Jolt Studios have been set by GCT and energy efficiency measures implemented.
- 5.3 Criteria for the allocation of funds by GCT include identifying measures to reduce waste and energy use.

6.0 Alternative Options Considered

- 6.1 None

7.0 Reasons for Recommendations

- 7.1 This report provides an update of progress in relation to delivery of the Cultural Strategy and the recommendation is to note the progress being made.

8.0 Future Work and Conclusions

- 8.1 GCT and the council will regularly review and report on progress against the action plan.

9.0 Financial Implications

- 9.1 By having a cultural strategy in place has supported the case for investment and funding from strategic bodies including Arts Council England, Historic England, Paul Hamlyn Foundation and other trusts, foundations and businesses investing in Gloucester.
- 9.2 The city council's cultural budgets are used to deliver services that support the cultural strategy and any additional budget required will be sought from external funding bodies, such as those mentioned above – and by working in partnerships and collaboratively across the city.
- 9.3 The city council provides the first floor of Kings House to GCT at peppercorn rent. Charges are made for utilities and facilities management.
- 9.4 A fee has been paid to GCT which ceases from April 2023.

10.0 Legal Implications

- 10.1 The delivery of the objectives of the Cultural Strategy 2021-2026 are the responsibility of the Council and its partners. Any collaboration or new delivery models with outside bodies will need to ensure compliance with relevant legislative requirements and the Council's Contract Rules.
- 10.2 Gloucester Culture Trust are an independent Charitable Incorporated Organisation (Charity number 1177489) separate from the city council.
- 10.3 The Subsidy Control Act 2022 came into force in January 2023 and applies to any financial assistance given by the council to an 'enterprise' this includes grants and

land transactions at undervalue. An evaluation may need to take place to establish if the Gloucester Culture Trust fall within the definition of an enterprise (i.e. an organisation that offers goods and services on a market). Where necessary advice will be sought from colleagues at One Legal.

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

11.0 Risk & Opportunity Management Implications

- 11.1 The funding from Arts Council for GCT for 2023-26 is an opportunity for the organisation to develop and consolidate its position as the organisation to lead the city's strategy.
- 11.2 The successful delivery of the Cultural Strategy requires the support of multiple partners in the city and continued leadership of Gloucester Culture Trust.
- 11.3 Recruitment of a CEO, Chair and other key roles will support the delivery of the NPO funded programme of works from April 2023 – 2026.

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: Update to Gloucester's Cultural Vision and Strategy 2021-26
[gloucester-cultural-vision-and-strategy-gct-gcc-min.pdf](#)

| Objective | Action | KPI | Progress April 22 - March 2023 | Progress RAG |
|--------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| 1. Embed culture in the city's future plans | A.1 Integrate this Cultural Strategy into the city's future plans for regeneration, environmental sustainability, place-making and community well-being. | Number of GCC strategy, policies and plans that reference Culture and enable Cultural Strategy | Council Plan 2022-2024 includes reference to the Cultural Strategy. City Centre vision references culture within it. | On track |
| | A.2. Work with the city's artists, arts and heritage organisations to integrate environmental sustainability into cultural planning and delivery, and use creative activity to support and promote a green agenda. | KPI1: Number of artists, arts and heritage organisations in contact with Gloucester Culture Trust. KPI2: Training, support or advice delivered in relation to the Green agenda for arts and artists | KPI1. 84 artists, 15 Arts & Heritage Orgs KPI2. None to date, but will be addressed from April 2023 | On track |
| 2. Build the cultural and creative industries by developing artists and arts organisations | A.3 Continue developing Kings House into an exemplar arts, and creative industries hub and incubator to build and support a thriving diverse creative community at the heart of Gloucester | KPI1: % Occupancy rates at JOLT studios. KPI2: Completion of fit-out of The Music Works. | 100% + waiting list = 14 of its 14 studios and 11 of 11 Pod Studios let to emerging creative businesses. 21 members to date. All receiving start-up and growth support. The Music Works completed and open. | Completed |
| | A.4 Develop and implement a business transformation and creative development plan for Gloucester City Council-run cultural venues to release their potential | Completion of Guildhall Development Plan. Completion of Blackfriars Development Plan. | Development and completion of 5yr Museum of Gloucester Development Plan. Guildhall Business Plan commissioned and being reworked for 2023-26 in light of NPO funding. Blackfriars Development Plan in progress. | On track |
| | A5. Invest in talent development programmes and networks across Gloucester to develop cultural leaders, existing and emerging, and nurture future generations of artists and creatives. | Number of people participating in Talent Development Programmes - eg. Kickstarter apprenticeships. | Completion of 1 year community producer role, allowing audience development and relevant work to happen in Gloucester communities. More planned from April 2023. | On track |
| | A.6 Invest in and champion the city's independent cultural sector, to boost the professional skills, qualifications and employability of people who lead, manage, work in or aspire to work in the creative and cultural sector | Number of professional qualifications gained as a result of cultural investment into sector. Number of new roles created in cultural sector. | GCT, 1 new permanent role created from Kickstarter programme. | On track |
| 3. Broaden the cultural offer to support social and economic development | A.7 Ensure a unified approach to cultural planning by aligning Gloucester Culture Trust and independent cultural organisations with the local authorities, Covid-19 recovery groups and other economic and social policy-makers. | Number of cultural orgs engaging with Covid-Recovery activity. | Covid recovery group for Culture and the Visitor Economy meeting to look at opportunities to maximise programme. First Fridays as an outcome along with campaigns and investment into festivals and events. NO FURTHER UPDATE REQUIRED< ACTION COMPLETE | Completed |
| | A.8 Develop a cultural and creative industries infrastructure masterplan and investment plan for the city, to ensure the city's built infrastructure becomes industry-leading, supports this Cultural Vision & Strategy and is as ambitious as the rest of the city's bricks and mortar regeneration. (This builds upon the recommendations of the independent 2019 Report into the feasibility of a major new venue for Gloucester.) | Initial KPI: Completion of Infrastructure and investment masterplan | GCT has now undertaken this piece of work as part of its NPO delivery, with work to start within the next year. | Planned |
| | A.9 Continue to build partnerships with national cultural organisations, artists and producers to inspire the sector's ambitions and drive up audience demand for cultural experiences. | Number of partnerships with national organisations, artists and producers. | Gloucester Roundhouse Exchange (GRHX) programme complete with strong relationships now existing amongst partners and the Roundhouse. All partner organisations are still in touch and able to ask advice. GCT has recruited a new Trustee from Lyric Hammersmith in London. New NPO's in the city are strengthening Gloucester's relationship with the Arts Council and will capture numbers in future | On track |
| | A.10 Empower local people through investment in grassroots arts activity. Deliver against mutually agreed health and wellbeing outcomes for residents, especially those who are particularly culturally disengaged, by working closely with them, as well as the NHS, Active Gloucestershire, Community Builders and others. | Number grassroots arts and cultural activities undertaken with disengaged communities with health and well-being outcomes. | Community Producer programme was a large success in producing new grassroots activities. 10 activities took place as a result of this programme This success directly influenced GCT's NPO application. This programme has now been further developed and GCT will now recruit 6 new Community Connectors on a 3 year contract to enable grassroots activities. | On track |
| | A.11 Invest in Gloucester-based arts and heritage organisations to diversify and develop their participation and talent development programmes. | Organisations diversify and develop participation and talent programmes | No funding to invest in this, although GCT Strategic producer will be picking up this through NPO programme for GCT. | Planned |

| Objective | Action | KPI | Progress April 22 - March 2023 | Progress RAG |
|-----------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| 4. Develop a vibrant city centre full of cultural activity and things to do | A.12 Work with local businesses, economic development bodies, arts and heritage organisations to commission and effectively promote a regular and diverse programme of high-quality outdoor arts events, including street arts and parades, using the city centre's fantastic array of outdoor spaces. | Number of outdoor arts events supported and commissioned | Delivered: Tall Ships Festival, Luminarium, Retro Festival, Bright Nights Festival commissioned Strike a Light, funded Voices Gloucester, Pride in Gloucestershire, Gloucester History | On track |
| | A.13 Work with the city's many heritage destinations and historic 'spaces' to develop a high profile, contemporary creative programme unique to Gloucester, regularly bringing together arts, heritage and local communities. | Number of arts and cultural activities in 'heritage' spaces | Process for capturing this data being developed and implemented from April 2023. | Planned |
| | A.14 Animate Kings Square as a revamped, lively, year-round cultural and public space, integrated into and a proud exhibitor of the cultural life of the city. | Number of cultural events taking place on Kings Square | Lauch event, Luminarium, Polish Heritage Day, Phillipino Cultural Celebration Day, Gloucester Goes Retro, The Music Works commissions for weekly music sessions, Christmas - Gloucester Tree of Light. Developing a multi-year funding bid and series of bids to a number of funders for programme development from 2023-2026. | On track |
| 5. Develop audiences for all the cultural opportunities being created | A.15 Promote Gloucester's cultural offer more effectively: First, by researching, listening to and understanding current audiences to map demand, opportunities and gaps, and second, by raising investment for a long-term audience development action plan that addresses these findings. | 1. Completion of map of demand 2. Completion of Audience development Action plan. | 1. NPO funding for both Gloucester Guildhall and GCT requires reporting into audience demographics. Map of demand will emerge as data is gathered. 2. The City's NPOs will seek to collaborate on audience development plan to track growth and/or changes in audiences. | Planned |
| | A.16 Work with the city's and county's destination marketing organisations to develop a cultural tourism marketing strategy and campaign, collaborating with neighbouring towns and regions as appropriate, to attract visitors nationally and internationally. | Completion of a Marketing Plan for the promotion of Cultural tourism in the region. | Covid Recovery Marketing plan completed fo2021. Being rolled out during the first and second quarters of 2021. Tourism and Destination annual Marketing Plan incorporates marketing of cultural activity in the city. Eg. Tall Ships, Bright Nights, Luminarium, Knife Angel all promoted through Visit Gloucester in 2022 | Completed / ongoing |
| 6. Put Gloucester on the cultural map by developing high profile events | A.17 Building on existing local strengths, invest in and develop a portfolio and regular programme of regionally or nationally significant Signature Events, including Three Choirs Festival, Tall Ships, Gloucester History Festival, Kings Jam, Carnival and working with other programming partners such as Strike A Light. (This builds upon the recommendations of the 2017 review of Gloucester's Festivals & Events) | Funding scheme in place to support development of key festivals, Festivals and Events funding issued by GCC. Annual report to GCC. | Investment into festivals and events in 2022 and planned in 2023. This was reported to Cabinet in Jan 2023. | Completed / ongoing |
| | A.18 Coordinate the city's calendar of festivals and events to facilitate better city-wide and long-term planning, as well as coordinated promotion of ambitious, high quality cultural festivals and events | Calendar of Festivals and Events maintained, updated and shared by F&E team. | Google calendar produced by GCC events team and being shared and populated for city-wide events co-ordination. | Completed / ongoing |
| | A.19 Monitor the funding model for festivals and events supported by the Council, to ensure it meets the needs of this Strategy, supports the growth of the local independent cultural sector and maximises the artistic, social and economic impact of those events. | Number of grants and/or amount of funding administered via grant applications process | Commissions and Commissions fund made available in . 4 grants administered by GCC Festivals and Events team in 2022 . | On track |
| | A.20 Building on the successes of the first five years of the Cultural Strategy, evaluate the potential impact and return on investment of a bid for UK City of Culture, if and when the conditions are right for the city, and the structure for delivering this goal. | Analysis of bid criteria for becoming a host city. | Decision taken to not apply this time. Revisit at later date to inform plans for applying at the next opportunity. | Paused |

| Objective | Action | KPI | Progress April 22 - March 2023 | Progress RAG |
|---------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| 7. Make things happen to continue the momentum for change | A.21 Strengthen the innovative Cultural Partnership that has been set up between Gloucester City Council and Gloucester Culture Trust to ensure this strategy is delivered, building on the achievements of the first five years. To do this, support the further strategic devolvement of culture to Gloucester Culture Trust, allowing the City Council to focus on its vital role in creating the conditions for culture to thrive. | Number of meetings between GCC and GCT Number of attendances of councillors at GCT board meetings. | Cabinet Member for Culture is a trustee of GCT and attends all board meetings (6). Head of Culture and GCT CEO meet regularly to enable coordinated approach to culture. (12) | On track |
| | A.22 Connect this Cultural Partnership to networks and organisations across the city and beyond, to ensure a broad range of residents, artists and organisations can shape the city's cultural future. This will include developing the range of Cultural Forums and co-creation networks. | Number of Strategic Events Group meetings held | Strategic Events Group regularly meets Quarterly to share events and planning to enable a joined up approach. Further opportunity to develop a forum for creating connections and sharing are continuing to be explored. | On track |
| | A.23 Work with a wide range of strategic and funding partners who share our Vision (such as Arts Council England, University of Gloucestershire, NHS, GFirst LEP and major local businesses), to pool resources, generate greater investment in culture and ensure this strategy is resilient. | Amount of additional investment leveraged into Cultural activity by GCT and GCC | The latest Arts Council England (ACE), National Portfolio Organisations (NPO) have been announced. 3 Gloucester based organisations were successful with 2 more county-wide NPO's operating heavily in Gloucester. Direct Gloucester funding has increased by 760%. Previously £255,000 now £650,000. | On track |
| 8. Empower young people to create, experience and participate in culture | A.24 Support young people to develop skills and leadership in arts and cultural production - identifying and providing training opportunities | Number of training opportunities provided for young people. | Jolt provides training opportunities through its programmes. 60 people took part in Creative Start Up business training with 50% under 30's. Jolt incubation programs at full capacity with 29 participants (16 under 30). | On track |
| | A.25 Amplify the voices of young people, through encouraging youth-led publications, support on Youth boards and more widely | Number of young people on cultural boards. Number of youth-led publications. Number of youth-led initiatives. | Jolt's Colab young networking group has provided 12 meet ups and 4 events. Average attendance of 20 young people (under 30) attending. 15 participants on the Future Producers Course resulting in a high quality event. | On track |
| | A.26 Ensure there are opportunities for young people to participate in and create culture, through supporting, marketing and investing in youth led-programming | Amount invested into youth-led programming, marketing and promotion. | £5000 invested into the above programmes. Jolt's community outreach is providing effective marketing to the young demographic and is reaching a very diverse audience. | On track |

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|-------------------------|--------------------------------------------------------------------------------------------------|------------------------------------|
| Meeting: | Cabinet | Date: 8 March 2023 |
| Subject: | Performance Monitoring Quarter 3 – 2022/23 | |
| Report Of: | Cabinet Member for Performance and Resources | |
| Wards Affected: | All | |
| Key Decision: | No | Budget/Policy Framework: No |
| Contact Officer: | Tanya Davies, Policy and Governance Manager | |
| | Email: tanya.davies@gloucester.gov.uk | Tel: 39-6125 |
| Appendices: | 1. Performance Report Quarter 3 – 2022/23 | |

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 The purpose of this report is to inform Members of the Council’s performance against key measures in Quarter 3 of 2022/23.

2.0 Recommendations

2.1 Cabinet is asked to **RESOLVE** that the Quarter 3 Performance Report 2022/23 at Appendix 1 be noted.

3.0 Background and Key Issues

3.1 This report sets out the Council’s performance against a set of key performance indicators (KPIs) in the first quarter of 2022/23.

3.2 Appendix 1 sets out the performance data, including comparative information where available, and a small number of new indicators have been included. Where it is available, 21 months’ worth of data is shown on the charts to show trends, including the same period of the previous year. Where targets exist, these have been included along with a narrative to explain the data. A red (alert) threshold is included in some charts. Where performance is monitored as part of a contract, targets and red thresholds are set and revised as part of that process, where this is not the case and there is also no national target available, these have been determined during the service planning process in consultation with the relevant Cabinet Member.

3.3 As a result of the cyber incident experienced by the council in December 2021, financial monitoring continues to be conducted separately and data on planning applications continues to be estimated. Performance monitoring of compliant food premises has recommenced this quarter, though it cannot be categorised by short term trend this quarter due to the missing data periods.

3.4 The summary of KPIs is categorised by Short Term Trend. Of the 26 measures with trend data available, 15 measures have improved in the short term and 1 has not

changed. Of the 9 measures that have worsened in the short term, only 2 are red, and the remaining 7 are green and therefore still on or above target. Overall, there are 14 measures at green, 1 at amber and 2 at red. There are 6 data only performance indicators.

4.0 Social Value Considerations

4.1 There are no social value implications in respect of the recommendations in this report.

5.0 Environmental Implications

5.1 There are no environmental implications in respect of the recommendations in this report.

6.0 Alternative Options Considered

6.1 There are no alternative options.

7.0 Reasons for Recommendations

7.1 The council is committed to embedding a culture of Performance Management across the organisation and this report provides Members with an overview of corporate performance during the first quarter of 2022/23.

8.0 Future Work and Conclusions

8.1 The council uses performance data to influence decision-making and service improvement initiatives on a continuous basis.

9.0 Financial Implications

9.1 There are no financial implications resulting from the recommendations in this report.

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

10.0 Legal Implications

10.1 There are no legal implications resulting from the recommendations in this report.

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

11.0 Risk & Opportunity Management Implications

11.1 The performance management system provides the opportunity to embed risk management within the performance framework by linking actions and PIs to risks, as well as having standalone risks.

12.0 People Impact Assessment (PIA) and Safeguarding:

12.1 This performance report is for information only, therefore a PIA is not required and there are no safeguarding matters to consider.

13.0 Community Safety Implications

13.1 There are no community implications resulting from the recommendations in the report.

14.0 Staffing & Trade Union Implications

14.1 There are no staffing and trade union implications resulting from the recommendations in the report.

Background Documents: None

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