Gloucester City Council

Cabinet

Meeting: Wednesday, 28th January 2015 at 6.00 pm in Civic Suite, North Warehouse, The Docks, Gloucester, GL1 2EP

Membership:	Cllrs. James (Leader of the Council and Cabinet Member for Regeneration and Culture) (Chair), Dallimore (Deputy Leader and Cabinet Member for Communities and Neighbourhoods), Norman (Cabinet Member for Performance and Resources), Organ (Cabinet Member for Housing, Health and Leisure) and Porter (Cabinet Member for Environment)
Contact:	Atika Tarajiya Democratic Services Officer 01452 396127 atika.tarajiya@gloucester.gov.uk

AGENDA

1.	**APOLOGIES** To receive any apologies for absence.
2.	**DECLARATIONS OF INTEREST** To receive from Members, declarations of the existence of any disclosable pecuniary, or non-pecuniary, interests and the nature of those interests in relation to any agenda item. Please see Agenda Notes.
3.	**MINUTES** (Pages 7 - 12) To approve as a correct record the minutes of the meeting held on 10th December 2014.
4.	**PUBLIC QUESTION TIME (15 MINUTES)** The opportunity is given to members of the public to put questions to Cabinet Members or Committee Chairs provided that a question does not relate to: • 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
5.	**PETITIONS AND DEPUTATIONS (15 MINUTES)** To receive any petitions or deputations provided that no such petition or deputation is in relation to:

	• Matters relating to individual Council Officers, or • Matters relating to current or pending legal proceedings
6.	**CITY PLAN** (Pages 13 - 24) To receive the report of the Cabinet Member for Regeneration and Culture detailing the progress of the City Plan programme and associated budget requirements of £141,000 over the next three financial years.
7.	**REGENERATION AND ECONOMIC DEVELOPMENT STRATEGY** (Pages 25 - 46) To receive the report of the Cabinet Member for Regeneration and Culture seeking approval on the proposed draft of the Regeneration and Economic Development Strategy 2015-2020.
8.	**FESTIVALS AND EVENTS PROGRAMME** (Pages 47 - 64) To receive the report of the Cabinet Member for Regeneration and culture seeking approval for a programme of events, support and associated budgets during 2015/16 which will see a mix of community, brand building and Rugby World Cup (RWC2015) events across the city that will be co-ordinated by Marketing Gloucester Ltd.
9.	**GLOUCESTER CITY CENTRE STRATEGY** (Pages 65 - 74) To receive the report of the Cabinet Member for Regeneration and Culture seeking approval of a draft Gloucester City Centre Strategy 2015-19.
10.	**RISK MANAGEMENT STRATEGY** (Pages 75 - 94) To receive the report of the Leader of the Council seeking approval of the Risk Management Strategy.
11.	**INTERNAL AUDIT SHARED SERVICE** (Pages 95 - 102) To receive the report of the Head of Finance seeking approval for the formation of an Internal Audit and Risk Management Shared Service between Gloucester City Council, Stroud District Council and Gloucestershire County Council.
12.	**PROPOSED IT CAPITAL INFRASTRUCTURE UPGRADE** (Pages 103 - 110) To receive the report of the Cabinet Member for Performance and Resources detailing the current condition of the City's Council's IT infrastructure and its associated risks, and to suggest alternatives for the infrastructure to fit purpose and meet regulatory requirements.
13.	**DEVELOPING TRADE LINKS WITH CHINA, INDIA AND SOUTH KOREA** (Pages 111 - 114) To receive the report of the Cabinet Member for Regeneration and Culture seeking approval for development of a strategy to strengthen the City's links with China and explore business opportunities in other global locations including India and South Korea.
14.	**BUILDING CONTROL** (Pages 115 - 138) To receive the report of the Cabinet Member for Regeneration and Culture seeking approval

to form a Shared Building Control Service between Gloucester City Council and Stroud District Council.

Please note: Appendix 3 to the report contains information that is considered to be exempt from disclosure to the press and public by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972, as amended (information relating to the financial or business affairs of any particular person (including the Authority holding that information)) and should Cabinet wish to discuss the detail of the Appendix it will be necessary to resolve to exclude the press and public.

mShields.

....
Martin Shields
Corporate Director of Services and Neighbourhoods

Date of Publication: Tuesday, 20 January 2015

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 –

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

Securities	Any beneficial interest in securities of a body where –
	
	(a) that body (to your knowledge) has a place of business or land in the Council's area and
	(b) either –
	  i. The total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or
	  ii. If the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, your spouse or civil partner or person with

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

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

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

Access to Information

Agendas and reports can be viewed on the Gloucester City Council website: www.gloucester.gov.uk and are available to view five working days prior to the meeting date.

For further details and enquiries about this meeting please contact Tanya Davies, 01452 396125, tanya.davies@gloucester.gov.uk.

For general enquiries about Gloucester City Council's meetings please contact Democratic Services, 01452 396126, democratic.services@gloucester.gov.uk.

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

Recording of meetings

Please be aware that meetings may be recorded with the Mayor or Chair's consent and this may include recording of persons seated in the Public Gallery or speaking at the meeting. Please notify a City Council Officer if you have any objections to this practice and the Mayor/Chair will take reasonable steps to ensure that any request not to be recorded is complied with.

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

FIRE / EMERGENCY EVACUATION PROCEDURE

If the fire alarm sounds continuously, or if you are instructed to do so, you must leave the building by the nearest available exit. You will be directed to the nearest exit by council staff. It is vital that you follow their instructions:

- 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.

This page is intentionally left blank

Gloucester
City Council

CABINET

MEETING	:	Wednesday, 10th December 2014
PRESENT	:	Cllrs. James (Chair), Dallimore, Norman, Organ and Porter

Others in Attendance
Sue Mullins, Head of Legal and Policy Development
Andrew Cummings, Management Accountant
Tanya Davies, Democratic and Electoral Services Manager
Atika Tarajiya, Democratic Services Officer

53. DECLARATIONS OF INTEREST

Councillor James (Leader of the Council and Cabinet Member for Regeneration and Culture) declared a personal interest in Agenda Item 9 (Growing Gloucester's Visitor Economy) through his role as Chair of Marketing Gloucester Limited.

54. MINUTES

RESOLVED - That the minutes of the last meeting held on 12 November 2014 be confirmed as a correct record and signed by the Chair.

55. PUBLIC QUESTION TIME (15 MINUTES)

There were no public questions.

56. PETITIONS AND DEPUTATIONS (15 MINUTES)

There were no petitions or deputations.

57. DRAFT MONEY PLAN 2015-20 AND BUDGET PROPOSALS FOR CONSULTATION 2015/16

Cabinet considered a report of the Cabinet Member for Performance and Resources which outlined the Council's Draft Money Plan Proposals from 2015/16 to 2019/20 and revisions to the current year's budget.

Councillor Norman (Cabinet Member for Performance and Resources) summarised the key areas of the report and the proposals put forward to continue to meet the savings targets. He remarked that the process was on-going, with further

discussions taking place with Cabinet Members and further public consultation exercise taking place before presentation to Council in February 2015.

Cabinet Members noted the challenging financial conditions and acknowledged that, based on Central Government financing, the Draft Money Plan may be subject to change.

Cabinet Members were pleased to note the level of public consultation that had been undertaken during the process and welcomed support for the Council's focus on effective service delivery and City's economic growth. They placed on record their commendations to Officers involved.

RESOLVED:

(1) That the assumptions contained in the Council's Draft Money Plan from 2015/16 to 2019/20 and revisions to the current year's revenue budget be approved.

(2) That the uncertainties regarding future incomes, as shown in this report and Appendix 1, and the need to update the Draft Money Plan when there is more certainty regarding Central Government financing be noted.

58. **ALLOTMENT STRATEGY**

Cabinet considered a report of the Cabinet Member for Environment seeking approval for an Allotment Strategy for the management of the Council's allotment holdings.

Councillor Porter (Cabinet Member for Environment) explained that feedback from allotment holders had been taken into account during the development of the Strategy and that the majority were supportive of the proposed approach.

Cabinet Members acknowledged the importance of public consultation and opinion in shaping policy, and praised the Cabinet Member for Environment for his efforts in this regard. They were pleased to note that improved use of allotment sites would additionally benefit public health and welfare.

RESOLVED:

That the Allotment Strategy be adopted for purpose of managing allotments in Gloucester City.

59. **CITY CENTRE TRADE WASTE COLLECTION POLICY**

Cabinet considered a report of the Cabinet Member for Environment seeking to adopt a trade waste collection policy for the City centre.

Councillor Porter explained that the policy was required due to increased concern with regards to the impact of trade waste on economic growth and the reputation within the City centre. He remarked that traders and partners had been widely consulted with a majority in favour of the new policy.

Cabinet praised the innovativeness of the policy and emphasised that strong enforcement by officers would ensure its effectiveness. Cabinet Members also remarked that it would bring additional benefits for tourism and environment.

RESOLVED

(1)   That the contents of this report be noted.

(2)   That the City Centre Trade Waste Collection Policy be approved for implementation from 1st January 2015

60.   GROWING GLOUCESTER'S VISITOR ECONOMY

Councillor James declared a personal interest in Agenda item 9 (Growing Gloucester's Visitor Economy) through his role as Chair of Marketing Gloucester Limited.

Cabinet considered a report of the Cabinet Member for Regeneration and Culture concerning the proposed five year strategy for growing Gloucester's visitor economy.

Councillor James explained that the proposals set out a clear plan of how to achieve growth and advised that consultation would take place with key stake holders and Councillors.

Cabinet Members welcomed the report, noting that a clear strategy would have a positive effect on public confidence and pride and would ultimately generate income from local and international visitors to the city. Cabinet Members endorsed the role of Marketing Gloucester Limited and emphasised the importance of holding them to account.

RESOLVED

(1) That the Growing Gloucester's Visitor Economy strategy be adopted.

(2) That the Action Plan forms the basis of a work programme over the next 5 years.

(3) That the relevant officers be instructed to work with Marketing Gloucester to implement the Action Plan, identifying the necessary resources and allocating ownership for delivery.

(4) That the Growing Gloucester's Visitor Economy strategy be reviewed annually.

61.   LOCAL DEVELOPMENT FRAMEWORK UPDATE

Cabinet considered a report of the Leader of the Council and Cabinet Member for Regeneration and Culture concerning the range of documents the Council was obliged to keep and maintain consistent with its obligations as the local planning authority and seeking approval for the use of the Joint Core Strategy (JCS)

Submission Plan as a material consideration in future planning applications and update of the Council's existing policy.

Cabinet Members welcomed the proposed Statement of Community Involvement and commended the progress of the JCS adoption process to date. They noted the importance of community consultation and acknowledged that the main aim of the JCS was to ensure that the City could meet the needs of the growing population.

RECOMMENDED TO COUNCIL:

(1)   That the Local Development Scheme (the LDS) at Appendix1 be approved;

(2)   That the revised Statement of Community Involvement (SCI) AT Appendix 2 be approved for consultation purposes and

(3)   That the Joint Core Strategy (JCS) be endorsed for use as a material consideration in all future planning decisions.

62.   **HISTORIC ENVIRONMENT RECORD (HER) PROJECT**

Cabinet considered a report of the Leader of the Council and Cabinet Member of Regeneration and Culture concerning proposals to pursue a proposed project to combine the City and Countywide Historic Environment Record (HER) run by the County Council's Archaeology Service and for the HER to be jointly operated in future under service level agreement.

Cabinet Members endorsed the proposed approach noting that partnership working was the appropriate option and that it would also generate a small income in future years.

RESOLVED

(1) That the approach of linking the City HER with the County Council HER be supported;

(2) That authority be delegated to the City Archaeologist to:
    a. Produce a project design in partnership with the County Council; and
    b. Approach English Heritage (EH) for funding for a temporary post to undertake the required data transfer.

(3) That authority be delegated to the Head of Legal and Policy Development, in consultation with the Head of Planning and the City Archaeologist, to negotiate and enter into a Service Level Agreement for the joint operation of the HER

63.   **COMPULSORY PURCHASE ORDER IN RESPECT OF 134 RESERVOIR ROAD, GLOUCESTER**

This report was withdrawn from the agenda.

Time of commencement: 18:00 hours
Time of conclusion: 19:00 hours

Chair

This page is intentionally left blank

Gloucester City Council

Meeting:	Planning Policy Sub-committee	Date:	11 December 2014
	Cabinet		28 January 2015
	Council		18 March 2015
Subject:	City Plan – Programme and Budget		
Report Of:	Cabinet Member for Regeneration and Culture		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Anthony Wilson, Head of Planning		
	Email: anthony.wilson@gloucester.gov.uk	Tel: 396830	
Appendices:	None		

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 To present and seek endorsement of the progress of the City Plan programme and associated additional budget requirements of £141,000 over the next three financial years.

2.0 Recommendations

2.1 Planning Policy Sub-Committee is asked to **RECOMMEND** that:

(1) The next stages of the City Plan work programme as set out in this report be endorsed; and

(2) A further report be prepared on the City Plan work programme once the Joint Core Strategy (JCS) has been adopted; and

(3) The City Plan future budget requests set out at paragraph 8.2 of this report be approved.

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

(1) The next stages of the City Plan work programme as set out in this report be endorsed;

(2) A further report be prepared on the City Plan work programme once the Joint Core Strategy (JCS) has been adopted;

(3)   Subject to the approval of the budget proposals for 2015/16, the City Plan future budget requests in this report be approved.

2.4   Council is asked to **RESOLVE** that:

(1)   The contents of this report be noted; and

(2)   The City Plan future budget requests, included in the budget proposals for 2015/16, be noted.
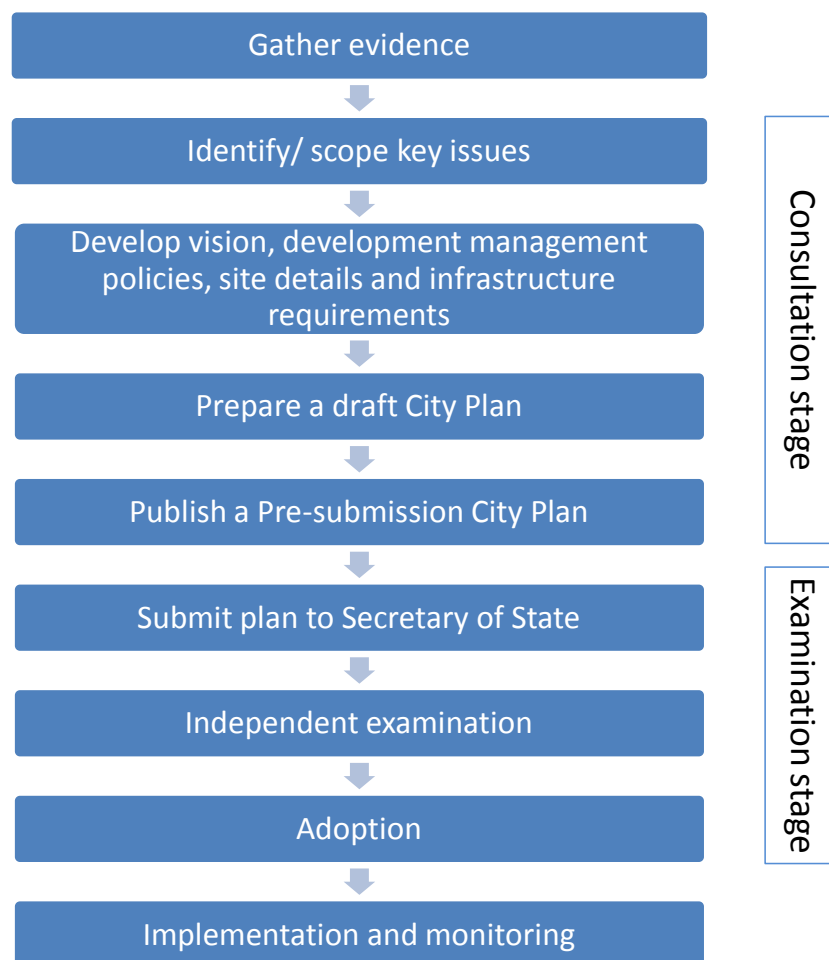
3.0   Background

3.1   The Council has a statutory responsibility under Section 13 of the Planning and Compulsory Purchase Act 2004 to prepare and keep up to date a development plan for the City. In this respect, the Planning Policy Team is preparing two plans that will shape the future of planning in the City. These are the Joint Core Strategy (the JCS) and the City Plan. Together, these plans will provide the planning tools that the Council is legally obliged to prepare to support and guide land use change and development activity in the City until 2031.

3.2   The JCS will address strategic issues for Gloucester City, Cheltenham and Tewkesbury Boroughs and set housing, employment and other infrastructure requirements for the three local authorities. We are working with our neighbouring local authorities on this plan because a proportion of the future housing needs of the City will have to be met within Tewkesbury Borough.   This plan will be the subject of a public examination likely to take place in the spring of 2015. It is hoped that the plan will be adopted towards the end of 2015.

3.3   Alongside the JCS, there is a need for a City Plan. This second development plan will clarify how the policies in the JCS will be applied in the City. It will set out the Council's priorities for the City Centre and other key sites that will deliver future housing and jobs.   It will establish detailed policies against which planning applications will be determined and will demonstrate how new infrastructure to meet the City's needs will be funded. Finally, the City Plan will provide the basis for the preparation of any Neighbourhood Plans that may come forward.   It will, in particular, be helpful to the Hempsted Community Forum which may prepare its own Neighbourhood Plan.

3.4   The Council is currently in a vulnerable position with respect to its statutory duty to prepare an adopted development plan. The now outdated adopted development plan dates back to 1983 and the Council has endorsed use of the second stage deposit plan 2002 for development management purposes in the absence of a more advanced plan. Without an up-to-date plan, the City runs the risk of uncoordinated development being approved as a result of planning permissions granted on appeal. This is not only costly, due to planning officer resource being diverted into managing and resourcing the appeal process, but is also not in the best interests of the environment or our communities. Properly planned development, delivered in the context of a robust planning strategy helps ensure high standards of design in all new development with supporting infrastructure in place. It is also worth noting that the planning policy and development management service brings in significant resource to the Council in terms of New Homes Bonus. House building in the City

resulted in an allocation of over £2m for 2013/14. Put simply, not having an up-to-date plan prevents the Council from shaping its own future environment.

4.0   Work on the City Plan to date

4.1   The Planning Policy Sub Committee gave approval in March 2011 for work to start on the City Plan. In summary, the preparation of the City Plan has to go through a number of stages of evidence gathering and the preparation of policies before it can be submitted to public examination (as shown in Figure 1 below). At each stage of plan preparation, the Council is obliged to consult and take into account comments received. Work has started slowly on this project principally because of other pressures on staff to progress the joint work on the JCS at the same time.

Figure 1 Stages in the preparation of the Gloucester City Plan

Gather evidence
↓
Identify/ scope key issues
↓
Develop vision, development management policies, site details and infrastructure requirements
↓
Prepare a draft City Plan
↓
Publish a Pre-submission City Plan

Consultation stage

Submit plan to Secretary of State
↓
Independent examination
↓
Adoption

Examination stage

↓
Implementation and monitoring

4.2   The Council has resolved that the City Plan be prepared on the basis of four interlocking parts.

(a) Part 1 will set out the overarching development challenges and development principles

(b) Part 2 will set out development management policies

(c) Part 3 will set out a locally based approach to places and site opportunities

(d) Part 4 will deal with site delivery and infrastructure provision

Review of progress to date on the City Plan

City Plan Scoping Exercise

4.3   The first action undertaken by officers was a City Plan Scoping document. This was the subject of public consultation between May and August 2011. The findings of this consultation exercise were reported back to the Planning Policy Sub-Committee in November 2011 and the key principles and work priorities were incorporated into future work on the emerging City Plan.

City Plan Part 1, Gloucester Now and in the Future

4.4   Using responses from the City Plan Scoping consultation, Part 1 of the City Plan was drafted and was consulted upon in March and April 2012. This section describes Gloucester's development journey, that is, where it has come from, where it is now and where it strives to position itself in the future. It also recognises the City's transformation resulting from significant development investment and provides the framework to accommodate ongoing growth and regeneration.

4.5   Part 1 also identifies key challenges for the City relating to accommodating its growing population whilst providing the necessary supporting infrastructure, challenges around delivery of a good mix of housing, addressing the problems being experienced in the City's more deprived wards, the strengthening of the economy as well as improving its overall image and the perception of its centre and retail experience. Development pressure within the City also needs to be balanced with protection of Gloucester's valuable natural environment, open spaces and built heritage which should be preserved and, wherever possible, positively enhanced.

4.6   City Plan Part 1 also identifies key development principles which will provide the building blocks to guide growth going forward to 2031. This includes:

(a) The incorporation of the development principles identified within the JCS;
(b) The need to deliver a transforming city which brings regeneration benefits;
(c) The primacy of Kings Quarter retail led regeneration of the City Centre and it acting as a catalyst for the wider regeneration of the City; and
(d) The need to deliver a city to live in, work in, enjoy and be proud of, that is safe, healthy and connected.

Part 3: Places and Sites, City Centre Strategy

4.7   The Planning Policy Service undertook a further consultation from May to July 2013 on Part 3 of the Plan. This part of the Plan focuses on the individual Wards within the City. The consultation sought views on the available development sites in each area as well as feedback on Ward Profiles. Feedback was also sought on a draft City Centre strategy which seeks to manage the changes that the City Centre is expected to experience as our retail centres move forward and our shopping habits change.

4.8   No substantive further work has been undertaken on the City Plan due to pressures to progress the JCS and the need to allocate existing planning policy budgets to fund the evidence base to support the JCS. It is now proposed that work moves forward on the remaining elements of the City Plan, this would involve the preparation of development management policies for inclusion within Part 2 of the Plan and the preparation of the Plan's implementation programme which would provide detail on site delivery and infrastructure provision. Additional resources are sought to progress the preparation of the City Plan in order to commission the additional evidence base required in order to progress a Plan that will be found 'sound' at Examination.

5.0   Next stages of the City Plan budget

5.1   The City Plan needs to go through the following stages before it can be adopted:

(a) Prepare supporting evidence required to inform preparation of a sound plan;
(b) Review and publish comments and responses arising from the 2013 consultation;
(c) Prepare Part 2 (development management policies) and Part 4 (delivery and infrastructure) of the Plan;
(d) Prepare and consult on a Draft City Plan (that is, Parts 1-4), and prepare reports addressing representations on previous consultations and how the Council has responded to them;
(e) Refresh Part 1 to reflect new development opportunities in the City, including the release of the former HMP Gloucester;
(f) Publish Pre Submission version of the Plan for final comment;
(g) Submit the City Plan to the Secretary of State;
(h) Public examination; and
(i) Adopt the City Plan.

5.2   The allocated officer resource to manage and deliver the City Plan is one part time Principal Planning Officer (18.5 hours per week, also working on the JCS and other City projects which are seen as a priority) and a Neighbourhood Planning Officer (currently 10.5 hours per week and involved in supporting the Hempsted Neighbourhood Forum and assisting in some City Plan work). Other officers are also allocated work on the City Plan when not involved in JCS activity or other planning policy work. This combined resource is not sufficient to make timely progress on the next stages of the City Plan especially as there will be a significant officer commitment to the JCS Examination which is expected to take place in April 2015.

6.0   Additional evidence to support the City Plan

6.1   Working with Cheltenham and Tewkesbury on the JCS has provided a significant element of the evidence base which can be used to support the preparation of the City Plan. In addition to this work, officers have also undertaken in-house research/evidence base preparation in relation to:

(a) Housing and employment monitoring
(b) Strategic Assessment of Land Availability (SALA)
(c) Local District Centres health check
(d) Green infrastructure plan for the City

Page 17

(e) GIS mapping work

(f) Gypsy and Traveller site assessment

(g) Assessment of employment sites

(h) Open Space Strategy

(i) Archaeology assessments

6.2 There are further areas of evidence base preparation which can be undertaken within the Council using existing staff resources. The detailed scope of this additional work will be determined as the preparation of the City Plan moves forward, but principal areas of work will include:

(a) An examination of the operation of the City Centre and its existing uses/activities to provide a future strategy for its growth and continued health; and

(b) An Economic Development/Regeneration Strategy to assess the current health of the City's economy and to develop a strategy for future growth.

6.3 However, in addition to the above areas of work, it will be necessary to commission additional research for which in house staff do not have expertise or where the use of a consultant would add to the robustness of the evidence base by providing an independent assessment or review. These are:

(a) A Sustainability Appraisal and Habitats Regulations assessment (this is needed legally to show that the Council has appraised the economic, environmental and social effects of the City Plan and then to show that the proposals do not affect any sites of European wide ecological importance);

(b) A Playing Pitch Strategy which will determine the level of playing fields needed to accommodate a growing local population and where these should go; and

(c) A townscape assessment to inform our approach to promoting development in the City Centre.

(d) Strategic Flood Risk Assessment (Level 2) work on sites plus sequential and exception test evaluation.

(e) Heritage Impact Assessment.

(f) Traffic modelling assessments of City sites;

(g) Infrastructure provision to support City sites;

(h) Viability assessment of City sites;

(i) Retail assessment of trading position at Quedgley District Centre;

(j) Site assessment/Duty to Co-operate; and

(k) Biodiversity Assessment of City sites.

Costs associated with these pieces of work are set out in Table 1 below.

6.4 The Council is also required to record representations received throughout the plan making process and report them to an independent inspector appointed by the Secretary of State who will examine the representations made in relation to the City Plan and decide if the Council has met its responsibilities in connection with the statutory duty to co-operate. The Council has purchased a bespoke software package used for JCS preparation but will need to continue to pay an annual

licence fee of £5,600 per annum to use the software. The Council will also need to renew its licences to continue to use GIS to do the mapping required for the City Plan at an annual cost of £3,000.

6.5   Costs associated with consulting on future stages of the City Plan

6.6   The Council has legal requirements to notify the public about its Plan and is also legally obliged to consult the public in accordance with its Statement of Community Involvement. Three rounds of consultation are anticipated before the City Plan can be submitted to the Secretary of State for examination. Costs likely to be incurred include advertisements, document printing and running exhibitions.

6.7   Examination in Public and adoption of the City Plan

6.8   The principal costs associated with this are:
(a) Paying for an independent inspector and programme officer to run the examination;
(b) Venue and other costs associated with hosting the examination; and
(c) Preparing evidence, including the use of consultants to defend a technical matter (e.g., retail policy).

The Council is not in a position to give a firm estimate of the cost of this examination but has based its budget on other comparable plans. However, there may be a requirement to produce additional technical evidence (beyond that reasonably foreseen) in response to a request by an inspector It should also be recognised within the wider plan preparation process that the potential for subsequent legal challenge does exist and that the Council may be required to defend its position in such a case.

6.9   Request for additional support

6.10   Currently approved budgets for the preparation of the JCS and City Plan provide £123,000 for 2015/16 and £33,000 for 2016/17. Of the total of £156,000 available in these two financial years, £50,000 is reserved to meet costs associated with the Examination and Adoption of the JCS in 2015/16. Therefore, the remaining £106,000 of these approved budgets would be reserved for the costs associated with City Plan preparation.

6.11   This report makes a request for additional funds to be allocated to the Planning Policy Team in the financial years 2015/16 – 2017/18 to cover one off costs relating to the preparation of the City Plan for:

(a) Additional evidence to support the preparation and adoption of the City Plan;
(b) The costs of consulting on the Plan, document printing and publishing the next stages of the City Plan; and
(c) An examination in public and adoption of the City Plan.

The indicative costs associated with each of these items are set out in Table 1 of this report below.

7.0   Total costs and timescale

7.1   Table 1 below identifies a need for an additional budget of £141,000 to finalise the preparation of the City Plan. As is noted in paragraph 6.10 above, £106,000 has been allocated towards the costs of City Plan preparation within current budget approvals.

Table 1 - City Plan Budget forecast 2015/16 to 2017/18

Workstream	2015/16	2016/17	2017/18
Playing Pitch Strategy	£12,000		
Heritage Townscape Assessment /Townscape Character Analysis		£15,000	
Heritage Site Assessment		£15,000	
Sustainability Appraisal and Habitats Regulation Assessment	£10,000	£15,000	
Retail consultancy advice	£5,000		
Sequential Flood Risk Assessment/ Sequential Test	£30,000		
Traffic Modelling assessments of City Sites	£30,000		
Infrastructure Provision to support City Sites	£20,000		
Viability assessment of City Sites		£20,000	
Biodiversity Assessment of City Sites	£10,000		
Consultation (printing, publicity and newspaper advertisements)		£5,000	
Examination in Public (inspector time, programme officer and venue costs)		£50,000	£10,000
Annual Totals	**£117,000**	**£120,000**	**£10,000**
Current Budget Allocations	**(£73,000)**	**(£33,000)**	
Additional Financial Requirement	**£44,000**	**£87,000**	**£10,000**
TOTAL ADDITIONAL FUNDING SOUGHT			**£141,000**

7.2   It should be noted that a financial contingency may be required as there has been a significant increase in the number of Local Plans that have been delayed and challenged following the introduction of the National Planning Policy Framework. Under these circumstances, it would be prudent for the Council to be aware of the potential need for such a contingency due to any legal challenge or for the preparation of additional technical evidence in this context. However, it is hoped that such provision would not be required.

7.3   This bid for funds has been prepared on the understanding that the City Plan examination will be completed in the financial year 2017/18. Cabinet has recently considered the detailed timetable for this Plan and the JCS, contained within a revised Local Development Scheme (the LDS) and how the Council will consult local residents and businesses on the City Plan in what is called the Statement of

Community Involvement (the SCI). The SCI has recently been updated and will undergo statutory public consultation in January/February 2015 as part of this process.

8.0   Conclusions

8.1   This report has outlined progress to date with the City Plan as well as ongoing budgetary requirements to deliver a sound Plan.

8.2   An additional budget allocation of **£141,000** is required to progress the City Plan and take it through the Examination process. This budgetary requirement is likely to fall over the next three financial years.

8.3   It is recommended that resources are built into the forward plan as set out in Table 1 above for future years up to 2017/18.

9.0   Financial Implications

9.1   The report has set out the budget requirements to deliver a City Plan and take it through the Examination process.

9.2   There is an existing budgetary commitment of £106,000 to the costs associated with the preparation of the City Plan in 2015/16 and 2016/17. In terms of the additional £141,000 now being sought, the additional budget requirement of £44,000 for 2015/16 can be accommodated within the Council's current Money Plan. The additional expenditure of £97,000 in 2016/17 and 2017/18 will be a budgetary pressure upon the Council's resources and will reduce funding available to other areas.

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

10.0   Legal Implications

10.1   The legal implications are as set out in this report. The Gloucester City Plan will ultimately form part of the statutory Local Plan.

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

11.0   Risk Management Implications

11.1   The Council has a statutory responsibility to have an adopted development plan. The Council's adopted development plan which dates from 1983 is out of date.

11.2   Councils which do not meet their legal obligations and underperform are at risk of direct Central Government intervention where planning decisions would be taken out of the hands of the local authority. In late 2013, the Government used these powers to place a Leicestershire authority in 'special measures', although it has since been released from this control. The current use of a number of statutory and non-statutory plans creates additional 'complications' for applicants and officers in determining planning applications. A single cohesive document will provide a more efficient framework for all parties.

11.3   A failure to progress the preparation of the City Plan within a reasonable timescale also places the Council at increased risk from potential future changes to the planning system and its accompanying legislation/regulation which could lead to abortive work being undertaken.

11.4   The JCS requires a development plan for the City to identify employment, housing and retail development sites within its administrative area to fulfil the development requirements of the JCS. The preparation of the City Plan will enable the Council to engage positively with our communities, promote development solutions that enable appropriate redevelopment of the City and provide suitable policies to help deliver our strategic aims.

11.5   Not pursuing the City Plan and therefore not identifying allocated sites for future housing, employment and retail development will make the City vulnerable to ad hoc development pressures on the fringes of the City with developers potentially challenging the City's five year housing land supply position.

11.6   The absence of a development plan will result in planning by appeal which will incur significant costs and result in ad hoc and inappropriate development across the City which has the potential to undermine the role of the City Centre. The Council may also risk substantial costs awards against it if ad hoc applications were refused and it was not possible to identify a five year land supply at appeal.

12.0   People Impact Assessment (PIA)

12.1   The preparation of a new development plan such as the City Plan can have both positive and negative social impacts on local communities. PIA is therefore incorporated into the statutory Sustainability Appraisal and Habitats Regulation Process that the Council will have to complete in justifying the spatial strategy for the City and development management policies the Council will have to adopt. PIA will also be ongoing through the preparation of the City Plan

13.0   Other Corporate Implications

Community Safety

13.1   The City Plan will be developed to reflect the Council's community safety obligations.

Sustainability

13.2   The City Plan will reflect the requirement that the planning system should deliver development that accords with the principles of sustainable development.

Staffing & Trade Union

13.3   None.

(Human Resources have been consulted in the preparation of this report).

Background Papers : Vision/City Plan Consultation Report 2011
Part 1 Gloucester's City Plan 2031 Shaping Gloucester's Regeneration journey February 2012
Part 3 Gloucester's City Plan Places and City Centre Strategy Consultation May 2013

This page is intentionally left blank

Gloucester
City Council

Meeting:	Overview and Scrutiny Committee	Date:	26 January 2015
	Cabinet		28 January 2015
Subject:	Regeneration & Economic Development Strategy		
Report Of:	Cabinet Member for Regeneration and Culture		
Wards Affected:	All		
Key Decision:	Yes	Budget/Policy Framework:	No
Contact Officer:	Anthony Hodge, Head of Regeneration & Economic Development		
	Email: anthony.hodge@gloucester.gov.uk	Tel: 396034	
Attachments:	1. Regeneration & Economic Development Strategy		
	2. City Centre Plan		

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 This report presents to Cabinet the proposed draft Regeneration and Economic Development Strategy 2015 – 2020, for the City of Gloucester. The Strategy identifies 6 key regeneration and economic development objectives to be delivered over the next 5 years.

2.0 Recommendations

2.1 **Overview and Scrutiny Committee** is asked to **RESOLVE** that the report be noted, subject to any recommendations the Committee wishes to make to Cabinet.

2.2 **Cabinet** is asked to **RESOLVE**:

(1) that the contents of this report be noted;

(2) the broad direction of the Regeneration and Economic Development Strategy is approved and

(3) that the Regeneration and Economic Development Strategy be subject to a public consultation exercise.

3.0 Background and Key Issues

3.1 Gloucester has been the subject of a major programme of regeneration over the last decade or so, with over £700 million of investment attracted into the city. Over much of this time, regeneration activity was co-ordinated by the Gloucester Heritage Urban Regeneration Company (GHURC), although projects were delivered by a

wide range of public and private sector organisations. With the winding up of the GHURC, the Council has taken a much more hands on approach to regeneration delivery. In the light of the new regeneration environment, Cabinet requested that a detailed strategy be prepared for approval and that an advisory board be recruited to oversee the new regeneration programme.

3.2   That report identified a number of priorities which have been driven forward with major achievements. These include:

1) Kings Quarter: £6.4M of grant has been secured towards the delivery of this scheme. This can be broken down into Gloucestershire Local Transport Board (£1.7M) and the GFirst Strategic Economic Plan (£4.6M). The City Council now has control over the majority of the site, enabling the delivery of the scheme to progress. Now that there is certainty over the land, work will start in January to procure architects to commence the design of the city's new bus station, with a planning application to follow shortly afterwards.

2) Blackfriars: with the rationalisation of the County Council's property portfolio and their plan to vacate Quayside House, this has presented an excellent opportunity to work with the County to deliver a scheme for this prominent site and the city's Barbican site. Both councils have entered into a Memorandum of Understanding, thereby bringing together their landholdings at this location, for redevelopment. A bid has been submitted to the Local Enterprise Partnership to create "shovel ready" development plots, through reclamation and the provision of infrastructure (access roads).

3) City Centre Project: this is a programme of projects designed to help support the attractiveness, vitality and viability of the centre and build on the considerable amount of successful work already being carried out. This programme includes car park improvements, working to clad "unattractive facades", business support grants and the provision of a new Tourism Information Centre.

4) Greyfriars: the residential development by Linden Homes on the former Gloscat sites is designed to lead to significant improvements to this part of the city. In 2013 work started by Linden Homes to build 250 homes over two sites. This is now well advanced with over 80% of Phase 1 now sold.

5) Railway Triangle – the city has seen the development of the new Morrisons store at the Railway Triangle. The developer, LxB, is looking to move forward with the construction of the employment components of the scheme.

3.3   The Regeneration Advisory Board has also been set up and held its first meeting in July 2013. The Board is independently chaired by the Dean of Gloucester Cathedral and is made up of representatives from the private, public and community sectors with a broad range of skills and experience.

3.4   The Board has also successfully set up a sub group constituted of major investors in the city. These are:

- Peel Holdings
- Rockspring

- LxB
- Canal and River Trust
- Aviva
- Stanhope
- Rokeby

N.B. Rockspring are in the process of selling the Eastgate Centre to Lone Star who will be invited to replace them on the Investors sub group.

3.5 This group of investors has met on a number of occasions and has made a significant contribution to the development of the Regeneration and Economic Development Strategy.

3.6 Attached in Appendix 1 is the draft proposed Regeneration and Economic Development Strategy for Gloucester which is based on the following 6 key priorities:

Objective 1: Delivering Major Development Sites:
Objective 2: A vibrant city centre
Objective 3: Bringing forward small sites
Objective 4: Community Regeneration
Objective 5: Jobs and Growth
Objective 6: Strategic and sub-regional growth

3.7 The concept of the strategy is to primarily focus activity on the city centre area as defined by the plan contained in Appendix 2. This is to deliver key city centre projects whose impact will be felt across the city. These are:

i) Kings Quarter Regeneration scheme: delivering the "step change" 15,000 sq metre retail led scheme including a new Transport Hub/Bus Station
ii) Blackfriars Project, including the former Fleece Hotel
iii) Gloucester Quays and Gloucester Docks
iv) Canal Corridor
v) Railway Triangle and Corridor

3.8 These priorities relate to large capital projects which will take a number of years to deliver and in a phased way. In some cases e.g. Gloucester Quays, this will be about maintaining the momentum already created through further phases of activity. These projects are vital to the on-going prosperity of the city, ensuring the city has a broad offer to maintain a vibrant and healthy city centre and to attract investment. Much progress has been made to deliver these projects.

3.9 Whilst **Objective 1** concentrates on large physical projects **Objective 2** (a vibrant city centre) looks to broaden the offer of the centre through both capital projects and the promotion of specific initiatives within the city. It aims to deliver a high standard of city centre management, through securing Purple Flag status for the evening economy, to complement financial investment. It also looks to encourage the expansion of the resident population of the city centre, to create more footfall during the day and night, with increased passive surveillance. It will diversify the offer through office accommodation, improve our public realm, markets and to use our heritage assets (including the museums and Gloucester Cathedral) to deliver tangible regeneration benefits.

3.10   Whilst the larger scale regeneration activity is a primary part of the strategy, a key component is a schedule of smaller sites which make up a "hit list", **Objective 3**. The City Council will maintain a rolling database of sites that do not make a positive contribution towards the economic activity of the city in their current form. Working with the site owners or developers, the City Council will strive to bring these back into economic use. Cumulatively their impact will be significant.

3.11   Successful urban regeneration also needs to consider and benefit the communities that live in the target area. **Objective 4** aims to provide an environment that empowers our communities to position themselves to create directly, and benefit from, employment opportunities and work with employers, encouraging them to recruit locally.

3.12   The city suffers from a small number of areas that experience persistent levels of deprivation which is not acceptable. The Council will work with those communities, and through partners including the Voluntary and Community Sector, to empower and resource them so that they too can benefit from regeneration activity and economic growth. But our objective is not for those communities to simply benefit from growth through the action of others, but to give them the tools and opportunity for them to directly deliver that growth through business start-up, entrepreneurial activity and other support mechanisms including promoting childcare opportunities.

3.13   Successful businesses are a key part of successful urban regeneration. The City Council already has a proven track record in business support and growth. But now we need to move to the next generation of support and adapt to changes to both business and business support mechanisms. **Objective 5** aims to continue to develop and support new business but to also complement the University of Gloucestershire's Growth Hub. The City will engage more with our established businesses and to use all mechanisms at our disposal to support private sector growth.

3.14   This strategy is ambitious and rightly so. Through **Objective 6,** the City will work in partnership with all those who are striving to deliver economic growth, prosperity and to tackle deprivation locally, city wide and beyond our boundaries. The strategy acknowledges that the City will work with adjoining and sub-regional bodies to ensure our citizens and businesses have every opportunity to flourish and grow.

3.15   This Regeneration and Economic Development Strategy will be a core document in setting the Council's regeneration and economic development priorities. It will be based on and consistent with the City Vision and the Council's Corporate Plan. It is an ambitious strategy for an ambitious city. However it will also reflect and accord with the priorities as set out in the statutory planning documents that are emerging for Gloucester City and its environs, the Joint Core Strategy and the City Plan. It will also reflect and build upon the Strategic Economic Plan as prepared by the Local Enterprise Partnership GFirst.

4.   Alternative Options Considered

4.1   The alternative options considered are to remain with the previous draft strategy or to take regeneration opportunities as they arise. Neither option is recommended as many factors have changed since the previous draft strategy was written and a

clear and up-to-date strategy is needed to maximise the benefits to the city from regeneration and economic development activity.

5. Reasons for Recommendations

5.1 The preparation of the draft strategy has included working closely with the city's major investors. Whilst an important part, they are only one part of the regeneration equation. If there is to be real buy in and success, all elements of the city's communities should be given the opportunity to be consulted.

6. Future Work Conclusions

6.1 The strategy sets the framework for ongoing project and programme delivery. It is the reference point to ensure a clear sense of direction and message to all. It will create significant activity, both for the City and its partners, to facilitate delivery

7. Financial Implications

7.1 The Council will continue to support regeneration activity both through its revenue budget, and in particular through the ring-fenced regeneration account linked to former SWRDA assets, and through the Capital Programme in line with approved Council priorities. The majority of investment in regeneration will come from external partners and securing this external funding has been and will continue to be an important role for the Council.

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

8.0 Legal Implications

8.1 There are no legal implications of the decisions associated with this report.

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

9.0 Risk & Opportunity Management Implications

9.1 There are no direct risks associated with this strategy other than the reputation of the City Council. This will be managed through careful consultation and engagement with organisations and the community to deliver a strategy that the Council and City can get fully behind.

10.0 People Impact Assessment (PIA):

10.1 A PIA screening review was undertaken. It did not identify any potential or actual negative impact. For this reason, a full PIA is not required.

11.0 Other Corporate Implications

Community Safety

11.1 None.

11.2   None.

11.3   None.

Background Documents: None

Gloucester City Council

Regeneration & Economic Development Strategy 2015-2020

Foreword

Gloucester has come a long way over the last decade, with well over £700 million of investment in the city's regeneration, despite the worst recession in sixty years. The Gloucester Heritage Urban Regeneration Company deserves a great deal of credit for that success. It brought the key players from the private, public and voluntary sectors together round the table, it created investor confidence and it secured the public funding necessary to lever in private capital.

But there is much more to do in order to make Gloucester the city we know it can be. Overall responsibility for regeneration now rests with the City Council, but the task or transforming our city is very much a team game. Working with a range of partners will be crucial to delivering the outcomes we have set for ourselves.

This strategy sets out our ambitions for Gloucester and the way in which we intend to fulfil them. We hope you share our vision and support our plans. We look forward to working with you to turn them into reality.

Councillor Paul James
Leader of the Council and Cabinet Member for
Regeneration and Culture
Gloucester City Council

From the Dean,

Regeneration takes time and commitment but it can have long lasting impact for civic pride and the common good. Regeneration is worth striving for - together.

I am pleased to partner with the City Council through the work of the Regeneration Advisory Board. We are there to encourage, to challenge and to call to action all those who can and should work in partnership to achieve a better future. I am particularly grateful to our key developers and investors who are prepared to come together and seek this vision.

The cathedral is at the heart of the city and tells its most enduring story. The vision of those who built this icon was greater than anything we hope for today but we should tune into that commitment and sacrificial example in order to achieve a future for all that lasts and has a deep rooted integrity. We can do this and we should do this as a kind of 'coalition of the committed to Gloucester.'

The Very Revd Stephen Lake, Dean of Gloucester
Chair, Gloucester Regeneration Advisory Board

Vision
"Gloucester will be a flourishing, modern and ambitious City, which all residents can enjoy"
(City Vision 2012 – 2022)

Gloucester's City Vision was adopted in 2012 after a comprehensive consultation exercise involving over 1,100 people responding with a further 620 people attending various events to discuss and develop the vision.

A central part of that Vision is to deliver:

- A flourishing economy and City Centre
- A vibrant evening economy
- A City which improves through regeneration and development

The City Council's role will be to create the conditions for growth to deliver our shared vision. This will be achieved through:

1) Clearly identified objectives within this strategy including:

   a. The delivery of major investment sites complimented with smaller scale opportunities
   b. Creating a vibrant city centre area
   c. Delivering jobs and growth
   d. Influencing growth beyond our boundaries

2) Ensuring a positive Planning environment

3) Encouraging investors and developers to work together in a complementary way to deliver our overall vision

4) Using our heritage assets to deliver growth, including delivering more activity around our waterways and our historic city centre streets

5) Using public sector assets, influence and expertise to encourage development.

6) Working within an engaged and informed political landscape

7) Setting ambitious targets to deliver a stronger future for Gloucester.

The City Council will work with partners, both public, voluntary and private, to deliver the necessary support network, whether through infrastructure, training and skills, to ensure our City, its population and businesses flourish and become prosperous through increased wellbeing and wealth.

Our key message to our communities and private sector partners is that Gloucester is a more confident city than ever . This document shows that we know where we want to go and how we will get there.

Key Facts about Gloucester

History

- Gloucester has been variously described as "The Gateway to the West and "The Crossroads of England"

- It is the city and county town of Gloucestershire located in the South West of England. The City lies close to the Welsh border, and is on the River Severn, approximately 32 miles (51 km) north-east of Bristol, and 45 miles (72 km) south-southwest of Birmingham

- In 1827 Gloucester became a port city following the completion of the Gloucester and Sharpness canal. On completion it was then the longest, deepest and widest ship canal in Britain. The Docks contains fifteen Victorian warehouses which make up what is Britain's most inland port and are now a major tourist attraction.

- Gloucester was home to iconic manufacturing firms including the Gloster Aircraft Company and Fielding & Platt.

- The City contains 707 listed buildings including 37 Grade 1's.

- The City is the birth place of Robert Raikes, the founder of the Sunday School Movement and John Stafford Smith , who composed the American National Anthem

- The historic Roman streets, magnificent Norman Cathedral and Victorian Docks have been used for various films and TV productions including Harry Potter and Doctor Who. Disney recently shot scenes form the sequel to Alice in Wonderland at the Docks.

Demographics

- The City has a population of 123,439 (ONS Mid-Year Population Estimates 2012). It is the most populated conurbation within the County of Gloucestershire and has the highest population density.

- Gloucester will experience the greatest population growth of all county districts, expected to increase by 20.1% or 23,800 people between 2010 and 2035

- Gloucester is a relatively young city with 25% of the population aged 19 and under (highest in the South West) and 39% under 30. The City is expected to experience the greatest increase of Gloucestershire's districts in the number of children and young people between 2010 and 2035, with an increase of 16.4%

- It is a diverse City, the black and minority ethnic population (BME) stands at 9.8% with approximately 100 languages and dialects spoken

Economy

- Gloucester is home to world leading advanced engineering companies providing cutting edge technical products and services e.g Prima Dental

- Gloucester has a strong finance and insurance cluster including being the location for the HQ of the specialist insurance company Ecclesiastical Insurance Group

- The City supports a growing cluster of information security, web hosting, CAD/CAM development, defence communications and security, ICT infrastructure development and IT content management businesses

- The creative community has grown rapidly in recent years with the Blackfriars and Westgate Street areas having established themselves as a hub for creative businesses. The City has

also hosted some cutting edge arts festivals including JOLT, Crucible, Paint Jam, tall ships and Quays events.

- The City has a strong independent retail and leisure sector with over 100 independent city centre shops

- Gloucester attracts 5.9 million visitor trips each year. Annually, visitor spend is £207 million

- To date, the city has secured over £700 million of private sector investment, bucking the national trend and weathering the economic recession well

- A place for business recognised by others:

Duport Business Confidence Report shows:

- 448 new companies set up between January and June 2013 - more than any other half year on record and a 10% rise on the same period in 2012.
- 2011 and 2012 were record years for company registrations in Gloucester when compared to any year in history.
- Gloucester also became more important to the national economy by increasing its UK company share by 0.012% (2010 – 2011).

UK Competitiveness Index 2013 shows Gloucester is ranked**:**

- 19th in the index ahead of locations such as Nottingham, Birmingham, Cardiff and Newcastle-Upon-Tyne.

Experian (2012): Gloucester is ranked 11th out of 324 local authorities for growing its business base between 2010 and 2012, the biggest growth in the South West region.

Santander Town and City Index 2012: Gloucester is a leading destination for business by ranking the city 18th out of 74 UK cities for business.

Centre for Cities 2014: the City is making large improvements:

- 6th (out of 64 cities) for having the highest number of patents approved (up from 10th in Centre for Cities report 2013)

- 2nd (out of 64 cities) for having the highest employment rate with 77.8% between Jul 2012 and Jun 2013 (up from 12th in Centre for Cities report 2013)

- 2nd (out of 63 cities) for the highest housing stock growth. Among the top-placed cities, only five (Swindon, Milton Keynes, Gloucester, London, Peterborough) have experienced housing supply growth in accordance to their population growth rate.

- Gloucester is in the top-ten cities where small businesses are investing in high growth strategies.

Education

- The City boasts high performing schools and over 17,000 college and university students

- Boasts top providing education providers including further and higher education campuses for the University of Gloucestershire, the University of the West of England and Gloucestershire College

- Over 30% of Gloucester's working age population has achieved NVQ4 or higher

Sport

- Gloucester is home to Gloucester Rugby Club, officially supported by the most passionate fans in the English Premiership

- Oxstalls Tennis Centre was voted 2011 Tennis Club of the Year by the Lawn Tennis Association

- Gloucester Rowing Club is one of the oldest established rowing clubs in Great Britain

- Planning consent has recently been given for a new Gloucester City Football Club stadium which will see the long awaited return of the club to the City

- Major refurbishment of the Blackbridge Jubilee Athletics Track creating an all-weather floodlit synthetic track.

Gloucester has much to offer:

• Supportive local authority	• Large catchment
• Strong growth prospects	• Affluent hinterland
• A diverse offer through the City Centre, Gloucester Quays and the Docks	• A rich rugby union heritage, including the best supported Premiership team in England
• Young population profile	• Highly skilled and flexible workforce
• Attractive rents	• Excellent education including further and higher education and training opportunities
• Excellent location and transport infrastructure	• High quality regeneration schemes
• Varied portfolio of investment and development opportunities	• Active voluntary and community sector

Why does Gloucester need regenerating ?

Gloucester has experienced its share of challenges over the decades. The demise in traditional manufacturing, which was a key component of the Gloucester economy, required a reinvention of the City's economy. Gloucester is still working to tackle the legacy of those older business through the reclamation of brownfield sites and obsolete infrastructure

The City, through its desire for innovation, is now dealing with the legacy of unsympathetic 1960's and 70's architecture which had a heavy reliance on the use of concrete. This resulted in the loss of

some of our heritage assets and the construction of buildings which have not stood the test of time. A lack of investment in the City Centre and a failure to achieve a political consensus, meant Gloucester had for a number of years, not moved forward in investment and regeneration. We now have a political consensus and are starting to put all the other issues right

What we want to achieve

We are an ambitious City and our sights are set clearly on achieving the following:

- A vibrant city centre
- Development of brownfield sites
- More people living in the city centre
- More and higher-skilled jobs
- Improved retail and leisure facilities
- Improved public realm
- Better transport facilities, especially new bus station and improved railway station
- Provide opportunity and support for those areas struggling to contribute to and benefit from the growth agenda
- New uses for heritage buildings
- Improved cultural facilities
- Enhanced tourist visitor numbers

The Journey So Far

Much has already been achieved in delivering urban regeneration activity for the City over the last decade. The successes of "Team Gloucester " include:

- Over £700 million of investment secured
- 1,000 new jobs
- 700 new homes in central Gloucester
- Completion of the Inner Ring Road
- Completion of the South West Bypass

Significant projects that have been successfully delivered include:

- St Oswalds Park – A mixed use scheme by Hammerson plc on the site of Gloucester's former Cattle Market, including a Tesco supermarket, restaurants, retail warehouse units including B&Q and residential elements including an Extra Care Village.

- Gloucester Docks: the regeneration of the Docks has achieved a satisfying degree of maturity. The Docks regeneration project was effectively started by the Council's pioneering 1980s move, which saved four of the historic warehouses. A combination of new build and the repair / refurbishment of many of the historic docks warehouses, typically for apartments with active commercial uses on the ground floor, have breathed new life into the docks.

    There has also been considerable investment in the public realm which has set a quality benchmark that befits this unique heritage site which, along with the Cathedral, is one of the city's most visited tourist destinations.

- Gloucester Quays: the Quays has become shorthand for the Designer Outlet Centre operated by Peel Holdings. The Gloucester Quays scheme is much more substantial than the outlet centre and covers some 25 hectares of brownfield land and includes Gloucestershire

College, Sainsbury's, Travelodge and new cinema and successful restaurant area.   It represents a significant investment by the Peel Group and has made a major contribution to the regeneration of Gloucester.

- Blackfriars Priory: originally founded in 1239 and being one of the most complete surviving Dominican Blackfriars in England, it has recently been launched as an impressive cultural venue, along with the adjacent new build language centre

- Greyfriars: following the move of Gloucestershire College to its purpose built new facility at Gloucester Docks, the vacant site is now being regenerated into a significant new residential development in the heart of the city.

- Railway Triangle / Corridor: is a key arterial route into the city and had sat in an unused derelict condition for many years.   The solution to the site was not easy to find. There were many constraints. However a solution was found and delivered by the developer LXB to build a Morrison's supermarket (completed) and a range of employment units (underway).

The Big Picture

This Regeneration and Economic Development Strategy is consistent with other key documents, such as the City Vision, and the Council's Corporate Plan . It will also reflect and accord with the priorities as set out in the statutory planning documents that are emerging for Gloucester City and the surrounding area, the Joint Core Strategy (JCS) with Cheltenham and Tewkesbury Councils and our own City Plan. It will also reflect and build upon the Strategic Economic Plan (SEP)as prepared by the Local Enterprise Partnership GFirst.

Gloucester is committed to play its part in contributing towards the targets set out in the GFirst SEP which include:

- 34,000 jobs created
- 2,100 jobs protected
- 3,200 new houses
- 6,100 qualifications and 5,40 apprenticeships

The City Council, along with the County and adjoining authorities , are developing the JCS. The core components that are contained in the JCS and the emerging City Plan are identified as:

- 7,793 new homes of which 1,080 in and around the city centre and Gloucester Quays
- Regeneration of the Blackfriars quarter of the city centre
- Additional new employment land in the city centre (St Oswalds Road and the Docks) and at other strategic sites across the city including Eastern Avenue and land east of Waterwells Business Park
- 41,957 sqm additional comparison goods retail floorspace
- Delivery of the Kings Quarter scheme including the development of a new bus station

The role of heritage

Our Urban Regeneration Company was the only "heritage" URC in the country, reflecting Gloucester's status as one of England's most historic cities. Our regeneration to date has been largely heritage-led, with the restoration of, and new uses for, many historic building including:

Docks Warehouses
Buildings at the Quays

St Michael's Tower
Robert Raikes' House
66 Westgate Street

Heritage can often be seen as a constraint or an additional cost burden. In Gloucester we view it as an opportunity – to encourage visitors for business, tourism and leisure.

The Strategy

Objective 1: Delivering Major Development Sites: these schemes will make a significant impact to the on-going renaissance of the City. They are regarded by the City Council as the key interventions and drivers for growth:

i) Kings Quarter Regeneration scheme: delivering the "step change" 15,000 sq metre retail led scheme including a new Transport Hub/Bus Station

ii) Blackfriars Project, including the former Fleece Hotel – regenerating this large brownfield site to provide vibrant mixed use of employment, residential, leisure, open space and parking development, thereby creating a seamless linkage between the historic docks and the city centre, including the regeneration of the historic Fleece Hotel site.

iii) Gloucester Quays and Gloucester Docks: working with partners to complete this important regeneration scheme including the development of a water-based regeneration programme and the redevelopment of the remaining historic warehouse. Within the defined area, deliver a programme of sites, which cumulatively will make a major impact, to include:

- Baker's Quay – mixed use scheme
- Llanthony Priory – a potential Heritage Lottery Funded scheme
- 27/29 Commercial Road – buildings owned by the City Council
- Orchard Square – the delivery of an exciting new public square
- West Quay – promoted by the Canal and River Trust

iv) Canal Corridor – define and deliver a clear vision for this strategically important employment/ housing corridor

v) Railway Triangle and Corridor – exploration of options for delivery of local housing and employment on the linked corridor sites

Objective 2: A vibrant City Centre: city centres are changing as are the habits and requirements of those who use them. With on-line retailing creating new opportunities and threats retailers are having to adapt, as are successful centres. The City Council, with its partners, will support and promote initiatives that underpin and strengthen the City Centre. These would include:

i) The diversification of the centre to include securing purple flag status, delivering innovative housing, enhanced leisure use, encouraging our independent retail and food offer, that draws citizens into the core area

ii) Deliver heritage projects based around our museums and other attractions, including consolidating the expected impact of Project Pilgrim

iii) Promote sustainable alternative uses including the development and delivery of an office accommodation strategy

iv) Underpin and promote our cultural offer including our Museums and festivals

v) Enhance our markets offer, both indoor and outdoor, to generate further footfall into the City

vi) Create an environment for prosperity through a programme of public realm renewal and City Centre enhancements including the cladding of unattractive facades, a new Tourist Information Centre , Car Park improvements and links to the Quays from the City Centre.

vii) Undertake active management, including the potential implementation of a Business Improvement District, bringing a coordinated, effective response to the challenges faced by users, to create a dynamic and well looked after city that creates a sense of pride and ownership

Objective 3 Small sites: the major projects are important to the success of the City. However the full potential of the City can only be realised through addressing all its challenges which includes those smaller sites and buildings which collectively don't contribute to the prosperity of the City in their current state. The City Council will:

i) Develop and continually review a hit list of sites and buildings which will be targeted for action, working with the property owners, to assist them to regenerate those property using all the tools at their disposal

Objective 4 Local Communities and urban regeneration: We will provide a context that empowers our communities to position themselves to create directly, and benefit from, employment opportunities.

i) Develop and implement an Asset Based Community Development Programme that gives our citizens the confidence and opportunities, particularly in areas suffering from persistent deprivation, to find solutions that will enable them as individuals and communities to become part of the City's growth agenda

ii) Develop and implement an Estate based regeneration programme that will contribute towards a better standard of living in areas that have not realised their full potential

iii) Promote recruit local policies and opportunities. Connecting people and communities to economic opportunity. Work with partners to ensure new work opportunities target those in disadvantaged communities who have the support to ensure they are well placed to benefit from such opportunities

iv) Work with employers and skills providers to ensure there is a direct correlation between skills supply and demand

v) Work with our communities and other Agencies including the Voluntary and Community Sector, to improve health and address issues of deprivation. Seek to secure funding opportunities, and to pool resources, including Big Local, to give local people the opportunity to positively impact upon the economic prosperity of their area

vi) Develop our grants programme that supports entrepreneurs and is co-ordinated through activity such as the Star People funding and Business Support grants, contributing towards self-employment and social enterprise

Objective 5: Jobs and Growth: promote and support business formation and growth and target high growth companies in key sectors to grow our business base. This will be delivered through:

i) Working closely with the University of Gloucestershire's Growth Hub and Business School , targeting high growth key sector companies through targeted inward investment campaigns to reach over 5,000 potential investors, including developing appropriate marketing materials and channels

ii) Develop our business engagement programme which establishes working relationships with our primary and small businesses who will become our main employers of tomorrow, opening communications and collaborative working

iii) Identifying key issues impacting on our businesses, such as Broadband, and work constructively to find solutions and deliver growth

iv) Deliver business grants to assist new start-ups, expanding businesses and those businesses looking to relocate to the city. Extend business start-up / business support provision for small-medium sized businesses (SMEs) through Gloucestershire Enterprise Ltd, Gloucestershire Adult Education, The Prince's Trust and other partners

v) Work towards the delivery of mechanisms supporting growth including identifying an appropriate location for, and delivery of, a locally defined Enterprise Zone and Business Improvement District.

Strategic Objective 6: Work in partnership with GFirst and adjoining local authorities to influence and achieve opportunities for growth beyond our boundaries: as Gloucester grows its opportunities to accommodate that growth will become increasingly restricted through the availability of sites for sustainable housing and employment development. As a consequence the City will explore opportunities to deliver growth opportunities identified through the Joint Core Strategy by working collaboratively with other impacted local authorities and the Local Enterprise Partnership GFirst. We will:

i) Support the delivery of Strategic Housing and Employment sites outside of the City's boundary

ii) To explore with GFirst and impacted adjacent local authorities opportunities for joint capacity building to deliver physical regeneration schemes and economic growth opportunities

iii) Actively support and promote the delivery of Joint Core Strategy sites allocated outside of the City's administrative boundary but which can play a role in the growth and prosperity of Gloucester.

Delivering our Regeneration and Economic Development Strategy

The City Council's role

The City Council will play a lead role in the delivery of this strategy, through direct action or supporting and assisting others in the delivery of their priorities. The City Council will proactively co-ordinate partners, establishing Gloucester as a leading regenerator within the sub region, underpinning the role of the City as the County Town of Gloucestershire.

The City Council will provide strong community leadership acting as a voice for Gloucester. It will ensure all communities have access to opportunity and that the strengths of the City are fully realised. It will provide financial support within the context of limited resources. It has already made a significant contribution towards the delivery of the new bus and coach station as part of the Kings Quarter scheme. The City Council was instrumental in the acquisition and demolition of the local landmark building, the Golden Egg, which had become a major blot on the City's streetscape. The City also purchased the former Regional Development Agency assets with a view to taking forward complex sites and bringing them back into active use.

The Council will also use all its assets to deliver growth. Whether this be the use of its land, to use its professional expertise to draw in significant grant funding, or as a proactive local planning authority, it will work tirelessly to deliver this ambitious programme.

The City Council will foster a culture and deliver values that are pro-business, pro-growth and will work to find solutions that benefit our communities.

Our Partners

The City Council is committed to working with our partners in a positive and yet challenging way. We already enjoy strong working relationships with our major investors including:

- Peel Group
- LXB Retail Properties plc.
- Hammerson plc
- Stanhope plc
- Aviva
- Rockspring
- Linden Homes
- Bloor Homes

We also enjoy and will work hard to secure the success of a large number of smaller investors
The City will also work with all public bodies, and the Voluntary and Community Sector, engaged in services and the delivery of growth and prosperity to all our citizens, including addressing areas of deprivation. This includes:

- Gloucestershire County Council
- Homes & Communities Agency
- GFirst
- Gloucester Civic Trust
- Gloucestershire Chamber of Commerce
- Gloucester Federation of Small Businesses
- Gloucestershire Constabulary
- The Voluntary Sector
- Gloucester City Homes
- Canal and River Trust

Most importantly, the businesses and people of Gloucester – who are as enthusiastic about our City's regeneration as we are.

Resources; this strategy has been prepared on the basis that there will be limited funding required from the local authority. The objective is that the programme is self-financing or resourced through alternative funding programmes. The delivery of the strategy's development projects, particularly

those that relate to local authority owned land, and the re-investment of income generated is, therefore, crucial to the success of the overall Strategy and achieving the vision.

Governance: Within Gloucester City Council a Regeneration and Economic Development Team has been established. This brings together a number of disciplines to deliver major regeneration and economic development projects and programme.

The Gloucester Regeneration Advisory Board , made up of key experts across many aspects of regeneration, will offer the Council advice and guidance on delivering regeneration activity, challenging the Council and contributing towards solutions.

Programme

This strategy is defined over a 5 year period although a key objective is to deliver a significant amount of activity within the first 3 years. It will be continually assessed against the following milestones to ensure progress is made to deliver the on-going regeneration of Gloucester.

	Delivery Programme		1 to 3 Years			3 to 5 Years			
	Priority Projects 1- 3 Years		2015	2016	2017	2018	2019	2020	onwards
A	**Objective 1: Delivering Major Development Sites**								
A1	Kings Quarter Regeneration Scheme								
1a		Bus Station	█	█	█				
1b		Retail & Leisure Scheme				█	█		
A2	Blackfriars								
2a		Reclamation & Servicing	█	█	█				
2b		Investment and delivery				█	█	█	
A3	Gloucester Quays & Docks								
3a		Bakers Quay	█	█	█				
3b		Llanthony Priory	█	█	█				
3c		27/29 Commercial Road	█	█	█				
3d		Orchard Square		█	█				
3e		West Quay	█	█	█				
A4	Canal Corridor		█	█	█	█	█		
A5	Railway Triangle & Corridor		█	█	█	█	█		
B	**Objective 2: A vibrant City Centre**								
B1	Deliver 1,000 new city centre homes		█	█	█	█			
B2	Achieve 90% city centre occupancy levels		█	█	█	█	█	█	
B3	Improved Heritage attractions inc City Museum		█	█	█				
B4	Deliver an Office Accommodation Strategy		█	█	█				
B5	Enhanced Markets offer		█	█	█				
B6	Cladding of unattractive facades		█	█	█				
B7	Public Realm Strategy			█	█				
B8	Improved Public Realm					█	█		
B9	Car Park Improvements				█	█			
B10	New Tourist Information Centre		█	█	█				
B11	Deliver a Business Improvement District		█	█	█				
C	**Objective 3: Smaller Sites**								
C1	Deliver improvements to 20 identified small sites		█	█	█				
D	**Objective 4: Local Communities & Urban Regeneration**								
D1	Develop & implement an Asset Based Community Development Programme		█	█	█				
D2	Promote recruit local policies & opportunities		█	█	█				
D3	Align skills development with employment opportunities		█	█	█				
D4	Develop and deliver a grants programme that supports entrepreneurs		█	█	█				
E	**Objective 5: Jobs and Growth**								
E1	Target over 5,000 key growth sector companies		█	█	█				
E2	Develop a business engagement programme		█	█	█				
E3	Implement a dynamic business grants programme		█	█	█				

Monitoring and Review

The successful regeneration of a City needs a long term plan. The Gloucester Regeneration and Economic Development Strategy aims to drive forward regeneration activity for the period 2015 – 2020. It will also look beyond that period to ensure that the momentum is retained. We will monitor activity on an on-going basis against the Strategic Objectives and Key Actions and carry out a formal review annually. These reviews will also examine the local, regional, national and international environments to make sure that the Vision and Strategic Objectives remain valid. However, we recognise that regeneration and development is a long-term business and that certainty is a crucial condition for investment.

This page is intentionally left blank

Gloucester: One City - One Vision

Primary Regeneration Schemes

- Blackfriars - Mixed Use
- Kings Quarter - Replacement Bus Station and Retail Scheme
- Greyfriars Quarter - Linden Homes (254 units) £25m
- Southgate Moorings - Prominent Development Site
- Project Pilgrim - Gloucester Cathedral
- Former Fleece Hotel Site
- Gloucester Quays & Docks - Mixed Use and New Public Square

Commercial Areas

- 1 Eastgate Shopping Centre
- 2 Kings Walk Shopping Centre and Northgate St.
- 3 Kings Square New Retail Centre and Bus Station
- Primary Retail Streets
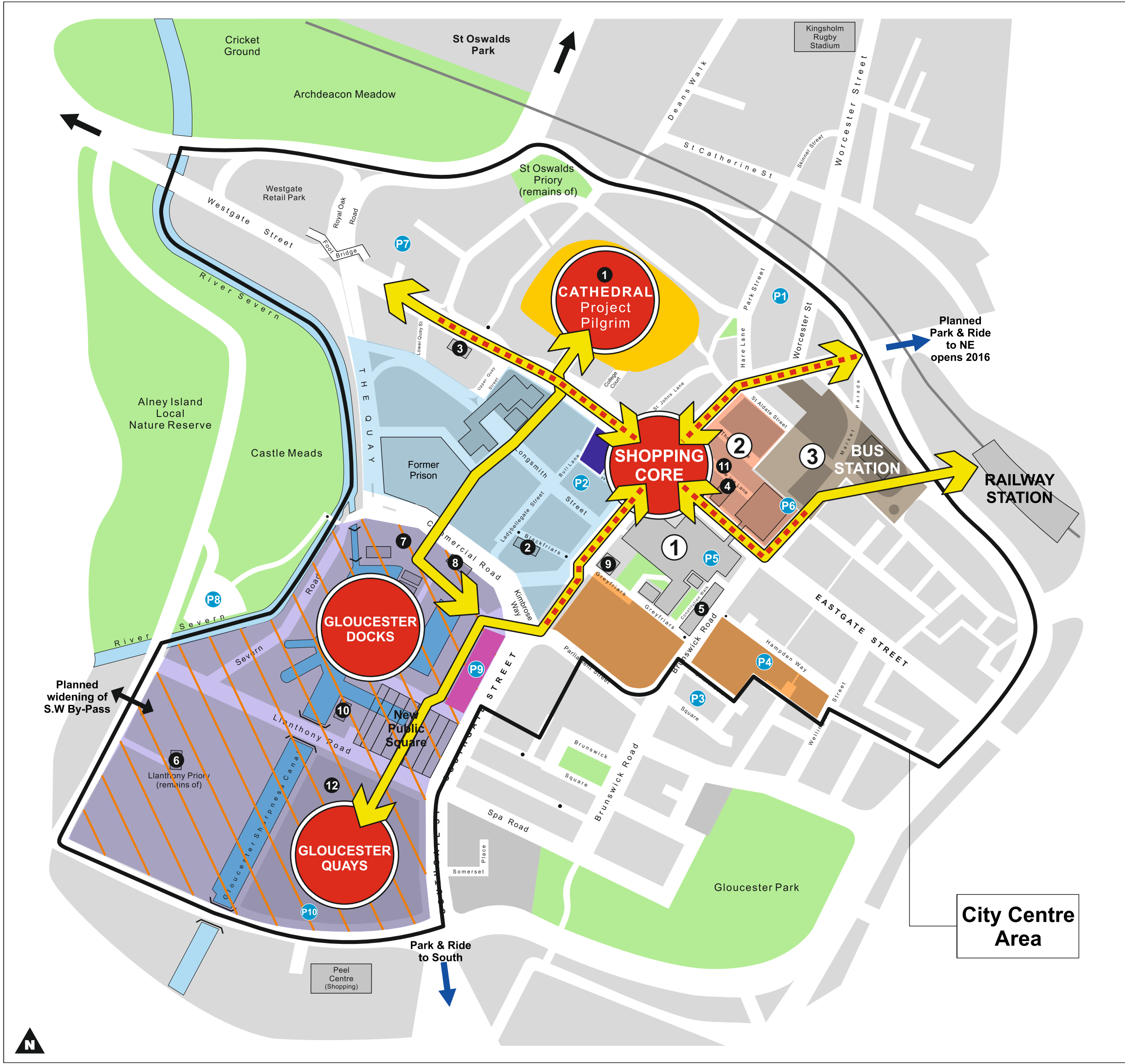- Primary Defined Pedestrian Links

Parking/Transport

- P1 Hare Lane North/South
- P2 Longsmith Street Multistorey
- P3 St Michaels Square
- P4 Hampden Way
- P5 Eastgate Rooftop
- P6 Kings Walk Multistorey
- P7 Westgate Street (including coach parking)
- P8 Castle Meads
- P9 Southgate Mooring
- P10 Gloucester Quays

Attractions

- 1 Gloucester Cathedral - Project Pilgrim £3.5m
- 2 Blackfriars Priory
- 3 Gloucester Folk Museum
- 4 Gloucester Guildhall
- 5 City Museum and Art Gallery
- 6 Llanthony Priory - *HLF Project £3m
- 7 Gloucester Docks
- 8 Soldiers of Gloshire Museum - refurbished £0.5m
- 9 St Mary de Crypt Church - *HLF Project £1m
- 10 CRT Waterways Museum
- 11 The New Inn
- 12 Gloucester Quays

*Heritage Lottery Fund

November 2014

Page 45

Map labels

Kingsholm Rugby Stadium

Cricket Ground

St Oswalds Park

Archdeacon Meadow

Deans Walk

St Catherine St

Skinner Street

Worcester Street

St Oswalds Priory (remains of)

Westgate Retail Park

Royal Oak Road

Westgate Street

Foot Bridge

River Severn

P7

Park Street

P1

Planned Park & Ride to NE opens 2016

1 CATHEDRAL Project Pilgrim

Lower Quay St

3

Upper Quay

College Court

St Johns Lane

Hare Lane

Worcester St

Alney Island Local Nature Reserve

Castle Meads

THE QUAY

Former Prison

Longsmith Street

P2

Bull Lane

SHOPPING CORE

St Aldate Street

11

2

St Aldate Street

3 BUS STATION

Market Parade

4

1

Ladybellegate Street

Blackfriars

2

Commercial Road

9

P5

RAILWAY STATION

P6

7

8

GLOUCESTER DOCKS

Kimbrose Way

Greyfriars

5

Constitution Walk

Brunswick Road

EASTGATE STREET

P8

River Severn

Severn Road

P9

STREET

Parliament Street

Hampden Way

P4

Planned widening of S.W By-Pass

Llanthony Road

10

New Public Square

Brunswick Square

P3

6 Llanthony Priory (remains of)

Gloucester Sharpness Canal

12

GLOUCESTER QUAYS

Spa Road

Somerset Place

Gloucester Park

P10

Peel Centre (Shopping)

Park & Ride to South

Wellington Street

City Centre Area

N

This page is intentionally left blank

Gloucester
City Council

Meeting:	**Cabinet**	**Date:**	**28th January 2015**
Subject:	**Festivals and Events 2013/14 and update on progress 2015/16**		
Report Of:	**Cabinet Member for Regeneration and Culture**		
Wards Affected:	**All**		
Key Decision:	**No**	**Budget/Policy Framework:**	**No**
Contact Officer:	**Sarah Gilbert, Gloucester Guildhall Service Manager**		
	Mhairi Smith, Events Director, Marketing Gloucester Ltd.		
	Email:Sarah.Gilbert@gloucester.gov.uk		**Tel: 369386**
	Mhairi@marketinggloucester.co.uk		**Tel: 207020**
Appendices:	**None**		

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 To seek approval for a programme of events, support and associated budgets during 2015/16 which will see a mix of community, brand building and RWC2015 events across the city that will be co-ordinated by Marketing Gloucester Ltd.

1.2 The decision on which programme is funded will affect the delivery of either the Summer Festival or the events surrounding the RWC2015 activity.

2.0 Recommendations

2.1 Cabinet is asked to **RESOLVE that, subject to the approval of the budget proposals for 2015/16,** either:-

(1) The 2015/16 programme of Council funded and supported events as set out in Section 3.29 of the report be approved.

OR

(2) The alternative programme of Council funded and supported events as set out in Section 4.2 of the report be approved.

3.0 Background and Key Issues

3.1 The 2014 events programme for Gloucester held a combination of brand building and community based events being staged by either the City Council, through Marketing Gloucester or by our city partners such as the Cathedral or Gloucester Quays.

3.2   After the City Council co-ordinated Summer In Gloucester events ended, the process, approved in 2013 for central event co-ordination under Marketing Gloucester Ltd, began.

3.3   The events programme for 2015-16 was provisionally approved in the previous event report of 2013 and will be delivered by Marketing Gloucester in 2015-16 onwards.

3.4   The programme of activities for 2015/16 will vary from the standard calendar somewhat in order to maximise the potential for the RWC2015 and associated events activity.

3.5   Feedback on the Events Programme 2014/15

3.6   **Gloucester International Rhythm and Blues - £2,000**

3.6.1   Marketing Gloucester (MGL) worked on the promotion of the Blues Festival with specialist Blues promoter, Tim Porter, who also worked on booking acts into the City. The event closed on the Sunday at Café Rene's outdoor stage which as ever was well attended. The Blues Festival was more of a regional event with visitors coming mostly from the South West and South Midlands.

3.7   **Summer Festival – Gloucester Park - £40,000**

3.7.1   The two week Summer Festival was launched to coincide with the summer holidays and began with Summer Sound, a music festival which due to bad weather had to be re-located at the last minute, but was popular nonetheless.

3.7.2   Gloucester Carnival was held on the second weekend and processed from the Park to the Cathedral, with the awards being given out at a separate ceremony to help the event run more smoothly. The Carnival Committee also helped to bring in external funding to support the Carnival this year. This allowed many more community groups to be involved as well as a samba band who added a lively element to the procession. This has worked well and includes organisations such as Artshape, GDance, Global Arts in Education (GAINE) as well as keen individuals.

3.7.3   The traditional Family Day was led by One Church and built on their successful FunFest held at Robinswood Hill. This meant GCC were able to support the event with infrastructure, but the activities were led by a 3rd party. The event was a great success and we hope to include it in the programme for future years.

3.7.4   The Firework Finale officially marked the close of the Summer Festival. Thankfully, the weather was dry, so thousands of people were able to enjoy the stunning display by Titanium Fireworks, the same company used to light up the sky at the London Eye fireworks.

3.7.5   Feedback was sought through an online survey, comments received through social media and via the local newspaper.

3.7.6   The feedback reports are available to view if requested, but it will be used to ensure that the events in 2015-16 become bigger and better.

3.8   Paint Jam - £18,000

3.8.1   This event was organised by MGL and the GCC Guildhall team. Funding was provided from the Shop Gloucester funds, Gloucestershire County Council Healthy Living grants and sponsorship from Aviva.

3.8.2   The city centre was filled with over 80 street and dance artists over August 2nd and 3rd 2014. Local buildings were painted and over 200 plywood boards were put up in Kings Square and Gloucester Park. Street and dance artists came from all over the country to join in on the event.

3.8.3   During this weekend, footfall in Kings Square increased by 10,000 people compared to the same time in 2013 - total footfall figures for the weekend were 48,000, which shows what a success the fledgling event was.

3.8.4   It is proposed to build on this event for the future in the hope it can become a key part of the annual city events programme.

3.9   Crucible 2 - £25,000

3.9.1   Following the successful Crucible Exhibition in 2010, the Cathedral team has worked hard with Gallery Pangolin to design and curate another inspirational event.

3.9.2   Throughout September and October, the Cathedral saw visitor figures increase dramatically and after achieving attendance of approximately 136,000 in 2010, the final figures for Crucible 2 are likely to exceed this.

3.10   Gloucester History Festival/ Heritage Open Days - £22,000

3.10.1   2014 saw the 4th Gloucester History Festival, organised by Marketing Gloucester. The festival started with Gloucester Day, organised by Alan Myatt, the Town Crier, which included Morris Dancing and a small Pipe and Tabor festival.

3.10.2   This event was more popular than ever with stalls lining the city centre streets to complement the large parade.

3.10.3   The Civil War Society were brought in to deliver re-enactment and additionally recreated a battle on the Sunday in Alney Island.

3.10.4   The two weeks that followed were filled with historic talks, guided tours and the Heritage Open Days programme. There was an event based around WW1held in Kings Square, organised by the BBC which added to the festival atmosphere. The festival was attended by an estimated 10,000 people and continues to grow in popularity, attracting many visitors into the city for the duration of the event.

3.11   Round Table Fireworks - £2,000

3.11.1   The Round Table firework event at Gloucester Docks has evolved into a great event for the City. Although numbers have sometimes been dictated by the weather the event has the potential to draw in very large crowds. The Round

Table charity has over the years developed the expertise and marshalling infrastructure to deliver a very professional paid entry event.

3.11.2   A modest sponsorship contribution was made and as in previous years the Council made arrangements with the organisers for parking and firework launching sites.

3.12   Style Festival - £15,000

3.12.1   After a successful 2013 programme of events, the Style Festival built on what it had done previously, and although some attendance was down on previous years, the quality of the events was higher and the organisers are already working on improvements for 2015.

3.13   Christmas 2014 - £10,000

3.13.1   The Christmas Light switch-on took place on the 16th November to the theme of "We Three Kings". The procession by 6 local primary schools looked spectacular in both the Gate Streets and in the Cathedral. This was supported by a street market organised by GCCCP. Local people lined the streets to get a view of the procession and the switching on of the lights.

3.13.2   Feedback on footfall for the event was provided by Kings Walk and Eastgate Shopping Centres:

'On Sunday 16th November 2014 we saw 20,260 people visit the centre compared to 16,695 the Sunday before, that's a 19% uplift. On Sunday 17th Nov 2013, we only saw 8535, so that's a 137% increase.' Kings Walk Shopping Centre.

'We were 11.58% up on the same Sunday last year, 14,271 visitors this year v 12,790 visitors last year.' Eastgate Shopping Centre.

3.13.3   The tree of light event took place on Thursday 4th December and was popular with community performances, Mary-Jess Leaverland performing and Fundraiser Jamie McDonald switching on the lights.

3.14   Other City Events

3.14.1   It would not be appropriate to discuss events in the City, without making reference to some of the other events that took place outside of the main GCC funding programme.

3.14.2   Gloucester Quays had a strong 2014 events programme, attracting thousands of people from all over the country to their events from the Garden Party at Easter welcoming 70,000 visitors, to the Food Festival in July attracting over 100,000 people and most recently the Victorian Christmas Market and Festive Fayre attracting in the region of 130,000 visitors. It must be noted that initially, the Quays events were run with the support of MGL officers and Guildhall operational staff and equipment were used in the delivery of the events. It is positive to see the support led to a nationally successful and respected set of events.

3.14.3 There were also a number of events that, although not funded directly by GCC, were given officer time and equipment in order to help make them a success. For example, the Summer Hollie Day in aid of the Hollie Gazzard Trust, had officer time from MGL in the logistical and licensing of the event, whilst the Guildhall provided PA and staging free of charge. This is one of a number of events that are supported in this way.

3.15   Proposed Options 2015/16 City Council Supported Events Budget/Programme

3.15.1   Approval of the proposed events programme will enable the Council to be clear about what it can and will achieve over the coming year. Setting a clear strategy at this point will enable us to maximise the benefits from the events programme and maintain focus and clarity.

3.15.2   The following options are suggested for 2015/16.

3.16   Three Choirs Festival - £5,000 (£15,000)

3.16.1   The City welcomes the Three Choirs Festival back in 2016 and the contribution of £5,000 each year ensures a bigger and better event each time the festival visits Gloucester.

3.17   Tall Ships Festival - £25,000

3.17.1   Marketing Gloucester will be staging Gloucester's fifth Tall Ships Festival at the end of May. They are currently at an advanced stage in negotiations regarding the ships that will be attending and this should be confirmed early in the new year. Due to the success of the wristbands in 2013, the scheme will be developed to include more benefits for the 90,000 people attending the event. The overall event costs £130,000 and due to the revocation of the Quays £40,000 sponsorship for the event, this has led to the need to charge for more of the activities.

3.18   Heritage Open Days - £6,500

3.18.1   Funding to support the City's Heritage Open Days weekend is vital to maintain its national position in terms of number of properties open and events taking place. This is a particularly strong event for Gloucester which draws in visitors from across the country at very little cost as the City benefits from English Heritage's national marketing campaign.

3.19   Summer Festival and Park Fun Days - £75,000

3.19.1   The additional funding to be spent on the Summer Festival in future years is due to a clearer understanding of the financial situation from previous years being achieved. This means that a more accurate budget can be planned and worked to, but has been increased to accommodate this expected spend.

3.19.2   This series of events is worthwhile in terms of the numbers generated, the involvement of local groups and the feedback received. Therefore, we would like to maintain this figure to ensure that residents have access to a free festival

during the summer holidays, although more work needs to be done to ensure value for money in all aspects of these events and with Marketing Gloucester being able to develop the programme, this should be achieved more effectively than previous years.

3.20   Blues Festival - £2,000

3.20.1   This popular music event has been heavily subsidised in the past, however, a modest sponsorship grant of £2,000 was granted in 2012 and has been continued since. It currently delivers a wide range of music acts performing at pubs, indoor and outdoor venues.

3.21   Round Table Fireworks - £2,000

3.21.1   It is proposed to support this annual event to the sum of £2,000 to ensure that this extremely popular Bonfire Night firework spectacular can continue to light up the Docks.

3.22   Christmas Lantern Procession - £10,000

3.22.1   A budget of £25,000 will be set aside to cover the costs of lighting testing, installation and removal, which will be held within a separate budget.

3.22.2   A budget of £10,000 is allocated for the ever popular procession.

3.23   Gloucester Style Festival - £15,000

3.23.1   Gloucestershire Media has been leading on to create the City's Style Festival which takes place in the autumn. The Festival celebrates everything stylish about Gloucester and makes use of a number of venues in the city and champions its shops and other activities to raise the profile and spend in local retailers.

3.24   Armed Forces Day - £2,000

3.24.1   An annual contribution to the Armed Forces Day parade and activities.

3.25   Gloucester Day - £2,000

3.25.1   An annual contribution to the Gloucester Day parade and activities that ties into Heritage Open Days and the History Festival.

3.26   Residents Weekend - £2,000

3.26.1   A contribution to increase the popularity of the Residents Card and celebrating all things local to Gloucester.

3.27   Paint Jam - £5,000

3.27.1   Funding to build on the success of the first Paint Jam festival of 2014 where over 40 national and international artists attended and created stunning pieces of artwork on both temporary boards and on sides of buildings to create a citywide trail.

3.27.2   Local breakdancers, beatboxers and DJ's ran workshops with young people which also attracted national and world champion talents.

3.28   Tree of Light - £500

3.28.1   Funding to support the Rotary Club's activities around the Tree of Light including performances on late night shopping Thursdays to increase activity in the city centre whilst raising money the Rotary Club's charities.

3.29   Summary 2015/16 of proposed funding programme

Event	Contribution
Three Choirs Festival	£ 5,000 (£15,000)
Tall Ships	£ 25,000
HODS	£ 6,500
Summer Festival	£ 71,000
Park Fun Days	£ 4,000
Blues	£ 2,000
Round Table Fireworks	£ 2,000
Lantern Procession	£ 10,000
Armed Forces Day	£ 2,000
Gloucester Day	£ 2,000
Style Festival	£ 15,000
Residents Weekend	£ 2,000
Paint Jam	£ 5,000
Tree of Light	£ 500
Contingency	£ 8,000
TOTAL	**£160,000**

3.30   Members will note that this funding programme includes all the activities currently funded by the Events Budget, excluding the Christmas light installation and repair costs (£25,000).

3.31   This budget does not include any Rugby World Cup 2015 allocation which impairs GCC's ability to celebrate Gloucester's BiG year.

3.32   There is no detail of the Civic Events budget within this report.

4.0   Alternative Options Considered

4.1   A standard recommendation has been proposed which ensures a continuous series of activities throughout the year. However, members may wish to see an increase or decrease in the amount of funding allocated to events in the City. This could include provision for contingency and a RWC2015 allocation to ensure a celebration of Gloucester's BiG Year or a possible reduction in funding to events that GCC feel aren't a priority.

4.2 **Alternative 2015/16 events funding programme**

Event	Contribution
Three Choirs Festival	£ 5,000 (£15,000)
Tall Ships	£ 25,000
HODS	£ 6,500
Summer Festival	£ 40,000
Park Fun Days	£ 4,000
Blues	£ 2,000
Round Table Fireworks	£ 2,000
Lantern Procession	£ 10,000
Armed Forces Day	£ 2,000
Gloucester Day	£ 2,000
Style Festival	£ 10,000
Residents Weekend	£ 2,000
Paint Jam	£ 5,000
RWC2015	£ 40,000
Tree of Light	£ 500
Contingency	£ 4,000
TOTAL	**£160,000**

4.3 In order to increase the activity for the RWC2015 events, there is the option to reduce funding to other events as seen in 4.2.

4.4 The Style Festival could have its funding reduced to £10,000 from £15,000 as it is a niche event and the GCC funding is only part of a wider scheme.

4.5 The Summer Festival could have its funding reduced to £40,000 and the programme could be reduced to allow an allocation for RWC events which would increase activity in September/October, whilst allowing officers to review the Summer Festival programme, such as the Carnival, in its entirety.

5.0 Reasons for Recommendations

5.1 The events set out in paragraphs 3.16 to 3.33 are planned to span the majority of 2015 to ensure that the City is animated through the year. This will, in turn, increase visitor numbers and spend into the City whilst also being attractive to our residents.

5.2 The proposed events set out in Section 3 will also be complementary to those being created or staged by our partners to ensure that we have a diverse annual events programme.

5.3 The alternative funding proposal in 4.2 allows for the promotion of activity during the RWC2015 events and will support all other proposed activity and encourage a larger footfall during that period.

5.4 Cabinet considered a report in March 2010 proposing that a more strategic approach should be taken to supporting festivals in future years. The following approach was proposed which is still relevant for 2015 onwards:

- A strong Christmas offering

- At least one, ideally more, large scale 'signature'/brand building events
- Events that bring many visitors into the city from a wide catchment area
- A cycle of major events (not the same one each year)
- Events that celebrate and bring life to Gloucester's rich history
- A broad range of events appealing to all communities
- Events that foster civic pride in Gloucester

6.0 Future Work and Conclusions

6.1 Subject to Cabinet approval, Marketing Gloucester officers will progress this programme of events with partners.

6.2 Officers also wish to develop a longer term events strategy to improve with forward planning. To maximise the benefits from any events staged a forward plan of at least a year should be in place. This process has now started by establishing a city wide events meeting that takes place twice a month for all organisations with an interest in events planning and delivery and an annual events diary has been created.

7.0 Financial Implications

7.1 The proposed budgetary allocations are incorporated within Section 3 of the report.

7.2 These individual allocations are in line with the overall events allocations included within the Council Money Plan for approval by Council in February 2015.

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

8.0 Legal Implications

8.1 Section 145 of the Local Government Act 1972 empowers the Council to arrange for the provision of entertainment of "entertainment of any nature" and the provision of events and festivals is therefore a discretionary activity. The contract for the funfair operation in Gloucester Park has expired and a tendering process will take place, which is required to select an operator for the summer funfair.

8.2 Not all events require contracts. In this case, we will put grant conditions in place.

8.3 The Rugby World Cup bid requires Council to enter into legally binding agreements with the event organiser.

(Legal Services have not yet been consulted in the preparation this report).

9.0 Risk & Opportunity Management Implications

9.1 No high scoring risks identified.

10.0 People Impact Assessment (PIA):

10.1 By delivering the proposed programme of festivals and events, the City Council will work with a broad range of partners to deliver a programme that is available and accessible to all of our community.

10.2 The Carnival Committee already exists which was designed to get a greater proportion of community involved in designing and taking part in the Summer Festival. Active partners include Artshape, GDance and GAINE (Gloucester Arts in Education).

10.3 All events are free to enter and take place in a range of locations around the City. The events are also attractive to a broad spectrum of ages through the detailed programming of specific activities within each event.

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

11.0 Other Corporate Implications

Community Safety

11.1 Events that bring people together, particularly at night time create a healthy vibrant evening economy that brings with it a view that places are safer.

Sustainability

11.2 As part of its commitment to sustainability and the RWC2015 bid, the Cultural Services team and Marketing Gloucester are working towards BS ISO 20121 (Event Sustainability).

Staffing & Trade Union

11.3 Funding for staffing additional hours will be built into the costs of each event.

Background Documents: None

Events Programme 2015/16

EVENT	DATE	FREQUENCY	ORGANISER	GCC INVOLVEMENT	GCC FINANCIAL CONTRIBUTION
GLOUCESTER QUAYS HOME AND GARDEN PARTY	March/April (Easter Weekend)	Annual	Gloucester Quays	Marketing, Equipment and Staff (MGL and GCC)	None
TALL SHIPS FESTIVAL	May	Every 2 Years	Marketing Gloucester Ltd	Staff and Equipment Hire	£25,000 (overall operating budget of £130,000)
GLOUCESTER STONE CARVING FESTIVAL	May	Every 2 Years	Cats Eye Carving with Llanthony Secunda Priory Trust	Marketing, Equipment and Staff (MGL)	None
DRAGON BOAT RACES	May	Annual	CLIC Sargeant	Advice (SAG)	None
YACHT REGATTA	May	Annual	Gloucester Yacht Club	Advice, H&S (MGL & GCC)	None
SPORTSBEAT	June	Annual	Jody Gooding	Officer time across GCC and MGL	None
ARMED FORCES DAY	June	Annual	Armed Forces Day Committee	Staff and Equipment, GCC and MGL	£2,000
FUNFEST	June	Annual	One Church & Cllr Organ	Marketing Support (MGL), Equipment (GCC)	£4,000
RACE FOR LIFE	June	Annual	Kelly Bartlett – Cancer Research	Marketing (MGL), advice from Officers	None
PRIDE	June	Annual	Pride Committee	Equipment (GCC), advice (MGL and SAG)	None

Events Programme 2015/16

GLOUCESTER QUAYS FOOD FESTIVAL	July	Annual	Gloucester Quays	Marketing, Staff and Equipment (MGL and GCC)	None
SUMMER SOUND	July	Annual	Gloucester Guildhall	Staff, equipment	£33,000 tbc
BLUES FESTIVAL	July	Annual	Marketing Gloucester Ltd	N/A	£2,000
GLOUCESTER CARNIVAL	July	Annual	Gloucester Guildhall	Staff, equipment	£15,000 tbc
HILLFIELD SWINGS	July	Annual	Friends of Hillfield Gardens	Marketing, Staff, Equipment & Ticketing hire (GCC)	None
FIREWORKS FINALE	August	Annual	Gloucester Guildhall	Staff, equipment	£23,000 tbc
THREE CHOIRS FESTIVAL	August	Every 3 Years	Three Choirs Festival	Marketing, Tourism advice (MGL) Event co-ordination, catering, general support (GCC)	£5,000 per year
JAMAICAN INDEPENDANCE	August	Annual	Verona Vidal	None	None
RACE FOR MEN	August	Annual	Cancer Research	Equipment provided	None
ROWING REGATTA	August	Annual	Gloucester Rowing Club	Marketing and Advice (MGL)	None
GLOUCESTER DAY	September	Annual	Alan Myatt	Marketing, H&S, logistics (MGL), hire of staff and equipment (GCC)	Up to £2,000

Events Programme 2015/16

HERITAGE OPEN DAYS	September	Annual	Civic Trust, MGL and GCC	Admin, Marketing - full event co-rdination inc Ticketing	£6,500
HISTORY FESTIVAL	September	Annual	Marketing Gloucester Ltd	Staff, equipment and venue hire	£10,000 (funded from 13-14 budget)
STYLE FESTIVAL	October	Annual	Glos Media	Staff, Equipment and Venue - funded	£15,000 tbc
ZOMBIE WALK	October	Annual	Café Rene	Advice, H&S (MGL)	None
DOCKS FIREWORKS	November	Annual	Gloucester Round Table	Staff, advice, marketing (MGL), SAG, Free use of land	2,000
REMEMBERANCE SUNDAY	November	Annual	GCC/Armed Forces	Use of Guildhall and equipment	None
CHRISTMAS LANTERN PROCESSION	November	Annual	Marketing Gloucester Ltd	Staff and Equipment hire	£10,000
VICTORIAN MARKET	November	Annual	Gloucester Quays	Staff and Equipment Hire (MGL & GCC)	None
TREE OF LIGHT	December	Annual	The Rotary Club	Marketing (MGL), Staff and equipment (GCC)	Up to £500
FESTIVE FAYRE	December	Annual	Gloucester Quays	Staff and Equipment Hire (MGL & GCC)	None

Events Programme 2015/16

Additional Events Throughout the Year					
RWC2015	September/October	One-Off	GCC / MGL	Staff and Funding	Event allocation tbc
KINGSHOLM STADIUM CONCERTS			The Rugby Club	SAG, Marketing and Staffing as required (MGL)	None
THEMED MARKETS			Markets / Economic Development		
CHERRY AND WHITE /FARMERS MARKET			Markets / Economic Development		
CCP MARKETS			City Centre Community Partnership		
ANTIQUES FAIRS/CRAFT FAIRS			Independent traders		
FREE ART FRIDAYS			Free Art Friday Crew	Marketing (MGL). Potential for Street Art Festival for 2014.	None
CIVIC PARADES			GCC / CIVICS		

Events Programme 2016/17

EVENT	DATE	FREQUENCY	ORGANISER	GCC INVOLVEMENT	GCC FINANCIAL CONTRIBUTION
GLOUCESTER QUAYS HOME AND GARDEN PARTY	March/April (Easter Weekend)	Annual	Gloucester Quays	Marketing, Equipment and Staff (MGL and GCC)	None
TALL SHIPS FESTIVAL	May	Every 2 Years	Marketing Gloucester Ltd	Staff and Equipment Hire	None this year - funds History Festival
GLOUCESTER STONE CARVING FESTIVAL	May	Every 2 Years	Cats Eye Carving with Llanthony Secunda Priory Trust	Marketing, Equipment and Staff (MGL)	None
DRAGON BOAT RACES	May	Annual	CLIC Sargeant	Advice (SAG)	None
YACHT REGATTA	May	Annual	Gloucester Yacht Club	Advice, H&S (MGL & GCC)	None
SPORTSBEAT	June	Annual	Jody Gooding	Officer time across GCC and MGL	None
ARMED FORCES DAY	June	Annual	Armed Forces Day Committee	Staff and Equipment, GCC and MGL	£2,000
FUNFEST	June	Annual	One Church & Cllr Organ	Marketing Support (MGL), Equipment (GCC)	£4,000
RACE FOR LIFE	June	Annual	Kelly Bartlett – Cancer Research	Marketing (MGL), advice from Officers	None
PRIDE	June	Annual	Pride Committee	Equipment (GCC), advice (MGL and SAG)	None

Events Programme 2016/17

GLOUCESTER QUAYS FOOD FESTIVAL	July	Annual	Gloucester Quays	Marketing, Staff and Equipment (MGL and GCC)	None
SUMMER SOUND	July	Annual	Gloucester Guildhall	Staff, equipment	£33,000 tbc
BLUES FESTIVAL	July	Annual	Marketing Gloucester Ltd	N/A	£2,000
GLOUCESTER CARNIVAL	July	Annual	Gloucester Guildhall	Staff, equipment	£15,000 tbc
HILLFIELD SWINGS	July	Annual	Friends of Hillfield Gardens	Marketing, Staff, Equipment & Ticketing hire (GCC)	None
FIREWORKS FINALE	August	Annual	Gloucester Guildhall	Staff, equipment	£23,000 tbc
THREE CHOIRS FESTIVAL	August	Every 3 Years	Three Choirs Festival	Marketing, Tourism advice (MGL) Event co-ordination, catering, general support (GCC)	£5,000 per year
JAMAICAN INDEPENDANCE	August	Annual	Verona Vidal	None	None
RACE FOR MEN	August	Annual	Cancer Research	Equipment provided	None
ROWING REGATTA	August	Annual	Gloucester Rowing Club	Marketing and Advice (MGL)	None
GLOUCESTER DAY	September	Annual	Alan Myatt	Marketing, H&S, logistics (MGL), hire of staff and equipment (GCC)	Up to £2,000

Events Programme 2016/17

HERITAGE OPEN DAYS	September	Annual	Civic Trust, MGL and GCC	Admin, Marketing - full event co-rdination inc Ticketing	£6,500
HISTORY FESTIVAL	September	Annual	Marketing Gloucester Ltd	Staff, equipment and venue hire	10,000
STYLE FESTIVAL	October	Annual	Glos Media	Staff, Equipment and Venue - funded	£15,000 tbc
ZOMBIE WALK	October	Annual	Café Rene	Advice, H&S (MGL)	None
DOCKS FIREWORKS	November	Annual	Gloucester Round Table	Staff, advice, marketing (MGL), SAG, Free use of land	2,000
REMEMBERANCE SUNDAY	November	Annual	GCC/Armed Forces	Use of Guildhall and equipment	None
CHRISTMAS LANTERN PROCESSION	November	Annual	Marketing Gloucester Ltd	Staff and Equipment hire	£10,000
VICTORIAN MARKET	November	Annual	Gloucester Quays	Staff and Equipment Hire (MGL & GCC)	None
TREE OF LIGHT	December	Annual	The Rotary Club	Marketing (MGL), Staff and equipment (GCC)	Up to £500
FESTIVE FAYRE	December	Annual	Gloucester Quays	Staff and Equipment Hire (MGL & GCC)	None

Events Programme 2016/17

Additional Events Throughout the Year					
KINGSHOLM STADIUM CONCERTS			The Rugby Club	SAG, Marketing and Staffing as required (MGL)	None
THEMED MARKETS			Markets / Economic Development		
CHERRY AND WHITE /FARMERS MARKET			Markets / Economic Development		
CCP MARKETS			City Centre Community Partnership		
ANTIQUES FAIRS/CRAFT FAIRS			Independent traders		
FREE ART FRIDAYS			Free Art Friday Crew	Marketing (MGL). Potential for Street Art Festival for 2014.	None
CIVIC PARADES			GCC / CIVICS		

Gloucester City Council

Meeting:	**Overview and Scrutiny Committee** **Date:** **26 January 2015**
	Cabinet **28 January 2015**
Subject:	**Gloucester City Centre Strategy 2015-19**
Report Of:	**Cabinet Member for Regeneration and Culture**
Wards Affected:	**Westgate**
Key Decision	**No** **Budget/Policy Framework:** **No**
Contact Officer:	**Oliver Whittaker, Economic Development Officer**
	Email: oliver.whittaker@gloucester.gov.uk **Tel: 396972**
Appendices:	**1. Gloucester City Centre Strategy 2015-19: Strategic Priorities and Key Actions (indicative)**

FOR GENERAL RELEASE

1.0   Purpose of Report

1.1   To establish the basis for the creation of a co-ordinated City Centre Strategy for Gloucester in order to develop a thriving 21st Century city centre.

2.0   Recommendations

2.1   Overview and Scrutiny Committee is asked to **RESOLVE** that the report be noted, subject to any recommendations the Committee wishes to make to Cabinet.

2.2   Cabinet is asked to **RESOLVE** that

(1)   The development of a draft City Centre Strategy for Gloucester be approved;

(2)   The indicative strategic priorities and key actions (for wider consultation with stakeholders) outlined in Appendix 1 be noted; and

(3)   The Head of Regeneration and Economic Development Service, in consultation with the Cabinet Member for Regeneration and Culture, be given delegated responsibility to co-ordinate and work with other stakeholders who have an interest in the city centre, to prepare a draft City Centre Strategy for Gloucester.

3.0   Background and Key Issues

3.1   The nature and role of town and city centres across the UK are evolving as behaviours on the way we shop and interact with our centres are irreversibly changing. These are challenging times for city centres, and it is important that we respond and adjust to the impacts of the economic downturn, the rise of Internet shopping and mobile retailing, the speed and sophistication of the major national and international retailers and competition from out of town retail centres.

3.2   In order for city centres to survive and thrive, they need to diversify their offer as a destination, and better utilise their assets in order to take advantage of the opportunities being generated by the changing environment. City centres can no longer focus purely on retail, as consumer expectations have adapted to focus on value, service, entertainment and experience but also need to consider their broader offer for culture, leisure, events, tourism and city centre living.

3.3   The above issues were highlighted in a Government commissioned report, the Portas Review: An independent review into the future of our high streets (December 2011). The report's author, Mary Portas, commented in the review that, "Fundamentally ... our high streets are uniquely placed to deliver something new" and "Can be lively, dynamic, exciting and social places that give a sense of belonging and trust to a community".

4.0   Supporting a Thriving City Centre

4.1   Gloucester has seen significant growth and investment over the last few years with over £700 million of private sector investment secured to date with over 1,000 new jobs and 700 new homes created. In addition, it has achieved some notable successes in attracting footfall and diversifying the city centre's image and cultural, leisure, tourism and residential offer, including:

- Progression of the £60 million Kings Quarter Scheme. Key milestones include:
    o Development agreement signed to create 200,000 sq ft of new shops, leisure venues, public open space and a new transport interchange
    o £8.8 million secured to deliver a new transport interchange to include a new bus station
    o Acquisition and demolition of strategic property by the City Council
- Major public realm improvements - £7 million scheme linking the Docks and the city centre, implementation of hanging baskets and planters and improved signage and lighting
- The City Council's £2 million City Centre Investment Fund to deliver a number of improvement projects to help support the attractiveness, vitality and viability of the city centre including car park and lighting improvements, cladding of unsightly facades, a new Tourist Information Centre and business grants
- £1.6 million grants to support city centre daytime and evening businesses and residents, which has contributed to the improvement of the centre by attracting new businesses and improving the local environment
- Development of city centre residential units including the £25 million redevelopment of the former college campus – Greyfriars Quarter scheme will create 250 apartments and town houses.

4.2   Currently, Gloucester city centre is performing fairly well as a retail centre and has showed resilience through some very challenging market conditions. There have been some notable positive signs of confidence in city centre retail, evidenced by the significant investments made by Marks and Spencer, Debenhams and the Eastgate Shopping Centre.

4.3   Vacancy rates in the core city centre have fluctuated but there has been an improving picture and positive signs of recovery over the last 2 years, which is showcased by a recent independent review by The Javelin Group (2014), which

ranks Gloucester as the second fastest growing retail destination in the UK and now a top 100 retail destination.

4.4 However, whilst there are signs of optimism, there are still a number of underlying issues requiring attention and intervention. We must not lose sight of the fact that, in bigger picture terms, Gloucester has for some time been underperforming in terms of where it should be for its size and catchment profile. This is particularly evident when focusing on the city centre's evening and night time economy offer.

5.0 Plan for Growth

5.1 With the city's young demographic and population set to expand by more than 20% over the next 20 years, it is imperative that the city plans for growth and has a city centre that meets the needs of its residents, businesses and visitors.

5.2 The Gloucester City Vision (2012-2022) outlines the following five aims, as identified and chosen by Gloucester's residents:

- A flourishing economy and city centre which meets the needs of our residents, businesses and visitors
- A vibrant evening economy
- A city which improves through regeneration and development
- A city where people feel safe and happy in their community
- A healthy city with opportunities available to all

5.3 In order to achieve the City Vision's aims and ensure Gloucester city centre remains the focal point for growth, it is important for the City Council to take the strategic lead in the preparation of an overarching City Centre Strategy that co-ordinate and embrace all key partners plans and activities and effectively utilise resources. This paper aims to outline the strategic priorities and key actions for the city centre.

6.0 City Centre Strategy 2015-19

6.1 *City Plan: Places, Sites, City Centre Strategy Consultation* (Gloucester City Council, May 2013) sets out the following vision for Gloucester city centre:

6.2 'Gloucester will build on its strengths as one of the country's most important historic cities to create a city centre in which Gloucester people are proud, that makes the most of its past and is positive about its future. It will have regained its position as a top performing city centre and will be a strong and connected destination for shopping, leisure, cultural, business, as well as a place for living and entertainment throughout the day and evening. The city will provide a vibrant, exciting and enjoyable experience for its communities and visitors, drawing on its unique and varied heritage'.

Strategic Priorities

6.3   In order to develop a draft City Centre Strategy a series of draft proposed strategic priorities along with some indicative key actions are set out below and in Appendix 1 for consideration – these will be fully consulted upon with key stakeholders in the formulation of the draft Gloucester City Centre Strategy. By focusing effort and resources on these, the city will be able to drive forward its plans to be a thriving and prosperous city for the future.

- To create a thriving, diverse and sustainable commercial, retail, leisure and cultural city centre that meets the needs of residents, businesses and visitors throughout the day and night
- To maintain and improve the vitality and viability of the city centre
- To draw on Gloucester's strengths as an historic city to create a hub for culture, tourism and leisure
- To maintain and enhance the city centre as a location for business, skills and learning
- To meet transport needs within the city centre, encouraging the use of sustainable modes of transport whilst providing well located car parking
- To positively manage the city centre environment, ensuring it's clean, safe and accessible
- To increase the availability and quality of homes within the city centre through new build and utilisation of existing premises

6.4   In addition, the draft City Centre Strategy's development will be informed by a comprehensive audit of the city centre to assess what is required to improve the look, feel and structure of the city centre in the short, medium and long term to make it more attractive / user friendly.

7.0   Alternative Options Considered

7.1   The report provides a thorough overview of the strategic priorities and key actions required to support Gloucester's city centre and is considered to represent a well balanced approach to achieving the best outcomes for the city.

8.0   Reasons for Recommendations

8.1   The report looks to address and seek endorsement on some of the key priorities for the city. This will enable the City Council to maximise the co-ordination of its effort and resources, as well as those of key stakeholders and partners, and to also explore and secure further external investment.

9.0   Future Work and Conclusions

9.1   Following approval of this report, a considerable amount of further specific work will be required in order to progress the City Centre Strategy. Importantly, the report will act as a mandate to encourage partners to support the development of a Gloucester City Centre Strategy.

10.0 Financial Implications

10.1 There are no specific financial implications arising out of this report

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

11.0 Legal Implications

11.1 Whilst there is no specific requirement for the Council to have a City Centre Strategy, the Council does have a variety of duties and powers that are relevant to the indicative Key Actions identified in this report.

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

12.0 Risk & Opportunity Management Implications

12.1 Delivery of the City Centre Strategy will be dependent upon each stakeholder delivering against the agreed actions, which will be set out in the forthcoming action plan.

12.2 Appropriate risk management will be assessed for each activity as they arise

13.0 People Impact Assessment (PIA)

13.1 The PIA Screening Stage considered whether any of the work to be carried out under any of the Strategic Priorities would discriminate against any particular group or characteristic.

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

14.0 Other Corporate Implications

Community Safety

14.1 The City Centre Strategy's Strategic Priorities will co-ordinate key actions for the city centre and will help maintain the profile of community safety issues as part of a thriving and prosperous city centre.

Sustainability

14.2 The City Centre Strategy's Strategic Priorities will co-ordinate key actions for the city centre and will help raise the quality of the shopping and leisure environment to achieve a thriving city centre.

Staffing & Trade Union

14.3 There are no staffing issues arising out of this report.

Background Documents: None

This page is intentionally left blank

Appendix 1
Gloucester City Centre Strategy 2015-19: Strategic Priorities and Key Actions (indicative)

In order to develop a draft City Centre Strategy a series of draft proposed strategic priorities along with some indicative key actions are set out below for consideration – these will be fully consulted upon with key stakeholders in the formulation of the draft Gloucester City Centre Strategy.

Strategic Priority 1
To create a thriving, diverse and sustainable commercial, retail, leisure and cultural city centre that meets the needs of residents, businesses and visitors throughout the day and night

- Deliver the £60 million Kings Quarter scheme including a new Transport Hub / Bus Station in partnership with Stanhope and their commercial agents
- Engage with partners and developers to bring forward the Blackfriars development and remaining sites at the Docks / Quays
- Perform a comprehensive audit of the city centre using the ATCM toolkit to assess what is required to improve the look, feel and structure of the city centre in the short, medium and long term to make it more attractive / user friendly
- Ensure that the City Plan adopts a simpler and more efficient and effective planning approach and that key development projects are fast tracked
- Develop and deliver a city centre office accommodation strategy and conduct an office market review to highlight commercial investment opportunities, inform planning policy, ascertain future demand for Grade A office accommodation and the potential for existing office refurbishment
- Improve the aesthetic appeal of the city centre through a programme of public realm renewal and city centre enhancements including cladding of unsightly facades, a new Tourist Information Centre, car park and lighting improvements, heritage grants, heritage interpretation boards / signage and improved linkages between the city centre and Quays
- Strengthening the evening economy offer to include extending retail trading hours and public venue opening hours, expanding the offer provided by venues to appeal to a wide demographic, planning and implementing an evening programme of commercial and cultural events, seeking Purple Flag accreditation, implementing a Best Bar None scheme and working with partners to improve public transport provision
- Enhance the city's indoor and outdoor market offer, so it appeals to a wide audience and generates increased footfall
- Support the delivery of and promote the £1.2m Southgate Street Townscape Heritage Initiative to local businesses and potential investors
- Support Gloucester Cathedral in delivering their £5m redevelopment scheme, Project Pilgrim
- Develop and strengthen the city's retail niche (affordable fashion)

Strategic Priority 2

To maintain and improve the vitality and viability of the city centre

- City Centre Manager to lead on the development and delivery of a coherent approach towards the development of a city centre Business Improvement District (BID) that actively engages with all lead stakeholders with the aim of delivering a dedicated business plan and successful BID ballot by the end of January 2017.
- Deliver the Gloucester Supports Business grant schemes to 20 businesses to assist new start-ups, expanding businesses and those businesses looking to locate in the city centre
- Develop a pilot "After Work Perks" scheme to target city workers / residents to stay in the city centre beyond 5pm
- Utilise support mechanisms to encourage the growth of a thriving, diverse culture of independent businesses within the city centre. Independent businesses support local character and prosperity, community well-being, local decision making and spend, local employment, entrepreneurship, competition and product diversity. There are over 260 independent businesses within the city centre which equates to approximately 57% of all city centre businesses.
- Investigate innovative approaches to utilising empty shop units. For example, window dressing, pop-up art galleries / community facilities
- Develop flexible initiatives and incentives to encourage greater footfall into the city centre e.g. flexible parking, Shop Gloucester campaign / Loyalty Card expansion
- Support local procurement by encouraging "inter-trading / support local" amongst city centre businesses by producing a new business directory and website / online search and database download facilities

Strategic Priority 3

To draw on Gloucester's strengths as an historic city to create a hub for culture, tourism and leisure

- Develop a unique city centre profile that differentiates Gloucester from other UK cities, establishes its key target market, develops a brand identity and creates key messages
- Develop a comprehensive city centre marketing plan
- Create and deliver an effective place marketing strategy that encapsulates Gloucester as a destination where people choose to live, work, shop and visit, whilst inspiring civic pride within the local residential population
- Work with partners to ensure delivery of a high quality year-round events programme and street animation throughout 2015/16 that includes Residents' Weekend, Independents' Week, Big Eat Week, Tall Ships, Night Markets and the History Festival / Heritage Open Days
- Look at opportunities for street art to improve the look of the city centre
- Investigate options for establishing a new cultural venue for the city centre
- Grow the Meet and Greet Scheme and measure its impact on increasing footfall
- Improve the quality of the City of Gloucester website with particular focus on improving

promotion of, and information about, the Gloucester offer. For example, the promotion of eateries within the city.

Strategic Priority 4

**To maintain and enhance the city centre as a location for
business, skills and learning**

- Deliver quality skills and lifelong learning support programmes across the city centre - in particular, focus on customer service, ambassadorial and hospitality training, traditional and heritage based construction skills, retail (with a focus on digital) and upskilling / addressing general skills gaps
- Ensure all city hotels are supported in gaining official accreditation through national schemes, such as Visit England's National Quality Assessment Scheme or the AA's accommodation scheme
- As part of the Blackfriars / Westgate creative industries area, work towards enhancing the proportion of workspace provided for creative and innovative businesses
- Deliver world-class ICT infrastructure throughout the city centre (superfast broadband, WIFI and 4G) by working closely with providers and other stakeholders to facilitate the required infrastructure and raise awareness amongst the business community of the business benefits
- Provide financial support to enable businesses to access training, information and support through our business grants and our 'Gloucester Supports Business' programme

---

Strategic Priority 5

To meet transport needs within the city centre, encouraging the use of sustainable modes of transport whilst providing well located car parking

- Deliver the Gloucester Central Transport Hub providing a new bus station and associated infrastructure, including highway alterations and improvements to pedestrian, cyclist, taxi and public transport infrastructure to help facilitate the regeneration of the King's Quarter area of Gloucester city centre
- Encourage the use of and increase the attractiveness of public transport and car sharing schemes in the county
- Encourage employers to work with their employees to travel to work by sustainable transport means and work with key stakeholders such as Stagecoach on bulk purchasing of tickets
- Implement a cycle hub in the city
- Contribute towards the delivery of a comprehensive railway station improvement scheme, which offers better integration and pedestrian links into the city centre
- Work with Asset Management to deliver a parking strategy that contributes towards city centre vibrancy and encourages greater dwell time

Strategic Priority 6
To positively manage the city centre environment, ensuring it's clean, safe and accessible

- City Centre Manager to establish a programme of regular liaison and consultation with local businesses, public agencies and other city representatives to identify priority projects and services that will benefit the trading environment of the city centre
- Establish and maintain a comprehensive database of all city centre businesses – approximately 450 businesses within the city centre
- Prior to redevelopment, utilise Kings Square as a income generating events location
- Deliver improvements / upgrades to City Centre CCTV system to also incorporate WIFI
- Work with partners including AMEY and Neighbourhood Management Service to deliver a fit for purpose and flexible maintenance and cleanliness system
- Deliver a maintenance and cleanliness programme to improve key buildings, streets, landscaped areas and business premises and the lighting of key buildings at night
- Work with partners to deliver the Safer Gloucester Strategy in order to reduce crime, the fear of crime and anti social behaviour in the city centre

Strategic Priority 7
To increase the availability and quality of homes within the city centre through new build and utilisation of existing premises

- Work with Housing Enabling Service to explore the potential of Live / Work units in the city and raise awareness with relevant stakeholders
- Establish a project group and work with developers, commercial agents and owners to bring forward extant planning permissions for 541 dwellings in the central area. The group would also work towards securing a further 400+ residential dwellings in the city centre
- Investigate the potential of offering housing grants to convert long term vacant city centre premises especially upper floor premises
- Encourage high quality housing and commercial development across the city in order to attract the right calibre of businesses and skilled workers

Gloucester City Council

RISK MANAGEMENT STRATEGY

2014 DRAFT

Author: Stephanie Payne, Audit, Risk Management and Value for Money Officer

Endorsed by: Cllr Debbie Llewellyn, Member Champion for Risk Management

Updated: November 2014

Gloucester
City Council
Transforming Your City

Risk Management Strategy 2014 DRAFT

CONTENTS

Document version control

Version number	Version date	Summary of changes
1	March 2008	Original document
2	March 2012	Updated version – approach update due to cessation of use of Performance Plus system (for performance and risk management)
3	November 2014	Updated version – inclusion of strategic risk register biannual review by Committee and alignment of approach, roles and responsibilities with the Council's up to date structure

Risk Management Strategy 2014 DRAFT

1. Foreword

'If a Council doesn't have effective risk management then it doesn't have effective management'

- 'Chance or Choice' the Society of Local Authority Chief Executives

At Gloucester City Council we understand risk management plays an integral part in our journey of transformation, supporting the delivery of the Council priorities which are detailed within the Council Plan 2014/17:

- Prosperity – growing Gloucester's economy
- People – working with our communities
- Place – creating pride in our city and improving our environment
- Performance – sound finances and strong performance

Risk management is a key principle of effective corporate governance at the Council and a main contributor to a sound internal control environment.

The Council's Members and Senior Management Team support and endorse the work of embedding a risk management culture across all levels of Gloucester City Council's operations. The importance of integrating risk management techniques in planning, decision making and delivery is recognised, as is the need to raise overall awareness and understanding of risk.

The Council's aim is to apply recognised best practice in the identification, evaluation and management of risks and opportunities, through delivery of a structured and consistent risk management approach to ensure decisions made by the Council consider all relevant risk and opportunity implications and that identified risks and opportunities are proactively managed.

The Risk Management Strategy details our framework and approach to how we deliver risk management and embed it at Gloucester City Council. The Leader of the Council, Members and the Senior Management Team are committed to this Strategy and see it as part of our commitment to driving improvement strategically and in our services.

Paul James
Leader of the Council

Martin Shields
Corporate Director,
Services& Neighbourhoods

2. What is risk management?

2.1 Definition and scope

> **'Risk management is the culture, processes and structures that are directed towards effective management of potential opportunities and threats to the Council achieving its priorities and objectives'**
>
> **ALARM**

This Strategy is intended to reaffirm and improve effective risk management in the Council, comply with good practice and in doing so, effectively manage potential opportunities and threats to the organisation achieving its objectives.

Ensuring that there is an understanding of 'risk' and that the Council adopts a consistent approach to identifying, prioritising and reporting risks should lead to conscious choices over the most appropriate method for dealing with each risk – e.g. risk elimination, reduction, transfer or acceptance.

2.2 Risk management objectives

Gloucester City Council is aware that, as a multi-service organisation, it is exposed to a very wide range of risks and threats to the delivery of key services to the community it serves.

The Risk Management Strategy is to support a structured approach to risk management through adopting best practice in the identification, evaluation and the cost effective management of risks to ensure that they are reduced to an acceptable level.

The objectives of Gloucester City Council's Risk Management Strategy are to:

- Integrate risk management into the culture of the Council.
- Manage risks in accordance with best practice.
- Anticipate and respond to changing social, environmental and legislation requirements.
- Prevent injury, damage and losses and reduce the cost of risk.
- Raise awareness of the need for risk management in all those connected with the Council's delivery of services.
- Enable the Council to achieve its key corporate priorities and objectives.

This will be achieved by:

- Establishing clear roles, responsibilities and reporting lines for risk management.
- Providing and using a robust and systematic framework for identifying, managing and responding to risk.
- Reinforcing the importance of effective risk management through communication and risk management awareness training.
- Incorporating risk management into the Council's corporate, financial and service planning processes.
- Reinforcing the value of risk management within the Council's (and partnerships') project management, performance management and procurement processes.
- Monitoring arrangements on an ongoing basis.

3. Risk appetite

'The alternative to risk management is crisis management but that is far more expensive, embarrassing and time consuming'

- James Lam, risk management author

An organisation's risk appetite is the amount of risk it is prepared to accept, tolerate or be exposed to in order to achieve its objectives. This is then factored into planning, decision making and delivery.

The Council's goal is to be risk and opportunity aware. Gloucester City Council's risk appetite is determined by individual circumstances. In general, the Council's approach to service provision is to be innovative, seek continuous improvement and provide value for money within a framework of robust corporate governance. The framework includes a risk management approach that identifies and evaluates risks relating to actions being considered. Decisions on whether to proceed with such actions are only taken after full assessment of the identified risks and an analysis of the risks compared to the benefits.

However, in all circumstances:

- The Council should secure the legal integrity of its actions at all times.
- The Council should manage its financial affairs so that no action would be taken which would jeopardise its ability to continue as a going concern.

4. How is risk management delivered?

4.1 Types of risk

Risks should be assessed at appropriate levels within the Council. These are as follows:

Type	Responsible officers	Risk assessment method
Strategic	Senior Management Team (SMT) and Members	Strategic risk register
Service	Heads of Service and Service Managers	Service risk registers
Projects	Project Boards/Lead officer	Risk assessment pre commencement – i.e. within the project decision Risk management criteria within project agreement/contract Project risk register
Partnership	Partnership Boards/Lead officer	Risk assessment pre commencement – i.e. within the partnership decision Risk management criteria within partnership agreement/contract Partnership risk register
Decision making	Report Author	Committee report template
Procurement	Lead officer for procurement of item/service	Compliance with the Council Constitution Standing Orders and procurement work flow criteria

Appendix A gives further details on risk types and examples.

4.2 Risk management cycle

The risk management cycle applies to all types of risk and involves a number of key stages which are outlined below. The scoring and recording of risk is shown in more detail in Appendices B and C.

Stage	Description
1: Define objective(s)	This applies to all risk types. Objectives form part of the risk management cycle as they will often change/develop, requiring review as appropriate.
2: Identify the risks	Risk registers should document the risks/opportunities that could impact or prevent the achievement of the defined objective(s). It is the responsibility of all parties associated with an objective to help identify potential risks and report them to the manager responsible for the objective. Risks should be recorded in enough detail to enable identification of the objective the risk affects, the specific risk, and the impact of the risk.
3: Assess and score the risks	Risk is scored using a 4*4 (risk likelihood multiplied by risk impact) scoring matrix – detailed at Appendix B. The Council use a three stage risk assessment approach and this is reflected within the risk register template at Appendix C: - **Original Risk**: The impact and likelihood of the risk without any controls in place – the inherent risk score if no action was taken. - **Current Risk**: The impact and likelihood of the risk considering the existing controls in place – i.e. what is being currently delivered. Current controls should be evaluated and documented.

Stage	Description
4: Record and respond	- **Mitigated Risk**: If the current risk with existing controls is above the level of risk appetite, the risk score should be assessed to determine whether it can be revised to an acceptable level through implementation of further risk mitigating controls. This will include actions such as: - Avoiding the risk. - Limiting or reducing the risk. - Mitigating the risk. - Transferring the risk, e.g. take out insurance. - Defer or stop – due to the risk being unacceptable. This process records the further mitigating controls that are required and realistic time scales for their implementation. Once the further mitigating controls have been identified, the risk is reassessed to confirm the mitigated risk score (i.e. the target for acceptable risk). Risks should be recorded within a risk register, in line with the Council's template – see Appendix C. Each risk needs to be allocated a risk owner to take responsibility for managing the risk, ensuring controls remain effective and mitigating actions implemented.
5: Monitor and report	All risks can change over time and therefore need close monitoring to ensure that current controls remain in place and are effective, and that mitigating actions are achieved within the stated timeframe. Also new/emerging risks should be considered on the risk register and those that are no longer a risk should be removed. All changes must be recorded and reported appropriately. Risk registers should be reviewed and updated as appropriate to ensure they reflect the current risk position. The strategic risk register is formally reviewed by SMT on a monthly basis, and biannually by Members through Audit and Governance Committee and Cabinet. Service business plans and risk registers are reviewed by SMT on an annual basis. Independent monitoring of risk management arrangements will be completed as part of the Risk Based Internal Audit Plan. An annual risk management report is also submitted to Audit & Governance Committee.

5. Roles and responsibilities

Everyone has a role to play in managing risk and delivering the Risk Management Strategy. All Members, managers, employees and partners must understand the nature of risk and accept responsibility for managing risks associated with their area of activity.

These roles and responsibilities are confirmed within the following table.

Post	Role and responsibilities
Leader and Cabinet	- Consider and approve the Council's corporate Risk Management Strategy. - Receive and endorse the Council's strategic risk register on a biannual basis. - Nominate a Member Risk Management Champion (role defined below).
Audit and Governance Committee	- The following roles and responsibilities are in line with the Council Constitution requirements. - Consider the Council's framework of assurance and ensure that it adequately addresses the risks and priorities of the Council, while integrating risk management into the governance and decision making processes. - Monitor the effective development and operation of risk management in the Council, including review of the Risk Management Strategy for recommendation to Cabinet and receipt of the annual report on risk management activity. - Monitor progress in addressing risk-related issues reported to the Committee. - Consider and confirm that reports to Audit & Governance Committee properly reflect the risk environment and any actions required to improve it (including but not exclusive to the Risk Based Internal Audit Plan, Annual Governance Statement, and reports from both internal and external audit). - Provide independent assurance to Council on the adequacy and effectiveness of the risk management framework. - The ability to require the Leader, Cabinet Members, and Corporate Directors to attend and be questioned on risk management matters relating to their roles and responsibilities. - Receive and endorse the Council's strategic risk register on a biannual basis.
Members	- Be aware of the risk management implications of decisions and ensure that all identified risks have been considered in decision making.
Member and Officer Risk Management Champions	- Ensure that the Council manages risk effectively through the development, implementation and review of a robust and comprehensive Risk Management Strategy. - Arrange training and guidance in Risk Management as appropriate (Officer Champion only). - Be pro-active in supporting, promoting and challenging risk management activities across the Council. - Support the Council officers and Members in delivering the Risk Management Strategy – including raising awareness, providing advice and support, and assisting with risk registers.

Risk Management Strategy 2014 DRAFT

Post	Role and responsibilities
SMT	- Ensure the Council identifies and manages risk effectively through the development, implementation and review of a robust and comprehensive Risk Management Strategy. - Ensure the risk appetite for the Council is identified and reviewed regularly. - Strategic risk register ownership, review and update (monthly review and update as a minimum). - Receipt and review of service and significant partnership risk registers on an annual basis, to consider risks affecting delivery of services as reported by Managers. - Ensure that risks are fully considered in management processes and all strategic decision making.
Managers	- Support the Council in the effective implementation, review and promotion of the Risk Management Strategy within services. - Support the embedding of risk management within the culture of the Council as an integral part of the planning, decision making and performance management framework. - Own their service risk register and ensure they are managed, monitored and communicated effectively (including delivery of mitigating action activity) – review and update should be completed on a regular basis to ensure that new and/or emerging service risks are considered. - Ensure that risks are identified, evaluated and managed appropriately in projects and partnerships (see Appendix C). - Promptly advise SMT of any service/partner/project risks that may require escalation to the strategic risk register. - Provide assurance to SMT regarding risk management compliance at service, partner and project level. - Ensure risks relating to Committee report recommendations are appropriately considered and reported. - Ensure that any policies or procedures for which they are responsible make the appropriate linkages to risk management.
Employees and Volunteers	- Identify and assess risks and opportunities effectively in their job. Report identified risks/opportunities to their managers. - Undertake their job within contractual, policy and statutory guidelines.
GAAP – Internal Audit service provider	- Produce and deliver an annual Risk Based Internal Audit Plan to monitor the effectiveness of internal controls. - Report where controls are not in place/operating effectively and provide recommendations for management consideration and action. - Facilitate an independent audit of the Risk Management Strategy and processes (including risk register review).
Insurance officer role (Financial Services)	- Day to day management of the insurance function, including arrangement, claims, provision of advice/support etc. - Ensure appropriate arrangements are in place to mitigate against identified insurable risks.

6. Business continuity planning

As a Council, and in undertaking our role as a Category One Responder under the Civil Contingencies Act (2004), there is a legal requirement to have robust business continuity procedures in place.

Business continuity planning is an element of risk management and is a process to ensure continuity of service delivery following an unplanned disruption to normal working. There should be a Business Continuity Plan (BCP) in place in all Council services and at each of our key service delivery partners.

The Gloucester City Council BCP lead document is our Corporate Recovery Plan and the approach is supported by our corporate recovery team.

For further information on business continuity planning, please e mail the business.continuity@gloucester.gov.uk or contact the Deputy District Emergency Planning Liaison Officer directly - edward.pomfret@gloucester.gov.uk

7. Further guidance and support

Further advice on risk management can be obtained from the Officer Risk Champion or by e mailing the risk management in box – details below:

Stephanie Payne
Audit, Risk Management and Value for Money Officer
01452 39 6432
stephanie.payne@gloucester.gov.uk

riskmanagement@gloucester.gov.uk

Other risk management relevant documentation is available on the Council intranomic - under the corporate information and democratic and decision making sections:

- Risk register template
- Council report writing guide (including the Committee report template)
- Procurement flow chart and risk examples to consider

Risk Management Strategy 2014 DRAFT

Risk types

Strategic level

Strategic risk may impact the achievement of the Council's corporate priorities and objectives, detailed within the Council Plan 2014/17. Strategic risks are documented within the strategic risk register.

Strategic risk categories include:

- **Political** – e.g. failure to meet local administration commitments or central government policy
- **Economic/Financial** – impacting the Council's ability to meet the Money Plan
- **Social/Customer** – e.g. failure to meet changing needs of residents
- **Technological** – e.g. obsolescence of technology; confidentiality/security breach
- **Legislative** – e.g. non application and compliance with statutory regulations resulting in legal challenges, judicial review or public interest reports
- **Environmental** – environmental consequences (e.g. energy, efficiency, pollution etc) of Council objective delivery
- **Reputation** – e.g. lost confidence in the Council to deliver objectives; adverse media attention
- Risks faced as an **Employer** – e.g. a lack of competence and professionalism within the authority leading to diminished performance and failure to comply with legislation and Council rules, regulations and procedures
- **Regeneration (Property Assets)** – due to the significance of City regeneration within the Council Plan 2014/17

The strategic risk register is formally reviewed by SMT on a monthly basis and risk owners are at SMT level. Review by Members at Audit and Governance Committee and Cabinet is completed on a biannual basis.

Service level

Each service should establish a service risk register, a document that should sit alongside and link with the service's business plan.

The service risk register should consider and document the risks/opportunities that could impact the delivery of service objectives. Service risks may change within the year, therefore service risk registers should be reviewed and updated as appropriate to ensure they reflect the current risk position.

Service business plans and risk registers are reviewed by SMT on an annual basis.

Example service risk categories include (but are not exclusive to):

- **Financial** – e.g. non achievement of budget due to overspend/reduced income
- **Human Resources** – e.g. staff turnover or resourcing issues impacting a service's ability to deliver objectives
- **Legal** – e.g. breach of legislation or non compliance with statutory deadlines
- **Contractual** – e.g. failure of contractor/partner to deliver services/products or over reliance on key suppliers

- **Physical/assets** – related to security, accident prevention and health & safety
- **Professional** – associated with the service's professional delivery e.g. homelessness services ability to provide temporary accommodation for households in need within statutory and local requirements

The top risks should be detailed in the service business plan under the 'factors that may affect service delivery'.

Projects

Risks must be identified, managed and reported to the appropriate Project Board. Project risks should be fed into the strategic risk register if required.

Partnership

Risks are required to be identified for all partnerships in which the Council is involved. These could be risks for the Council itself and/or the partnership.

Managing risks in partnerships should be undertaken in accordance with the Best Practice principles outlined in the HM Treasury document 'Managing Risks with Delivery Partners'. Such principles will be agreed between the Council and its partner (through contract or service level agreement) and will include:

- Common understanding of the objectives of the partnership
- Common understanding of the risks and how they can be managed
- Agreed standards for assessing risks and prioritising mitigating actions
- Preparation of a joint risk register   - Joint risk reviews are undertaken
- Clarity on who owns risk   - Use of same risk language
- Review of the partner's business continuity plan
- Clarifying requirement for monitoring information and who has access
- Ensure perceptions of risk are shared and consider logging different perspectives

Partnership risks should be fed into the Council's strategic risk register where appropriate.

Risks in decision making

Committee reports should identify potential risks and opportunities to the Council arising from the report recommendations. This should be completed within the 'risk & opportunity management implications' section of the Committee report template – which should demonstrate that the risks and opportunities have been assessed, and that there are risk management actions planned to ensure the proposal has a successful outcome.

Not all reports will require detailed risk analysis and it is the responsibility of the report author to gauge the extent of the risk analysis to be undertaken. Where a full risk analysis has been completed (e.g. a risk register) it should be held as a background document and not accompany the report, but may be called upon by Committee.

If there are no/minimal risks, then the report author should document this to confirm that risk implications have been considered. A suggested wording is 'Risk and opportunity implication review has identified minimal/no risk to the Council connected with the recommendations made in this report'.

Scoring risk

The impact and likelihood of any risk is evaluated on a scale of 1 – 4, with the produce of the two (impact score multiplied by likelihood score) representing the risk score.

Impact (Catastrophic)	Low 4	High 8	Very High 12	Very High 16
	Low 3	Medium 6	High 9	Very High 12
	Low 2	Low 4	Medium 6	High 8
(Minor)	Low 1	Low 2	Low 3	Low 4
	Likelihood Very Unlikely	→		Very Likely

The interpretation of the scores is as follows:

Impact: rated 1 – 4

1: Low negligible impact e.g.
- Minor service disruption/short term inconvenience
- Minor injury
- Financial loss of £49,999 and under
- Isolated service user complaints

2: Medium impact e.g.
- Service disruption
- Loss time injury
- Financial loss between £50,000 and £249,999
- Adverse local media coverage/number of justified service user complaints

3: High negligible impact e.g.
- Significant service disruption
- Major/Disabling injury
- Financial loss between £250,000 and £499,999
- Adverse local media coverage/high number of justified service user complaints

4: Extreme/catastrophic impact e.g.
- Total service loss for a significant period
- Fatality to employee service user or other person
- Financial loss of £500,000 and above
- Adverse national media coverage/significantly high number of justified service user complaints

Likelihood: rated 1 – 4

1: Unlikely/rarely happens
2: Moderate chance/could happen
3: Likely
4: Almost certain

13

Overall risk score

The overall risk score can be interpreted as follows:

Overall risk score	Level of risk appetite
12 - 16	Very high risk – take further mitigating action to manage the risk and reduce its impact and likelihood. If risk cannot be mitigated, consideration should be given to confirming a contingency plan or stopping/altering the objective. Operational risks (service/partner/project/etc) should be escalated to SMT for awareness and consideration for the strategic risk register, where the operational residual risk score (the mitigated score) is at this level.
8 - 9	High risk – take further mitigating action to manage the risk and reduce its impact and likelihood.
6	Medium risk – consider further mitigating action where appropriate and cost effective.
1 - 4	Low risk – monitor to ensure conditions remain unchanged.

Recording risk – risk registers

The standard template for the recording of risks at all levels (i.e. strategic, service, partnership and project) and for assessing risks in decision-making is detailed below. The risk register template is available on the Council's intranet – via the corporate information, risk management section.

The key elements of the risk register format are as follows:

- Description of the risk
- Original risk score – assessment of the risk impact and likelihood if no controls were in place (inherent risk)
- Confirmation of the current controls in place that are being fully delivered
- Current risk score – assessment of the risk impact and likelihood considering the current controls in place
- Assessment of whether further mitigating action is required to reduce the current risk score – considering the level of risk appetite
- Documentation of the planned further mitigating actions with target timescales
- Mitigated risk score – assessment of the risk impact and likelihood considering the current controls and further mitigating actions to be taken – i.e. what is the targeted acceptable level of risk
- The name of the risk owner

Council template for recording risk - example

No	Risk	Original score			Current controls	Current score			Further mitigating action	Target timescale	Mitigated score			Risk owner
		Impact	Likelihood	Score		Impact	Likelihood	Score			Impact	Likelihood	Score	
1.	Failure to meet service delivery and statutory requirements due to contractor failure to perform	4	4	16	*Agreed contract specification – including service criteria, KPIs & penalty clauses *Defined contract contacts (both parties)	4	2	8	*Establish monthly performance monitoring meetings with action plan and timescales where targets not met *Performance reports to Committee on a quarterly basis	April 2015

July 2015 | 4 | 1 | 4 | A.N.Officer |

Template: risk register
To be completed in line with the Risk Management Strategy guidance

Risk register purpose:
(e.g. service risk register to support a service business plan; partnership risk register; project risk register to support project planning & delivery; to support a procurement exercise; to support a policy decision; etc)

Responsible officer:
Service:

Date of risk register update/review:

No	Risk	Original score			Current controls	Current score			Further mitigating action	Target timescale	Mitigated score			Risk owner
		Impact	Likelihood	Score		Impact	Likelihood	Score			Impact	Likelihood	Score	
1.														
2.														
3.														
4.														
5.														

Page 90

Gloucester City Council

Meeting:	Audit & Governance Committee	Date:	19th January 2015
	Cabinet		28th January 2015
Subject:	Risk Management Strategy - revised		
Report Of:	Leader of the Council		
Wards Affected:	Not applicable		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Stephanie Payne – Audit, Risk Management and Value for Money Officer		
	Email: stephanie.payne@gloucester.gov.uk	Tel: 396432	
Appendices:	1: Risk Management Strategy – revised		

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 To present the revised Risk Management Strategy to Members for their consideration and approval.

2.0 Recommendations

2.1 Audit & Governance Committee is asked to endorse the revised Risk Management Strategy and **RECOMMEND** to Cabinet that the revised Risk Management Strategy (at Appendix 1) is approved.

2.2 Cabinet is asked to **RESOLVE** that the revised Risk Management Strategy (at Appendix 1) is approved.

3.0 Background and Key Issues

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

3.2 Risk management is a core part of the Council's corporate governance framework and internal control environment. It is one of the six core principles within the Council's Code of Governance (part of the Council Constitution) – 'taking informed and transparent decisions which are subject to effective scrutiny and managing risk'.

3.3   A Risk Management Strategy should provide a framework for the effective management of risks and opportunities within the Council, support decision making at all levels, and aid delivery of the Council Plan priorities and objectives.

3.4   The Risk Management Strategy was last updated and approved by Members in March 2012. Whist the main principles of the Strategy remain relevant, the document does require update to take account of the Council's current structure, objectives and up to date best practice guidance.

4.0   Risk Management Strategy - main areas of revision

4.1   The Risk Management Strategy (Appendix 1) main areas of revision include consideration and reflection of:

-   The Council Plan 2014/17
-   The Council's management and service structure
-   Good practice guidance – e.g. CIPFA: Audit Committees – Practical Guidance for Local Authorities & Police (2013 edition)
-   Member review of the strategic risk register by Audit & Governance Committee and Cabinet on a biannual basis (issue raised by the Leader and Member Risk Management Champion)

4.2   The revised Strategy is intended to reaffirm and improve effective risk management in the Council, comply with good practice and in doing so, effectively manage potential opportunities and threats to the organisation achieving its objectives.

4.3   Ensuring that there is an understanding of 'risk' and that the Council adopts a consistent approach to identifying, prioritising and reporting risks, should lead to conscious and transparent choices over the most appropriate method for dealing with each   risk – e.g. risk elimination, reduction, transfer or risk acceptance.

5.0   Alternative Options Considered

5.1   No other options have been considered.

6.0   Reasons for Recommendations

6.1   The Council Code of Governance requires the Council to ensure that an effective risk management approach is in place. The existence and application of an up to date and effective Risk Management Strategy is a fundamental part of this.

7.0   Future Work and Conclusions

7.1   Implementation of the revised Risk Management Strategy will support the development of the Council's risk management approach and ensure that it is in line with current good practice.

7.2 Following approval, the revised Risk Management Strategy will be rolled out within the Council through corporate communication and update workshops for both officers and Members. The Member and Officer Risk Management Champions will support this process and help embed the approach.

7.3 In order to ensure the Strategy remains relevant, an annual review will be undertaken by officers. Where revision is required, the revised Strategy will be reported to Audit & Governance Committee for endorsement and Cabinet for approval.

8.0 Financial Implications

8.1 The delivery of the Risk Management Strategy will be completed by responsible officers and delivered within existing resources.

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

9.0 Legal Implications

9.1 It is fundamental that the Council has and maintains a Risk Management Strategy which considers identification, recording and management of risks to the Council in the delivery of its priorities and objectives.

9.2 The existence and application of an effective Risk Management Strategy assists prudent decision making. Failure to deliver and embed the Strategy could lead to unnecessary liability and costly legal challenge as a result of the non management of risks.

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

10.0 Risk & Opportunity Management Implications

10.1 The lack of a robust approach to the management of risks and opportunities could result in inappropriately informed decision making and non achievement of the Council's priorities and objectives at both strategic and service levels.

11.0 People Impact Assessment (PIA):

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

12.0 Other Corporate Implications

Community Safety

12.1 There are no community safety implications arising out of the recommendation in this report.

Sustainability

12.2   There are no sustainability implications arising out of the recommendation in this report.

Staffing & Trade Union

12.3   There are no staffing and trade union implications arising out of the recommendation in this report.

Background Documents:

CIPFA: Audit Committees – Practical Guidance for Local Authorities & Police (2013 edition)

Gloucester
City Council

Meeting:	**Audit & Governance Committee** **Date:** **19 January 2015**
	Cabinet **28 January 2015**
	Council **18 March 2015**
Subject:	**Internal Audit & Risk Management Shared Service**
Report Of:	**Head of Finance**
Wards Affected:	**All**
Key Decision:	**No** **Budget/Policy Framework:** **No**
Contact Officer:	**Jon Topping, Head of Finance**
	Email: Jon.Topping@gloucester.gov.uk **Tel: 396242**
Appendices:	**None**

FOR GENERAL RELEASE

1.0   Purpose of Report

1.1   To provide the background and rationale underlying the proposals to form an Internal Audit and Risk Management Shared Service between Gloucester City Council, Stroud District Council and Gloucestershire County Council.

1.2   Authority is also sought to delegate this Council's Internal Audit Function to Gloucestershire County Council in accordance with the provisions of Section 101, of the Local Government Act 1972, Sections 19 and 20 of the Local Government Act 2000 and all other enabling powers.

2.0   Recommendations

2.1   Audit & Governance Committee is asked to note the information contained in the report and make any recommendations to Cabinet.

2.2   Cabinet is asked to **RECOMMEND** to Council that it:-

(1)   Agrees to the creation of a Shared Internal Audit and Risk Management Service with effect from 1 April 2015 ("the Commencement Date) or such other date as is agreed between Gloucester City Council, Stroud District Council, and Gloucestershire County Council on the basis set out in this report;

(2)   Delegates this Council's Internal Audit Function to Gloucestershire County Council in accordance with the provisions of Section 101, of the Local Government Act 1972, Sections 19 and 20 of the Local Government Act 2000 and all other enabling powers subject to (6) below;

(3)   Agrees to enter into an Administrative Collaboration Agreement, under S101 of the Local Government Act 1972 with the partner authorities;

(4) Delegates authority to the Corporate Director Services and Neighbourhoods, in consultation with the Cabinet Member for Performance and Resources, to approve the terms of the Administrative Collaboration Agreement;

(5) Agrees to the transfer of staff to Gloucestershire County Council as Host Authority on the terms set out in the Administrative Collaboration Agreement from the Commencement Date;

(6) Agrees to the formation of an Internal Audit and Risk Management Shared Services Board involving the Section 151 officers from each of the participating authorities, to oversee the implementation and ongoing monitoring of the s101 Agreement; and

(7) Authorises the Monitoring Officer to make any consequent changes to the Council's Constitution to reflect the shared services arrangements and delegation of the internal audit service function to the Head of the Internal Audit and Risk Management Shared Service at Gloucestershire County Council.

2.3 Council is asked to **RESOLVE** that it:-

(1) Agrees to the creation of a Shared Internal Audit and Risk Management Service with effect from 1 April 2015 ("the Commencement Date) or such other date as is agreed between Gloucester City Council, Stroud District Council, and Gloucestershire County Council on the basis set out in this report;

(2) Delegates this Council's Internal Audit Function to Gloucestershire County Council in accordance with the provisions of Section 101, of the Local Government Act 1972, Sections 19 and 20 of the Local Government Act 2000 and all other enabling powers subject to (6) below;

(3) Agrees to enter into an Administrative Collaboration Agreement, under S101 of the Local Government Act 1972 with the partner authorities;

(4) Delegates authority to the Corporate Director Services and Neighbourhoods, in consultation with the Cabinet Member for Performance and Resources, to approve the terms of the Administrative Collaboration Agreement;

(5) Agrees to the transfer of staff to Gloucestershire County Council as Host Authority on the terms set out in the Administrative Collaboration Agreement from the Commencement Date;

(6) Agrees to the formation of an Internal Audit and Risk Management Shared Services Board involving the Section 151 officers from each of the participating authorities, to oversee the implementation and ongoing monitoring of the s101 Agreement; and

(7) Authorises the Monitoring Officer to make any consequent changes to the Council's Constitution to reflect the shared services arrangements and delegation of the internal audit service function to the Head of the Internal

Audit and Risk Management Shared Service at Gloucestershire County Council.

3.0 Background and Key Issues

3.1 "A range of factors are forcing councils to think of new approaches to the delivery of both front-line and back-office services. These include external drivers (particularly government policies, grant settlements and customer expectations) as well as internal pressures, such as improving service quality, bringing down costs, attracting skilled staff, and accessing best practice techniques and technologies" – *Sharing the Gain, Collaborating for Cost Effectiveness – CIPFA 2010.*

3.2 In responding to this challenge, public service leaders and managers will need to consider radical changes to their organisational structures and operating models. One option they will need to explore is whether greater collaboration with other bodies offers a route to reducing costs while maintaining service quality.

3.3 Gloucester City Council (GCC), Stroud District Council (SDC), and Gloucestershire County Council (Glos CC) are all committed to improved service delivery and efficiency within their respective Councils.

3.4 GCC's Council Plan 2014-2017 sets out four priorities, one of which is "sound finances and strong performance". One of the key measures within this priority is savings delivered through joint and collaborative working.

3.5 SDC's Corporate Delivery Plan for 2014-18 sets out five key tasks, one of which is to "provide value for money to our taxpayers and high quality services to our customers". Achieving this will include redesigning services and innovation.

3.6 Glos CC's Council Strategy 2011-15 (2014/15 update): Meeting the Challenge sets out three council values, one of which is "living within our means". This will be achieved by being as efficient as possible, saving money by joining up with partners, and, by finding the best, most efficient, way of delivering services which satisfy customers.

4.0 The Rationale for Change

4.1 Discussions have taken place over many years between the various Councils within Gloucestershire regarding the benefits of joint working between the authorities' respective internal audit teams.

4.2 Following the successful partnering agreement for the management of the internal audit team in Stroud which had been in place for the preceding 15 months, in December 2010 GCC and SDC entered into a formal shared internal audit service for the provision of an internal audit service to both Councils.

4.3 Known as *G A A P* (Gloucestershire Audit & Assurance Partnership) the service is hosted by Gloucester City Council, and is managed by the City Council's Audit, Risk & Assurance Manager. Both Councils agree that the shared service arrangement is a success with the sharing of audit skills between the two teams and the development of a common audit approach and documentation.

4.4   Due to the success of the current internal audit shared service arrangements between GCC and SDC, the S151 Officers of GCC, SDC and Glos CC agreed to consider extending the current shared service arrangement to include Glos CC and review the opportunities available to:

- Formally share internal audit and risk management services between the three Councils; and
- Bring the management of an extended shared service under one manager

5.0   Proposed Shared Service Arrangements

5.1   Governance Arrangements

5.1.1 The recommended option for the delivery of the shared service is via a Delegated Function Model. Under this option, one Council (the Lead Authority) undertakes the functions of another Council under delegated powers set out in an Administrative Collaboration Agreement entered into under s101 Local Government Act 1972 ("s101 Agreement"). The Lead Authority employs all staff (i.e. staff who work for the Council which has delegated its functions to the Lead Authority, transfer to the Lead Authority).

5.1.2 This option is recommended for the following reasons:-

- It has a proven track record through benchmarking for delivering services between Councils. Examples include the current Audit & Assurance partnership in operation between Gloucester City Council and Stroud District Council; Devon Audit Partnership (Devon County Council, Plymouth City and Torbay Council); and The Southern Internal Audit Partnership (Hampshire County Council, Southampton City Council and West Sussex County Council); and

- It is relatively straightforward to set up, in that it only requires a s101 Agreement to be prepared and implemented and staff to TUPE to the Lead Authority.

5.1.3 The main risk to the Council is the loss of control by delegating its functions to a host authority. In order to address this, a Shared Services Board would need to be created comprising of the s151 officers (or duly authorised senior financial representative) in each Council to oversee the implementation of and delivery of the function under the s101 Agreement, quality, performance, risks and consider major changes to the service.

5.1.4 In addition, to mitigate the risk of pension liabilities to the host authority, the s101 Agreement would specify that up to the date of transfer, all pension liabilities remain with the originating authority and that they would not get transferred to the host authority.

5.2   Recommended Shared Services Framework

5.2.1 The main driver behind the sharing of back office services such as Internal Audit & Risk Management is essentially to produce efficiency savings, but importantly, also to improve business resilience.

5.2.2 It is recommended that Glos CC becomes the host authority under a section 101 Agreement with effect from the 1st April 2015. The duration of the agreement will

initially be for a three year period (from the commencement date) and shall continue in force thereafter, unless and until one year's notice in writing is given by any of the Councils to withdraw from the agreement.

5.2.3   As a result of the above recommendation, GCC staff, including those based at Stroud District Council (i.e. 6.6 FTE staff) will be transferred, under TUPE arrangements, to Glos CC from the commencement date of the Agreement. During most of the first year of operation, i.e. 2015/2016, all of the three councils' audit staff will remain within their existing organisational structures and work bases and will retain their existing roles and responsibilities.

5.2.4   It is proposed that, with effect from the 1st April 2015, new arrangements are developed and implemented. This will include a review of the management arrangements for the new shared service, development of a new structure, implementation of the structure and review of processes and procedures to deliver efficiencies. This restructure and rationalisation of processes and procedures will be completed by the end of 2015/16.

5.2.5   This detailed review will ensure that the revised structure delivers the most effective outcome for each authority and will deliver a minimum 3% savings target from 2016/17 across partners.

5.3   The Key Benefits for Change

5.3.1   It is felt that the shared service proposal represents a real opportunity across the three authorities, namely:
   • Economies of scale from the employment of a single Chief Internal Auditor, across the three authorities;
   • Pooling of expertise to strengthen business delivery to the benefit of the clients;
   • Provision of a critical mass and improved business resilience e.g. enabling the risk of sickness and vacancies to be better managed;
   • Enhanced ability to undertake thematic reviews across the three authorities to share best practice across the partnership;
   • Enabling succession planning, career opportunities and development for staff;
   • Optimising use of resources through a modern collaborative approach;
   • Achieving economies of scale through shared training and procurement; and
   • Benefits of adopting common day to day audit reporting and procedural approaches driven by a single Audit Management System for the shared service.

5.3.2   In addition, the following benefits have been identified from Glos CC being the host authority for the shared service:-

   • The Audit Management IT System used by Glos CC could be used to enable the automated management of the audit and risk functions across the shared service.
   • Access to additional IT audit skills via the current ICT audit provision contract Glos CC has with a third party supplier.
   • Access to additional support for the National Fraud Initiative work and investigatory work under the current agreement between Glos CC and the Gloucestershire NHS Counter Fraud Service; and

- GlosCC can offer the Partnership the expertise of IDEA, a powerful and user-friendly data analysis tool designed to help auditors and other financial professionals perform data analysis quickly to help improve audits and identify control breakdowns.

6.0 Alternative Options Considered

6.1 The alternative options identified and considered for the provision of Internal Audit Services, are as follows:

6.1.1 <u>No Change</u>

This option was considered. However, the Internal Audit and Risk Management service at all three Councils have limited capacity and resilience to respond to peaks in demand, increased irregularity work and absence of staff. There are limited opportunities for progression and training within the current audit and risk teams which is not beneficial to staff morale and/or a quality service being sustained.

6.1.2 <u>Outsourcing</u>

Research has identified that the large accountancy firms do not have the appetite for taking on Local Authority Internal Audit services due to the pension liabilities that come with TUPE transfers. The Councils concerned would be duty bound to ensure ongoing pension protection for the transferring staff outsourced under TUPE, under the Local Government Pensions Direction 2007. This would entail any prospective bidder either offering continued and ongoing membership of the Local Government Pension Scheme under an admissions agreement or a broadly comparable scheme certified as such by the Government Actuary's Department (GAD). Both of these options would involve employer contribution rates from the contractors in line with, if not more, than the current employer rates being paid by the County and the District Councils. This would clearly inflate their bid price and the cost per audit day would be significantly higher than is currently paid.

6.1.3 <u>Other Partnerships</u>

There are a growing number of Internal Audit Partnerships being set up around the country as the benefits of doing so are realised. They vary in scale and membership. Some benchmark costs were obtained for comparison and it was established that the partnership would benchmark in the bottom quartile.

The option to join other partnerships cannot be ruled out. Equally, to continue to grow the Gloucestershire shared service arrangement is also an option that can be pursued once the new shared service has been established.

7.0 Reasons for Recommendations

7.1 Due to the success of the current internal audit shared service arrangements between GCC and SDC, the s151 Officers of GCC, SDC and Glos CC agreed to consider extending the current shared service arrangement to include Glos CC and review the opportunities available to:

- o Formally share internal audit and risk management services between the three Councils; and

  o Bring the management of an extended shared service under one manager.

7.2 The recommended option for the delivery of the shared service is via a Delegated Function Model. This option is recommended as it has a proven track record and it is relatively straightforward to set up, in that it only requires a s101 Agreement to be prepared and implemented and staff to be TUPE'd to the host authority.

8.0 Future Work and Conclusions

8.1 As stated in para. 5.2.4 above, it is proposed that, with effect from the 1st April 2015, new arrangements are developed and implemented. This will include a review of the management arrangements for the new shared service, the development of a new structure, implementation of the structure and review of processes and procedures to deliver efficiencies. This restructure and rationalisation of processes and procedures will be completed by the end of 2015/16. This detailed review will ensure that the revised structure delivers the most effective outcome for each authority and will deliver a minimum 3% savings target from 2016/17 across partners.

9.0 Financial Implications

9.1 Opportunities for financial savings during 2015/2016 are limited given the transition phase required. Any costs associated with transition will be shared between the three authorities, as agreed by the s151 Officers, and will be contained within existing budgets.

9.2 The restructure and rationalisation of processes and procedures will be completed by the end of 2015/16 and therefore a minimum 3% savings target has been identified for 2016/17 across partners. This is within the context of continuing to deliver a quality, professional service. An investment in training is essential to the recruitment and retention of staff. The Shared Service would be expected to continue to focus on opportunities for further efficiencies.

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

10.0 Legal Implications

10.1 The report recommends that this Council delegates its Internal Audit Service function to Gloucestershire County Council with effect from 1st April 2015.

10.2 As the report states, the effect of this decision will be to hand over day to day operational responsibility for the carrying out of the internal audit function within this Council (and within Stroud District Council) to Gloucestershire County Council. All existing Council staff presently employed on the Internal Audit Service will transfer under TUPE arrangements to Gloucestershire County Council.

10.3 To coincide with this delegation, the three Councils will enter into an Administrative Collaboration Agreement, in accordance with recommendations in paragraph 2.0 above.

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

11.0 Risk & Opportunity Management Implications

11.1 The main risk to the Council is the loss of control by delegating its functions to a host authority. In order to address this, a Shared Services Partnership Board would need to be created comprising of the s151 officers (or duly authorised senior financial representative) in each Council to oversee the implementation of the s101 Agency Agreement, quality, performance, risks and consider major changes to the service.

11.2 In addition, to mitigate the risk of pension liabilities to the host authority, the s101 Agreement would specify that up to the date of transfer, all pension liabilities remain with the originating authority and they would not get transferred to the host authority.

12.0 People Impact Assessment (PIA)

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. For the customers of the Internal Audit Service, who are largely internal customers, the introduction of shared services will not impact on service delivery. The transition will be seamless and generally, it will be 'business as usual.

12.2 For the staff transferring to the partnership, current terms and conditions will be protected. All staff will be given equal access to development opportunities as they arise.

13.0 Other Corporate Implications

Community Safety

13.1 No specific Community Safety implications resulting from the recommendations made in this report.

Sustainability

13.2 No specific Sustainability implications resulting from the recommendations made in this report.

Staffing & Trade Union

13.3 The audit teams of the three partnership authorities have been made aware of the proposed shared service and have been kept informed of progress to date.

13.4 The new arrangements will bring about development opportunities for staff which in turn will aid recruitment and retention of suitably qualified people.

13.5 Appropriate Trade Union consultation will be undertaken.

Background Documents:

- Sharing the Gain, Collaborating for Cost Effectiveness – CIPFA 2010

Gloucester City Council

Meeting:	**Cabinet**	**Date:**	**28 January 2015**
Subject:	**Proposed IT Capital Infrastructure Upgrade**		
Report Of:	**Cabinet Member for Performance & Resources**		
Wards Affected:	**All**		
Key Decision:	**No**	**Budget/Policy Framework:**	**No**
Contact Officer:	**Sadie Neal, Head of Business Improvement**		
	Email: sadie.neal@gloucester.gov.uk		**Tel: 396326**
Appendices:	**None**		

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 To advise Cabinet on the current condition of the Council's IT infrastructure and improve security with current and future state and to provide alternatives to infrastructure which is fit for purpose and meets regulatory requirements.

1.2 To advise Cabinet of the need to invest capital expenditure in order to upgrade the Council's current hardware to Windows 7.

1.3 To advise Cabinet on the cost implications of providing a PSN (public service network) compliant webmail solution.

2.0 Recommendations

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

(1) The Council's servers be relocated to a purpose built offsite data centre in order to improve, performance and regulatory compliance concerns that exist whilst the infrastructure remain in its current location.

(2) Members access email via a managed device and webmail remain in an offline state.

(3) Subject to approval of the budget, that the Council be upgraded to Windows 7.

3.0 Background and Key Issues

3.1 Of the 55 physical servers owned by the Council, 49 have reached their expected end of life. In some cases these servers ceased to be sold by their manufacturer in 2007 and ceased to be supported by the manufacturer in 2011. The majority of the servers are between 5 and 7 years old, with the network switches which network the floors and building together, also being 5 to 7 years old.

3.2 The age of the equipment will lead to increased failures of physical components, reduced performance of systems (speed and reliability of performance), and increased likelihood of failure to recover from major unplanned outages. This poses an operational risk and a performance and efficiency concern.

3.3 Industry standard would be to refresh this hardware every 3 – 5 years due to the above concerns relating to age and degradation.

3.4 The City Council is working to improve our Disaster Recovery (DR) option. If the computer room in Kimberley Warehouse or the HKP complex itself were to become unavailable due to a catastrophic failure, there would be a delay in providing ICT to the authority. All email, back office, and front office systems would be need to be replicated in another site.

3.5 The data is currently replicated from HKP (Herbert, Kimberley and Philpotts) warehouse to the North warehouse as part of the backup regime. However, there are no facilities elsewhere that would be able to use that data in the event of HKP being unavailable.

3.6 HKP is the main network hub for the authority with the satellite locations such as museums and TIC, crematorium being 'spokes' from this hub. Losing that would mean that no servers or computers would be able to talk to other locations.

3.7 The physical location of the Computer Room in Kimberley Warehouse, above the kitchen of a commercial premise and in a building that has previously flooded increases the likelihood of a DR event occurring. Furthermore the current location does not allow the mitigation of infrastructural resilience that would be found in other facilities, e.g. physically separate mains power from two sources, physically separate communications links into and out in order to isolate any points of failure. This creates a significant operational risk to the organisation.

3.8 These factors have contributed significantly to the work required to be completed to satisfy the terms of the Code of Connection to the Public Services Network ("PSN compliance"). This work is required to ensure that the authority can remain connected to the PSN for key services such as Revenue and Benefits and Electoral Services. There is a Regulatory Compliance requirement to ensure that these factors are overcome in order for the Council to conduct its business.

3.9 There is no room for growth in the existing infrastructure to keep up with expanding computer requirements from new software, initiatives or upgraded versions of software. For instance, the most recent version of UNI-form used by Planning, Building Control and Environmental Health is not supported on the Windows XP version used by the Council. This will have an impact on the performance of those systems.

3.10   Windows XP is the primary Operating System used within the authority. Microsoft ceased all normal support for this operating system in April 2014. This means that only critical security patches are being released and new software is increasingly not going to be supported on this version. Furthermore, performance of the desktop machines used by the majority of the officers within the Council has reduced as a result.

3.11   Outlook Web Access ('webmail') was taken out of service in July 2014 due to security concerns. The existing manner of deploying Outlook Web Access was insecure and not compliant with the PSN Code of Connection requirements. Infrastructure changes are needed to provide webmail in a secure and compliant way. This is currently being provided through managed devices, which achieves value for money and PSN compliance (public service network).

3.12   Civica undertook a survey with all members with regards to their IT requirements and those results have identified some queries in relation to the removal of Outlook Webmail services and the ability for members to conduct their day to day business. The two concerns were the ability to access emails via mobile phone and the ability to print from their iPads. These concerns have been considered and are being dealt with through the procurement of an app that will enable printing and issuing all members with Council owned devices, that can be managed and comply with PSN.

4.0   Alternative Options Considered

4.1   With regards to the data centre, three options are to be considered: do nothing, address regulatory compliance only and migrate the computer room from HKP to a managed data centre.

4.1.1 Do nothing:

This option would be to retain the existing computer room and equipment within the HKP warehouse, maintain that under Civica management and accept the Operational and Performance and Efficiency risks. This would require the Council to accept that there could be outages, that there will be unforeseen complexities to upgrades, maintenance and as such will further compound the issue around design and change control. This is not considered to be a viable option for the Council to conduct its business.

4.1.2 Address regulatory compliance only:

This option would retain the existing computer room but undertake the necessary works to complete PSN compliance required to remove the Regulatory Compliance risk of disconnection from the PSN. This option will not address any of the operational risks outlined in terms of the risks associated with the current location. This is estimated to cost £120k in capital expenditure and £10k revenue and will not fully address Operational Risk or Performance and Efficiency concerns. The risks associated with only meeting compliance outweigh the costs.

4.1.3 Migrate the computer room from HKP to a managed data centre:

This option will include undertaking **all** works to achieve PSN compliance but within a serviced purpose built environment. This would achieve all the PSN regulatory compliance issues. This option would be to commission Civica to undertake the following:

- Address all regulatory requirements detailed in 4.1.2
- Design of a suitable infrastructure in a purpose built hosting facility in a fully managed data centre with a further suitable disaster recovery facility.
- The DR site to have a target of returning services to full operation within 48 hours
- Consolidating the existing physical servers from 55 to 6 primary servers on a fully virtualised platform, significantly reducing power consumption whilst increasing computing power
- Move to Windows Server 2012 as the default server operating system taking advantage of greater memory and CPU (central processing unit) power that this server version allows, leading to improved performance
- Investment in high-speed dedicated network links to the data centre facilities with fail-back lines available in case of failure
- The server hardware would be expected to be maintainable life of a minimum of 5 years due to the nature of the facilities
- Procurement of resilient hardware and network links for both facilities
- Removal of single points of failure
- Migrate the existing computing estate with no downtime during the core service hours
- Decommission the existing computing estate and undertake secure and environmentally friendly disposal of these assets

It is estimated that this will require £200k capital and £50k revenue.

4.2   For the upgrade to the desktop infrastructure, two options are proposed:

4.2.1   Do nothing:

This option would be to maintain the desktop estate at Windows XP (although this is no longer supported) and undertake no hardware refresh of these devices. Unless further extended support can be procured this will not be compliant with PSN Code of Connection, and will not support further upgrades of UNI-form (software system currently used by planning & environmental health) required by the business areas. This option is not considered viable as the Council will not be able to run the latest versions or releases of software and will impede day to day operations

4.2.2   Replace hardware older than 5 years and upgrade to Windows 7 and Office 2010:

Council users would be allocated either a desktop or a laptop based upon requirements. If their computing device is older than 5 years it would be refreshed with a new device, which would be running Windows 7 and have a minimum of 4 GB of memory available.
Where devices are less than 5 years old, it will be upgraded to have 4 GB of memory and upgraded to Windows 7. This will lead to compliance, improved performance of the computing assets and productivity of Council employees.
To undertake a full refresh is estimated to cost £140k capital, although this may be spread over multiple years depending upon the age profile of the estate.

4.3   For Outlook Web Access, two options are proposed:

4.3.1   Do nothing:

        Maintain Outlook Web Access (webmail) in an offline state and provide email access through Outlook on managed devices, or through mail clients on managed tablets or mobile devices. This will allow users to receive emails whilst away from the office, and remain compliant with no investment cost.

4.3.2   Create a Compliant Webmail Infrastructure:
        The Public Service Network Authority (PSNA) have recommended that a web mail infrastructure is required for the Council to have a compliant webmail service. Civica would procure the hardware and implement according to that infrastructure. This would allow Outlook Web Access to be returned to service in a secure and compliant manner. The expected cost for providing this solution is c£60k capital expenditure and £10k recurring.

4.3.3   It is recommended that the do nothing option is taken and that mail to those users that previously enjoyed webmail access is delivered through a different manner. This option offers value for money and will allow this budget to deliver the core ICT requirements to the Council.

5.0   Reasons for Recommendations

5.1   No alternative recommendations were identified other than those detailed in 4.0 Alternative Options Considered.

6.0   Future Work and Conclusions

6.1   Following approval of the recommendations detailed in this report, Civica will undertake a design phase to redesign the infrastructure in a coherent and documented plan. A significant proportion of this work has already been undertaken by Civica in order to be able to inform this report and to remedy the issues experienced during the early months of the contract. This is likely to be completed by February 2015.

6.2   Once full designs are completed, Civica will begin a period of procurement on behalf of the City Council for the replacement infrastructure, a suitable Data Centre and a further DR site. This would be completed in April 2015.

6.3   After a suitable Data Centre is identified work will commence to build the required infrastructure and a phase of testing will take place during May 2015.

6.4   The migration of existing data and decommissioning of existing infrastructure will be undertaken in June/ July. Once live and tested an initial migration will take place to the DR site. A test to the DR site will then follow. It is proposed the project will be fully complete by July 2015.

7.0   Financial Implications

7.1   The financial implications of the recommended options are as follows:

- To migrate a managed Data Centre £200k capital expenditure and £50k revenue expenditure.
- Upgrade existing hardware to enable Windows 7 compliance £140k capital expenditure

7.2   The financial implications to provide a PSNA compliant webmail service is £60k capital expenditure plus £10k revenue expenditure, this option is not currently recommended.

7.3   All capital and revenue implications have been included in the revised Money Plan 2015-20 to be presented to Council for approval in February 2015.

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

8.0   Legal Implications

8.1   Failure to achieve compliance with the code of connection for the PSN may lead to disconnection. This will impact on the Council's ability to:

- Access shared service from central government and therefore ability to undertake collection of Revenues (£104million pa) and payment of Benefits (£53million pa). This will impact the ongoing relationship with Civica as we have an obligation to keep this accreditation.
- Trade services over the PSN with other connected bodies, making engaging in shared or traded services with other authorities increasingly difficult and expensive

8.2   The contract for the managed IT service provided by Civica sets out various responsibilities of each party, including responsibility for achieving and maintaining accreditation for PSN access. Failure on the Council's part to adequately invest in its IT infrastructure could have an adverse on the Council's ongoing relationship with Civica under this contract and prevent the performance of obligations under the contract.

8.3   The Council also has obligations the Data Protection Act to ensure that any personal information within the Council's data is kept secure. This involves taking appropriate technical and organisational measures against unauthorised or unlawful processing of personal data and against accidental loss or destruction of, or damage to, personal data. Having robust IT infrastructure in place will help the Council to ensure that such appropriate measures are being taken.

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

9.0   Risk & Opportunity Management Implications

9.1   The Council faces a significant risk of not having a robust DR site whilst operating on end of life infrastructure.

9.2 The risks of not undertaking this work have been outlined throughout this report. There are further risks if the programme of works is not undertaken in a timely fashion as the Council continues to run services on end of life infrastructure.

9.3 There are positive opportunity implications in moving to a purpose built facility. This ensures the Council will not have to invest in changes to the existing building in order to comply either with current best practice or future regulations.

9.4 The move to a data centre provides the Council with flexibility in the future when any existing partnerships contracts relating to IT come to an end. The provision of a well maintained, serviced and documented infrastructure will enable the Council to engage with potential partners in a favourable position.

10.0 People Impact Assessment (PIA):

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

11.0 Other Corporate Implications

<u>Community Safety</u>

11.1 None

<u>Sustainability</u>

11.2 There will be positive impact on the Council's day to day operations.

<u>Staffing & Trade Union</u>

11.3 None

Background Documents: None

This page is intentionally left blank

Gloucester
City Council

Meeting:	Council	Date:	22 January 2015
	Cabinet		28 January 2015
Subject:	**Developing Trade Links with China**		
Report Of:	**Cabinet Member for Regeneration & Culture**		
Wards Affected:	**All**		
Key Decision:	**No**	**Budget/Policy Framework:**	**No**
Contact Officer:	**Anthony Hodge**		
	Email: anthony.hodge@gloucester.gov.uk		**Tel: 39-6034**
Appendices:	**None**		

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 To advise Members of work that is being undertaken to strengthen the City's links with China and provide business opportunities for our local companies, through helping them to gain access to the vast Chinese markets.

2.0 Recommendations

2.1 Council is asked to **RESOLVE** that

(1) The report be noted and the principles contained therein be endorsed

2.2 Cabinet is asked to **RESOLVE** that

(1) A strategy be prepared identifying how the City can develop its international links with other global locations including India and South Korea, in a manner that brings solid economic benefits to the City's businesses and citizens;

(2) Subject to any comments Council may wish to make, a friendship agreement with Guangzhou Municipality be signed by the Mayor of Gloucester, on such terms as may be agreed by the Cabinet Member for Regeneration and Culture.

3.0 Background and Key Issues

3.1 Officers have been working with Join in China to explore ways that the City Council can assist businesses in the City to access the vast Chinese market. This work is being undertaken jointly with Gloucestershire County Council and GFirst. Join in China are a multi-service agency based in Gloucestershire that are dedicated to helping UK businesses establish themselves in China. To date this work has been done at no cost to the City Council, other than Officer time.

3.2 Developing links with China is still very much in its early stages. However this work aims to deliver the following clear objectives:

- To provide a portal through which Gloucester Businesses can access the Chinese market
- Understand existing trade relations and how these can be developed further
- To promote Gloucester in China
- To attract Chinese investors

3.3 Join in China has successfully been working with GFirst to promote Gloucestershire by bringing Chinese government delegations to the county. The purpose of these visits is for them to meet with our businesses, the local authority and experience the county and City first hand. It is also about establishing contacts and business relationships.

3.4 City Council Officers have participated in two recent visits by officials from the Guangzhou Municipality and Shanghai Pudong. Discussion was orientated around government structures and regeneration activity, not least reusing heritage assets for modern uses. Opportunities were discussed about potential Chinese investment within the City, although this was very strategic and process driven.

3.5 Guangzhou officials were particularly impressed with the City and proposed that the two Cities enter into a friendship agreement. The principle of this agreement would be to develop a relationship of cooperation to promote objectives of mutual benefit. The agreement would not be legally binding and is intended as an expression of friendship.

3.6 Guangzhou is the capital and largest city of Guangdong province in South China. It has a population of nearly 12 million. Guangzhou serves as an important national transportation hub and trading post and is one of five National Central Cities.

3.7 Establishing links with Guangzhou is a good opportunity for the City. By signing this agreement does provide a statement of intent and is a first step for establishing greater links. However it is important that this delivers tangible benefits for the City's businesses. As a consequence Officers are working with Join in China, the County and GFirst, to identify a programme of activity, including real outputs and milestones to ensure a structured and manageable programme that is focused on delivery, as we move forward through the business development process.

3.8 This is not the first example of such an agreement in the County. Join in China have already facilitated the signing of an agreement between GFirst and the Wuhou District of China. This creates an investment, trade and business cooperation partnership between Gloucestershire and a district in China. As a consequence Officers are working closely with GFirst to avoid duplication and ensure a coordinated approach that achieves real benefits.

4.0 Alternative Options Considered

4.1 The do nothing option would retain the status quo and would not support local business to gain access to the vast markets in China. Join in China does present us with the opportunity to consider, uniquely, how the City can provide these

opportunities. The City could allow GFirst and the County to be the primary drivers for this initiative and that would be a wholly acceptable solution. But as the County town and a major economic driver, is its considered important that the City Council actively participates in this opportunity, working closely with the County and GFirst.

5.0   Reasons for Recommendations

5.1   To ensure Members are aware of and agree to establishing greater links with China and to facilitate opportunities for local businesses to exploit. The objective being for the public sector to undertake much of the process issues, freeing up the private sector to exploit opportunities created.

6.0   Future Work and Conclusions

6.1   The proposed Agreement would be drafted to the satisfaction of both parties and in consultation with the Head of Legal and Policy Development. A further strategy would be developed as to how the agreement can be turned into quantifiable benefits. Without the Agreement a strategy would have little chance of success as there would be no relationship to develop. The door has essentially been opened. This strategy would then lead on to work with local companies ensuring they can benefit from opportunities that the City would look to set up with its links to China, most likely through Join in China. Although working with Join in China would be subject to public procurement processes.

7.0   Financial Implications

7.1   There are no financial implications to the report or subsequent Agreement.

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

8.0   Legal Implications

8.1   Under Section 33 of the Local Government and Housing Act, local authorities are empowered to take such steps as they consider appropriate for promoting the economic development of their area. The final format of the Agreement needs to be carefully drafted to ensure that it does not create any legal or financial obligations for the City Council. The Head of Legal and Policy Development will therefore be consulted and advise on the proposed terms of the agreement.

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

9.0   Risk & Opportunity Management Implications

9.1   Resources committed to creating and delivering the Agreement must lead to real benefits for the City's businesses and citizens. A defined programme will be developed that will set out how these benefits will be secured. It will also form part of a larger review and strategy, identifying a number of international relationship initiatives the City Council is currently tentatively engaged in including South Korea and India.

9.2   There also needs to be coordination with other bodies looking to promote international investment, not least UKTI.

10.0 People Impact Assessment (PIA):

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

11.0 Other Corporate Implications

Community Safety

11.1 None.

Sustainability

11.2 None.

Staffing & Trade Union

11.3 None.

Background Documents: None

Gloucester
City Council

Meeting:	Cabinet Briefing	Date:	05th January 2015
	Cabinet		28th January 2015
Subject:	Proposals for a Building Control shared service		
Report Of:	Cabinet Member for Regeneration and Culture		
Wards Affected:	All		
Key Decision:	Yes	Budget/Policy Framework:	No
Contact Officer:	Ruth Silk, Business Improvement Officer		
	Email: ruth.silk@gloucester.gov.uk		Tel: 01452 396712
Appendices:	1. Business Case		
	2. Staffing structure- existing and proposed		
	3. Finances		

1.0   Purpose of Report

1.1   To provide the background and rationale underlying the proposals to form a Shared Building Control Service between Gloucester City Council and Stroud District Council.

1.2   Authority is also sought to agree to the creation of a Shared Building Control Service with effect from 1 April 2015 between Gloucester City Council and Stroud District Council with Stroud District Council as Host authority, in accordance with the provisions of Section 101 of the Local Government Act 1972, Sections 19 and 20 of the Local Government Act 2000 and all other enabling powers.

2.0   Recommendation

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

(1)   The creation of a Shared Building Control Service as set out in this report be approved with effect from 1 April 2015 ("the Commencement Date) or such other date as is agreed between Gloucester City Council and Stroud District Council;

(2)   The Council's Building Control Function be delegated to Stroud District Council in accordance with the provisions of Section 101of the Local Government Act 1972, and all other enabling powers ;

(3)   An Agreement under S101 of the Local Government Act 1972 (the S101 Agreement) be entered into with Stroud District Council;

(4)   Authority be delegated to the Head of Legal and Policy Development to negotiate and approve the terms of the S101 Agreement;

(5)   The transfer of staff to Stroud District Council as Host Authority from the Commencement Date on the terms set out in the S101 Agreement be approved;

(6)   A Shared Services Board involving the officers from each of the authorities be approved; and

(7)   the Monitoring Officer be authorised to make any consequent changes to the Council's Constitution to reflect the shared services arrangements and delegation of the Building Control service function to the appropriate officer at Stroud District Council.

3.0   Background and Key Issues

Background

3.1   A report went to Cabinet and to Overview & Scrutiny Committee in September 2013, setting out the various service delivery options for Gloucester City Council's Building Control Service.

3.2   The report recommended that the Council agree the shared service option and open negotiations with Cheltenham and Tewkesbury Councils – an established neighbouring shared service whose Section 101 agreement was due for review in 2014. If not well matched, it was suggested that the Council should approach another neighbouring authority.

Cheltenham and Tewkesbury were unable to move this project forward within the timescales originally established so the Council approached Stroud District Council.

3.3   The service delivery options considered were:

3.3.1 Keep the service in house and recruit into some of the vacant posts – this would depend on the type of service the Council wishes to pursue. If some posts were recruited into, there is an opportunity for the service to expand its market share with the potential to grow revenue by bringing in new business. However, the City Council would still have a small service which may not have the right skills set to deal with all areas of work and could leave itself open to challenge.

3.3.2 Keep the service in house, recruit into some posts and restructure – amalgamate Building Control with Development Control (DC) with one service manager overseeing both services. Again, this would depend on the type of service the Council wishes to pursue.   There would be no opportunity to bring in new business and expand the Council's market share, as the DC service is already at full capacity and under pressure, however savings could be realised by having one service manager.

3.3.3 Commissioning to outsource specialists – These are competition neutral and manage operations without taking Approved Inspector status. There are examples of a few authorities taking this route (for example Birmingham, Salford and Norwich), however none where there has been a stand alone Building Control Service, it has always been as part of a larger agreement.

3.3.4 Approved Inspectors - Approved Inspectors can be used to provide the building control service instead of the Local Authority; they are private businesses and must be licensed by the Construction Industry Council. They are in direct competition with the Local Authority's building control service. There is one example of a Local Authority implementing this option –however, it folded within 6 months and Local Authority Building Control (LABC) were preparing to take legal action as they considered that the local authority would not be fulfilling their legal obligations.

3.3.5 Mutual – This is generally owned, in whole or in part, by its employees and is often referred to as the 'John Lewis' model. The government is actively promoting mutuals across the public sector. However, the majority of successful case studies are within Health and Social care and there are no examples of a sole Building Control function transferring to a mutual. As a result, it is felt that the team is not sufficiently large enough to pursue this model.

3.3.6 Shared Service – This is a well established model of operation within Local Government for a building control service and has proved to be highly successful in delivering this function. Building Control has more shared service teams across the country than any other local authority function, with the exception of IT, and has proved successful on all measures. This type of arrangement leads to direct cost savings for all the authorities involved and can lead to closer working relationships and a more integrated form of working. It should bring some commonality of practices, both professional and administrative. By joining Building Control services with neighbouring authorities there are significant savings to be achieved from this model and if run correctly further savings and additional income streams could be realised.

Key Issues

3.4 Direct competition from private sector Approved Inspectors is growing fast with currently over 80 Approved Inspectors operating nationally. Unlike Local Authority Building Control services, they are not bound operationally within a geographic boundary and can operate anywhere within England and Wales, and are taking a larger market share.

3.5 Gloucester City Council were in negotiations with Cheltenham and Tewkesbury from September 2013, however these did not progress to the original timescales Gloucester were working towards and, due to a number of issues, it became clear this project was not going to make the required savings originally projected.

3.7 Gloucester has reviewed its service delivery options, with a shared service option still being the most favorable both from a financial position and from a service delivery view.

3.8 As confirmed at the Overview and Scrutiny Committee meeting in September 2013 and outlined in the City Council's Money Plan and Budget 2014/15

'If the negotiations are unsuccessful, alternative shared services with other local councils will be considered and would be estimated to generate a similar level of saving'

3.9   Gloucester has, over the past months, held talks with Stroud District Council, discussing service delivery and sharing service specific data. Further discussions with Stroud suggest there is a real desire to progress and develop a shared service with Gloucester.

3.11   Stroud are continually focused on reviewing their practices, streamlining their processes and scrutinizing service delivery, as well as making good use of technology and best practice.

3.12   Gloucester and Stroud are currently operating a successful Audit and Assurance shared service, with a proven track record. The feedback from this arrangement has been extremely positive.

3.13   Stroud has assisted Gloucester in recent months with its building control service delivery, to enable Gloucester to meet its statutory responsibilities. From the end of April 2014 Stroud has been carrying out the 'plan checking' function on Gloucester City Council's behalf and since September, Stroud's Building Control Manager has been supporting our service and staff.

4.0   Reasons for Recommendations

4.1   There is a clear business case for the shared service between Gloucester City Council and Stroud District Council. The key drivers are efficiency savings, additional resilience, strengthening the quality of service and enabling the Council to generate additional income.

4.2   This option will create a more robust and resilient service that offers the possibility of providing a stable, competitive and self-financing shared service arrangement.

4.3   The Building Control Service is difficult to recruit to from a relatively limited market of surveyors. This, combined with competition from the private sector, makes it increasingly difficult for smaller sized Local Authority Building Control services to deliver, and reduction in quality of service is a risk. This shared service would provide the opportunity to provide a larger, more sustainable service, enabling it to compete more effectively in the market, with the ambition to increase resilience, invest in staff and strengthen the service offer. Coupled with an effective marketing strategy, this will generate additional income to both authorities.

4.4   Both authorities provide a good quality service but Gloucester's Building Control Service has suffered over the past few years struggling with retaining and recruiting staff and having to rely on the use of interim staff. Stroud currently has a fully staffed service but has suffered from similar staff shortages in the past.

4.5   The shared service would be better able to recruit and retain a skilled workforce giving greater opportunity for career progression for the staff.

4.6   A shared service is an option that will improve efficiency and effectiveness and save money by reducing overheads, removing duplication and achieving economies of scale.

4.7   A shared service will enable Stroud and Gloucester to secure and maintain a local and reputable building control service which continues to deliver a quality and impartial provision to meet the current and future needs of its local communities.

5.0   Future Work and Conclusions

5.1   Partnership Agreement

5.1.1   A Section 101 agreement will need to be drawn up and approved by both parties. The scope of the services to be provided under the Section 101 agreement needs to be defined but would include:

- A self funded building regulation service
- Statutory non fee earning services (including Building Control enforcement, the control of demolition work and dangerous structures)
- Marketing / fee earning services
- Other non fee earning services (including responding to local land charge enquiries, technical advice, liaison and support to other Council services such as Development Control and Environmental Health)
- Out of hours response

5.1.2   A five year business plan for the service will also need to be developed and agreed. This will include start up costs and respective charges to all parties.

5.2   Information Technology / Website development

5.2.1   Stroud and Gloucester both use Idox IT solution. This would need to be integrated, moving to a shared platform, which has the potential to make further savings in management, hardware, software and services and support costs. However, there will need to be investment by both parties as a single IT database and information system is critical to the future operational and business efficiency of the service, along with ensuring customer satisfaction when helping with enquiries.

5.2.2   An integrated website, using best practice from both authorities will need to be developed in order to simplify customer access to the service.

5.3   Branding

5.3.1   Combining both services into a shared service arrangement will require a clear and recognisable branding scheme to be developed, that creates an identity for the service, projects a professional image and is one which customers recognise. This will need to include a proposed branding name and logo that can be used for marketing and promotional purposes. This will require careful consideration and agreement of both parties.

5.4   Opportunities to increase income streams.

5.4.1 The shared service will need to understand its market share as there is potential to grow revenue. A business plan for market growth will therefore need to be developed and value added services selling surveyor skills in building consultancy promoted.

5.4 Continuous business improvement and development is essential to maintain and develop the business in a competitive environment. All of Gloucester's processes will be reviewed in line with Stroud's and streamlined to deliver an effective, efficient and consistent service.

5.5 Additional work.

5.5.1 A new fee structure will need to be developed to bring the authorities in line with each other.

5.5.2 A Marketing Strategy for the new shared service will need to be developed.

5.5.3 A new structure will need to be agreed and recruited into to ensure any additional income streams can be delivered. (See appendix 2)

5.5.4 A Project Team will need to be established for the implementation of the Building Control shared service.

5.5.5 A dedicated risk log will need to be set up for the monitoring the Shared Service to ensure that risks are identified and managed. In addition, specific operational risks will be identified and managed through the business plan process.

6.0   Financial Implications

6.1 There are no savings to be made keeping the service in house and unless significant investment is made in the service it could still compromise the Council's position due to its lack of resilience. GCC carried out an options appraisal, considering 2 in house service options. These options were discounted as a result of the investment required for the resultant service size. As the in house service options would leave the Council with financial and reputational risk.

6.2 It is estimated that a shared service would need an initial investment from both authorities to integrate the IT system and for set up costs. The estimated costs are:

   o IT investment of £30,000 to be shared equally between the two authorities
   o Section 101 agreement to be drawn up £5,000 to be shared equally
   o Recruitment of staff £3,000 to be met by Gloucester City Council

6.3 The proposed shared service is expected to deliver financial savings to both authorities. Further details of the level of savings are detailed in Appendix 3.

6.4 There will be a minimal hosting fee to be paid to Stroud District Council.

7.0   Legal Implications

7.1 Under Section 91 of the Building Act 1984, the Council is under a duty to 'execute' the Act, including enforcement of building regulations, within its area. The charges that can be made by the Council for the performance by it of certain functions under the Act are regulated by the Building (Local Authority Charges) Regulations 2010.

7.2 In terms of procurement, the Supreme Court ruling on the Local Authorities Mutual Limited (LAML) case has confirmed that non-commercial cooperation arrangements between public authorities designed to share costs and pool public service tasks fall outside the procurement rules. However, if there is a desire for the shared service to offer public service to other authorities "for profit", this would be subject to the procurement rules.

7.3 Any agreement for the performance of the Building Control function needs to set out clearly what the governance arrangements are, together with precise terms as to what functions/services are to be delivered and by whom and any associated payments or charges. It is also prudent to agree from the outset how changes in income or expenditure will be shared between the parties to avoid any future misunderstandings.

8.0 Risk & Opportunity Management Implications

8.1 There is a lack of resilience within the current service, which leaves itself open to challenge and the Council's statutory obligations remain compromised. By joint working, there is an opportunity to create a more robust and resilient business model with greater consistency and cost savings. The shared service would have the skill set to meet statutory responsibilities and secure future work as the service would be better placed to compete with Approved inspectors.

8.2 This service is the only statutory Council function that is in direct competition with the private sector, it cannot meet its statutory obligations indefinitely by relying on temporary staff. The options appraisal identified that a shared service would allow these obligations to be met and provide an opportunity to improve service delivery.

9.0 People Impact Assessment (PIA):

9.1 The PIA Screening considered issues of discrimination for staff, service users, businesses and residents of Gloucester that could arise from this option.

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

10.0 Other Corporate Implications

Community Safety

10.1 None.

Sustainability

10.2 None.

Staffing & Trade Union

10.3   One member of staff from Gloucester City Council is affected, and would be transferred to Stroud District Council in accordance with the TUPE Regulations.

Business Case
Building Control – Shared Service

Document Control

Author	Ruth Silk
Date	05/12/2014
Version	5

Version

Version	Date	Author	Notes
1	03/07/2014	Ruth Silk	First draft – Business Case Building Control
2	10/07/2014	Ruth Silk	Second draft – awaiting financial information
3	10/07/2014	Ruth Silk	Business Case for shared service for SMT
4	24/07/2014	Ruth Silk	Business Case for Leadership
4.3	23/10/2014	Paul Bowley	Stroud DC input
5	01/12/2014	Ruth Silk	Business Case SMT
5.1	17/12/2014	Ruth Silk	Updated Business Case CB

1

Table of Contents

2

1. Purpose

To investigate and outline reasons for developing a business case for a shared building control service between Gloucester City Council and Stroud District Council.

2. Reason

The Building Control service provided by Local Authorities is the only statutory Council function that is in direct competition with the private sector. The creation of a competitive market place has been positive by raising standards and the professionalism of those working in the industry, however, this competition for building control contracts has resulted in a loss of market share and reduced income. Approved Inspectors, of which there are currently 90 companies/individuals, are now competing for all types of work and market their services nationally rather than locally.

Over the past few years services have suffered from the economic downturn, the decline in building activity has had the effect in the reduction of applications and income, in addition to the ever increasing competition for building control from Approved Inspectors. The reduction in income has resulted in the downsizing of building control teams in order to achieve a balanced trading account. The consequence of smaller teams is one of resilience and the risk of financial and reputational loss. Following work by the Government under its Red Tape Challenge programme, an announcement was made from DCLG that having reviewed the implications of the private sector expansions into building control, it could see that over time individual local authority building control services would cease to be resilient and cost effective unless action was taken. The Minister advised that there would be no centrally organised action to stop this but that the Government view was that local authorities should be looking to form partnerships as a way of increasing resilience in service provision and reducing costs.

Partnerships have been increasingly used as a way to meet customer expectations, provide service efficiencies, develop the skills of employees and provide a more robust and sustainable service through the development of joint service delivery. In building control there are a number of Authorities who have been using this model for some years. Since 2005 in Devon, Devon Building Control Partnership covering South Hams, West Devon and Teignbridge hosted by Teignbridge District Council; In Norfolk, CNC Building Control covering Norwich, Broadland, Kings Lynn, West and South Norfolk hosted by South Norfolk District Council. More locally South Worcestershire Building Control Partnership (Malvern Hills and Wychavon District Councils and Worcester City Council) and Cheltenham and Tewksbury building control partnerships have been formed.

3. Introduction and Background

The Building Act 1984 places a duty on Local Authorities to enforce the requirements of the Building Act 1984 and the Building Regulations in their area. The purpose of the Building Regulations is to ensure that buildings meet minimum health, safety, welfare, convenience and sustainability standards. Local Authority Building Control services are uniquely placed in addition to their statutory duty; the building control function has since January 1997 been in direct competition with Approved Inspectors. Both sectors act as an independent third party check to help achieve compliance. Councils have been required to set their own charges since April 1999. In April 2010, the Building (Local Authority Charges) Regulations identified that chargeable services should be fully recoverable based on a local authority's hourly rate, in accordance with CIPFA requirements.

3

The services provided by Building Control are made up of 3 parts:

Building Regulations Chargeable Activities:

- The passing of plans of proposed building work under full plans
- Site inspections of building work under full plans and building notice
- Consideration of building work reverted from an approved inspector
- Substantive pre application advice

Non-chargeable activities:

- Liaison with the Fire Authority
- Inspections carried out to identify unauthorised building work
- Enforcement and prosecution of unauthorised or non-compliant works (including prosecutions on behalf of Approved Inspectors)
- Giving general advice to members of the public and Council departments
- Building regulation functions in relation to building work for the benefit of disabled people
- The first hour of pre application advice (substantial pre-application advice may be charged for)

Other Building Control services:

- Dealing with dangerous buildings
- Administration of the approved inspector's regulations
- Issuing conditions relating to the demolition of buildings
- Advice to other Authorities
- Safety at Sports Grounds legislation
- Administration and enforcement of competent persons schemes
- Monitoring of planning conditions
- Administrative procedures required of local authorities
- Responding to ombudsman requirements and recommendations
- FOI Requests
- Committee Reports
- Audit requirements

The primary drivers for this proposal are to arrest declining income, loss of market share, loss of skill base and lack of competitiveness whilst maintaining organisational reputation by providing a worthwhile and professional service. Two of the key pressures facing Building Control are competition with Approved Inspectors and ensuring the recruitment and retention of a skilled workforce. If Building Control fails to overcome these challenges then it will struggle to survive and the burden on Council Tax payer will increase. Joint working will ensure that the service is better placed to face these challenges than could be achieved through individual service provisions. Joint working will mean the Building Control Service is better able to compete with approved inspectors, and as such regain market share. It will give greater opportunity for career progression for the staff whilst giving the greatest savings.

Both authorities provide a good quality service but Gloucester has suffered over the past couple of years struggling with retaining and recruiting staff and having to rely on the use of interim staff, this service currently has one permanent member of staff, and 2 interim staff, with no Building Control Manager. Stroud currently has a Manager, two Area Building Control Surveyors, two Building Control Surveyors and a Building Control Technician, but has suffered from similar staff shortages in the past.

4

4. The Proposal

This Business Case proposes the establishment of a shared service for Building Control across two authorities, Gloucester City Council and Stroud District Council, with Stroud as the host authority. This mimics the highly successful joint Audit Service which Gloucester hosts

The work has been overseen by the Business Improvement Service at Gloucester City Council in conjunction with senior officers at Stroud District Council.

The recommendation is:
- The Building Control Shared Service would by hosted by Stroud District Council.
- Establish a Partnership Agreement (Section 101) which will include the setting out of partner authorities' funding of the General Fund work, set up costs and the sharing of any surplus or deficits.
- The shared service have clear and recognisable branding that creates an identity for the service as a whole, this will show the service is being delivered in partnership and recognised as one.
- Regular meetings will take place between officers of both authorities to set and monitor the financial and service performance of the service.
- To transfer the current Gloucester City Council staff (one permanent member) to Stroud District Council as Host Authority, who will become the employer of all staff in the shared service.

5. Establishment of a joint service

There is a strong strategic and financial case to develop a shared service. The proposed model would be capable of accommodating further partners. By working together the partners will be able to provide a better service for their customers and maintain resilience when faced with staff loss and turnover. This could in time lead to the ability to maintain and possibly increase market share, which in turn would mean more varied work for staff and a reduction in the cost of the service to the General Fund(s).

Initially the service will not seek to implement significant changes, with the short term priority to ensure staff and customers are not unsettled by any change. However the service will be realigned to suit the new delivery model and once settled a full review of operating / administration procedures incorporating 'lean principals' would take place.

Location / Accommodation

Although Stroud have the capacity for the service to operate from one administrative base at The Mill (SDC), with mobile / agile working and the integration of the IT software a presence could be retained at The Docks (GCC), staff will be encouraged to work flexibly wherever possible.

6. Vision and Objectives

The vision of this project is to maximise the contribution of the building control service to the health, safety liveability and sustainability in the geographic areas of the two authorities through collaborative working and the sharing of resources resulting in a partnership organisation which delivers an effective and efficient building control service across the districts of Gloucester and Stroud.

Our objective is to develop the most appropriate, cost effective and efficient method of delivering a single building control service for both authorities creating a more robust and resilient service, ensuring it has the right structure and skill set to deliver a first class service:

7. Summary of the key benefits of a shared service

For service customers –
- Consistent service and point of contact
- Greater flexibility to cope with an increase in demand
- Identifying and implementing good practice to the benefit of customers
- Benefit from the ability of officers to specialise through pooled resources

5

- Improved consistency of interpretation of regulations

For staff –
- Greater opportunities within a larger team to develop skills specialisation and career progression
- More opportunities for a variety of work
- Improved long term prospects to be able to compete for business against Approved Inspectors

For partner authorities –
- Potential efficiency savings
- Better able to cope with staff turnover.
- Ability to compete against Approved Inspectors in the local market place making authorities less reliant on the General Fund
- Ability to deal with workload peaks, annual leave and sickness
- Maintain a local and reputable service which will continue to deliver a quality and impartial provision to meet current and future needs of the community.
- More effective and efficient service delivery
- Create a more robust and resilient service offering the possibility of providing a stable, competitive and self-financing provision

8. Financial

Building Control fee earning work is funded through charges that each Authority charge based on CIPFA accounting guidance which requires a balanced trading account with any surplus income ring fenced and reinvested into the service. Building Control charges are expected to cover the cost of providing the service. In addition to this there is a raft of statutory non fee earning building control functions that the council has to carry out and fund itself.

In 2013/14 Stroud District Council trading account had an income of £338,000 and Gloucester City Council £193,000.

Several options exist as to how the finances of a shared service are structured. Pooling total revenue and expenditure is one option. Retaining revenue from within each LA's boundary for each authority is more commonplace where Building Control is being delivered as a shared-service rather than as a separate trading company. This is the model explored in more detail below. Several options also exist concerning how the cost of service provision is split. The recommended option, and the model explored in detail below is that of sharing costs in the same proportion that income is split between the two authorities for financial year 2013/14 the combined income was £531,000 with a percentage split; SDC 65% and GCC 35%. The Partnership will actively monitor non-chargeable activities so that this split can be refined over time.

Under the financial model described above, both authorities will benefit financially from the shared service. The majority of the reduction in total costs is derived through staff costs, with only one service manager being employed to oversee the shared service. Additional savings are also expected to be achieved through economies of scale.

9. Stakeholder needs analysis

The key stakeholders of the Building Control service are:

- Service users
- Community
- Two partner councils
- Staff

The Service users

Building control has been competitive since 1984 and there is considerable national data on the needs and expectations of service users. Whilst cost is often a determining factor it is clear that service users' value the

6

quality of the service provided. Research identifies a number of specific client needs which are key to retaining and increasing market share and income:

- Quality of Service
- Value for money
- Timeliness of service delivery
- Understanding of clients needs
- Ability to innovate and solve problems

The aim of the joint service would be to match the highest level of performance achievable.

The Community

The objective of building control is to ensure that buildings are safe, healthy, accessible, sustainable and fit for purpose. The service exists to achieve these aims as this would not be achieved in an unregulated system. The role of the service is to ensure these standards are enforced.

The community expect the buildings they visit or work in to be safe, healthy and accessible.

The two partner councils

The objectives for local authorities to maximise the potential of the building control service are:
- Actively compete with the private sector, maximising future revenues
- Increasing productivity and reducing costs
- Continuous improvement in service to customers
- Contributes to corporate priorities

Staff

Building Control is a very specialist service and the professional staff are qualified officers with specific skills.

Gloucester have struggled to retain staff over the past few years so it is of high importance to ensure staff are motivated with a varied workload and career progression opportunities.

A new staff structure, to include the support service will be created to maximise the potential of the new team.

10. Shared Service Modelling

With a shared service there is an opportunity to explore staff structures based on combine income and workload data. For financial year 2013/14 the combined income was £531,000, receiving 1717 applications and carrying out 8364 inspections.

A series of structures have been modelled based on 2013/14 data. The following structure has been devised to provide a robust operating structure that provides additional resilience with the inclusion of a Principal Surveyor, with site specific and plan checking teams as well as value added through the employment of specialist marketing and/or energy specialist.

Current staff that would transfer into the shared service would total seven; the transfer would be to positions determined by the adoption of Stroud District Council's competency framework. The positions of Building Control Manager, 3 Area Building Control Surveyors, 2 Building Control Surveyors and a building control technician would be filled by transfer, leaving two remaining posts to be filled, the principal building control surveyor post immediately, and the building control surveyor within the first year of trading. This will allow some flexibility during bedding in. Peaks in workload can be managed through agreed use of temporary staff before committing to a fixed establishment.

7

11. Partnership Performance Monitoring

Monitoring of the performance of the partnership will need to be reported on a regular basis; to achieve this a set of performance indicators will be established. These could include:

- the number of applications registered and acknowledged within two working days
- the number of completion certificates issued within two working days
- the number of building regulations plans checked and agent notified within 10 working days
- the number of sites inspected on the day requested

In addition to performance indicators the BCPSAG building control performance standards July 2014 will be adopted which cover the following standards and guidance:

- Policy, performance and management systems
- Resources
- Consultation
- Pre-application contact and provision of advice
- Assessment of plans
- Site inspection
- Communications and records
- Business and professional ethics
- Complaints procedure (Level 1: complaints)

12. Potential Market Share

Prior to the economic downturn the market share had been fairly consistent with Approved Inspectors targeting the more lucrative major commercial developments, major contractors and clients who will provide repeat business, however they are now targeting the smaller domestic sector. Their total market share is increasing and they are having an impact in both Gloucester and Stroud. The following tables indicates market share over the last three years:

	2011/12		2012/13		2013/14	
	GCC	SDC	GCC	SDC	GCC	SDC
Number of Applications	644	872	569	952	593	1124
Number of Initial Notices	146	187	138	189	176	221
Market Share	81%	82%	80%	83%	77%	83%

In order to successfully compete against the private sector the local authority building control will need to continue to understand the customer's needs and ensure they are competitive and can offer a full range of services.

13. Trading Opportunities

Business Planning would involve looking at alternative sources of income generation, these may include:

- Energy ratings and efficiency calculations
- Warranty inspections on new housing
- Fire risk assessments
- Provide plan checking and inspection services for other local authorities
- Charging for pre-application advice (often free Pre-application advice is given to agents and developers only for them to sign up to an approved inspector. Charges could be refunded, in full or part, upon the submission of an application)

8

14. Branding

Merging these services into a partnership arrangement requires clear recognisable branding that creates an identity for the new service, projects a professional image , one which customers recognise and creates an identity for the service as a whole. These will need to include a proposed branding name and logo that can be used for marketing and promotional purposes. This will show the service is being delivered in partnership and recognised as one, examples of the options to be considered could be **City Valley Building Control Partnership or Gloucestershire Building Control Partnership,** as they are not authority specific it allows for any further authorities joining without rebranding

15. Risk

The current lack of resilience and sustainability within the existing in house service leaves itself open to challenge and the Council's statutory obligations remain compromised.
- Income will be reduced as customers move to competitors more able to meet their service needs.
- The authority will have difficulty recruiting and retaining professional staff
- Reputation will suffer
- The authority could remain legally obliged to provide a non-economic service

Whilst there is always risk in establishing a new shared service, this method of delivery is a popular and proven one for the Building Control Service and will give the authority the resilience and sustainability it currently lacks.

16. IT / Website

Currently there are two database management systems in use between the authorities. Integration and investment in a single IT database and information system is critical to enable the service to work effectively and efficiently, ensuring increased customer satisfaction.

A branded and integrated website using best practice from both authorities be developed in order to simplify customer access to the service and show the service is delivered in partnership and recognised as one. Each authority will have a link to the new website.

17. Set up costs

Partnership set up costs to follow based around:
- IT data transfer - £30k shared equally between the 2 authorities
- Website – SDC to develop
- Branding – GCC to develop
- Recruitment - £3k to be met by GCC
- Section 101 Agreement - £5k to be shared equally

18. Next Steps

To move this proposal forward the following steps will need to be taken:
- The development of a detailed Implementation Plan including timescales
- Communication and involvement with all staff affected by this proposal
- Communication with external customers
- Agree point of contact
- Working arrangements for staff

9

19. Timeframe

Date	Stroud District Council	Gloucester City Council
15th December 2014	Corporate Team	
16th December 2014		Senior Management Team
5th January 2015		Cabinet Briefing
5th January 2015	Corporate Team	
28th January 2015		Cabinet
29th January 2015	Full Council	
January 2015	Group Leaders	
January 2015	Start implementing IT transfer of files from Gloucester to Stroud District Council	
January 2015	Agree a marketing strategy, Communication plan, branding and website	
February 2015	Agree new fee structure for service	
February 2015	Develop 5 year business plan	
February 2015	New staffing structure finalised	
February / March 15	Start recruitment process	
March 2015	Test integrated Idox system	
March 2015	Finalise and test new website	
1st April 2015	New service goes live	
April 2015 onwards	Develop and shape the new shared service	

20. Background Papers

Delivering Public Service Transformation 2008

Service Transformation through Partnership – DCLG

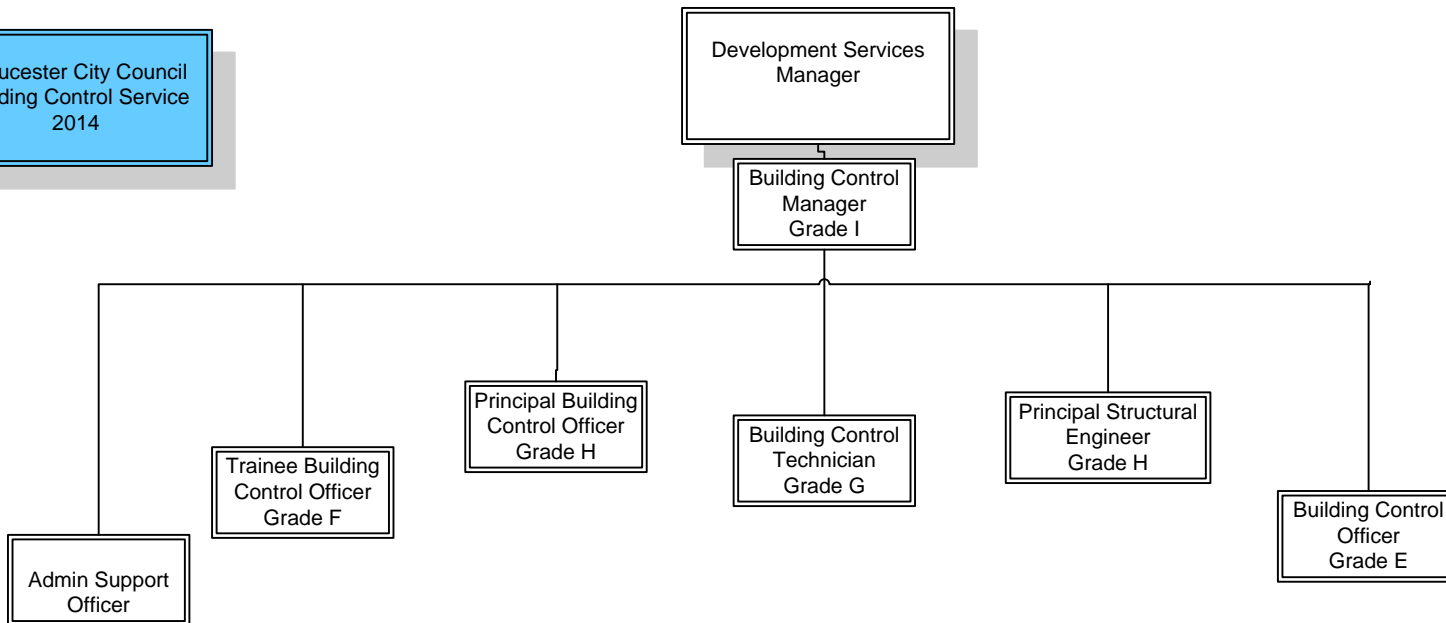Building Control – Options review – GLT, Cabinet Briefing, Cabinet, Overview and Scrutiny

http://www.mendip.gov.uk/CHttpHandler.ashx?id=6346&p=0

http://modgov.southnorthants.gov.uk/Data/Council/20101208/Agenda/$Document%2018.doc.pdf

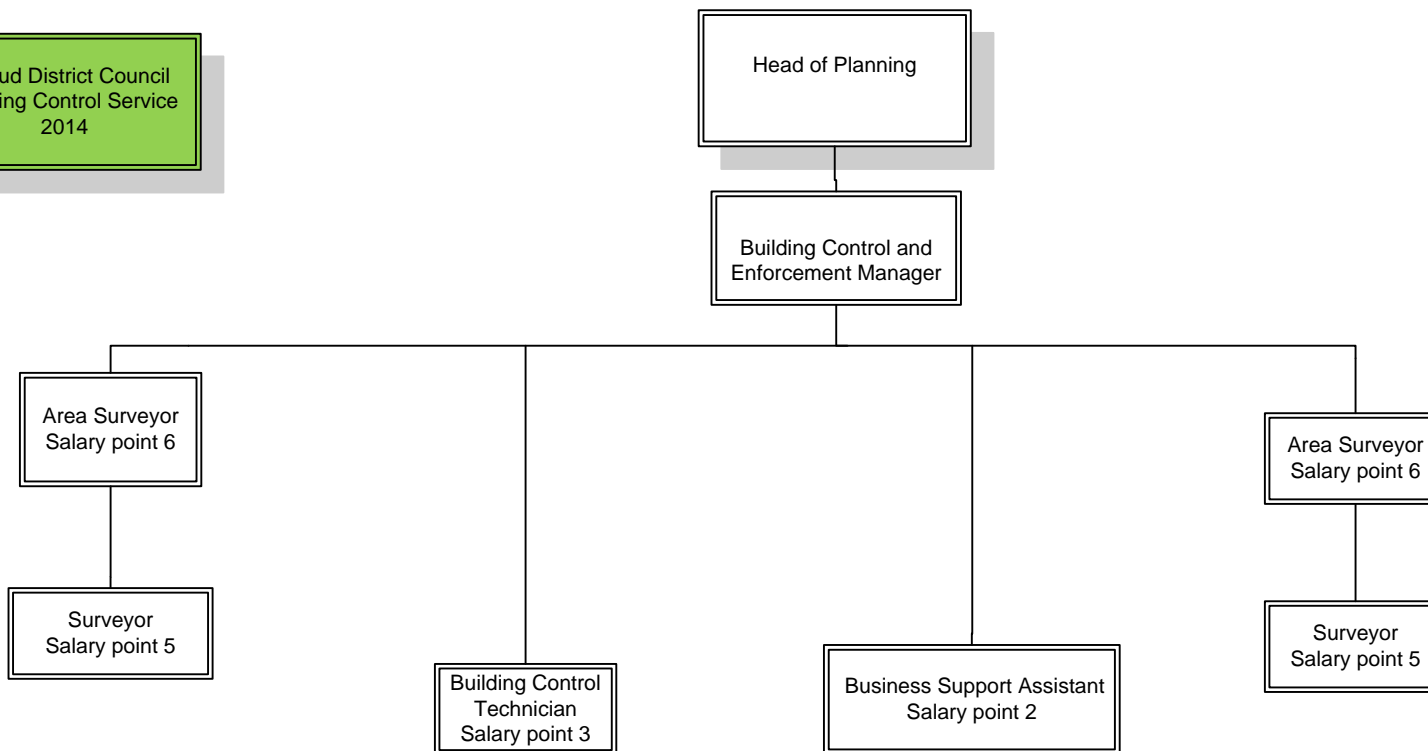http://www.yourbritain.org.uk/uploads/editor/files/The_Lyons_Housing_Review_2.pdf

http://www.local.gov.uk/c/document_library/get_file?uuid=0be2bc69-3c33-4fda-a54f-efa7e93d66e1&groupId=10180

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/336375/140722_BCPSAG_-_Building_Control_Performance_Standards_to_publish.pdf

Appendix 2

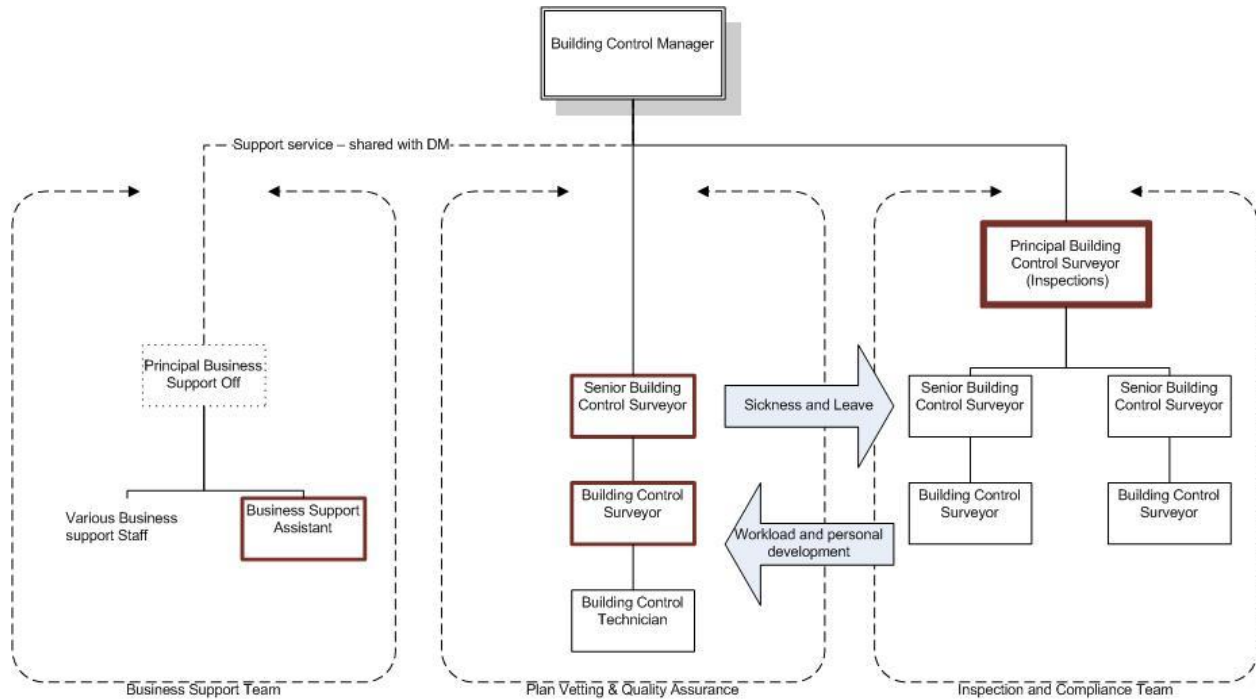Gloucester City Council
Building Control Service
2014

Development Services
Manager

Building Control
Manager
Grade I

Admin Support
Officer

Trainee Building
Control Officer
Grade F

Principal Building
Control Officer
Grade H

Building Control
Technician
Grade G

Principal Structural
Engineer
Grade H

Building Control
Officer
Grade E

Stroud District Council
Building Control Service
2014

Head of Planning

Building Control and
Enforcement Manager

Area Surveyor
Salary point 6

Surveyor
Salary point 5

Building Control
Technician
Salary point 3

Business Support Assistant
Salary point 2

Area Surveyor
Salary point 6

Surveyor
Salary point 5

This page is intentionally left blank

NEW BUILDING CONTROL STRUCTURE FOR STROUD AND GLOUCESTER PARTNERSHIP

This page is intentionally left blank

This page is intentionally left blank