



Overview and Scrutiny Committee

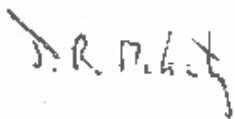
Meeting: Monday, 24th April 2023 at 6.30 pm in Civic Suite, North Warehouse, The Docks, Gloucester, GL1 2EP

Membership:	Cllrs. Field (Chair), Pullen (Vice-Chair), Durdey (Spokesperson), Ackroyd, Campbell, Castle, Dee, Evans, Gravells MBE, Hilton, Hudson, Kubaszczyk, Sawyer, Trimnell, Wilson and Zaman
Contact:	Democratic and Electoral Services 01452 396126 democratic.services@gloucester.gov.uk

AGENDA

1.	APOLOGIES To receive any apologies for absence.
2.	DECLARATIONS OF INTEREST To receive from Members, declarations of the existence of any disclosable pecuniary, or non-pecuniary, interests and the nature of those interests in relation to any agenda item. Please see Agenda notes.
3.	DECLARATION OF PARTY WHIPPING To declare if any issues to be covered in the Agenda are under party whip.
4.	MINUTES (Pages 5 - 32) To approve as a correct record the minutes of the meetings held on Monday 13 th March 2023 and Monday 27 th March 2023.
5.	PUBLIC QUESTION TIME (15 MINUTES) To receive any questions from members of the public provided that a question does not relate to: <ul style="list-style-type: none"> • Matters which are the subject of current or pending legal proceedings or • Matters relating to employees or former employees of the Council or comments in respect of individual Council Officers To ask a question at this meeting, please submit it to democratic.services@gloucester.gov.uk by 12 noon on Wednesday 19th April 2023 or tepephone 01452 396203 for support.
6.	PETITIONS AND DEPUTATIONS (15 MINUTES) To receive any petitions and deputations provided that no such petition or deputation is in

	<p>relation to:</p> <ul style="list-style-type: none"> • Matters relating to individual Council Officers, or • Matters relating to current or pending legal proceedings.
7.	<p>ACTION POINT ITEM (Pages 33 - 36)</p> <p>To note the outcomes of action points arising from previous meetings.</p>
8.	<p>OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME AND COUNCIL FORWARD PLAN (Pages 37 - 58)</p> <p>To receive the latest version of the Committee's work programme and the Council's Forward Plan.</p>
9.	<p>MEETING WEBCASTING UPDATE (Pages 59 - 60)</p> <p>To receive a progress update on the City Council's ambition to implement webcasting of Council meetings.</p>
10.	<p>RESPONSE TO CORPORATE PEER CHALLENGE (Pages 61 - 88)</p> <p>To consider the report of the Leader of the Council sharing the report and recommendations resulting from the Corporate Peer Challenge (CPC) undertaken in November 2022, and outlining the Council's response in the form of an Action Plan.</p>
11.	<p>SPORTS AND PHYSICAL ACTIVITY STRATEGY (Pages 89 - 108)</p> <p>To consider the report of the Cabinet Member for Culture and Leisure presenting the City Council's Sport and Activity Strategy 2023-2028.</p>
12.	<p>TASK AND FINISH GROUP - REVISED MEMBERSHIP (Pages 109 - 110)</p> <p>To approve the revised membership of the Task and Finish Group on Damp and Mould in Gloucester's rented accommodation.</p>
13.	<p>DATE OF NEXT MEETING</p> <p>Monday 5th June 2023 at 6.30pm in Civic Suite, North Warehouse.</p>



Jon McGinty
Managing Director

Date of Publication: Friday, 14 April 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.

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Recording of meetings

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

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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.



OVERVIEW AND SCRUTINY COMMITTEE

MEETING : Monday, 13th March 2023

PRESENT : Cllrs. Field (Chair), Pullen (Vice-Chair), Durdey (Spokesperson), Ackroyd, Campbell, Castle, Dee, Evans, Gravells MBE, Hilton, Hudson, Kubaszczyk, Sawyer, Taylor and Wilson

Others in Attendance

Executive Director of Economy, Environment and Infrastructure,
Gloucestershire County Council
Transport Planning Team Manager, Gloucestershire County Council
Transport Operations Manager, Gloucestershire County Council
Team Leader, Local Major Projects, Gloucestershire County Council
Democratic and Electoral Services Officer

APOLOGIES : None.

109. DECLARATIONS OF INTEREST

There were no declarations of interest.

110. DECLARATION OF PARTY WHIPPING

There were no declarations of party whipping.

111. PUBLIC QUESTION TIME (15 MINUTES)

There were no public questions.

112. PETITIONS AND DEPUTATIONS (15 MINUTES)

There were no petitions nor deputations.

113. TRANSPORT IN GLOUCESTERSHIRE

The Future of Gloucestershire

113.1 The Executive Director of Economy, Environment and Infrastructure for Gloucestershire County Council delivered a presentation on some of the

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upcoming transport transformation projects across Gloucestershire. He provided an overview of plans to deliver an all-movement junction at Junction 10 on the M5 motorway, including a new link road, improvements to the A4019 and plans to deliver a new 'Cyber City' with 10 – 15,000 new houses over the next 40 years. It was noted that delivery of this scheme would be funded externally through the Housing Infrastructure Fund (HIF). He also provided an overview of planned improvements to the A40, A417, Arle Court and the Gloucester South West by-pass, as well as planned upgraded cycling and walking routes across the county. He referred to the Gloucestershire Cycle Spine, which aimed to provide safe areas to walk and cycle and noted that the project would ultimately help reduce carbon emissions and benefit public health.

113.2 The Executive Director of Economy, Environment, and Infrastructure outlined the ambition of Gloucestershire County Council to develop an Integrated Mass Rapid Transit (MRT) system covering the central Severn Vale area. He explained that a similar project had been undertaken in Luton which had dramatically shortened the travel time between towns in that area, and that if the MRT project in Gloucester was approved and funded, it would be supplemented with a local bus network to help cover rural communities.

113.3 The Executive Director of Economy, Environment, and Infrastructure also referred to railway improvements in Gloucestershire, noting that the County Council had lobbied to secure additional rail services and that there were now 3 trains from Cheltenham and Gloucester to London which would arrive in London before 9am. He advised Members that from May 2023, there would be additional Bristol to Gloucester services with a long-term goal of 4 trains per hour. It was noted that through these projects, Gloucestershire County Council aimed to provide viable alternative transport service options to car travel.

Transport in Gloucestershire – Strategic Context

113.4 The Transport Planning Team Manager for Gloucestershire County Council provided an overview of the Transport Policy Context, explaining that the role of her team was to design the Local Transport Plan for Gloucestershire. She advised Members that her team was also in the process of producing the Carbon Reduction Pathway and once complete, this Pathway would feed into other strategies.

113.5 The Transport Planning Team Manager confirmed that Gloucestershire County Council had committed to achieving net zero by 2045 and advised that in order to achieve this target, a dramatic reduction in emissions was needed. She noted that shorter trips have a disproportionate impact on emissions and that alternative travel through bus and rail had the highest potential to replace the most carbon emitting trips. The Transport Planning Team Manager provided an overview of potential interventions and the vision for Gloucestershire in 2030, which included measures such as better land use planning to reduce average car trip length, increased online activity, bringing forward the uptake of electric vehicles by 4.5 years, and excellent bus services and active travel provision.

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- 113.6 The Transport Planning Team Manager informed Members of Gloucestershire County Council's plans to install additional electric vehicle charging points over the next three years. Referring to the potential of bus and rail travel to replace the most carbon emitting trips, she noted that there was an Enhanced Partnership agreement in place with bus operators and one of the ideas was to establish an express bus corridor to connect residents living in rural areas. The Transport Planning Team Manager informed Members that the County Council had secured £1.3m in Government funding to deliver demand responsive transport, and an additional £2m for bus electrification plans which would enable the authority to bid for match funding.
- 113.7 In terms of next steps, the Transport Planning Team Manager informed Members that the County Council's Transport Carbon Reduction Strategy would be published in Summer 2023 which would set out detailed steps to reduce transport emissions in the county in order to align with emissions reduction targets. She also informed Members that the Bus Service Improvement Plan (BSIP) review was due to take place in Autumn 2023, and guidance from central Government was expected later in 2023 which would assist the Local Transport Plan (LTP) review. She also noted that it was hoped that there would be more opportunities to bid for funding in the next round of Active Travel bidding which was expected later in 2023.
- 113.8 At this point in the meeting, the Executive Director of Economy, Environment and Infrastructure and the Transport Planning Team Manager welcomed questions from Members.
- 113.9 Councillor Wilson shared that he felt the ambition to develop an integrated MRT system was an exciting one. He noted that the projected costs of the MRT scheme amounted to £24m and the Arle Court M5 Junction projects amounted to £600m, and queried why the costs for the motorway projects were significantly higher. He also requested further information around how MRT in Luton was funded, whether through the Transport Authority or private companies.
- 113.10 The Executive Director of Economy, Environment and Infrastructure explained that the planned M5 works included a new four-way junction and a 2-3 mile dual carriageway. He noted that the delivery of the motorway project was now expected to be between £300-310m. In response to Councillor Wilson's query concerning the MRT in Luton, the Executive Director of Economy, Environment, and Infrastructure explained that there was an advanced bus partnership in place in Luton and noted that the Council owned the track. He confirmed that due to the MRT system, the buses needed to be of a certain standard which in turn helped regulate the bus service and increased the exponential use of buses in that area.
- 113.11 Councillor Wilson asked whether there was an established template which other cities were using, or whether Gloucestershire would be one of the first to develop MRT. The Executive Director of Economy, Environment, and Infrastructure noted that a 'Glider' transit was in place in Belfast, and

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similar transit developments were in place in Luton, Cambridge and Manchester. He noted that some integrated units made use of existing roads and some had segregated carriageways, therefore there were varying degrees of development.

113.12 The Chair referred to the recent decision by central Government to reduce the active travel budget in England by £200m and asked whether this was likely to have an impact on active travel in Gloucestershire. The Executive Director of Economy, Environment, and Infrastructure noted that there would likely be an impact locally however Gloucestershire was considered to be in the top 6 counties for active travel and continued to build on its reputation. He further noted that Officers had the confidence to challenge bidding decisions where necessary, and a challenge had been successful in the Bishops Cleeve area.

113.13 In response to a query from Councillor Sawyer regarding Bristol to Gloucester rail services, the Executive Director of Economy, Environment, and Infrastructure confirmed that there would be increased frequency of trains between the cities.

113.14 Councillor Sawyer asked whether the County Council continued to lobby for improvements to local services. The Executive Director of Economy, Environment, and Infrastructure confirmed that the authority did continue to lobby Network Rail and was pushing for 'passing routes' in areas such as Ashchurch. He explained that these passing routes allowed faster trains to overtake slower trains on the line so that services to smaller and rural areas could continue.

113.15 Councillor Pullen agreed that the proposal to develop integrated MRT was exciting. He noted that the ambition for the integrated system was to cover the central Severn Vale area and asked whether there was any scope for the proposals to cover central Gloucester and areas further south such as Cam and Dursley. The Executive Director of Economy, Environment, and Infrastructure confirmed that the proposals were still under consideration but recognised the importance of connecting south and central Gloucester.

113.16 In response to a further query from Councillor Pullen regarding proposals for transport hubs, the Executive Director of Economy, Environment, and Infrastructure noted that these hubs were likely to be situated in more rural areas of Gloucestershire including the wider Cotswolds and Forest of Dean. He informed Members that these hubs would include provisions such as bike stands, taxi ranks and electric vehicle charging points. He explained that the aim of these transport hubs was to address decarbonisation in rural areas.

113.17 Councillor Durdey asked whether the County Council intended to engage with local businesses on carbon emission interventions or supplies. The Local Major Projects Team Leader for Gloucestershire County Council confirmed that the County Council was working with companies and the major employers across Gloucestershire to ascertain staff travel plans, with a view of offering initiatives such as additional cycle hire. The Transport

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Planning Team Manager further added that business travel was one of the most carbon intensive forms of travel, and that research had indicated that interventions tended to work best when there was new infrastructure in place.

- 113.18 In response to a request from Councillor Castle for further details on how a MRT system worked, the Executive Director of Economy, Environment, and Infrastructure confirmed that it would likely take the form of a guideway or segregated section of the road in certain areas which buses would be able to enter and break out of with the installation of some equipment.
- 113.19 Councillor Castle referred to the improvements made to the cycle path around Churchdown and asked whether consideration had been given to addressing issues around the Estcourt Road Roundabout. The Local Major Projects Team Leader noted that the aim of the improvements in Churchdown was to help keep the traffic fluid in the area. The Executive Director of Economy, Environment, and Infrastructure commented that there was no single fix or way to address carbon emission problems, and that although local authorities and Government could encourage and support residents to make changes to their travel habits, the challenge was for all residents to recognise their responsibility to change.

Transport in Gloucestershire – Bus Service Update

- 113.20 The Transport Operations Manager for Gloucestershire County Council delivered a presentation on the current position and the ongoing challenges in relation to bus service provision. He confirmed that the County Council worked closely with bus operators, and although the County Council had more control over the subsidised bus network, it had little control over the commercial network.
- 113.21 The Transport Operations Manager confirmed that bus service reliability since the Covid-19 pandemic had been poor, due to pressures in the driving industry. He noted that that Stagecoach had been badly affected by the driver shortage which had resulted in a 25% reduction of services at one stage during the Summer of 2022. The Transport Operations Manager noted that Stagecoach had recently made changes to address these challenges, and had reduced the amount of buses on the network to ensure that enough drivers were operating. He related to Members that the County Council did not agree with these changes but could not intervene in decisions made around the commercial network. It was noted that rises to inflation had also had a major impact on the bus industry, due to implications on wages and fuel.
- 113.22 In terms of the current situation, the Transport Operations Manager informed Members that reliability had improved over recent weeks and that trip detection failure had dropped to around 10%. He noted that Gloucester was not as adversely affected as Cheltenham and Stroud as there was variation amongst bus depots. In relation to passenger numbers, the Transport Operations Manager advised that these were improving and were

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on average 75-80% of the pre-pandemic level, however this posed an inevitable problem for operators with less revenue. He noted that the County Council had increased funding in the transport network, and that central Government was providing monthly support payments to account for the lost revenue. It was noted that the County Council continued to lobby Government for further support.

- 113.23 Councillor Wilson asked whether there were any restrictions on how far bus operators could raise fares. The Transport Operations Manager advised that bus fares were not regulated by the County Council however operators would need to be mindful of making fares attractive to compete with rail fares.
- 113.24 Councillor Durdey queried whether the £250k cost to cover a single vehicle and driver for a year included capital costs as well as revenue. He also noted the difficulties posed by inflation and asked whether it was likely that bus operators were making any profit in the current climate. The Transport Operations Manager replied that this was an approximate figure which only included revenue, and therefore anyone purchasing a new bus vehicle would need to factor in capital costs. He further advised that central Government continued to fund support for operators and that the County Council was also assisting with support.
- 113.24 Councillor Durdey referred to the Bus Recovery Grant which had been extended by the Department for Transport until June 2023 and asked what the post-June position would be for operators. The Transport Operations Manager stated that the County Council continued to lobby Government and were building a dialogue with the Department for Transport. It was noted that this scheme had been repeatedly extended.
- 113.25 Councillor Pullen noted that the majority of the buses in Gloucester city ran on conventional fuels and asked what was being done to make buses greener. The Transport Operations Manager confirmed that it was a key aim of the County Council to roll out renewable alternative fuels. He assured Members that the County Council was putting itself in the best position to bid for more funding from Government, and that the future of green buses might not necessarily be restricted to electric fleet.
- 113.26 In response to a query from Councillor Durdey regarding alternative fuels, such as hydrogen fuel, and whether consideration was being given to planning for alternative fuels in the future, the Transport Planning Team Manager noted that alternative fuels were particularly interesting for buses and freight vehicles and confirmed that the team was working with counterpart colleagues on a regional level on this matter. She noted that although electric buses worked well in an urban environment, rural areas were more of a challenge.

At this point in the meeting, the Overview and Scrutiny Committee resolved that the press and public be excluded during the presentation and discussion of Appendix 1 on the grounds that it is likely, in view of the nature of business to be transacted or the nature of those proceedings, that if

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members of the press and public were present during the discussion there would be disclosure to them of exempt information as defined in Regulation 12(4)(d) of the Environmental Information Regulations 2004.

RESOLVED – That the Overview and Scrutiny Committee **NOTE** the presentation.

114. DATE OF NEXT MEETING

Monday 27th March 2023.

Time of commencement: 6.30 pm hours

Time of conclusion: 8.35 pm hours

Chair

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OVERVIEW AND SCRUTINY COMMITTEE

- MEETING** : Monday, 27th March 2023
- PRESENT** : Cllrs. Field (Chair), Pullen (Vice-Chair), Durdey (Spokesperson), Ackroyd, Campbell, Dee, Evans, Gravells MBE, Hilton, Kubaszczyk, Sawyer, Taylor and Wilson.

Others in Attendance

Deputy Leader and Cabinet Member for Performance and Resources, Councillor Hannah Norman
Cabinet Member for Communities and Neighbourhoods, Councillor Raymond Padilla

Director of Communities
Head of Culture
Policy and Development Officer
Democratic and Electoral Services Officer

- APOLOGIES** : Cllrs. Castle and Hudson

115. DECLARATIONS OF INTEREST

Councillor Gravells declared a personal interest in Agenda Item 8 (Integrated Care System Update) owing to his position as Chair of the Health Overview and Scrutiny Committee for Gloucestershire County Council.

116. DECLARATION OF PARTY WHIPPING

There were no declarations of party whipping.

117. MINUTES

RESOLVED – That the minutes of the meeting held on 27th February 2023 were approved and signed as a correct record by the Chair.

118. PUBLIC QUESTION TIME (15 MINUTES)

There were no public questions.

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119. PETITIONS AND DEPUTATIONS (15 MINUTES)

There were no petitions nor deputations.

120. OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME AND COUNCIL FORWARD PLAN

RESOLVED - That the Overview and Scrutiny Committee **NOTE** the Work Programme.

121. INTEGRATED CARE SYSTEM UPDATE

121.1 The Integrated Care Board Chief Executive delivered a presentation on the One Gloucestershire Integrated Care System (ICS). She provided Members with an overview of how the Integrated Care System worked, including its vision for health and care in Gloucestershire and key priorities, such as transformation initiatives and plans to improve care across Gloucestershire in the future. She further explained that the NHS Gloucestershire Integrated Care Board (ICB) was responsible for deciding how NHS money was spent in the local area and consisted of a formal Board structure with Executive and Non-Executive Directors.

121.2 The Integrated Care Board Chief Executive went on to explain that the One Gloucestershire Health and Wellbeing Partnership or 'Integrated Care Partnership' (ICP) included representatives from health, social care, public health, and voluntary sector partners and was responsible for writing the interim Integrated Care Strategy for Improving Health and Wellbeing in Gloucestershire. She confirmed that this strategy had been approved and published back in December 2022, and offered to circulate the published document to Overview and Scrutiny Committee Members.

121.3 In relation to issues and challenges particular to Gloucester, the Integrated Care Board Chief Executive confirmed that respiratory health was an issue in the city and that there had also been ongoing challenges with local dentistry provision. She noted that the ICP were focusing on tackling health inequalities, particularly in relation to children and young people, and provided an overview of the 10 priority areas to assist with the development of the One Gloucestershire workforce.

121.4 At this stage in the meeting, the Integrated Care Board Chief Executive invited questions from Members.

121.5 Councillor Wilson referred to the narrative in the presentation concerning the development of a Gloucestershire Citizens Panel and asked for further information as to how the panel would operate. The Integrated Care Board Chief Executive confirmed that the ICB were in the process of advertising for representatives and would be in a position to provide further information over the next few months.

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- 121.6 The Chair also noted his interest in the Citizens Panel and suggested that the Overview and Scrutiny Committee might be keen to revisit this initiative and partnership working in the future. He stated that although oversight of health and social care was primarily a responsibility of Gloucestershire County Council, decisions made by the ICB and partnership would have an impact on City Councillors' wards and constituents.
- 121.7 The Integrated Care Board Chief Executive delivered an additional presentation on the ICB's approach to contract management, explaining that the ICB was a commissioning organisation and worked to design pathways for local health service procurement. She provided an overview of the stages of contract management, some of the existing contractual arrangements with Gloucestershire Hospitals NHS Foundation Trust, Gloucestershire Health and Care Foundation Trust, South Western Ambulance Service NHS Foundation Trust, Primary Care providers and local GP Out of Hours Services. The Integrated Care Board Chief Executive also provided Members with an overview of remedial actions to address under-performance or contract breaches.
- 121.8 In response to a query from the Chair regarding the contract with community pharmacies. The Integrated Care Board Chief Executive advised that pharmacy contracts were transferred to the ICB on 1st April 2022. She noted that there had been a key focus on Dentistry and Optometry and provided Members with an overview of a new IT system which enabled Optometrists to view hospital results.
- 121.9 Councillor Gravells reflected on some recent scrutiny projects undertaken by the Health Overview and Scrutiny Committee for Gloucestershire County Council, noting that the Health Scrutiny Committee consisted of a number of elected representatives including one representative from each District Council. He shared with Members some of the work undertaken by the Committee on NHS111 services and noted that the recent inspection from the Care Quality Commission of Out of Hours services had confirmed some of the initial findings of the Health Overview and Scrutiny Committee. He expressed the view that it was important that health scrutiny should also recognise positive achievements, such as steps forward in reducing inequalities and advancements in robotics and Ophthalmology. The Integrated Care Board Chief Executive confirmed that she would be happy to feed back to the Overview and Scrutiny Committee on the ICP work around tackling inequalities.
- 121.10 In response to a query from Councillor Wilson concerning executive decision making, the Integrated Care Board Chief Executive explained that the ICB was made up of 25 Members and included representation from NHS providers and Gloucestershire County Council. She noted that the ICP included representatives from the Gloucestershire District Councils and other partner agencies such voluntary sector organisations. The Integrated Care Board Chief Executive further explained that funding decisions were made by the ICB.

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- 121.11 In response to a query from Councillor Conder relating to housing, the Integrated Care Board Chief Executive confirmed that the ICB had an interest in housing on hospital discharge, and that following discussions with the County Council, the NHS had agreed to fund several housing posts, such as frailty housing. She also referred to partnership working through the Gloucestershire Strategic Housing Partnership.
- 121.12 The Chair requested clarification on the term 'Heat on Prescription'. The Integrated Care Board Chief Executive explained that Gloucestershire was one of the first counties taking part in a Warm Home Prescription pilot scheme which helped eligible residents pay their heating bill. It was noted that the scheme was targeted at residents who were experiencing difficulties with heating their homes during the difficult winter.
- 121.13 The Chair queried whether consideration had been given to working with libraries in Gloucestershire, to which the Integrated Care Board Chief Executive responded that there were small schemes in place, including working with local schools.
- 121.14 Councillor Durdey asked the Integrated Care Board Chief Executive what the local challenges in Gloucester were, and how Councillors may be able to assist with addressing these challenges. The Integrated Care Board Chief Executive noted that there was lots of community energy in Gloucester and confirmed that some funding was already being distributed to community networks and small groups. She felt it was key to ensure recognition of health inequalities and suggested that Councillors could assist with mapping the local support available. In relation to ongoing challenges, she noted that demand for Primary Care services had risen by 20% and that there was a need to think of different ways to deal with this demand, such as signposting to alternative services where appropriate.
- 121.15 Councillor Hilton outlined some difficulties he had experienced with making an appointment at his local GP surgery and asked what was being done to improve the quality of primary care in Gloucester. The Integrated Care Board Chief Executive noted that there was a challenge with recruiting GPs to work in areas of increased inequality and referred to her earlier comments around the 20% increase in demand for Primary Care services. She stated that the NHS was undertaking deep dive investigations to understand what had caused the spike in demand. She noted that residents with urgent medical issues would receive an on-the-day appointment and that colleagues were looking into modernising some of the telephone services.
- 121.16 Councillor Hilton raised concerns about the telephone appointment route and made a comparison to his experience of booking an appointment with his dentist. He also referred to the NHS app as an example of technology working well in this area. The Integrated Care Board Chief Executive acknowledged that Councillor Hilton's surgery was in a particular hotspot area and that the deep dives would produce results within the next few months. She advised Members that some GPs were overrun with telephone calls and that staff had to triage and signpost where appropriate.

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121.17 A discussion ensued around some Members' positive experience with making appointments at their GP surgeries in Quedgeley and Kingsway.

121.18 Councillor Gravells raised concerns about patients behaving aggressively towards GP receptionists. He referred to work undertaken by the Health Overview and Scrutiny Committee around GP vacancies and noted his view that it was encouraging to see the ICB's work in encouraging GPs to work in Gloucestershire. He also referred to Government initiatives to increase the number of GPs across the UK.

121.19 In response to a query from Councillor Sawyer regarding integrated IT systems, the Integrated Care Board Chief Executive confirmed that each individual part of the NHS system operated their own IT system, however initiatives such as 'Shared Care' records were in place and that it was hoped that there would be further IT pilots in due course.

RESOLVED – That the Overview and Scrutiny Committee **NOTE** the presentation.

122. ANNUAL EQUALITY DIVERSITY AND INCLUSION REPORT 2022-23

122.1 The Cabinet Member for Communities and Neighbourhoods introduced the report. He confirmed that the administration was committed to upholding the Equality Act 2010, noting that equalities, diversity and inclusion (ED&I) objectives had been embedded into the Council Plan, and that the council was reviewing and approving a new Action Plan for ED&I in 2023. The Cabinet Member for Communities and Neighbourhoods further highlighted that various initiatives to tackle inequalities had taken place across the Council and throughout the city over 2022.

122.2 The Chair referred to the 2022 Awareness Days Calendar at Appendix 2 and requested clarification on the 'IDAHOBIT' acronym. The Policy and Development Officer explained that this referred to 'International Day Against Homophobia, Biphobia, Intersex-phobia and Transphobia.'

122.3 In response to an additional query from the Chair regarding the Awareness Days Calendar, the Policy and Development Officer confirmed that the main aim of the calendar was to raise awareness and that he along with the Community Wellbeing Team compiled the list. He noted that awareness days could be marked through small campaigns, internal City Council newsletters or civic events.

122.4 The Chair asked whether the awareness days were promoted on the City Council's social media channels. The Policy and Development Officer confirmed that the Community Wellbeing and Communications teams did promote awareness days on the City Council's Twitter, Facebook and Linked- In webpages. He confirmed that the council did not use TikTok or Instagram at this stage.

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- 122.5 Councillor Pullen reflected on his experience of attending the recent Holocaust Memorial service which he found to be an impressive and sobering event and asked that his comments be fed back to the event organisers.
- 122.6 Referring to the narrative in Appendix 1 and the council's commitment to ensure that 95% of staff and Councillors receive training in ED&I by March 2024, Councillor Pullen asked whether this training was likely to be delivered in-house or by external organisations. He also asked whether the council planned to make this training mandatory. The Head of Culture confirmed that the council had committed money from the training budget towards ED&I training and that it would likely be a combination of in-house and external providers. He provided reassurances that the council as an employer was committed to ensuring that staff were appropriately trained in this area. Referring to the revised SMART goals in Appendix 1, the Policy and Development Officer confirmed that the council hoped to follow the approach of the Gloucester City Commission to Review Race Relations in engaging with local communities and was committed to working with community partners. He noted that consideration was being given to hiring translators.
- 122.7 In response to a query from Councillor Wilson regarding People Impact Assessments (PIA) and whether this was a statutory obligation, the Policy and Development Officer explained that a PIA screening process needed to be completed for every City Council report which considered the impact on protected characteristics. He noted that if any protected characteristics were identified, then a full PIA would be required.
- 122.8 In response to additional queries from Councillor Wilson regarding PIAs, the Policy and Development Officer confirmed that the screening process was a routine element of report writing and that work had taken place to increase awareness amongst Officers.

RESOLVED – That the Overview and Scrutiny Committee **NOTE** the report.

123. OVERVIEW OF HERE TO HELP FACILITY

- 123.1 The Director of Communities delivered a presentation on the Here to Help and Report It facilities. She provided an overview of the context, explaining that Report It and Here to Help were part of a digital transformation process brought about by the 'Together Gloucester' project. She noted that the work sat across several service areas, including Policy and Resources which had oversight of the council's IT and transformation services and Communities through the customer service element. The Director of Communities further advised that the cyber incident in December 2021 had had a significant impact on the transformation process as business analyst and IT resources were preoccupied for several months with the cyber recovery.
- 123.2 The Director of Communities provided an overview of the Here to Help central email inbox, and Report It as an online reporting tool accessed through My Gloucester. She explained that Report It was a quick and easy

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way for residents to report issues online, which allowed customer services colleagues to help residents who need more support over the phone or via Here to Help email. It was noted that registered Report It users were increasing, and the Cabinet Member for Performance and Resources confirmed that she had two separate Report It accounts for reporting issues as a resident, and reporting issues in her capacity as Councillor.

- 123.3 The Director of Communities outlined some planned new processes and next steps for the services. She confirmed that feedback from Members' interviews had been noted and was being taken on board. The Director of Communities also provided an update on the review of face-to-face services.
- 123.4 The Chair reflected on his frustrations with reporting issues and receiving return email notifications signposting to Gloucestershire County Council. He asked whether consideration could be given to passing Members' referrals onto County Council colleagues. The Director of Communities confirmed that City Council customer services colleagues were in regular contact with the County Council, however if emails were to be passed on automatically, the County Council would return a response to customer services rather than individual Members.
- 123.5 In response to a suggestion from Councillor Norman it was agreed that a list of City Council and County Council responsibilities be circulated to all Members to assist with signposting queries at first instance.
- 123.6 Councillor Hilton noted that he preferred to raise issues on behalf of residents via email rather than through online Report It or Contact Us forms as he found it easier to track casework through email trail. He expressed the view that a dedicated email box for Councillors was a good suggestion, noting that the County Council Highways team had a dedicated email box for Members which he found useful. Councillor Gravells noted his agreement with Councillor Hilton's comments.
- 123.7 Councillor Hilton stated that he was aware that reception staff at Gloucestershire County Council had raised concerns about signposting residents to the City Council, noting that the Eastgate Office was not open to the public. Councillor Norman noted that she was not aware that concerns from the County Council had been passed back to Officers and stated that the Customer Services team would welcome an approach from County Council colleagues to discuss the scale of the issue. The Director of Communities agreed to ask the Customer Services Manager to contact County Council colleagues to discuss the matter further.
- 123.8 In response to additional comments from Councillor Hilton regarding a City Council post box, the Director of Communities agreed that Officers would look into the location of the Gateway post box to ascertain whether it was easily accessible and signposted. Councillor Norman further advised that it was the recommendation of the Finance Team that residents either pay for their Council Tax online, or if residents preferred to pay via cash or cheque, they do so via their local Pay Point.

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- 123.9 Councillor Pullen agreed with earlier comments made by Councillor Hilton and Councillor Gravells concerning emails. He reflected on his own experience and expressed the view that it would be helpful to have a centralised email for Councillors. He highlighted that some residents did not have access to the internet or a phone and noted that he was concerned that these residents still needed to be able to access services. Councillor Pullen also referred to the narrative in the presentation confirming that 133 surveys had been completed in response to the face-to-face services review, and expressed the view that this was not enough data to solely base decisions on. Councillor Norman clarified that there were no plans to phase out the Here to Help email facility, explaining that the idea was to allow residents to contact the council in a way that suited them. She confirmed that digitally excluded residents still had options available to them including telephone and face to face contact, and that encouraging residents to make use of online reporting facilities would enable Customer Services Officers to maximise their time in helping residents who needed further support. Councillor Norman reflected on her own experience of using Report It and advised that Members and residents were able to track progress of their case on the dashboard.
- 123.10 In response to a query from Councillor Conder concerning Customer Services telephone calls, the Director of Communities explained that abandoned calls were not always necessarily where a resident ended the call as a result of waiting times, but might be where they have followed signposting hints on the holding message.
- 123.11 Councillor Wilson expressed that his preferred means of reporting issues was through Report It. A discussion ensued regarding possible improvements and Councillor Wilson noted that he would like to see a mechanism where he could thank Officers with their assistance with more complex cases through this facility. Councillor Norman confirmed that conversations had taken place with regards to improvements to the dashboard, however there had been delays in bringing these forward due to the 2021 cyber incident. She advised Councillor Wilson that she had received a commitment from the team to revisit improvements.
- 123.12 In response to comments from Councillor Sawyer concerning demand for face-to-face appointments, Councillor Norman pointed out that residents using the intercom and direct dial services were often individuals looking for assistance outside of the City Council remit who would then be signposted appropriately.
- 123.13 Councillor Sawyer requested clarification as to how residents were able to request a face-to-face appointment, to which Councillor Norman responded that they could do so via email or telephone. The Director of Communities further confirmed that residents could contact the Customer Service switchboard number on 01452 396396 or through the direct dial telephone at the Gateway.
- 123.14 Councillor Gravells commented that Councillors needed a quick and efficient reporting system and expressed that in his view, Report It and Here

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to Help did not deliver quick results. He reflected on some of his positive experiences of raising issues through County Council mechanisms and raised concerns regarding the tone of the Here to Help automatic acknowledgement emails. Councillor Gravells referred to elements of the Council Constitution suggesting that Members should liaise with Heads of Service and Directors rather than with junior Officers directly and expressed support for a Members email box. Councillor Norman responded that the acknowledgement email was standard across many organisations, and not unique to Gloucester.

123.15 Councillor Durdey queried whether further information on the 'any other query' category of calls was available and it was agreed that enquiries would be made with the Customer Services team. Councillor Norman noted that it was her expectation that following improvements to Waste and Street Scene online reporting, telephone traffic would reduce.

RESOLVED – That the Overview and Scrutiny Committee **NOTE** the presentation.

124. DATE OF NEXT MEETING

Monday 24th April 2023.

Time of commencement: 6.30 pm hours

Time of conclusion: 8.45 pm hours

Chair

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OVERVIEW AND SCRUTINY COMMITTEE

Monday 24th April 2023

ACTION POINTS ARISING FROM PREVIOUS OVERVIEW AND SCRUTINY COMMITTEE MEETINGS

1. **Meeting Date:** Monday 27th March 2023

Agenda Item: 8. Integrated Care System Update

Request:

- 1) To circulate the Integrated Care Strategy for Improving Health and Wellbeing in Gloucestershire.

Update:

This document has been shared with Overview and Scrutiny Committee Members and is also available online at: [Interim-Integrated-Care-Strategy-v1.1.pdf \(onegloucestershire.net\)](https://www.onegloucestershire.net/interim-integrated-care-strategy-v1.1.pdf)

2. **Meeting Date:** Monday 27th March 2023

Agenda Item: 10. Here to Help and Report It Briefing

Request:

- 1) To circulate a list of City Council and County Council responsibilities to all Members.
- 2) For the Customer Services Manager to make contact with Gloucestershire County Council to discuss concerns raised regarding signposting residents from Shire Hall reception.
- 3) Whether any further details or data could be provided relating to the 'any other query' category of telephone calls.

Update:

Action 1: A list of Gloucester City Council and Gloucestershire County Council responsibilities has been circulated to Overview and Scrutiny Committee Members and will be shared with all Councillors via a Members' Bulletin.

Action 2: Officers are aware of instances where Gloucester City Council customers visit Gloucestershire County Council reception at Shire Hall to seek advice and assistance. Senior officers responsible for customer services at both Councils do meet regularly to discuss these interactions amongst other matters. Communication between the customers services teams of both councils is organised to resolve issues as quickly as possible. At times, customers are not aware of the difference between what is a Gloucester City Council function and what is a Gloucestershire County Council function and there is agreement between our respective customer services teams that it would be difficult to stop our customers contacting the incorrect council in the first instance. Offices of both councils continue to work together to communicate the differences in responsibilities and hopefully the list of what are City functions and what are County will help officers to signpost residents appropriately.

Action 3: In regard to the "any other" category for calls, it would be very difficult to provide a detailed analysis because the queries are very wide and broad ranging, Some examples of other queries include:

- Blue badge
- Parking
- Elections
- Proof of life – pensions
- Food voucher
- Flooding calls.

Some examples of calls which would be signposted to Gloucestershire County Council include:

- Highways
- Education
- Registration births, marriages etc.

There is also a "quick query" function available to officers, where advice is given but no further action is required. The following slide provides some further examples and a breakdown of "quick query" call categories in March 2023:

QUICK CALL – BREAKDOWN

- Quick calls were introduced in January 2021 as part of the new Granicus (previously Firmstep) solution.
- They have been brought in so we can gather data on the calls that we take but don't log. These can include redirecting to another service, signposting to external services or providing advice to customers.
- Categories have been broken down below, for March 2023, with details of how many Quick Calls were recorded.

Total - 1,286 - increase of 15.96%

- | | | |
|---|------------------------------|---|
| > Council Tax - 162 | > Licensing - 60 | > Refuse and Recycling - 303 |
| > Council Tax Support/ Housing Benefit – 70 | > Other: Undefined - 122 | > Self Service Assistance - 0 |
| > Electoral Services - 15 | > Parking - 19 | > Sign Post to Other Organisation - 242 |
| > Environmental - 33 | > Parks and Open Spaces - 16 | |
| > Housing - 94 | > Payments - 70 | |
| | > Planning - 80 | |



Gloucester City Council

FORWARD PLAN FROM APRIL 2023 TO MARCH 2024

This Forward Plan contains details of all the matters which the Leader believes will be the subject of a Key Decision by the Cabinet or an individual Cabinet Member in the period covered by the Plan (the subsequent 12 months). A Key Decision is one that is:

- a decision in relation to a Cabinet function which results in the Local Authority incurring expenditure or making of a saving which is significant having regard to the budget for the service or function to which the decision relates; or
- a decision that is likely to have a significant impact on two or more wards within the Local Authority; or
- a decision in relation to expenditure in excess of £100,000 or significant savings; or
- a decision in relation to any contract valued in excess of £500,000

A decision maker may only make a key decision in accordance with the requirements of the Cabinet Procedure Rules set out in Part 4 of the Constitution.

Cabinet Members

Portfolio	Name	Email Address
Leader and Environment (LE)	Councillor Richard Cook	richard.cook@gloucester.gov.uk
Deputy Leader and Performance & Resources (P&R)	Councillor Hannah Norman	hannah.norman@gloucester.gov.uk
Planning & Housing Strategy (P&HS)	Councillor Stephanie Chambers	stephanie.chambers@gloucester.gov.uk
Culture & Leisure (C&L)	Councillor Andrew Lewis	andrew.lewis@gloucester.gov.uk
Communities & Neighbourhoods (C&N)	Councillor Raymond Padilla	raymond.padilla@gloucester.gov.uk

The Forward Plan also includes Budget and Policy Framework items; these proposals are subject to a period of consultation and the Overview and Scrutiny Committee has the opportunity to respond in relation to the consultation process.

A Budgetary and Policy Framework item is an item to be approved by the full City Council and, following consultation, will form the budgetary and policy framework within which the Cabinet will make decisions.

For each decision included on the Plan the following information is provided:

- (a) the matter in respect of which a decision is to be made;
- (b) where the decision maker is an individual, his/her name and title if any and, where the decision maker is a body, its name and details of membership;
- (c) the date on which, or the period within which, the decision is to be made;
- (d) if applicable, notice of any intention to make a decision in private and the reasons for doing so;
- (e) a list of the documents submitted to the decision maker for consideration in relation to the matter in respect of which the decision is to be made;
- (f) the procedure for requesting details of those documents (if any) as they become available.

(the documents referred to in (e) and (f) above and listed in the Forward Plan are available on request from Democratic Services democratic.services@gloucester.gov.uk, Tel 01452 396126, PO Box 3252, Gloucester GL1 9FW. Contact the relevant Lead Officer for more information).

The Forward Plan is updated and published on Council's website at least once a month.

KEY	= Key Decision	CM KEY	= Individual Cabinet Member Key Decisions
NON	= Non-Key Decision	CM NON	= Individual Cabinet Member Non-Key Decision
BPF	= Budget and Policy Framework		

CONTACT:

For further detailed information regarding specific issues to be considered by the Cabinet/Individual Cabinet Member please contact the named contact officer for the item concerned. To make your views known on any of the items please also contact the Officer shown or the portfolio holder.

Copies of agendas and reports for meetings are available on the web site in advance of meetings.

For further details on the time of meetings and general information about the Plan please contact:

Democratic and Electoral Services on 01452 396126 or send an email to democratic.services@gloucester.gov.uk.

SUBJECT (and summary of decision to be taken)		PLANNED DATES	DECISION MAKER & PORTFOLIO	NOTICE OF PRIVATE BUSINESS (if applicable)	RELATED DOCUMENTS (available on request, subject to restrictions on disclosure)	LEAD OFFICER (to whom Representations should be made)
APRIL 2023						
NON	<p>Food Inequalities Strategy (Nourishing Gloucester Project)</p> <p><u>Summary of decision:</u> To make recommendations with respect to food inequalities in Gloucester.</p> <p><i>Wards affected: All Wards</i></p>	5/04/23	Cabinet Cabinet Member for Communities and Neighbourhoods			Gupti Gosine, Community Wellbeing Manager Tel: 01452 396288 gupti.gosine@gloucester.gov.uk
NON	<p>Appointments to the Gloucester City Homes (GCH) Board</p> <p><u>Summary of decision:</u> To appoint new members to the GCH Board of Directors.</p> <p><i>Wards affected: All Wards</i></p>	5/04/23	Cabinet Cabinet Member for Planning and Housing Strategy			Neil Coles, Housing Innovation Manager Tel: 01452 396534 neil.coles@gloucester.gov.uk

NON	<p>Equalities Action Plan Annual Report</p> <p><u>Summary of decision:</u> To receive an update on activities undertaken to support the Equalities Action Plan.</p> <p><i>Wards affected: All Wards</i></p>	<p>27/03/23</p> <p>5/04/23</p>	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Communities and Neighbourhoods</p>			<p>Liam Moran, Policy and Development Officer Tel: 01452 396049 liam.moran@gloucester.gov.uk</p>
MAY 2023						
NON	<p>Sports and Physical Activity Strategy</p> <p><u>Summary of decision:</u> To approve a city-wide sports and physical activity strategy.</p> <p><i>Wards affected: All Wards</i></p>	<p>24/04/23</p> <p>3/05/23</p>	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Culture and Leisure</p>			<p>Philip Walker, Head of Culture Tel: 01452 396355 philip.walker@gloucester.gov.uk</p>

NON	<p>Response to Corporate Peer Challenge</p> <p><u>Summary of decision:</u> To consider a response to the Local Government Association Corporate Peer Challenge review of Gloucester City Council.</p> <p><i>Wards affected: All Wards</i></p>	3/05/23	Cabinet Leader of the Council			<p>Jon McGinty, Managing Director Tel: 01452 396200 jon.mcginty@gloucester.gov.uk</p>
NON Page 41	<p>Financial Monitoring Quarters 1,2 and 3 Report</p> <p><u>Summary of decision:</u> To receive an update on financial monitoring information for the first and second quarters 2022/23.</p> <p><i>Wards affected: All Wards</i></p>	3/05/23	Cabinet Cabinet Member for Performance and Resources			<p>Hadrian Walters, Accountancy Manager Tel: 01452 396231 hadrian.walters@gloucester.gov.uk</p>

NON	<p>Statement of Community Involvement Consultation</p> <p><u>Summary of decision:</u> To approve a public consultation on an updated Statement of Community Involvement.</p> <p><i>Wards affected: All Wards</i></p>	3/05/23	Cabinet Cabinet Member for Planning and Housing Strategy			Claire Haslam, Principal Planning Officer Tel: 01452 396825 claire.haslam@gloucester.gov.uk
JUNE 2023						
KEY Page 42	<p>Community Asset Transfer (CAT) Policy</p> <p><u>Summary of decision:</u> To seek approval for the CAT Policy.</p> <p><i>Wards affected: All Wards</i></p>	14/06/23	Cabinet Cabinet Member for Communities and Neighbourhoods			Abi Marshall, Property Commissioning Manager Tel: 01452 396212 abi.marshall@gloucester.gov.uk
KEY	<p>Asset Management Strategy</p> <p><u>Summary of decision:</u> To seek approval for the Asset Management Strategy.</p> <p><i>Wards affected: All Wards</i></p>	14/06/23	Cabinet Cabinet Member for Performance and Resources			Abi Marshall, Property Commissioning Manager Tel: 01452 396212 abi.marshall@gloucester.gov.uk

KEY	<p>Kings Quarter The Forum Construction Review and Financial Update Report</p> <p><u>Summary of decision:</u> To update members on progress being made on the Forum Development in Kings Quarter.</p> <p><i>Wards affected: Westgate</i></p>	<p>14/06/23</p> <p>13/07/23</p>	<p>Cabinet</p> <p>Council Leader of the Council</p>			<p>Philip Ardley, Regeneration Consultant Tel: 01452 396106 philip.ardley@gloucester.gov.uk</p>
KEY Page 43	<p>Community Infrastructure Levy (CIL) Charging Schedule</p> <p><u>Summary of decision:</u> To approve a draft new CIL Charging Schedule for public consultation.</p> <p><i>Wards affected: All Wards</i></p>	<p>5/06/23</p> <p>14/06/23</p>	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Planning and Housing Strategy</p>			<p>Paul Hardiman, Joint Core Strategy CIL Manager paul.hardiman@gloucester.gov.uk</p>
NON	<p>2022-23 Financial Outturn Report</p> <p><u>Summary of decision:</u> To update Cabinet on the Financial Outturn Report 2022-23.</p> <p><i>Wards affected: All Wards</i></p>	<p>14/06/23</p>	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Hadrian Walters, Accountancy Manager Tel: 01452 396231 hadrian.walters@gloucester.gov.uk</p>

NON	<p>Treasury Management Year End Annual Report 2022/23</p> <p><u>Summary of decision:</u> To update Cabinet on treasury management activities.</p> <p><i>Wards affected: All Wards</i></p>	14/06/23	Cabinet Cabinet Member for Performance and Resources			Greg Maw, S151 Officer Tel: 01452 396422 greg.maw@gloucester.gov.uk
NON Page 44	<p>2022-23 Year End Performance Report</p> <p><u>Summary of decision:</u> To consider the Council's performance in 2021-22 across a set of key performance indicators.</p> <p><i>Wards affected: All Wards</i></p>	14/06/23	Overview and Scrutiny Committee Cabinet Cabinet Member for Performance and Resources			Tanya Davies, Policy and Governance Manager Tel: 01452 396125 tanya.davies@gloucester.gov.uk
NON	<p>Green Travel Progress Report 2022-23</p> <p><u>Summary of decision:</u> Annual update on initiatives in the Green Travel Plan .</p> <p><i>Wards affected: All Wards</i></p>	14/06/23	Cabinet Cabinet Member for Environment			Jon Burke, Climate Change Manager Tel: 01452 396170 Jon.Burke@gloucester.gov.uk

JULY 2023						
NON	Readoption of the Matson and Podsmead Supplementary Planning Documents <u>Summary of decision:</u> To readopt the Supplementary Planning Documents (SPDs) relating to the Matson and Podsmead Estate Regeneration. <i>Wards affected: Matson, Robinswood and White City; Podsmead</i>	12/07/23	Cabinet			Claire Haslam, Principal Planning Officer Tel: 01452 396825 claire.haslam@gloucester.gov.uk
		13/07/23	Council Cabinet Member for Planning and Housing Strategy			
NON	Annual Risk Management Report <u>Summary of decision:</u> To update Members on the Council's Strategic Risk Register. <i>Wards affected: All Wards</i>	12/07/23	Cabinet			Paul Brown, Senior Risk Management Advisor Tel: 01452328884 paul.brown@gloucestershire.gov.uk
		17/07/23	Audit and Governance Committee Cabinet Member for Performance and Resources			
AUGUST 2023 - No meetings						

SEPTEMBER 2023						
NON	<p>Statement of Community Involvement</p> <p><u>Summary of decision:</u> To consider an updated Statement of Community Involvement.</p> <p><i>Wards affected: All Wards</i></p>	<p>13/09/23</p> <p>16/11/23</p>	<p>Cabinet</p> <p>Council Cabinet Member for Planning and Housing Strategy</p>			<p>Claire Haslam, Principal Planning Officer Tel: 01452 396825 claire.haslam@gloucester.gov.uk</p>
NON	<p>Financial Monitoring Quarter 1 Report</p> <p><u>Summary of decision:</u> To receive an update on financial monitoring information for the first quarter 2023/24.</p> <p><i>Wards affected: All Wards</i></p>	<p>13/09/23</p>	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Hadrian Walters, Accountancy Manager Tel: 01452 396231 hadrian.walters@gloucester.gov.uk</p>
NON	<p>Performance Monitoring Quarter 1 Report</p> <p><u>Summary of decision:</u> To note the Council's performance in quarter 1 across a set of key performance indicators.</p> <p><i>Wards affected: All Wards</i></p>	<p>13/09/23</p>	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Tanya Davies, Policy and Governance Manager Tel: 01452 396125 tanya.davies@gloucester.gov.uk</p>

OCTOBER 2023						
NON	<p>Annual Report on the Grant Funding Provided to the Voluntary and Community Sector</p> <p><u>Summary of decision:</u> To update Members on the impact of grant funding on the Voluntary and Community Sector (VCS) and value for money that has been achieved.</p> <p><i>Wards affected: All Wards</i></p>	11/10/23	Cabinet Cabinet Member for Communities and Neighbourhoods			Leanne Purnell, Community Wellbeing Officer Tel: 01452 396069 leanne.purnell@gloucester.gov.uk
NON	<p>Armed Forces Community Covenant Update</p> <p><u>Summary of decision:</u> To update Cabinet on the work done by Gloucester City Council to support current and ex-service personnel as part of the Gloucestershire Armed Forces Community Covenant.</p> <p><i>Wards affected: All Wards</i></p>	11/10/23	Cabinet Cabinet Member for Communities and Neighbourhoods			Ruth Saunders, Director of Communities Tel: 01452 396789 ruth.saunders@gloucester.gov.uk

NOVEMBER 2023						
NON	<p>Regulation of Investigatory Powers Act 2000 (RIPA) - Review of Procedural Guide</p> <p><u>Summary of decision:</u> To request that Members review and update the Council's procedural guidance on RIPA.</p> <p><i>Wards affected: All Wards</i></p>	8/11/23	<p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Ruth Saunders, Director of Communities Tel: 01452 396789 ruth.saunders@gloucester.gov.uk</p>
DECEMBER 2023						
NON	<p>Draft Budget Proposals (including Money Plan and Capital Programme)</p> <p><u>Summary of decision:</u> To update Cabinet on the draft budget proposals.</p> <p><i>Wards affected: All Wards</i></p>	6/12/23	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Performance and Resources, Leader of the Council</p>			<p>Greg Maw, S151 Officer Tel: 01452 396422 greg.maw@gloucester.gov.uk</p>

NON	<p>Treasury Management Six Monthly Update 2023/24</p> <p><u>Summary of decision:</u> To update Cabinet on treasury management activities.</p> <p><i>Wards affected: All Wards</i></p>	6/12/23	Cabinet Cabinet Member for Performance and Resources			Greg Maw, S151 Officer Tel: 01452 396422 greg.maw@gloucester.gov.uk
BPF	<p>Local Council Tax Support Scheme</p> <p><u>Summary of decision:</u> To advise Members of the requirement to review the Local Council Tax Support Scheme (LCTS).</p> <p><i>Wards affected: All Wards</i></p>	6/12/23 25/01/24	Cabinet Council Cabinet Member for Performance and Resources			Greg Maw, S151 Officer Tel: 01452 396422 greg.maw@gloucester.gov.uk
NON	<p>Financial Monitoring Quarter 2 Report</p> <p><u>Summary of decision:</u> To receive an update on financial monitoring information for the second quarter 2023/24.</p> <p><i>Wards affected: All Wards</i></p>	6/12/23	Overview and Scrutiny Committee Cabinet Cabinet Member for Performance and Resources			Hadrian Walters, Accountancy Manager Tel: 01452 396231 hadrian.walters@gloucester.gov.uk

NON	<p>Performance Monitoring Quarter 2 Report</p> <p><u>Summary of decision:</u> To note the Council’s performance in quarter 2 across a set of key performance indicators.</p> <p><i>Wards affected: All Wards</i></p>	6/12/23	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Tanya Davies, Policy and Governance Manager Tel: 01452 396125 tanya.davies@gloucester.gov.uk</p>
NON	<p>Tourism and Destination Marketing Report 2023</p> <p><u>Summary of decision:</u> To update Members on the progress that has been made in achieving the Growing Gloucester’s Visitor Economy Action Plan during 2023.</p> <p><i>Wards affected: All Wards</i></p>	6/12/23	<p>Cabinet Cabinet Member for Culture and Leisure</p>			<p>Philip Walker, Head of Culture Tel: 01452 396355 philip.walker@gloucester.gov.uk</p>

KEY	<p>Infrastructure Funding Statement 2023</p> <p><u>Summary of decision:</u> To approve for publication the Community Infrastructure Levy and S106 reports for 2022/23 and the Infrastructure List.</p> <p><i>Wards affected: All Wards</i></p>	6/12/23	Cabinet Cabinet Member for Planning and Housing Strategy			Paul Hardiman, Joint Core Strategy CIL Manager paul.hardiman@gloucester.gov.uk
JANUARY 2024						
NON	<p>Energy Saving Initiatives and Projects Annual Report</p> <p><u>Summary of decision:</u> To update Cabinet on the energy saving initiatives and projects led by the Climate Change Manager.</p> <p><i>Wards affected: All Wards</i></p>	10/01/24	Cabinet Cabinet Member for Environment			Jon Burke, Climate Change Manager Tel: 01452 396170 Jon.Burke@gloucester.gov.uk

KEY	<p>Community Infrastructure Levy (CIL) Charging Schedule</p> <p><u>Summary of decision:</u> To approve a draft new CIL Charging Schedule for public consultation.</p> <p><i>Wards affected: All Wards</i></p>	10/01/24	Cabinet Cabinet Member for Planning and Housing Strategy			Paul Hardiman, Joint Core Strategy CIL Manager paul.hardiman@gloucester.gov.uk
KEY Page 52	<p>Festivals and Events Programme</p> <p><u>Summary of decision:</u> To seek approval for the 2024-25 Festivals and Events Programme.</p> <p><i>Wards affected: All Wards</i></p>	10/01/24	Cabinet Cabinet Member for Culture and Leisure			Philip Walker, Head of Culture Tel: 01452 396355 philip.walker@gloucester.gov.uk

FEBRUARY 2024						
BPF	<p>Final Budget Proposals (including Money Plan and Capital Programme)</p> <p><u>Summary of decision:</u> To seek approval for the final Budget Proposals for 2024-5, including the Money Plan and Capital Programme.</p> <p><i>Wards affected: All Wards</i></p>	7/02/24 22/02/24	Cabinet Council Cabinet Member for Performance and Resources			Greg Maw, S151 Officer Tel: 01452 396422 greg.maw@gloucester.gov.uk
Page 53 NON	<p>Cultural Strategy Update</p> <p><u>Summary of decision:</u> To provide Cabinet with an annual update in relation to the Cultural Strategy Action Plan.</p> <p><i>Wards affected: All Wards</i></p>	7/02/24	Cabinet Cabinet Member for Culture and Leisure			Philip Walker, Head of Culture Tel: 01452 396355 philip.walker@gloucester.gov.uk

MARCH 2024						
NON	<p>Pay Policy Statement 2024/25</p> <p><u>Summary of decision:</u> To seek approval for the annual Pay Policy Statement 2024-25 in accordance with Section 38 of the Localism Act 2011.</p> <p><i>Wards affected: All Wards</i></p>	<p>6/03/24</p> <p>21/03/24</p>	<p>Cabinet</p> <p>Council Cabinet Member for Performance and Resources</p>			<p>Greg Maw, S151 Officer Tel: 01452 396422 greg.maw@gloucester.gov.uk</p>
NON Page 54	<p>Capital Strategy</p> <p><u>Summary of decision:</u> To approve the Capital Strategy 2024-25.</p> <p><i>Wards affected: All Wards</i></p>	<p>6/03/24</p> <p>21/03/24</p>	<p>Cabinet</p> <p>Council Cabinet Member for Performance and Resources</p>			<p>Greg Maw, S151 Officer Tel: 01452 396422 greg.maw@gloucester.gov.uk</p>

BPF	<p>Treasury Management Strategy</p> <p><u>Summary of decision:</u> To seek approval for the Treasury Management Strategy.</p> <p><i>Wards affected: All Wards</i></p>	6/03/24 21/03/24	Cabinet Council Cabinet Member for Performance and Resources			Greg Maw, S151 Officer Tel: 01452 396422 greg.maw@gloucester.gov.uk
NON	<p>Financial Monitoring Quarter 3 Report</p> <p><u>Summary of decision:</u> To receive an update on financial monitoring information for the third quarter 2023-24.</p> <p><i>Wards affected: All Wards</i></p>	6/03/24	Overview and Scrutiny Committee Cabinet Cabinet Member for Performance and Resources			Hadrian Walters, Accountancy Manager Tel: 01452 396231 hadrian.walters@gloucester.gov.uk
NON	<p>Performance Monitoring Quarter 3 Report</p> <p><u>Summary of decision:</u> To note the Council's performance in quarter 3 across a set of key performance indicators.</p> <p><i>Wards affected: All Wards</i></p>	6/03/24	Overview and Scrutiny Committee Cabinet Cabinet Member for Performance and Resources			Tanya Davies, Policy and Governance Manager Tel: 01452 396125 tanya.davies@gloucester.gov.uk

KEY	<p>Business Rates - Retail, Hospitality and Leisure Relief Scheme</p> <p><u>Summary of decision:</u> To propose a retail, hospitality, and leisure business rates relief scheme commensurate with government budget announcements.</p> <p><i>Wards affected: All Wards</i></p>	6/03/24	Cabinet Cabinet Member for Performance and Resources			Alison Bell, Intelligent Client Officer (Revenues & Benefits) Tel: 01452 396014 alison.bell@gloucester.gov.uk
ITEMS DEFERRED- Dates to be confirmed						
NON	<p>Blackfriars Priory Renewal Business Case</p> <p><u>Summary of decision:</u> To approve the Blackfriars Priory Development Plan</p> <p><i>Wards affected: All Wards</i></p>		Overview and Scrutiny Committee Cabinet			

**Gloucester City Council
Overview and Scrutiny Committee Work Programme
Updated 14th April 2023**

Item	Format	Lead Member (if applicable)/Lead Officer	Comments
24th April 2023			
Response to Corporate Peer Challenge	Cabinet Report	Leader of the Council	Requested by Overview and Scrutiny Committee
Sports and Physical Activity Strategy	Cabinet Report	Cabinet Member for Culture and Leisure	Requested by Overview and Scrutiny Committee
ICT Update – Meeting Recordings	Briefing	Cabinet Member for Performance and Resources	Requested by Overview and Scrutiny Committee
Task and Finish Group – Revised Membership			
5th June 2023			
Community Infrastructure Levy (CIL) Charging Schedule	Cabinet Report	Cabinet Member for Planning and Housing Strategy	Requested by Overview and Scrutiny Committee

Item	Format	Lead Member (if applicable)/Lead Officer	Comments
3rd July 2023			
Gloucestershire Airport Update – 10 Year Masterplan	Briefing	Leader of the Council and Cabinet Member for Environment	Requested by Overview and Scrutiny Committee

Dates to be confirmed	Format	Lead Member (if applicable)/Lead Officer	Comments
Levelling Up Fund Update – Round Two	Briefing/ Presentation	Leader of the Council and Cabinet Member for Environment	Requested by Overview and Scrutiny Committee
Climate Change Strategy	Cabinet Report	Leader of the Council and Cabinet Member for Environment	Requested by Overview and Scrutiny Committee
Water Quality and River Pollution Session	TBC		

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

Webcasting of Council Meetings

Progress update in respect of the City Council's ambition to enable Webcasting of Council meetings from the Council Chamber.

There is an ambition to webcast Council meetings to make them accessible to residents. To this end, the following solutions have been investigated and a view of each is provided.

Proposal

It is proposed that Council meetings should be broadcastable from the Council Chamber, using updated, upgraded microphones and cameras. These meetings should be accessible via social media for residents to view live or via recordings.

Current status

The Civica ModGov Meet product initially expected to be implemented for the proposal is in significant delay and does not fully meet the webcasting brief.

As of this month, we have engaged a 3rd party that specialises in webcasting and who have worked with other authorities and institutions to implement this technology. The initial brief was that it had to be easy to use, have suitable audio visual equipment to allow use of follow me cameras, wireless microphones and ability to live broadcast as well as publish recordings to social media. There is a site visit book to allow them to assess and accurately quote for the provision of this service.

Expected outcome

Civica will not be in a position to deliver their offering for at least 6 to 8 months and although it is significantly cheaper, it will not fully meet the requirement as it does not take into account the use of centralised and improved audio visual equipment to provide true live webcasting into the Chamber. Instead, it relies on the use of Members' laptops and cameras built into these. This would give a less than ideal experience for both Members participating and residents viewing the meetings.

This leaves the only option to pursue webcasting through a dedicated supplier of this technology. To achieve this, the expected spend will need to be raised and approved from an initial £30,000 to between £60-£80,000. Attached is a summary slide of the project to date.

Given the current financial pressures and the rise in the potential costs, advice will need to be sought as to where the funding will come from for this project to continue forward.

WebCasting Council Meetings

Completed during reporting period	Milestones
<ul style="list-style-type: none"> • Meetings held with Civica and offering discussed • Meeting held with 3rd party vendor for alternate solution • Site visit booked for 26th April 	Assess Previous Civica Offering March 23
	Engage 3 rd party for Webcasting provision April 23
	Site visit and scoping Costs May 23
	Potential fit out / training Dates 6 – 8 weeks post procurement
Issues and Risks	Next Steps
<ul style="list-style-type: none"> • Civica offering does not fully fit the webcasting brief. Product is still in <u>it's</u> development stage having had a set back of over a year • A webcasting solution for the Council chamber will be expensive – 60-80k. Benefit vs cost needs to be a consideration when moving forward to an agreed solution 	<ul style="list-style-type: none"> • Third party to visit site and scope hardware requirements • Costs provided for review • Procurement cycle • Fit out - <u>incl</u> Training – testing

Plan Variance?	• Dependent on solution cost could rise from 15k – to 80k
Next Milestone?	• Site visit from Webcasting company
Budget?	• initial Civica estimate was 10 – 15k. Webcasting solution will be Circa 60-80k





Meeting:	Overview and Scrutiny Committee	Date:	24 April 2023
	Cabinet		3 May 2023
Subject:	Corporate Peer Challenge – Report and Action Plan		
Report Of:	Leader of the Council		
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. Corporate Peer Challenge Report 2. Action Plan		

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 The purpose of this report is to share the report and recommendations resulting from the Corporate Peer Challenge (CPC) undertaken by a team of Local Government Association (LGA) peers in November 2022, and to publish the Council’s response in the form of an Action Plan, setting out how the Council proposes to meet the recommendations.

2.0 Recommendations

2.1 Overview and Scrutiny Committee is asked to consider the information contained in the report and make any recommendations to the Cabinet.

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

- (1) The Corporate Peer Challenge report and recommendations be welcomed.
- (2) The report be circulated to Members, Officers and partners involved in the Corporate Peer Challenge and made available to the public via the council’s website.
- (3) The Action Plan prepared in response to the recommendations be approved.

3.0 Background and Key Issues

3.1 As part of its approach to sector led improvement, the Local Government Association (LGA) offers a fully funded corporate peer challenge (CPC) every four to five years. The Council’s last CPC took place in 2017.

- 3.2 The LGA offers the following description of the CPC process: *“By bringing together political and managerial leadership, through the use of member and officer peers, a peer challenge provides robust, strategic and credible challenge and support to councils. Peer challenge also enhances the capacity of the sector and helps to avoid insularity within councils.”*
- 3.3 A CPC involves a team of elected Member and Officer peers from other councils, who come together for a short period of time to review and challenge practice of the host authority. The peer team was selected for their relevant expertise in the areas that the Council chose to focus on. The peers were:
- Huw Bowen – Chief Executive, Chesterfield Borough Council
 - Cllr Linda Haysey – Leader, East Hertfordshire District Council
 - Jon-Paul Hedge – Director, Exeter City Council
 - Emma Foy – Director of Corporate Services, West Lindsey Borough Council
 - David Cowan – IT Manager, Copeland Borough Council
 - Helen Wilkinson – LGA Shadow Peer
 - Kathryn Trant – LGA Peer Challenge Manager
- 3.4 The CPC process is not an inspection; rather it is about continuous improvement. There is an expectation that councils share the feedback report widely to demonstrate openness and transparency about how they are led and managed.
- 3.5 The peer team considered the following five themes, which form the core components of all Corporate Peer Challenges and are critical to councils’ performance and improvement:
1. **Local priorities and outcomes** - Are the council’s priorities clear and informed by the local context? Is the council delivering effectively on its priorities?
 2. **Organisational and place leadership** - Does the council provide effective local leadership? Are there good relationships with partner organisations and local communities?
 3. **Governance and culture** - Are there clear and robust governance arrangements? Is there a culture of challenge and scrutiny?
 4. **Financial planning and management** - Does the council have a grip on its current financial position? Does the council have a strategy and a plan to address its financial challenges?
 5. **Capacity for improvement** - Is the organisation able to support delivery of local priorities? Does the council have the capacity to improve?
- 3.6 In addition, the Council asked the peer team to provide feedback on:
- How the council responded to the cyber incident.
 - Whether the work undertaken by the council to tackle inequalities is improving outcomes for residents.
- 3.7 The peer team prepared for the process and familiarised themselves with Gloucester by reviewing a range of information. The team spent three days on site, gathering information from more than 40 meetings and speaking with more than 50 people, including elected Members, Officer and a variety of partners and stakeholders.

3.8 The report at Appendix 1 provides a summary of the team's findings and feedback on areas where the Council could focus improvement activity.

3.9 The peer team praised the Council's understanding of and ambitions for its place and people, commending our comprehensive Council Plan, which sets a clear vision and places emphasis on tackling inequalities and climate change as cross cutting themes. The team's feedback highlighted the following strengths:

- The Council is fortunate to have high quality staff, who are both proud of and passionate about the work they do.
- Governance arrangements and council committees work well. There is a collective desire for political consensus where it is in the best interests of the City and its people., and there is a good working relationship between the political leadership and SMT.
- The Council is recognised as well led and is well respected by its partners, who are primed to collaborate and support the political and organisational leadership to deliver the Council Plan.
- The Council's enviable track record of strengths-based community development work and positive relationships with Gloucester's passionate voluntary and community sectors.
- The leadership and co-ordination role undertaken by the Council during the Covid-19 pandemic which saw essential support provided to individuals and the business community.
- The Council's impressive track record of organisational and place leadership and its ambitious growth agenda, noting the scale of regeneration already achieved and the resulting economic benefits.
- The Council has achieved notable success, including funding and awards for its cultural venues, retention of the Purple Flag for provide a safe evening economy, Green Flags for three parks and a silver award in the Visit England Awards for Excellence 2022.
- The Council's ability to continue delivering facilities and services following the cyber incident, through creative workarounds and solutions.
- Examples of the Council's work to tackle inequalities in the City, coupled with a positive approach to collaboration and partnership working.

3.10 The peer team highlighted the challenges it considers the Council to be facing and made a number of key recommendations in support of continuous improvement, which are set out in the Action Plan at Appendix 2, along with the Council's response.

4.0 Social Value Considerations

4.1 The peer team highlighted and commended the Council's social value work through procurement, as part of its work on tackling inequalities, and recommended that a new strategic priority framework and corporate resource plan for tackling inequalities be developed.

5.0 Environmental Implications

5.1 The peer team noted the Council's commitment to acting on climate change, which, along with tackling inequalities, are the two key cross cutting themes that run through the Council Plan.

6.0 Alternative Options Considered

6.1 The LGA expects councils to produce and publish the CPC report and an action plan, therefore no alternative options are available.

7.0 Reasons for Recommendations

7.1 The peer team's findings and recommendations are welcomed. Publication of the report demonstrates the Council's desire to be open and transparent and approval of the Action Plan will ensure that further improvements are made.

8.0 Future Work and Conclusions

8.1 The report and Action Plan will be shared with elected Members, Officers and partners who were involved in the process. They will also be published on the Council's website.

8.2 Delivery of the Action Plan will be monitored by Cabinet and SMT and, in 6 months' time, a check-in meeting will take place with the LGA to explore progress and discuss next steps and any challenges.

9.0 Financial Implications

9.1 There are no financial implications arising directly from the recommendations in this report, however, the resource implications of implementing the Action Plan will be assessed and considered as each element is progressed.

9.2 While not part of the main recommendations, the peer team made the following suggestions regarding the Council's financial planning and management:

- To consider carrying out a self-assessment of compliance with the CIPFA Code of Financial Management to help identify key areas to focus on in the recovery from the cyber incident.
- To consider using Internal and External Audit to support the Finance Team and provide additional assurance.
- To consider continuing to strengthen the Council's financial resilience to further protect itself from various risks.

These recommendations will be reviewed in consultation with relevant stakeholders.

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

10.0 Legal Implications

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

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

11.0 Risk & Opportunity Management Implications

11.1 Effective engagement with sector led improvement is an important part of good corporate governance. The findings of the peer challenge have provided us with assurance and its recommendations will enable further improvement of the council's processes, practice and service delivery.

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 There are no community safety implications arising directly from the recommendations in this report.

14.0 Staffing & Trade Union Implications

14.1 There are no staffing and trade union implications arising directly from the recommendations in this report, however staff and trade unions have been consulted on the Senior Management Team restructure undertaken in response to the recommendation regarding the need to increase strategic capacity.

Background Documents: None

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LGA Corporate Peer Challenge

Gloucester City Council

22nd – 25th November 2022

Feedback report





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1. Executive summary

Gloucester City Council (GCC) has a good understanding of and is clearly ambitious for its place and people, and that understanding has informed the development of a well-crafted and comprehensive Council Plan. The achievements of GCC should give the political leadership confidence to drive the council's ambition for 'Building a Greener, Fairer, Better Gloucester'.

As an organisation, GCC is well led and a well-respected partner; its partners stand ready to collaborate with and support the council's political and organisational leadership in delivering the Council Plan.

Utilising the Council Plan as a base document; the council needs to evolve a SMART performance management framework that promotes timely challenge and proactive management action where needed and allows the council to better identify and celebrate its successes. For the council to be better able to communicate and celebrate those successes, an urgent review is needed of the council's current delivery arrangements for external communications and marketing.

GCC is blessed to have the quality of staff that it has, who evidence a real passion to do their very best for the city and people of Gloucester. The Council needs to carry out a review of its current strategic and transactional HR delivery arrangements with a view to optimising the ability of GCC to recruit and retain the very best staff.

Whilst the scale and nature of the ambition for the growth of the city is palpable and evident for all to see, this appetite needs to be balanced and conditioned by the current economic conditions and financial challenges being faced by the sector. If GCC is going to continue on its current trajectory, it must develop and maintain robust project governance arrangements that provide timely line of sight for the political leadership on matters of budgetary management and control, and risk and sensitivity analysis.

The priority of delivering the Forum development to time and budget is understandable, but there is a need to also maintain focus on the High Street with the opportunity for this to be fulfilled through the work of the City Commission and the development of a new vision for the future of the city centre.

The council needs to consider pulling all the strands of its growth work into one overarching Growth Strategy which should align with the Council Plan.

GCC must look to work with its willing partners to ensure that the people of Gloucester are given every opportunity to gain from the benefits of the council's ambitious growth agenda; active consideration therefore needs to be given to the development of new programmes to address worklessness and to improve the employability and skills of people within the city's most deprived communities.

GCC organisational leadership and management is at the limits of its current capacity and there is an urgent need to take stock as to the sufficiency of the council's staff resources to continue to deliver everything that the council is seeking to do through the Council Plan and at a pivotal time for the local government sector.

GCC has an enviable track record of strengths based community development work over many years as exemplified through its Asset Based Community Development (ABCD) programme; with the advent of the new Integrated Community System (ICS) this is an opportune time for the city council to take stock of its current programme of activities with the input of partners and to reset the agenda with the development of a new strategic framework and corporate resource plan for tackling inequalities.

The current political governance arrangements appear to be working well and there is evidence of political consensus between group leaders where it is in the best interests of the place and people.

GCC would however benefit from seeking external advice and support to review and address a number of current challenges including member/officer relations, member conduct, and clarity on roles and responsibilities. The recruitment of a permanent Monitoring Officer, with sufficient capacity and experience would also help inform such a review and lead on any identified improvements.

In addition to the good work that the council did to support its residents, businesses, and communities through the Covid 19 pandemic, GCC has done remarkably well to also continue to deliver its facilities and services, following the cyber incident experienced in December 2021.¹

¹ In December 2021 Gloucester City Council experienced a significant cyber incident that caused widespread disruption to all council services

The anniversary of the cyber incident could be considered an opportune time for GCC to take stock of its recovery programme; it is important that this is a whole organisation review and not just centred on the technology aspects of the recovery.

Whilst we have seen clear evidence of the quality of the council's internal communications activities, further consideration needs to be given to how best to keep staff updated on the cyber recovery and what it means for their respective service areas.

2. Key recommendations

There are a number of observations and suggestions within the main section of the report. The following are the peer team's key recommendations to the council:

2.1. Performance Management Framework

Utilising the Council Plan as a base document; the council needs to evolve a SMART performance management framework that promotes timely challenge and proactive management action where needed, and allows the council to better communicate and celebrate its successes

2.2. Review delivery arrangements for external communications

For the council to be better able to communicate and celebrate its successes, an urgent review is needed of the council's current delivery arrangements for external communications and marketing

2.3. Review HR delivery arrangements

The Council needs to carry out a review of its current strategic and transactional HR delivery arrangements with a view to optimising the ability of Gloucester City Council to recruit and retain the very best staff

2.4. Develop and maintain robust project governance arrangements

If Gloucester City Council is going to continue on its current growth trajectory, it must develop and maintain robust project governance arrangements that provide timely line of sight for the political leadership on matters of budgetary management and

control, and risk and sensitivity analysis, for example, it is recommended that the Forum Business Case is subject to continuous review and refresh to consider the impact of increased borrowing costs and contract inflation on delivery and the council's medium term financial plan

2.5. Overarching Growth Strategy

The council needs to consider pulling all the strands of its growth work into one overarching Growth Strategy which should align with the Council Plan

2.6. Address worklessness and improve the skills and employability of local people

Active consideration needs to be given to the development of new programmes to address worklessness and to improve the employability and skills of people within the city's most deprived communities

2.7. Review staff resources against the Council Plan requirements

There is an urgent need to take stock as to the sufficiency of the council's senior staff resources to continue to deliver everything that the council is seeking to do through the Council Plan and at a pivotal time for the local government sector

2.8. Review the role of members

The council is recommended to seek external advice and support to review the role of members within the organisation and to help address a number of current challenges including member/officer relations, member conduct, and clarity on roles and responsibilities. The recruitment of a permanent Monitoring Officer, with sufficient capacity, would also help inform such a review and lead on any identified improvements

2.9. Whole organisation review of the cyber incident

At the anniversary of the cyber incident, it is considered an opportune time for GCC to take stock of its recovery programme; it is important that this is a whole organisation review and not just centred on the technology aspects of the recovery

2.10. Develop a strategic priority framework for tackling inequalities

It is recommended that the council develops a strategic priority framework for tackling inequalities, both internally and with its partners, to be matched by adequate resource.

3. Summary of the peer challenge approach

3.1. The peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected the focus of the peer challenge and peers were selected on the basis of their relevant expertise. The peers were:

- Huw Bowen – Chief Executive, Chesterfield Borough Council
- Cllr Linda Haysey – Leader, East Hertfordshire District Council
- Jon-Paul Hedge – Director, Exeter City Council
- Emma Foy – Director of Corporate Services, West Lindsey Borough Council
- David Cowan – IT Manager, Copeland Borough Council
- Helen Wilkinson – LGA Shadow Peer
- Kathryn Trant – LGA Peer Challenge Manager

3.2. Scope and focus

The peer team considered the following five themes which form the core components of all Corporate Peer Challenges. These areas are critical to councils' performance and improvement.

1. **Local priorities and outcomes** - Are the council's priorities clear and informed by the local context? Is the council delivering effectively on its priorities?
2. **Organisational and place leadership** - Does the council provide effective local leadership? Are there good relationships with partner organisations and local communities?
3. **Governance and culture** - Are there clear and robust governance arrangements? Is there a culture of challenge and scrutiny?

4. **Financial planning and management** - Does the council have a grip on its current financial position? Does the council have a strategy and a plan to address its financial challenges?
5. **Capacity for improvement** - Is the organisation able to support delivery of local priorities? Does the council have the capacity to improve?

In addition to these questions, the council asked the peer team to provide feedback on:

- How the council responded to the cyber incident
- Whether the work undertaken by the council to tackle inequalities is improving outcomes for residents

3.3. The peer challenge process

Peer challenges are improvement focused; it is important to stress that this was not an inspection. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared by reviewing a range of documents and information in order to ensure they were familiar with the council and the challenges it is facing. The team then spent three days onsite at Gloucester City Council, during which they:

- Gathered information and views from more than 40 meetings, in addition to further research and reading.
- Spoke to more than 50 people including a range of council staff together with members and external stakeholders.

This report provides a summary of the peer team's findings. In presenting feedback, they have done so as fellow local government officers and members.

4. Feedback

4.1. Local priorities and outcomes

GCC has a good understanding of and is clearly ambitious for its place and people, and that understanding has informed the development of a well-crafted and comprehensive Council Plan. The Plan sets the vision and priorities for the organisation with tackling inequalities and climate change identified as cross cutting themes.

GCC knows that it cannot achieve its vision alone. The council has an enviable track record of strengths based community development work over many years, as exemplified by its lead role in establishing the Gloucester Community Building Collective.

In addition to direct delivery of community based services, these past efforts resulted in local people and community groups creating their own solutions during the covid-19 pandemic. The council undertook a coordination role with the Gloucester Community Help Hub which saw thousands of individuals receive the assistance they needed to ensure the supply of essential food and medicine was delivered to those in need. Appreciation for the council's support to the business community was reflected to the peer team, for example the prompt payment of support grants to help ensure the survival of local businesses.

The city's voluntary and community sectors are equally passionate about Gloucester City and stand ready and willing to work with the council. The peer team's view is that post the pandemic GCC now needs to provide direction to those sectors to optimise and better coordinate their delivery activities towards addressing inequalities and improving the health and wellbeing of the city's residents.

The evolving Integrated Care System (ICS) also offers the opportunity for GCC and its multiple partners to take stock and reset GCC's agenda with the development of a new strategic framework and corporate resource plan for tackling inequalities.

GCC has a performance management framework and examples of performance monitoring reports were shared with the peer team. There is a data driven approach to service delivery; its headline performance can be found on the LGA's free data benchmarking tool **LG Inform**.

Whilst the council understands the importance of using data and evidence to drive improvement, the performance management framework is not currently optimised to support GCC to evidence the outcomes of its actions against the vision and priorities of the Council Plan. Utilising the Council Plan as a base document, the council needs to evolve a SMART performance management framework that will promote timely challenge and proactive management action where needed and allow the council to better communicate and celebrate its successes.

4.2. Organisational and place leadership

GCC is a council with an impressive track record of organisational and place leadership as exemplified by its city centre regeneration programme, strong commitment to culture and the Commission on Race Relations which, along with its achievements, should give the political leadership and the council the confidence to deliver on its vision and priorities and continue to make bold decisions in the best interests of the city and its residents, businesses, and communities.

The council takes its role and responsibility for place leadership seriously. It has an appetite to be creative and to take risks, but it is the view of the peer team that these risks need to be balanced and conditioned by the current economic conditions and financial challenges being faced by the sector, for example, the increased costs of borrowing to fund development and the significant hikes in pay, contract, and utility inflation.

The growth agenda is hugely ambitious. The council has already delivered at scale to regenerate areas of the city centre and should be proud of what it has achieved, not just in terms of physical expression for example, Gloucester Quays, but the aligned evidence showing strong business growth, high economic activity rates and an increasingly young and technically skilled workforce. Improving the physical environment and making culture and leisure facilities available to all will deliver better outcomes and opportunities for residents. The council has already supported the recent delivery of 640 affordable homes in Gloucester to encourage more people to live in the city centre.

The peer team recommend that the council considers the development of an overarching Growth Strategy that aligns with the Council Plan, and with an associated focus on project governance and resource planning.

If GCC is going to continue on its current growth trajectory, it will need to develop and maintain robust project and programme governance arrangements that will provide timely line of sight for the political leadership on matters of budgetary management and control, and risk and sensitivity analysis. The resource planning element will also ensure sufficient resources are allocated to deliver the growth priorities that align with the Council Plan. The priority of delivering The Forum development to time and budget is understandable, but GCC must also maintain focus on the rest of the City centre. There is opportunity for this to be fulfilled through the work of the City Commission and the development of a new vision for the future of the city centre.

An overarching Growth Strategy will help the council to be conscious of ensuring that delivery of the bigger growth projects doesn't result in detriment to other parts of the city, a concern expressed by some members and partners, and that every resident of the city has equality of opportunity to benefit from the new jobs that will be created.

It is the view of the peer team that active consideration needs to be given to the development of new programmes to address worklessness and to improve the employability and skills of people within the city's most deprived communities. There are still too many people of working age claiming unemployment benefits with no or low levels of qualifications, high levels of deprivation in several of the city's communities and around 20% of children living in poverty. If the better jobs go to people travelling into the city, then the value of GCC's growth agenda to the city's residents will be lost.

As an organisation, GCC is recognised as well led and a well-respected partner; its partners stand ready to collaborate with and support the council's political and organisational leadership in delivering the Council Plan, but to deliver on the growth agenda, the peer team feel that priority will need to be given to strengthening the working relationships between Gloucester City Council and Gloucestershire County Council. None of GCC's big growth projects can be achieved without the co-operation of the upper-tier authority in the timely delivery of its highways, education, public health, and social care functions. There is also an evolving county devolution context through which the present Government seems increasingly likely to route local growth funds.

4.3. Governance and culture

There is a collective desire within GCC for consensus working across the council. The leaders of all three groups meet regularly, and the current political governance arrangements appear to be working well. There is evidence of political consensus between group leaders where it is in the best interests of the place and the people of Gloucester city and evidence of a good relationship between the political leadership and SMT.

Council committees work well, they are seemingly well chaired and focused on their roles and areas of responsibility. It is positive that Overview and Scrutiny is opposition led, and there is a mutually respectful relationship between Cabinet and Overview and Scrutiny Committee. In the view of the peer team however, the council should consider an annual work programming session to develop a work programme for the Overview and Scrutiny Committee. This will offer the opportunity for more members to undertake policy development roles in support of the council and encourage the selection of topics that will add value for the residents and businesses of Gloucester.

Of the members that the peer team spoke to, there were a range of experiences when engaging with officers to support residents case work. The peer team felt that the Member Development Programme should be reviewed, and an ongoing learning and development programme maintained. Such a programme would ensure that new and existing members have the knowledge they need to know how the council works, who to contact about specific constituency matters, and the standards of behaviour expected of them when fulfilling their roles and responsibilities in line with the Members Code of Conduct and Member Officer protocol.

Furthermore, the peer review team felt that the council would benefit from seeking external advice and support to review the role of members within the organisation and help address a number of challenges including member/officer relations, member conduct, and clarity on roles and responsibilities. It was also felt that urgent consideration should be given to the appointment of a permanent Monitoring Officer to help inform such a review and lead on any identified improvements. Whilst there is trust and confidence in the senior leadership team, the appointment of a permanent Monitoring Officer with sufficient capacity and experience to strengthen governance arrangements is recommended.

4.4. Financial planning and management

At the time of the peer team visit, a draft money plan and budget report had been produced for the Overview and Scrutiny Committee's budget meeting on 5th December. These documents were shared with the peer team. The figures were subject to review and receipt of the December local government finance settlement, however, the budget report showed that at that time, a balanced budget was achievable for 2023/24.

Clearly, the cyber incident is still having an impact on available data. The peer team therefore felt that the council would benefit from carrying out a self-assessment of compliance with the CIPFA Code of Financial Management to help identify key areas to focus on in the recovery from the cyber incident.

Consideration should be given as to whether resources in the Finance Team are sufficient to deliver the Quarter 3 and Quarter 4 budget monitoring reports to time. Accountability for and governance of the project for the delivery of the recovery of financial data is not clear, for example there are no risk registers or monitoring of costs. To complete the work, the Finance Team may need additional capacity. There is an opportunity for the council to use critical friends such as Internal and External Audit to support the team and provide additional assurance. Internal Audit would be happy to provide support and assurance over the recovery of core financial systems and would move resources to do so. The peer team would also encourage an early conversation with External Audit following the cyber incident about their approach, timings and fees going forwards.

The peer team view is that the council needs to give serious consideration to continuing to strengthen its financial resilience; whilst there is evidence that the council's political and organisational leadership are cognisant of the current risks arising from the state of the economy and the financial challenges faced by the sector, potential legacy risks from the cyber incident and current construction delivery and borrowing risks in relation to the Forum development, the council would benefit from being in a healthier position in relation to the level of its Reserves and provisions.

As previously noted, if GCC is going to continue on its current growth trajectory, it is recommended to develop and maintain robust project and programme governance arrangements that will provide timely line of sight for the political leadership on matters of budgetary management and control, and risk and sensitivity analysis. It is therefore specifically recommended that the Forum Business Case is subject to continuous review and refresh to consider the impact of increased borrowing costs and contract inflation on delivery and the council's medium term financial plan.

4.5. Capacity for improvement

GCC is blessed to have the quality of staff that it has, who reflected a sense of pride and a real passion to do their very best for the city and people of Gloucester.

However, the peer team found GCC's organisational leadership and management to be at the limits of their current capacity. There is an urgent need to take stock as to the sufficiency of the council's management and staff resources to continue to deliver everything that the council is seeking to do through the Council Plan and at a pivotal time for the local government sector. The council needs to be cognisant that if it was to lose some of its key leadership and service management personnel, there would currently be insufficient depth within the organisation to sustain the current levels of performance against the Council Plan.

GCC is a council that achieves success. In addition to the success of the regeneration projects, it has successfully applied for funding for the Museum of Gloucester to carry out repairs and improvements, the Guildhall has been chosen to join the prestigious Arts Council England's National Portfolio which will result in additional funding over the next three years, it has once again been awarded the Purple Flag national safety award which celebrates places that provide a diverse, safe and welcoming night out, it has enjoyed Green Flag success with three of its parks receiving accreditation and Visit Gloucester won a silver award in the Visit England Awards for Excellence 2022.

For the council to be better able to communicate and celebrate its successes, the peer team view is that an urgent review is needed of the council's current delivery arrangements for external communications and marketing. The council's external communications work appears largely reactive, and any proactive communications and marketing activity is dependent on the availability of personnel under the current resourcing arrangements through Gloucestershire County Council.

The Council also needs to carry out a review of its current strategic and transactional HR delivery arrangements with a view to optimising the ability of GCC to recruit and retain the very best staff and to provide managers with an appropriate standard of support and advice on HR matters.

4.6. Response to cyber incident

In December 2021, GCC experienced a significant cyber incident that caused widespread disruption to all council services.

The council worked with national cyber agencies and expert cyber incident investigators and incident response to access immediate incident response and recovery advice. The impact of systems loss has been deep and has presented a real challenge to many service areas within the council, these challenges continue to impact the council at the current time.

GCC has done remarkably well to continue to deliver its facilities and services, post the cyber incident experienced; senior leadership and service managers should be commended for their creativity in developing work arounds and solutions to maintain effective service delivery for residents and businesses.

The council adopted a recovery plan to fully restore lost systems and data back to a pre-incident functional level in a measured approach and also embraced a move to cloud solutions to help improve future cyber resilience.

The adopted recovery plan appears to have been run as a predominantly IT focused recovery plan and we would recommend that a wider organisational wide recovery plan would be beneficial to adopt. This organisational wide recovery plan needs to encompass all aspects of IT application restoration, data restoration, re-entry of the data from the last 12 months into the recovered applications and monitoring the impacted services back to a pre-cyber incident level of operation and performance.

The cyber incident revealed some issues in service area business continuity plans in respect of reliance on ICT to respond, which is not possible when ICT is impacted at a major level. Since the incident response the council has taken positive steps to address this with all service areas doing full business impact analysis including ICT loss and revised service areas business continuity plans. As a result, there is now a better understanding of the impact on service delivery in case of ICT loss.

Communications concerning the cyber recovery to the wider council appear to have had mixed effectiveness, it is therefore suggested that a new organisational wide recovery plan should review an associated communications plan. Whilst we have seen clear evidence of the quality of the council's internal communications activities, further consideration needs to be given to how best to keep staff updated on the cyber recovery and what it means for their respective service areas, for example budgetary information and service demand which is critical for service planning.

As the council is now approaching the first anniversary of the cyber incident it may also be worth considering undertaking a deep review of the council's response and recovery activity to date for any possible valuable lessons learned and to help inform and ensure a wider organisational recovery plan can fully address the council's full recovery needs; it is important that this is a whole organisation review and not just centred on the technology aspects of the recovery.

4.7. Tackling inequalities

Tackling inequalities, along with acting on climate change, are the two key cross cutting themes that run through each area of the Council Plan. GCC values diversity and is committed to meeting the evolving needs of residents. It has an aspiration to tackle inequalities through everyday operational practice.

There are brilliant individual examples of work to tackle inequalities in the city supported by a positive approach to collaboration and partnership working across the board. Examples include social value work through procurement, delivering city centre focused community safety and the leisure and culture team apprentice programme offering social mobility. Tentative agreements have been established with community VCS organisations to help facilitate the four Calls to Action arising from the Commission to Review Race Relations. GCC understands that community buy in is fundamental to change and this process is designed as community led.

The cabinet member for Communities and Neighbourhoods has been able to introduce a number of initiatives for tackling health inequalities through his role working for the NHS.

The peer team feel that the council's approach would benefit from a strategically focused methodology that draws together the golden thread of opportunities across the council and ranks them against capacity and impact. Ongoing impact should then be reviewed and shared to assess if outcomes for residents are being improved.

It is further recommended that with the advent of the new ICS arrangements this is an opportune time for the city council to take stock of its current work on tackling inequalities with the input of partners and to reset the agenda through the development of a new strategic priority framework and corporate resource plan for tackling inequalities and improving the health and wellbeing of the city's residents and communities.

As has been previously referenced, GCC must also look to work with its willing partners to ensure that the people of Gloucester are given every opportunity to benefit from the council's ambitious growth agenda; active consideration therefore needs to be given to the development of new programmes to address worklessness and to improve the employability and skills of people within the city's most deprived communities.

5. Next steps

It is recognised that senior political and managerial leadership will want to consider, discuss, and reflect on these findings.

Both the peer team and LGA are keen to build on the relationships formed through the peer challenge. The CPC process includes a six-month check-in session, which provides space for the council's senior leadership to update peers on its progress against the action plan and discuss next steps.

In the meantime, Paul Clarke, Principal Adviser for the South West, is the main contact between your authority and the Local Government Association. Paul is available to discuss any further support the council requires.

paul.clarke@local.gov.uk.

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LGA Corporate Peer Challenge

Action Plan

No	Recommendation from the peer team	Our response and current/planned action	Timescale	Accountable officer
1.	<p>Performance Management Framework</p> <p>Utilising the Council Plan as a base document; the council needs to evolve a SMART performance management framework that promotes timely challenge and proactive management action where needed, and allows the council to better communicate and celebrate its successes</p>	<p>Agreed. We will review the current input-based performance reporting information provided to Cabinet and Overview and Scrutiny with a more qualitative, outcome-focused approach that demonstrates the Council's progress towards achieving the vision and aims set out in the Council Plan. This work had already commenced with the production of the first bi-annual Council Plan Progress Report in January 2023.</p> <p>We will retain the existing performance framework for internal monitoring of service delivery and performance, as this has proved a valuable mechanism for identifying service challenges and ensuring appropriate and timely action.</p>	December 2023	Policy and Governance Manager
2.	<p>Review delivery arrangements for external communications</p> <p>For the council to be better able to communicate and celebrate its successes, an urgent review is needed of the council's current delivery arrangements for external communications and marketing</p>	<p>Agreed. We will undertake a review of current arrangements, working with the Communications Business Partner and Managers to understand what works and what improvements are required to ensure that external communications are proactive and appropriately resourced. Following the review, we will consider options for future delivery of the service. As part of this, we will consider whether a dedicated LGA Communications Peer Review would assist the analysis.</p>	December 2023	New Head of Transformation and Commissioning
3.	<p>Review HR delivery arrangements</p> <p>The Council needs to carry out a review of its current strategic and transactional HR delivery arrangements with a view to optimising the ability of Gloucester City Council to recruit and retain the very best staff</p>	<p>Agreed. We will undertake a review of current arrangements, working with the HR Business Partner and Managers to understand what works and what improvements are required. The current arrangements consist of a collection of functions provided by different teams at Gloucestershire County Council and, as part of the review, we will take the time to fully understand the relationships between these functions. Following the review, we will consider options for future delivery of the service.</p>	December 2023	New Head of Transformation and Commissioning
4.	<p>Develop and maintain robust project governance arrangements</p>	<p>Agreed. We recognise that our ambitious growth agenda must be supported by rigorous governance arrangements, resource planning and risk management to ensure its success, while also maintaining the financial viability of the Council as a whole. We have begun formalising the project</p>	Completed	Head of Place / New Head of Finance and Resources

	<p>If Gloucester City Council is going to continue on its current growth trajectory, it must develop and maintain robust project governance arrangements that provide timely line of sight for the political leadership on matters of budgetary management and control, and risk and sensitivity analysis, for example, it is recommended that the Forum Business Case is subject to continuous review and refresh to consider the impact of increased borrowing costs and contract inflation on delivery and the council's medium term financial plan</p>	<p>governance arrangements already in place for our major schemes, and the newly created Major Projects Board will provide the essential leadership and financial oversight needed to balance momentum with risk, through a robust reporting framework.</p> <p>In respect of The Forum, continuous review of the business case is already in place but will be embedded through the new major projects reporting framework.</p> <p>This work will be guided by the new overarching Growth Strategy highlighted in recommendation 5, to ensure that the Council takes a broad view across all major City-wide schemes and projects.</p>		
5.	<p>Overarching Growth Strategy The council needs to consider pulling all the strands of its growth work into one overarching Growth Strategy which should align with the Council Plan</p>	<p>Agreed. The Regeneration and Economic Development Strategy expired in 2021 and, while the Council's ambitious growth agenda has pushed on at pace, regenerating the City and creating clear economic benefits, we agree that a new strategy is now needed to draw this work together. Building on the work of the City Commission, the new strategy will pull together the Council's priority regeneration projects alongside the actions and objectives of the City Commission, while putting equality of opportunity for all residents at the forefront of our plans. The strategy will also highlight the essential role that our partners play in achieving our vision.</p>	March 2024	Head of Place
6.	<p>Address worklessness and improve the skills and employability of local people Active consideration needs to be given to the development of new programmes to address worklessness and to improve the employability and skills of people within the city's most deprived communities</p>	<p>Under consideration. The role of District Councils viz-a-viz other authorities such as the County Council in relation to the skills agenda is currently under review, following the County Council's Devolution bid and incorporation of adult skills resource from the Local Enterprise Partnership, and the Government's recent announcement that it is minded to cease funding Local Enterprise Partnerships from April 2024.</p> <p>The City Council is already delivering individual projects to improve the skills and employability of local people through its Social Value Policy application to various projects. In particular, it has contracted with Kier as part of the Forum development to develop a skills programme to create employment opportunity in construction and hospitality industries.</p>	tbd	tbd

7.	<p>Review staff resources against the Council Plan requirements</p> <p>There is an urgent need to take stock as to the sufficiency of the council's senior staff resources to continue to deliver everything that the council is seeking to do through the Council Plan and at a pivotal time for the local government sector</p>	<p>Agreed. A Senior Management Restructure has been developed, consulted on, and is in the process of being implemented, with the primary aim of increasing strategic capacity by replacing the Director of Policy Resources post with two Head of Service posts, one for Finance and Resources and one for Transformation and Commissioning, along with the bringing together of a number of lines of business to provide greater synergy and cooperation, and to improve the customer journey. Increasing the Senior Management Team by one full time post will add to the capacity and resilience required to ensure that the Council is equipped to deliver the ambitions set out in the Council Plan and the focus on 'transformation' will allow important work to improve the customer journey to continue at pace, while also providing the necessary capacity to meet recommendations 2 and 3.</p>	In Progress	Managing Director
8.	<p>Review the role of members</p> <p>The council is recommended to seek external advice and support to review the role of members within the organisation and to help address a number of current challenges including member/officer relations, member conduct, and clarity on roles and responsibilities. The recruitment of a permanent Monitoring Officer, with sufficient capacity, would also help inform such a review and lead on any identified improvements</p>	<p>Agreed. A permanent Monitoring Officer has been in post since January 2023, and we will undertake a programme of activity, steered by the Council's internal Corporate Governance Group and supported by the LGA as appropriate, including:</p> <ul style="list-style-type: none"> • A review of and update to key documents in the Constitution relevant to Member and Officer conduct and the relationship between Members and Officers. • Refresher training for all Members on the Code of Conduct. Training for Members and Officers to allow better understanding of their respective roles and responsibilities. • In consultation with the Member Development Working Group, a review of the Member Induction Programme ahead of the 2024 City Council Elections and consideration of how the ongoing Member Development Programme can build on recent positively received sessions aimed at setting realistic expectations and increasing Members' understanding of how the Council works, and the Councillor's role within this. • Discussion with the Overview and Scrutiny (O&S) Lead Members about how, alongside the successful pre-decision scrutiny, O&S can add value through policy development in areas that will have a positive impact on residents and businesses. 	<p>Summer 2023</p> <p>Post-elections 2024 March 2024</p> <p>Autumn 2023</p>	<p>Monitoring Officer</p> <p>Monitoring Officer</p> <p>Policy and Governance Manager</p> <p>Policy and Governance Manager</p>
9.	<p>Whole organisation review of the cyber incident</p> <p>At the anniversary of the cyber incident, it is considered an opportune time for GCC to take</p>	<p>Agreed. In response to this recommendation, we included questions about the initial and ongoing impact of the cyber incident in the Staff Survey in order to better understand how the incident affected and continues to affect staff morale, and to highlight any blind spots in terms of the ongoing recovery.</p>	December 2023	HR and Communications Business Partners

	<p>stock of its recovery programme; it is important that this is a whole organisation review and not just centred on the technology aspects of the recovery</p>	<p>We will carry out a 'stock take' with our internal staff 'Change Champions' group to delve into the detail of the Staff Survey feedback and discuss the workarounds that improved service provision and should therefore be retained.</p> <p>This work will inform the organisation-wide recovery plan and associated communications plan, to ensure that ongoing recovery workstreams are captured and progress is communicated effectively. As part of an internal review of the incident already agreed to, there will be a full assessment of valuable lessons learned.</p>		<p>Managing Director</p> <p>New Head of Transformation & Commissioning / Communications Business Partner</p>
10.	<p>Develop a strategic priority framework for tackling inequalities</p> <p>It is recommended that the council develops a strategic priority framework for tackling inequalities, both internally and with its partners, to be matched by adequate resource</p>	<p>Agreed, we are in the early stages of a scoping exercise.</p>	<p>December 2023</p>	<p>Director of Communities / Head of Culture</p>



Meeting:	Overview and Scrutiny Committee	Date:	24 April 2023
	Cabinet		3 May 2023
Subject:	Sport and Physical Activity Strategy		
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:	A) DRAFT Sport and Physical Activity Strategy 2023-2028		

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 To present the city’s Sport and Physical Activity Strategy 2023 - 2028

2.0 Recommendations

2.1 Overview and Scrutiny Committee is asked to consider the information contained in the main report and the strategy shown in the appendix and make any recommendations to Cabinet.

2.2 Cabinet is asked to **RESOLVE** that

- (1) The Sport and Physical Activity Strategy 2023 - 2028 is adopted

3.0 Background and Key Issues

3.1 Background

3.1.1 Gloucester City Council commissioned Active Gloucestershire to produce a Sport and Physical Activity strategy for Gloucester. Active Gloucestershire were able to demonstrate strong sector awareness, combined with excellent knowledge of sports and related activity in Gloucester and the wider county to produce the strategy.

3.1.2 The development of a Sport and Physical Activity strategy was one of a number of recommended key actions that arose from the options appraisal conducted by The Sport, Leisure and Culture Consultancy (SLC) in 2022.

3.1.3 SLC recommended that a Sports and Activity strategy be developed that would help articulate the changing needs and priorities in the city and which would support the city’s procurement of a company to manage its leisure facilities.

3.2 The Process

- 3.2.1 Active Gloucestershire followed a rigorous process to devise the strategy which included stakeholder engagement session with relevant council officers and members of the Cabinet, the governing sports bodies and their Gloucestershire representatives and key stakeholders including the current leisure management company Aspire, the University of Gloucestershire and members of the Integrated Care System (ICS) within the area. Additionally,
- 3.2.2 A visioning session was held with council officers and key members of the Cabinet.
- 3.2.3 A series of interviews were undertaken with 12 Gloucester organisations to get insights from a wide range of organisations.
- 3.2.4 Surveys were sent to schools, clubs and grass-roots sports clubs to ensure that a wide sample of ideas and suggestions was captured.
- 3.2.5 The information was analysed and synthesised to form the key findings and to create the vision, objectives and the key performance indicators.

3.3 **The Strategy**

3.3.1 From the above process the council and its partners developed a clear vision statement for sport and physical activity in Gloucester: ***‘Delivering a healthier, stronger, more active Gloucester’***

3.3.2 This vision complements key national and local strategic plans and encompasses all aspects of a systems-based physical activity including sport, health and wellbeing and active travel.

3.3.3 In order to deliver the vision, the strategy identifies 4 priorities. These are;

1. Achieving health and wellbeing outcomes
2. Reducing inactivity, increasing participation
3. Delivering a positive customer experience at our facilities
4. Working with Local Clubs, Groups and the Third Sector

3.4 A set of 18 Key Performance indicators will be used to track progress in relation to the priorities. These draw from data from a number of sources. The majority of the data required to be able to track KPIs will be provided through Sport England’s Active Lives survey and corresponding data sets. Others will come from the leisure management company and others from the city council’s own sources.

4.0 **Social Value Considerations**

4.1 Sports and activity is closely linked to health and well-being. The Council’s new priority focused on inequality presents a significant opportunity to re-focus leisure services on contributing towards narrowing health inequalities in the city. This will require a clear strategic approach to raising physical activity levels, particularly for those groups that are inactive or have underlying health issues.

5.0 **Environmental Implications**

5.1 Leisure services, as one of the Council's major contributors of carbon can play a significant role in the Council's climate emergency agenda. Coupled with rising energy prices there is a major incentive for both the Council and its leisure operator to invest in technology to reduce emissions.

5.2 The council will continue to seek innovative solutions to reduce and minimise the carbon emissions of its own facilities and encourage, through its partners greater participation in active travel and physical activity and use this strategy in a way that supports its ambitions to become carbon neutral by 2030.

6.0 Alternative Options Considered

6.1 The city has not previously had a Sport and Physical Activity strategy. The option to continue without a strategy was considered but rejected on the basis that the city needed one.

7.0 Reasons for Recommendations

7.1 The need for a Sport and Physical Activity strategy was highlighted during an options appraisal for the future provision of sports and leisure in the city in 2022.

7.2 With the council plan's focus on reducing inequality there is an opportunity strengthen the link to improved health and well-being through the creation of a Sport and Physical Activity Strategy.

7.3 A strategy will be beneficial to support the procurement of future leisure management services of the council's facilities.

8.0 Future Work and Conclusions

8.1 Publish the Sports and Physical Activity strategy on the council website and share widely with partners.

8.2 Encourage partners to use as a guide to tackling inequality and supporting wider health objectives in the city and to inform and support other strategies.

8.3 Ensure that the strategy is used in support of the council's future considerations of its leisure services and management of its facilities.

9.0 Financial Implications

9.1 The costs in delivering the strategy will not fall solely to the city council.

9.2 Costs will be required for supporting Sport England's QUEST accreditation. These will be a contractual obligation of the management company that manage the council's facilities.

9.3 The costs of managing the leisure facilities will be negotiated during a procurement process and will form part of future contract with a leisure management company in respect of the council-owned leisure facilities.

10.0 Legal Implications

10.1 There are no legal implications arising from the recommendation to adopt the Strategy. If required, legal advice and support will be sought on actions arising from the Strategy.

11.0 Risk & Opportunity Management Implications

11.1 None

12.0 People Impact Assessment (PIA) and Safeguarding:

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

13.0 Community Safety Implications

13.1 None

14.0 Staffing & Trade Union Implications

14.1 None

Background Documents: None

Cover page, image and title

Foreword

We know that participation in sport and physical activity offers an enormous range of benefits to individuals, families and communities. Being physically active lowers the risk of lifestyle related diseases such as diabetes and heart disease and can assist in preventing or surviving other illnesses. Participating in active recreation helps to refresh the mind, contributing to improved mental health and enhancing overall health and wellbeing. It can help build individual self-esteem and self-confidence, encourage social interaction, bring communities together and contribute to strong family relationships.

Physical activity is also an opportunity for people to get together: kicking a ball, riding a bike or watching the kids play sport are all opportunities for a families and friends to come together in an enjoyable and supportive way. Sport and physical activity also reduce healthcare costs, generate economic activity, provide opportunities for volunteering and skills development and play a role in reducing crime and antisocial behaviour.

Gloucester City Council and its partners recognise that the City has good capacity to deliver physical activity opportunities through its sport and leisure facilities, open spaces, schools and the wider environment. However, a sustainable approach to maintaining and developing these physical community assets is required as the local area faces a challenging economic climate in the coming years.

This strategic plan for sport and physical activity, covering the period 2023 to 2028, provides a clear direction for the Council to work in partnership to support healthy lifestyles in the community by reducing levels of inactivity amongst its residents, while at the same time helping local people who already participate in physical activity and sport be the best they can be.

Supported by four leading priorities and a set of Key Performance Indicators, the strategy will guide the development of activities, programmes and partnerships that can help realise the full potential of physical activity and sport within the community. At the same time, it will help to ensure that the Council and its delivery partners are working collaboratively towards the same goals, ensuring that resources are deployed efficiently and that new opportunities for participation are maximised.

About Gloucester

Located in the heart of Gloucestershire, the district, county town and cathedral City of Gloucester boasts a wealth of cultural, architectural and industrial heritage alongside a thriving, well connected local economy. Its population of just over 132,000 people enjoys access to numerous open spaces and waterways and a diverse range of sport, physical activity and cultural facilities.

Despite this backdrop the health and wellbeing of Gloucester residents is often compromised by low activity levels and, in some areas of the City, poor socio-economic conditions. Gloucester also has several diverse ethnic communities who experience inequalities and barriers to being physically active.

To further establish the context for this strategy it is useful to highlight some of the key demographic and health characteristics of the district:

- The population of Gloucester has increased by 8.9%, from around 121,700 in 2011 to 132,500 in 2021, higher than the overall increase for England over the same period (6.6%). As of 2021, Gloucester is the third most densely populated of the South West's 30 local authority areas. There has been an increase of 22.3% in people aged 65 years and over, an increase of 6.8% in people aged 15 to 64 years, and an increase of 6.1% in children aged under 15 years (2011 to 2021), all higher than the England averages.
- Public Health England's 2019 'Local Authority Health Profile for Gloucester' provides the most recent snapshot of the prevailing health conditions within our district, which are found to be varied compared with the England average. Life expectancy for men is lower than the England average, while life expectancy is 13.5 years lower for men and 9.5 years lower for women in the most deprived areas of Gloucester than in the least deprived areas. The under 75 mortality rate from cardiovascular diseases is worse than the England average, and in terms of children's health in Year 6, 23.6% (377) of children are classified as obese – this is worse than the average for England, as are the district's levels of teenage pregnancy.
- Regarding physical activity levels 60.8% of our local adult population are active for more than 150 minutes a week, slightly lower than the average across England (61.4%). However slightly more (12.4%) of local residents over the age of 16 are fairly active (30-149 minutes of activity per week), compared to the average of 11.5% across England. Between November 2018 and November 2021 levels of adult inactivity rose from 24.6% to 27.2%, no doubt due in part to the impact of the Covid 19 pandemic and associated lockdowns.
- Local children and young people (aged 5 to 16) are slightly less active than the national average, with 43.9% being active for 60 minute or more each day (compared to 44.9% nationally), 19.6% being fairly active (30 to 59 minutes per day) compared to 23.8% nationally, and 36.5% being less active (under 30 minutes per day) compared to 31.3% across England. Significantly fewer children and young people in Gloucester have reported doing the recommended amount of exercise than in the other Gloucestershire districts.
- Gloucester is the most deprived district in Gloucestershire and ranks as the 138th most deprived of the 317 districts in England. 10 out of 13 of Gloucestershire's top 10% most deprived Local Super Output Areas nationally are located in Gloucester district and Gloucester has the highest proportion of all districts living in the most deprived areas (23% of the district). About 16.1% (4,195) children live in low income families.
- In terms of active travel and working from home the 2021 Census shows that 24.2% of Gloucester residents work from home, compared to an England & Wales average of 31.2%. Conversely, the number of residents who either walk to work (9.0%) or cycle to work (3.3%) is higher than the averages for England & Wales (7.6%/2.0% respectively).
- Ordnance Survey publish the locations and extent of green spaces that are likely to be accessible to the public. The data include the following types of green spaces: allotments or community growing spaces, bowling greens, cemeteries, religious grounds, golf courses, other sports facilities, play spaces, playing fields, public parks or gardens and tennis courts. 2017 data shows that 11.9% of Gloucester district (excluding the parish of Quedgeley) is comprised of green space (412.5 hectares), compared with an England average of 2.2%, while public parks

and gardens cover 136.1 hectares (3.9% of the district) compared with an England average of 0.8%.

Making the case for Sport and Physical Activity

Sport England, the arms-length body of government responsible for growing and developing grassroots sport and getting more people active across England, makes a compelling, evidenced-based case for sport and physical activity across five key areas:

1. Physical Wellbeing:

- Sport and physical activity can help prevent ill health as well as provide therapeutic and management effects for those suffering - particularly for people affected by cancer.
- It can also lead to improvements in strength, balance, movement and motor skills, and help in maintaining a healthy body weight.
- It can reduce the risk of developing type 2 diabetes by 30-40% and can reduce the risk of a range of medical conditions, including cancer, dementia, strokes, heart disease and depression.
- Other physical wellbeing outcomes backed by evidence include improved quality of sleep, increased energy levels, healthy early years development, reduced unhealthy behaviours like smoking, reduced mortality, effective pain management and improved quality of life in ageing.

2. Mental Wellbeing:

- Physical activity can contribute to enjoyment and happiness, and more broadly to life satisfaction through increased social interaction.
- Volunteers and sports fans also have an increased sense of purpose and pride, while self-esteem and confidence are known to increase through participation or volunteering.
- Sport and physical activity also have the potential to reduce anxiety and depression symptoms.

3. Social & Community Development:

- As well as developing individuals, sport and physical activity can help build stronger communities by bringing people together.
- Sport is widely seen as a way for people of different backgrounds to interact and integrate by taking part, volunteering and spectating.
- It can provide opportunities for migrants to adapt to living in England and can bridge divides between men and women, homeless people and those who are not homeless, and people with different employment backgrounds.

4. Individual Development:

- Physical activity can have a positive impact on a person's employment opportunities and provide support to those who are not in employment, education or training.
- There's also clear evidence being active improves educational behaviour and attainment, through greater self-esteem, confidence and direct cognitive benefits.
- It can also help reduce anti-social behaviour in disaffected young people and increase willingness to volunteer and the development of soft skills, such as integrity, responsibility and leadership.

5. Economic Development:

- The sport and physical activity sector boosts the economy in two ways: directly, through job creation, and indirectly by reducing healthcare costs due to a healthier population and reducing crime.

In the context of this background of evidence, Gloucester's demographic, health and activity data illustrates not only the barriers residents face to getting active, but also provides a framework for creating opportunities and solutions.

The district's considerable population growth over the ten years between 2011 and 2021, and that of neighbouring areas such as Tewkesbury, is significant. Firstly, it is likely to be putting pressure on local sport and physical activity facility infrastructure in terms of demand, meaning that investment in upgraded and new facilities must be a priority. Secondly, the data shows a simultaneous increase in the number of children and older people over 65. Inactivity within these groups is particularly detrimental to overall community wellbeing, meaning children must be supported to develop a life-long 'habit' of being physically active, while 'active ageing' should be encouraged to help reduce age-related illnesses.

The City's health profile shows a significant gap between the life expectancy of men and women living in the most and least deprived areas of the City, as well as a relatively high under 75 mortality rate from cardiovascular diseases. This, combined with slightly lower than average rates of physical activity, suggest that taking measures to increase participation in sport and physical activity can play a critical role in reducing health inequalities among our communities. Similarly, supporting children and young people to be more active both inside and outside of school hours can directly impact on participation levels and help address levels of obesity.

The data for active travel is encouraging, with higher than average numbers of Gloucester residents walking or cycling to work. Travelling actively has a huge number of benefits and is a direct way in which people can address the impact of climate change. We are committed to working with county and local partners to improve travel infrastructure and make it easier and safer for pedestrians and cyclists to get around the City.

Also encouraging are the statistics on the provision of green and open spaces. There is strong evidence to suggest that green spaces have a beneficial impact on physical and mental wellbeing and cognitive function through both physical access and usage. Despite its relatively high population density Gloucester is fortunate to have much higher levels of green and open spaces than the national average, yet many of the organisations we consulted as part of the research for this strategy questioned how well known and accessible these spaces are. As such, there is great potential to increase the number of people accessing the natural environment, but factors such as access to transport will need to be considered.

The evidence suggests that there are numerous barriers to physical activity – including safety, location, affordability, weather, cultural and social – and that delivering change at scale is difficult. For these reasons we believe that a systematic approach is needed to harness the benefits of a physically active lifestyle.

'Whole system' thinking acknowledges that multiple factors contribute to an individual's decision to adopt or sustain an inactive lifestyle. These factors are diverse, context dependent and constantly changing. To get to grips with the challenge, we need to consider not individuals and their conditions, but the holistic system and the dynamic relationships, diverse perspectives and invisible boundaries that exist within it. Changing one factor may have a cascading effect – positive or negative – on one or many more of the others.

The systems approach to solving problems begins by looking for points of convergence and evidence of shared ambitions and goals. The following section attempts to do this by taking a high-level look at the strategic landscape within which this strategy sits.

Strategic context

This strategy is primarily guided by Gloucester City Council's overarching strategic plan, the **Council Plan 2022-2024**. The Plan has three leading priorities, one of which is '*building greener, healthier, and more inclusive communities*'. This priority aims to ensure that Gloucester's residents can lead a healthy and active lifestyle by ensuring everyone has access to high-quality leisure facilities and thriving green spaces, developed and delivered with a range of leading local partners.

The strategy's development has also been influenced by several other national, county and district level strategies and plans, which further contextualise and shape the strategic approach for physical activity, sport and wellbeing:

- **Uniting the Movement – Sport England, 2021:** this ten year plan is based on five key pillars, all of which resonate with objectives of the Gloucester City Council Plan:
 - *Recover and Reinvent* – recovering from the pandemic to create a network delivering sport and physical activity opportunities
 - *Connecting Communities* - sport and physical activity's ability to make better places to live and bring people together
 - *Positive Experiences for Children & Young People* - as the foundations for a long and healthy life
 - *Connecting with Health & Wellbeing* - strengthening the connections between sport, physical activity, health and wellbeing, so more people can feel the benefits of, and advocate for, an active life
 - *Active Environments* - creating and protecting the places and spaces that make it easier for people to be active
- **Building Back Better in Gloucestershire 2022-2026:** Gloucestershire County Council's four year strategy outlines how the council aims to support and engage with communities to help them realise their ambitions across areas including skills, education, employment and their health and wellbeing. Gloucester City is highlighted as an exemplar of 'asset-based community development', an approach that begins with what is strong about communities, not what is wrong with them. The strategy also addresses the need to tackle climate change and highlights the role physical activity can play by creating a network of local cycling routes to make active travel the default choice for short journeys.
- **Gloucestershire Joint Health and Wellbeing Strategy 2020–2030:** developed by Gloucestershire County Council and the NHS Gloucestershire Clinical Commissioning Group this strategy focuses on areas where a collective, system wide approach can help to improve the health and wellbeing of the population of Gloucestershire. 'Physical activity' and 'healthy lifestyles' are recognised as key interventions with the strategy lending support to 'We Can Move', a social movement supported by Active Gloucestershire (the Active Partnership for the county) which aims to get 30,000 inactive people in Gloucestershire active and to make being physically active the social norm.
- **Gloucestershire Health and Care NHS Foundation Trust Strategy 2021-2026:** the county's Foundation Trust provides provide integrated services for people with physical health, mental health and learning disability needs and a leading aim of its strategy is to work in partnership

with communities to improve the health outcomes of those who are most disadvantaged. Key to this is being an active partner at both a locality and system level to tackle the root causes of health inequality, and this way of working offers significant opportunities to harness the benefits of physical activity to achieve better health outcomes for individuals and the communities they live in.

- **We Can Move Strategy 2021-2030:** We Can Move was formed in 2017 with the aim of helping more people to get active and enjoy the benefits of a healthier life. The movement provides support, resources and systems leadership for individuals and organisations involved in the delivery of sport and physical activity within Gloucestershire, and Gloucester City Council is fully committed to supporting its work under the Council Plan's 'Leading a healthy lifestyle' priority.
- **Gloucester Playing Pitch Strategy 2015-2025:** this plan provides a clear, strategic framework for the maintenance and improvement of existing outdoor sports pitches and ancillary facilities, thereby helping the council prioritise and target resources. The vision of the strategy is 'to provide an accessible, high quality and sustainable network of outdoor sports facilities, which provide opportunities for all residents to access good sport, physical activity and recreation facilities'. The key priorities identified by the strategy were to develop full sized 3G Artificial Turf Pitch provision, of which there were no pitches at the time, as well to reduce grass pitch shortfalls through use of 3G pitches for match play and improvement of grass pitch quality. Since the publication of the strategy a number of these recommendations have been successfully delivered, including new 3G ATPs at the University of Gloucestershire/Oxstalls Sports Park and Council investment into grass pitch improvement at key local authority managed sites.
- **Gloucester Indoor & Built Facilities Strategy 2019:** this report enables the council and its partners to plan and develop the more modern, efficient and sustainable range of indoor community-based leisure, physical activity and sport facilities that Gloucester requires, thereby ensuring residents have the opportunity to develop their physical, sporting, health and wellbeing ambitions within their local community. The strategy notes the Council's commitment to a presumption (in Planning Policy) against any net loss of active sport and leisure facilities in the City, and that the principal opportunity/challenge for Gloucester City is to ensure that its stock of facilities is fit for the future.
- **Gloucester Open Space Strategy 2021-2026:** setting out how Gloucester City Council plans to protect, manage and enhance its open spaces, this strategy recognises the importance of formal and informal green spaces and has as a leading priority the promotion of Gloucester's open spaces as attractive places to sustain and improve physical and mental health and wellbeing. In terms of overall open space provision, the strategy identifies that the distribution of open space across the City is adequate, but rather uneven. Due to the densely built-up nature of many of the City's residential areas, creating additional new open spaces where there are shortfalls will not be possible. Instead, the strategy seeks to improve the quality of facilities and accessibility to existing green spaces, as well as providing residents with plenty of information about parks and recreational opportunities in adjacent areas.
- **Gloucester Local Football Facility Plan 2018:** developed in partnership with the Football Foundation and Gloucestershire FA, this plan builds on the findings of the Council Playing Pitch Strategy and highlights the assets and opportunities associated with the district's football facilities. The plan's Priority Project List outlines the main improvements and additions required,

including the provision of additional 3G Artificial Turf Pitches and enhanced supply of grass pitches.

- **Gloucester’s Cultural Vision & Strategy 2016-2026:** a key aim of the strategy is to ensure cultural policy runs through the heart of the City’s wider strategies, recognising the role of arts, heritage and creativity as fundamental drivers of Gloucester’s economic, social and community development, as well as health and wellbeing. Given the obvious ‘crossover’ between art and physical activity with activities such as dance, musical theatre, illusion, mime, circus arts and performance art, it is important that the strategy’s aims and objectives are reflected in this plan.

Consultation findings

Another important aspect to understanding how physical activity, sport and wellbeing can contribute to wider local strategic goals is gathering insight. To ensure we met this objective a consultation process was undertaken to inform the development of the strategy, allowing our leading partners and the wider sport and physical activity delivery network the opportunity to contribute and help direct us.

An **initial visioning workshop** was held with elected members, directors and key staff from the Council, the main outcome of which was the production of a shortlist of key themes that set the agenda for further consultation and ultimately the strategy content itself.

As well as setting the Council’s vision and ambition for sport and physical activity in the context of the Council Plan, the workshop confirmed the desire to illustrate the golden thread that links it to complementary Council services and key community partners. Also highlighted was the need to evidence and articulate the leading issues facing communities, describe the positive change that is needed and ensuring that resources are assigned efficiently and effectively, and that outputs and outcomes are measurable.

The following outcomes were also prioritised by the group:

- Investing in existing and new facilities and repurposing them where viable.
- Maximising funding and sponsorship opportunities from national, regional and county level sources.
- Supporting greater community use of facilities at education sites.
- Developing new and existing partnerships, particularly with the health sector, with a focus on Asset Based Community Development.
- Increase the profile of, and investment and participation in, sport and physical activity by attracting more elite-level events to the City.
- Highlight links to the City’s broader cultural offer.
- Help develop social enterprises around facility maintenance and service delivery.

In order to get a more detailed understanding of Gloucester’s needs and opportunities a number of **face to face interviews** with leading representatives of the healthcare, community development, leisure and disability sectors were carried out. These discussions were invaluable in placing emphasis

on many of the points raised during the visioning workshop, as well as highlighting further issues for consideration, including the following:

- Tackling inactive, sedentary lifestyles amongst residents is key, particularly where individuals are in poor health. Joining the dots between primary health care providers and community sport and physical activity organisations would make a significant impact.
- Linked to this, we need to build on the success of the ‘whole system approach’ to tackling inactivity through both closer working within Council departments and with external partners and stakeholders.
- Being active needs to resonate with people of all ages in the way that it affects their daily lives – how can they walk or cycle to school more safely, how can being active more easily become part of people’s social lives, and how can the maintain physical activity into older age, especially around core strength and balance?
- Recognise the importance and influence of behavioural science and look at activity-related issues such as walkability, navigability, self-confidence and social norms.
- Improve accessibility to city-centre leisure facilities, particularly car parking, cycle storage and enhanced walking routes.
- Diversify the range of activities available at venues, for example hosting cultural events and installations encourages new users.
- Highlight more effectively where and how people can be active, particularly where there is no cost involved. Some green and open spaces are hidden away – how can they be made more accessible (particularly for disabled people) and more well-known?
- Make the link between climate change and being more physically active clearer by using language and examples that people more easily understand. Active travel can play a key role here.
- Develop an asset improvement strategy to highlight where sport and physical activity facilities require upgrade, repurposing or replacement.
- Gloucester City Council’s Playing Pitch Strategy Working Group is a Sport England exemplar of good practice - could it be used to enhance participation further?
- A lot of facilities are in the centre of the City, with much less provision in smaller outlying neighbourhoods. How can it be made easier for people to access those spaces that are local to them?
- Barriers are harder to break down if we don’t involve people in facility and programme design and provision, so we require a ‘strength-based’ approach to understanding what is available and where and how well that is matched to what local people want.

Finally, an **online survey** was carried out to gauge the views and opinions of various community-based sport and physical activity providers delivering within the district. The survey was sent out to over 220 organisations whose details were held by Active Gloucestershire and included schools, clubs and community groups.

The survey’s main findings were as follows:

- 74% of responding organisations cater for people with disabilities or long-term health conditions, a good base from which to enhance the inclusivity of sport and physical activity organisations.
- While 55% of organisations reported that the Covid 19 pandemic had caused a decrease in their user numbers, 67% believed that there would be an increase in their user numbers over the next 5 years.

- Cost, time pressures and lack of motivation are seen as the main barriers to participation in sport and physical activity.
- 59% of organisations rated the quality of the City’s sports facilities as being either ‘good’ or ‘very good’, while 13% thought they were poor. Similar figures were reported for the affordability of the facilities, while 23% described their availability as being poor or very poor.
- The leading method of travel to facilities was by car (87%). Encouragingly, travelling actively to venues (i.e. walking, cycling, running) was recorded by 57% of organisations.
- When asked to consider ‘what, if anything, would encourage your users to switch to more active forms of travel to the chosen facility?’, 33% of respondents highlighted ‘a better connected and signposted walking and cycling network’.
- In the survey’s final ‘open’ question organisations highlighted the difficulty in hiring grass pitches, the need for clubs to become more ‘multi-sport’ in their focus, greater partnership working between venues to raise awareness of the City’s sport and physical activity offer and more and safer cycleways.

Vision

Having considered the findings discussed above the Council and its partners have agreed a clear vision for sport and physical activity in Gloucester:

‘Delivering a healthier, stronger, more active Gloucester’

This vision complements key national and local strategic plan and encompasses all aspects of a systems-based physical activity including sport, health and wellbeing and active travel.

Gloucester’s current leisure provision

Gloucester is well served across the district by both indoor and outdoor leisure facilities. In common with most local authority areas, Gloucester’s provision of sport and physical activity facilities is predominantly a combination of council-owned venues (some of which are operated by a third party) and spaces and places operated by sports clubs, education providers and voluntary/community sector organisations. Taken as a whole, these operators host a wide range of universal leisure facilities and activities available to everyone.

The Council owns two leisure centres, GL1 Leisure Centre and Oxstalls Sports Park that are managed by Aspire Sports and Cultural Trust, created in 2008 from the Council’s previous in-house team. The contract is primarily based on a lease with the Council holding landlord responsibilities which is scheduled to end in September 2024.

Aspire offers a range of services and interventions which are focused on providing social value to Gloucester residents including the City’s largest swimming and swimming lesson programme. In 2019, Aspire launched a Health and Wellbeing Hub in GL1 working with health partners including Gloucester Community Wellbeing Team, the 2gether Trust (physiotherapists specialising in mental health services), and Gloucestershire Care Services NHS Trust (Macmillan Cancer Rehabilitation Specialists). Many councils are aspiring to develop similar hubs, but few have actually achieved this.

In 2022 the Council commissioned a Leisure and Cultural Services Assessment and Management Options Appraisal to better understand the Council's options for future delivery of the services. The report concluded that while procurement of a multi-site trust operator is the most advantageous management option for the Council, there is work to be done to make the service *'procurement ready'*.

This included addressing some of the physical barriers to access (such as car parking at GL1), undertaking asset condition surveys to help understand the whole life costs of key venues, developing a strategic approach to leisure and a services specification focused on contributing towards narrowing health inequalities in the City.

A key purpose of this new Sport & Physical Activity Strategy is to address the relevant recommendations not only of the Management Options Appraisal but also the three Council strategies which underpin our understanding of facility provision within the district, namely our Playing Pitch, Open Space and Indoor & Built Facilities Strategies. Each has their own action plan, and we will continue to review and act upon the recommendations made in each.

The high-level findings and recommendations of these strategies indicates that Gloucester's sport and physical activity facilities largely (with the exception of a shortfall in 3G Artificial Turf Pitch and natural grass pitch provision) fulfil the suggested quota for the population and will meet the needs of future generations, providing these facilities are well maintained and remain fit for purpose.

Gloucester has a strong sporting heritage and as such there is an equally strong presence throughout the area of teams, clubs, leagues, associations and organisations offering a wide variety of sports and leisure activities. While Gloucester Rugby Football Club proudly brings elite level rugby to the City there are a significant range of amateur clubs offering participation and progression routes, with football and rugby clubs being the most prevalent closely followed by bowling, cricket, running and athletics.

Sport clubs/organisations and their members have a wealth of knowledge and experience about their particular sport and have an important part to play in promoting, developing and delivering activity in the future. We want to do more to encourage clubs to become accredited within their own sports discipline, e.g. Charter Standard Clubs. Accredited clubs tend to be run more ethically and have to provide welfare officers, qualified coaches and be proactive in tackling issues around equality and child protection.

The role of Gloucester City Council in providing sport and physical activity opportunities

Our role in sport and physical activity goes beyond commissioning the management of our leisure centres.

The City Council also has an important leadership role in facilitating and enabling an infrastructure conducive to physical activity through our planning policies, and the Council can, for example, require developers to make contributions towards the provision and maintenance of community leisure facilities.

With the increasing profile of climate change and active travel there is strong evidence to support the introduction of cycle friendly facilities and routes around the City and for excellent pedestrian access to be maintained for all areas including workplaces and public amenities. We will continue to work with Gloucestershire County Council's Think Travel and highways teams to explore ways in

which we can invest in and improve our active travel infrastructure and encourage more people to walk or cycle to their destination.

Through our presence on the Gloucestershire Health and Wellbeing Partnership and Gloucestershire Health & Wellbeing Board, and our partnerships with strategic health bodies such as NHS Gloucestershire Integrated Care Board, Gloucestershire Health and Care NHS Foundation Trust, Gloucester Integrated Locality Partnership and Gloucestershire County Council's Prevention, Wellbeing and Communities Team we are well placed to promote and share healthy lifestyle insight and messages, ensuring that people have access to information about healthy lifestyle choices and opportunities to be more active. This extends beyond the provision of sports and leisure facilities and parks to include access to informal places and opportunities for people to walk, cycle and enjoy the natural environment.

In the past, we have been able to more easily access funding to support the provision of leisure facilities and services. However, funding for leisure is now the lowest it has ever been and the City Council is under increasing pressure to deliver more with less, meaning we will need to target limited resources far more effectively. We will build on our recent success in securing 'levelling up' funding by seeking investment from a wide range of sources, while at the same time we will strive to build resilience into the community networks in Gloucester by supporting local clubs, groups and partner organisations to become more sustainable in the future.

We will continue to support initiatives that help open school facilities for wider community use. Many of Gloucester's schools have fantastic facilities located in the heart of their communities, and there are a range of benefits to opening them up for community use in the evenings and at weekends, such as increasing the activity levels of pupils and the local community, making connections with local and national organisations that are looking for safe spaces for young people to be active and providing a vital new income stream.

Lastly, we will continue to lead the sport and physical activity sector's recovery from the Covid 19 pandemic. Since March 2020, the City's residents and its leisure facilities and sporting activities have been significantly affected by the Covid-19 pandemic, with the impact being felt hardest by people disadvantaged because of their health condition, social isolation, economic circumstances or their ethnicity. This has naturally made it more difficult for these groups to be active.

Our priorities for sport and physical activity

Priority 1: Achieving health and wellbeing outcomes

To ensure that Gloucester's residents can lead a healthy and active lifestyle we will concentrate our resources on areas that will increase the health and wellbeing of our residents, with a particular focus on narrowing the gaps in health and wellbeing outcomes for different communities and groups. Consequently, areas of activity that are most popular and have greatest impact on health will be prioritised. We will do this by:

- Ensuring everyone has access to high-quality leisure facilities and thriving green spaces by working closely with organisations within our communities, our leisure provider, and through our role on the Gloucestershire Health and Wellbeing Board.
- Enabling and encouraging those who are currently inactive to participate in physical activity, building up their levels of participation.
- Ensuring sport and physical activity is embedded in the wider prevention agenda.

- Continuing to support 'We Can Move' and encourage a collaborative 'whole system' approach to service development and delivery across Gloucester's leading sport, physical activity and health providers.
- Shaping Gloucester's sport and physical activity offer to meet the needs of the current and future population. The criteria for decisions on future provision will be based on the impact these services have on physical and mental health and wellbeing.
- Addressing barriers to participation and improving access to all facilities and services, advice and information.
- Ensuring facilities and services remain diverse and delivered by a range of providers across the public, private and voluntary sector.
- Promoting the diverse range of sport and physical activity opportunities across Gloucester.

Priority 2: Reducing inactivity, increasing participation

We will ensure that the facilities and services delivered on our behalf and the City's wider sport, physical activity and wellbeing offer encourages people to participate, particularly those who are inactive. We will do this by:

- Ensuring that council-owned leisure facilities and other key venues deliver increased activity in key groups, such as adults and children who are inactive, overweight and those with poor mental health.
- Supporting physical activity initiatives as a pathway to employment and to improve mental health and resilience.
- Joining with strategic partners to work with schools to maximise their physical activity offer to children, young people and the wider community.
- Promoting sport and leisure as a diversionary activity for young people at risk of crime and anti-social behaviour.
- Promoting active travel choices that reduce carbon emissions and contribute to physical and mental wellbeing.
- Promoting active workplaces and addressing the often sedentary nature of working from home.
- Developing and promoting more family focussed opportunities for physical activity.
- Harnessing the growing 'active environments' agenda and our wealth of parks and green spaces to develop and deliver more sport and physical activity opportunities.
- Monitoring and evaluating progress by running an annual resident survey based on the relevant Key Performance Indicators included within this strategy.
- Working with partners to develop qualitative insight into the positive impact of sport, physical activity and wellbeing initiatives.

Priority 3: Delivering a positive customer experience at our facilities

To secure the best health and physical activity outcomes from our facilities we recognise the need to strengthen existing and future leisure services contracts. We will do this by:

- Addressing the recommendations of the Leisure and Cultural Services Assessment and Management Options Appraisal.
- Implementing a Partnership Delivery Plan with regular monitoring and reporting.
- Reviewing the provision and impact of sport and leisure facilities and programmes currently delivered at GL1 and Oxstalls.

- Assessing property conditions to ensure the facilities remain fit for purpose now and into the future, with a particular focus on energy resilience and sustainability.
- Developing a range of Key Performance Indicators upon which to base future leisure services contracts.
- Looking for opportunities to further diversify services at our facilities (for example the co-location of health services) and encourage greater collaborative working with other sport and physical activity providers.

Priority 4: Working with Local Clubs, Groups and the Third Sector

We recognise the very significant contribution our local clubs and community groups make to Gloucester’s sport and physical activity offer. Local clubs and groups can often engage with our residents in ways that public services cannot. We will work with these organisations to help them develop traditional and non-traditional activities within a diverse range of settings, thereby giving residents the best chance of getting active on their own terms. We will do this by:

- Ensuring Gloucester’s network of high quality, sustainable and accessible sport clubs and community groups continues to grow and thrive.
- Working with local groups, clubs and volunteers to see if more facilities and services can be provided by the voluntary sector.
- Linking clubs and groups to opportunities to enhance the health and wellbeing of their users alongside their tradition programme/activity offer.
- Promoting sport clubs and groups through our leisure facilities and partner NHS Primary Care settings.
- Encouraging the uptake of accreditations amongst Gloucester’s sport clubs and groups and celebrating their achievements and those of their users and volunteers.

Key Performance Indicators

To ensure we can monitor progress against the four priorities identified above we have developed the following suite of 18 Key Performance Indicators.

Reporting against the KPIs will provide a baseline of data for sport and physical activity projects, programmes and interventions delivered in Gloucester and, where possible, they will be used to underpin the Council’s leisure contracts.

Those KPIs marked with an asterisk are drawn from insight collected as part of Sport England’s ‘Active Lives Survey’, which gives us the opportunity to compare progress with the regional and national picture.

Priority Outcome	Key Performance Indicator(s)
<p>Priority 1: Achieving health and wellbeing outcomes</p>	<p>KPI 1*: a. Percentage of adults in Gloucester taking part in sport for 30 minutes once per week b. Percentage of the population taking part in sport and physical activity at least twice in the last 28 days</p>

Priority Outcome	Key Performance Indicator(s)
	<p>c. Percentage of people physically inactive</p> <p>KPI 2: Number of Gloucester residents aged 16-64 participating in physical activity on average 30 minutes, 5 times per week (or 2.5 hours per week) in leisure centres and outreach programmes as a percentage of the total district population</p> <p>KPI 3:</p> <p>a. Number of residents participating in physical activity on average 30 minutes, twice per week in the council’s leisure centres as a percentage of the total district population.</p> <p>b. Number of residents participating in outreach programmes (led by the operator of the council’s leisure facilities) per week</p>
<p>Priority 2: Reducing inactivity, increasing participation</p>	<p>KPI 4*: Residents in specified Indices of Multiple Deprivation area(s) participating at least once per week in physical activity as a percentage of the total in the area(s).</p> <p>KPI 5*: Residents with disabilities taking part in sport and physical activity at least twice in the last 28 days</p> <p>KPI 6*: Residents from black and minority ethnic (BME) backgrounds taking part in sport and physical activity at least twice in the last 28 days</p> <p>KPI 7*: Residents aged 5-16 years active (for 60 minute or more each day), fairly active (30 to 59 minutes per day) and less active (under 30 minutes per day)</p> <p>KPI 8*:</p> <p>a. Percentage of children achieving physical literacy</p> <p>b. Percentage of young people (11-18) with a positive attitude towards sport and being active.</p> <p>KPI 9: Residents taking out the concessionary pricing schemes as a percentage of those eligible in the district.</p> <p>KPI 10*: Residents over 65 years of age who have taken part in an activity at least twice in the last 28 days in council owned facilities as a percentage of the total in the district.</p> <p>KPI 11*: Percentage of adult residents participating in active travel at least twice in the past 28 days.</p>
<p>Priority 3: Delivering a positive customer experience at our facilities</p>	<p>KPI 12: Customer and partner satisfaction indicators captured through an on-going monthly rolling programme covering amongst others the following areas:</p> <ul style="list-style-type: none"> ● the overall service

Priority Outcome	Key Performance Indicator(s)
	<ul style="list-style-type: none"> ● staff/coaches ● access and parking ● facilities ● catering ● cleanliness ● changing rooms ● value for money <p>KPI 13: Satisfaction with the leisure operator/s as a partner.</p> <p>KPI 14: Quest™ Plus scores for Leisure Facilities and Sports Development.</p> <p>KPI 15: Customer retention; fitness, swimming, courses/activities.</p> <p>KPI 16: Relative importance of Leisure Facilities as expressed by residents responding to the Gloucester City Council Annual Budget survey.</p>
<p>Priority 4: Working with Local Clubs, Groups and the Third Sector</p>	<p>KPI 17*:</p> <ul style="list-style-type: none"> a. Increase in the number of people volunteering in sport in the last 12 months. b. Club membership in the last 12 months. <p>KPI 18: uptake of accreditations amongst Gloucester’s sport clubs and groups.</p>

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Overview and Scrutiny Committee - Task and Finish Group

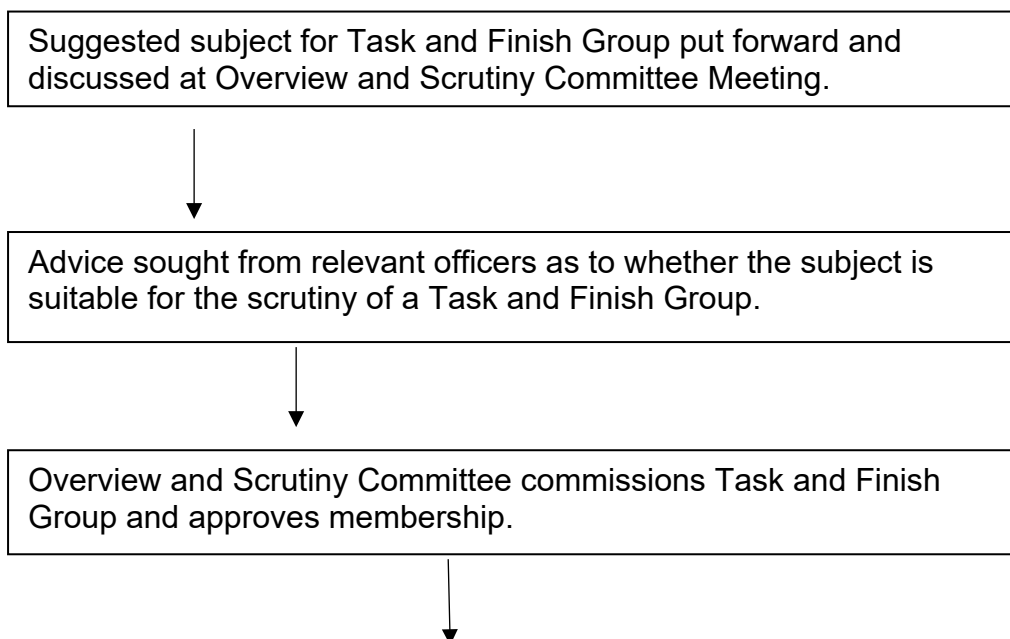
BACKGROUND

The overarching role of the Overview and Scrutiny Committee is to review and scrutinise the work of the Executive, the content of the Forward Plan and the policies of the Council. Effective Overview and Scrutiny Committees generally have a positive 'critical friend' approach and use constructive challenge to drive improvement within the local authority.

Overview and Scrutiny Committees can also establish Task and Finish Groups to review specific issues. Task and Finish Groups are Member-led and are a good opportunity for Members to investigate an issue they might have a particular interest in in further detail. They are generally informal and time-limited groups which gather evidence and produce recommendations on the subject. They can include evidence sessions, briefings, and site visits where appropriate. A Task and Finish Group would meet regularly over several months or as often as needed until the project is complete. The Group would also have frequent contact with key officer contacts working within the enquiry area.

Membership of Task and Finish Groups should initially be agreed by the Overview and Scrutiny Committee. Membership of Task and Finish Groups are not necessarily restricted to Members who sit on the Overview and Scrutiny Committee, any Members outside of the Cabinet can be nominated to participate.

REMINDER OF PROCEDURE FOR TASK AND FINISH GROUPS



Task and Finish Group meets to agree scope and way forward for the project.



Task and Finish Group meets to gather evidence and work on project.



Task and Finish Group produces a report on findings and any recommendations.

PROGRESS UPDATE

Since the Overview and Scrutiny Committee commissioned the Task and Finish Group to investigate damp and mould in Gloucester's rented accommodation, the Task and Finish Group have met regularly and are in the process of investigating the scale of damp and mould in Gloucester's social housing and private rented accommodation. They are looking into the approach taken by landlords to address damp and mould issues and the redress avenues available to tenants.

The Task and Finish Group has met with several Registered Social Housing Providers and colleagues from voluntary sector advice organisations. The Group is currently gathering evidence around damp and mould in private sector housing and aims to present initial findings to the Overview and Scrutiny Committee around June 2023.

RECOMMENDATIONS

The Overview and Scrutiny Committee is asked to approve the following revised membership of the Task and Finish Group on Damp and Mould in Gloucester's rented accommodation:

Councillor Angela Conder (Chair)
Councillor Terry Pullen
Councillor Kathy Williams