

# Gloucester City Council

<b>Meeting:</b>	<b>Cabinet</b>	<b>Date:</b>	<b>12 February 2020</b>
<b>Subject:</b>	<b>Events and Festivals Plan 2020-21</b>		
<b>Report Of:</b>	<b>Cabinet Member for Culture and Leisure</b>		
<b>Wards Affected:</b>	<b>All</b>		
<b>Key Decision:</b>	<b>No</b>	<b>Budget/Policy Framework:</b>	<b>Yes</b>
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<b>Appendices:</b>	<b>A. 2020 Civic and Cultural Events and Festivals</b>		
	<b>B. Festivals and Events Evaluation Framework Detail</b>		
	<b>C. Events Future Evaluation Framework Explained</b>		

## FOR GENERAL RELEASE

### 1.0 Purpose of Report

- 1.1 To review the City Events Programme and delivery model for 2019 and set out the recommended delivery model and programme for 2020.

### 2.0 Recommendations

- 2.1 Overview and Scrutiny Committee is asked to consider the information contained in the report and make any recommendations to the Cabinet.
- 2.2 Cabinet is asked to **RESOLVE** that:
- (1) approval is given to the outline Civic Events Programme for 2020 set out in the table 1 Appendix A to be managed by the City Council Cultural Services team.
  - (2) approval is given to support key city festivals and events programme 2020 as set out in table 2 Appendix A.
  - (3) approval is given to allocate a proportion of the budget to create an innovation fund that supports the development of new and emerging events and festivals and talent in the city.

### 3.0 Background and Key Issues

- 3.1 **Events and Festivals delivery** – Up until December 2019 a programme of city Events and Festivals were delivered by Marketing Gloucester Limited (MGL) on behalf of the city council. A programme of civic events was also delivered by the city council cultural development team. Other events were planned and delivered by other third-party event and festival organisers and community groups, including, amongst others: Gloucester History Trust; Cathedral; The Civic Trust; Peel Group; Gloucester BID, Gloucester

Heritage Forum; Strike-a-Light; Multi Styles Battle; Music Works; Theatre Glos and Café René.

**3.2 MGL review** - Following a review of MGL conducted in Nov-Dec 2019 one of the key recommendations was for MGL to refocus on its core function as a Place Marketing Organisation and (at least temporarily) discontinue its events management and delivery. The report also recommended that MGL pass the events management and delivery function, budget and staffing to the city council to manage.

**3.3 MGL contract** - The Council's Contract for Services with Marketing Gloucester Ltd sets out that MGL shall deliver an annual programme of city events agreed in advance with the Council. The contractual arrangements with MGL will need to be changed to reflect the recommendations of the review as agreed by Cabinet 15/1/20. As a consequence, the responsibility, budget and staffing to deliver the city events programme will return to the City Council.

**3.4 Civic Events** – until midway through 2018 civic events were delivered by MGL. Since then a variation to the Contract for Services with MGL was made so that the calendar of civic events is now delivered by the Council's Cultural Services team. The budget for costs associated with the Civic events reverted to the City Council as part of this variation to the MGL contract (excluding staffing costs).

**3.5 The city council events team capability** –The city council historically delivered events in-house and has some capacity, experience and expertise within the existing staff team. GCC team has demonstrated ability in delivering an annual programme of civic events and in providing advice and guidance to support other events organisers. Bringing the function of events and festivals development and delivery in-house will help improve links with Guildhall, Blackfriars and Museum programmes and city-wide partnerships. Close working relationships will need to be developed with other key partners and stakeholders.

**3.6 City-wide co-ordination** – it is an aspiration to convene a city-wide strategic events group – to consist of the main events and festival producers and organisations. The aim of the group is to agree overall direction of programme and explore opportunities and collaborate to maximise the offer and where relevant and beneficial, pool funds and resources to create greater impact from city events. This would consist of representatives of Gloucester Quays, the Gloucester Business Improvement District (BID), MGL, Cathedral and Gloucester Culture Trust and others to be convened by Gloucester City Council.

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

There is a Civic Events budget of £5,000 allocated to support the annual programme of civic events that stay roughly the same each year. This covers production budget but does not include the associated staffing costs to deliver these events - shown in Appendix A Table 1. A City Events Programme of £210,000 is available to support other Festivals and Events is shown in Appendix 1 Table 2.

## **4.0 Review of the City Events Programme 2019**

4.1 Due to staff absence and the period review of MGL an evaluative review on the events programme for 2019 has not been received at the time of the production of this report.

Instead, City events in 2019 have been reviewed by talking to various partners and stakeholders involved in event delivery, including the Gloucester Culture Trust, MGL, Reef and Cathedral.

- 4.2 The city achieved national recognition for the installation by internationally-acclaimed artist Luke Jerram for works in the city as part of the from the Earth to Moon programme and a themed approach to co-ordinated programming across the city. This co-ordinated approach has benefitted audiences – who have been able to enjoy activity across the city that is thematically linked and organisations have benefited by increased audiences and co-ordinated marketing and promotion. This thematically linked approach to programme has benefits in that it can be marketed more effectively as a city offer and this supports the city’s brand, profile and ability to attract visitors and tourism, whilst being embedded in the local community.
- 4.3 Other highlights of the 2019 programme that achieved wider recognition both regionally and nationally were the emerging Rooftop Festival – an event for younger audiences and The Museum of the Moon at Gloucester Cathedral which attracted over 70,000 visitors within a 5-week period.
- 4.4 Gloucester Goes Retro attracted large numbers of visitors to the city, The Gloucester Quays ran a successful winter Victorian market and ice-rink and the bi-annual Tall Ships, Kings Jam and the 3 Choirs events were further successes.
- 4.5 A programme of civic events were delivered on time and within budget by the city council events team.
- 4.6 Whilst there are successful events being delivered in a variety of ways and by a combination of different partners – there are areas of lack of co-ordination and linking to make the most of festivals in the city. This will be addressed by the council taking a lead in co-ordinating the city programme and by convening a strategic events forum with key organisations that deliver, commission or fund events.
- 4.7 We need to build on the successes of the key or signature events that Gloucester is known for whilst supporting the festivals that are emerging and attracting more diverse audiences. By supporting and growing the quality and ambition of the festivals and events, we can build capability, capacity and expertise and community skills.
- 4.8 Some of the existing events have not developed in the previous years, whilst new and emerging events that are attracting new audiences are struggling to finance and grow their events. An Innovation fund would be able to seed-fund emerging ideas, events and festivals. An Innovation fund would also ensure that new events and festivals continued to deliver against the aims and objectives for the Cultural Strategy and position Gloucester well in relation to any future City of Culture bid.

## **5.0 2020 and beyond**

- 5.1 There is an opportunity for Gloucester to become recognised widely as a city that fosters and innovates high-quality arts and cultural events production. The Gloucester Culture Trust has been working to support emerging and new arts practices in the city. These include Strike a Light (currently the city’s only Arts Council funded National Portfolio Organisation), community arts organisations in the city, as well as bringing organisations

to the city with national or international profile. It has been done with support from Arts Council England Great Places scheme funding and attracting other inward investment.

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

### 5.3 Festivals and Events budget for 2020-21

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

5.4 The budget is divided into the thematic areas of festivals and events that relate to Heritage, Community, Music, Visual and Performing Arts and Kings Square & Innovation.

Conversations with high-profile arts organisations, artists and companies to commission new work that will respond to the history, communities and architecture of the city will result in high-quality world-premiere performances, events and festivals. As these conversations are on-going and pre-contract, it is not possible to name these individual companies / artists at this stage.

**5.5 Gloucester History Festival** – is taking the theme of Voyagers and Visionaries for 2020, which links to the city's historical figure George Whitefield who brought new forms of religious expression and worship to the USA. The theme could be adopted by other events and festivals and promoted in a co-ordinated way, as was done with some success in the 2019 programme.

### 5.6 Civic Events

In addition to the annual civic events 2020 sees the 75<sup>th</sup> anniversaries of both VE and VJ Day. An amount is proposed to be set aside for communities to bid into and for the city council to make suggestions to spend this money in celebrations. This could result in multiple community parties taking place across the city – or co-ordinated activities that appropriately marks these occasions.

### 5.7 Delivery models

The city council events team will not deliver each and every event in the calendar of events shown in Appendix A. The responsibility of the delivery of the events will sit with the event organisers themselves. In most cases this will be an organisation or individual who will be provided budget and support to deliver the event under contract from the city council – or to an agreed set of outcomes. There will be some instances (such as Tall Ships) where the event may have been previously delivered by MGL. In such

instances, the city council would look to contract the delivery of these events from a third-party event company or organiser.

## **6.0 Social Value Considerations**

6.1 The social value of festivals and events will be measured using the evaluation framework that is shown in Appendices B and C. Applicants to the innovation fund will need to demonstrate how their festival of event delivers the social value outcomes.

## **7.0 Environmental Implications**

7.1 The environmental impact of festivals and events will become a key consideration of decision-making of which events and festivals to support in the city. There is an aspiration for the city to be net carbon neutral and so the Festivals and Events that take place in the city will need to work towards this common goal.

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

## **8.0 Alternative Options Considered**

8.1 None.

## **9.0 Reasons for Recommendations**

9.1 The recommendations of the MGL report were accepted by Cabinet on 15 January 2020.

9.2 The council is able to co-ordinate and deliver a festivals and events offer using in-house staff expertise and this budget resource.

9.3 The creation of an innovation fund will allow for the festival calendar to evolve in line with the ambitions of the Cultural Strategy.

9.4 This approach builds on the strengths of the festivals and programme in the city, whilst introducing new opportunity and ambition in line with the city's ambitions to become a future City of Culture.

## **10.0 Future Work and Conclusions**

10.1 The programme of events will be reviewed on an annual basis (January - March 2021 to review the 2020 programme) and a sample of the individual festivals and events will be evaluated using the evaluation framework.

10.2 Criteria for evaluating the environmental impact of festivals and events will need to be added to the evaluation framework – by end March 2020.

10.3. Conditions for applications to the Innovation fund – will need to be finalised and published by end March 2020.

10.4 Produce briefs and begin to tender the delivery of some of the contracted festivals in 2020 by end March 2020.

10.5 Finalise the call-out details relating to the VE/VJ Day 75<sup>th</sup> celebrations – by end March 2020.

### **11.0 Financial Implications**

11.1 The current revenue budget for the delivery of events in the city is £160,000. The Money Plan 2020 - 24 has included an increase of this budget to £210,000 in 2020-21. This increase is subject to full approval at annual budget Council.

11.2 If the increase in revenue allocation is not approved a further review of events programme will be required.

### **12.0 Legal Implications**

12.1 On 9<sup>th</sup> March 2017 the Council entered into a contract for services with MGL for the delivery of a variety of services. This agreement and any associated documentation will be varied to remove the obligation to deliver the Festivals and Events programme on behalf of the Council.

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

### **13.0 Risk & Opportunity Management Implications**

13.1 Risk 1 - Event organisers are not able to meet the evaluation criteria.  
Mitigation 1 - Clear information will be provided to support event organisers to guide them through the criteria and be clear on how to collate the info required to report.

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

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

### **15.0 Community Safety Implications**

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

### **16.0 Staffing & Trade Union Implications**

16.1 None arising directly from this report.

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