



# Gloucester City Council

## Cabinet

**Meeting: Wednesday, 25th March 2015 at 6.00 pm in Civic Suite, North Warehouse, The Docks, Gloucester, GL1 2EP**

<b>Membership:</b>	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)
<b>Contact:</b>	Atika Tarajiya Democratic Services Officer 01452 396127 atika.tarajiya@gloucester.gov.uk

<b>AGENDA</b>	
<b>1.</b>	<b>APOLOGIES</b>  To receive any apologies for absence.
<b>2.</b>	<b>DECLARATIONS OF INTEREST</b>  To receive from Members, declarations of the existence of any disclosable pecuniary, or non-pecuniary, interests and the nature of those interests in relation to any agenda item. Please see Agenda Notes.
<b>3.</b>	<b>MINUTES (Pages 7 - 12)</b>  To approve as a correct record the minutes of the meeting held on 25 February 2015.
<b>4.</b>	<b>PUBLIC QUESTION TIME (15 MINUTES)</b>  The opportunity is given to members of the public to put questions to Cabinet Members or Committee Chairs provided that a question does not relate to: <ul style="list-style-type: none"> <li>• Matters which are the subject of current or pending legal proceedings, or</li> <li>• Matters relating to employees or former employees of the Council or comments in respect of individual Council Officers</li> </ul>
<b>5.</b>	<b>PETITIONS AND DEPUTATIONS (15 MINUTES)</b>  To receive any petitions or deputations provided that no such petition or deputation is in relation to: <ul style="list-style-type: none"> <li>• Matters relating to individual Council Officers, or</li> <li>• Matters relating to current or pending legal proceedings</li> </ul>

<b>6.</b>	<p><b>RECOMMENDATIONS FROM THE OVERVIEW AND SCRUTINY TASK AND FINISH GROUP ON THE MANAGEMENT OF PARCELS OF UNADOPTED GREEN LAND</b> (Pages 13 - 32)</p> <p>To consider the report of the Chair of the Task and Finish Group updating Members on the recommendations of the Overview and Scrutiny Committee Task and Finish Group on the management of parcels of unadopted green land.</p>
<b>7.</b>	<p><b>TREASURY MANAGEMENT QUARTER 3 REPORT 2014/15</b> (Pages 33 - 46)</p> <p>To consider the report of the Cabinet Member for Performance and Resources updating Members on Treasury Management Activities in Quarter 3 (1st October 2014 to 31st December 2014).</p>
<b>8.</b>	<p><b>GLOUCESTER CITY MARKETS STRATEGY</b> (Pages 47 - 74)</p> <p>To consider the report of the Cabinet Member for Regeneration and Culture presenting Members with the results of the 12 week consultation on the 5 year Draft Gloucester Market Strategy with a view for formal adoption.</p>
<b>9.</b>	<p><b>PROPOSED IMPLEMENTATION OF CHARGES FOR THE DISCRETIONARY SERVICES PROVIDED FOR STREET NAMING AND NUMBERING</b> (Pages 75 - 94)</p> <p>To consider the report of the Cabinet Member for Regeneration and Culture seeking approval of a Street Naming and Numbering Policy that defines how the Council will deliver this statutory function and recover associated costs, and the introduction of a charging regime from May / June 2015 for this function.</p>
<b>10.</b>	<p><b>SOCIAL PRESCRIBING UPDATE</b> (Pages 95 - 100)</p> <p>To consider the report of the Cabinet Member for Communities and Neighbourhoods updating Members on the pilot of Social Prescribing in the Gloucester and South Tewkesbury Locality and to seek approval for the City Council to continue to host the social prescribing hub, subject to satisfactory evaluation of the pilot scheme.</p>
<b>11.</b>	<p><b>AN UPDATE ON THE EFFECTS OF STAFF VOLUNTEERING POLICY AND PROMOTION OF VOLUNTEERING ACROSS THE CITY</b> (Pages 101 - 104)</p> <p>To consider the report of the Cabinet Member for Communities and Neighbourhoods updating Members on the effects of the staff volunteering policy to date in the year 2014/2015.</p>
<b>12.</b>	<p><b>REGULATION OF INVESTIGATORY POWERS ACT 2000 (RIPA) SIX MONTHLY REPORT ON USE OF RIPA POWERS</b> (Pages 105 - 106)</p> <p>To consider the report of the Cabinet Member for Performance and Resources updating Members on the Council's use of its powers under the Regulation of Investigatory Powers Act 2000 (RIPA).</p>
<b>13.</b>	<p><b>HERITAGE STATEMENT 2014/15</b> (Pages 107 - 114)</p> <p>To consider the report of the Cabinet Member for Regeneration and Culture informing Members of the work carried out by the Historic Environment team in the City over the past financial year.</p>
<b>14.</b>	<p><b>RUGBY WORLD CUP UPDATE REPORT</b> (Pages 115 - 120)</p>

	To consider the report of the Cabinet Member for Regeneration and Culture outlining the key issues for the delivery of the Rugby World Cup 2015.
<b>15.</b>	<p><b>PROPOSALS FOR DELIVERY OF THE COUNCIL'S COMMUNICATIONS AND MARKETING SERVICE</b> (Pages 121 - 128)</p> <p>To consider the report of the Cabinet Member for Performance and Resources seeking approval to proposals for the future delivery of the Council's Communications and Marketing Service.</p> <p><b>PLEASE NOTE: Appendix 1 contains exempt material as defined in paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended). If Members wish to discuss material contained within Appendix 1 it will be necessary to notify the Chair to enable a resolution to be passed to exclude the press and public.</b></p>
<b>16.</b>	<p><b>STRATEGIC RISK REGISTER</b> (Pages 129 - 148)</p> <p>To consider the report of the Cabinet Member for Performance and Resources updating Members on the Strategic Risk Register for their awareness and consideration.</p> <p><b>PLEASE NOTE: Appendix 2 contains exempt material as defined in paragraph 7 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended). If Members wish to discuss material contained within Appendix 2 it will be necessary to notify the Chair to enable a resolution to be passed to exclude the press and public.</b></p>

*M. Shields*

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

**Date of Publication: Tuesday, 17 March 2015**

## NOTES

### Disclosable Pecuniary Interests

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

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

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

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

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

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

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For further details and enquiries about this meeting please contact Atika Tarajiya, 01452 396127, [atika.tarajiya@gloucester.gov.uk](mailto:atika.tarajiya@gloucester.gov.uk).

For general enquiries about Gloucester City Council’s meetings please contact Democratic Services, 01452 396126, [democratic.services@gloucester.gov.uk](mailto:democratic.services@gloucester.gov.uk).

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

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

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

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## CABINET

**MEETING** : Wednesday, 25th February 2015

**PRESENT** : Cllrs. James (Chair), Dallimore, Norman, Organ and Porter

**Others in Attendance**

Martin Shields, Corporate Director of Services and Neighbourhoods

Ross Cook, Corporate Director

Sue Mullins, Head of Legal and Policy Development

Jon Topping, Head of Finance

Lloyd Griffiths, Head of Neighbourhood Services

Andrew Cummings, Financial Management Accountant

Phillip Ardley, Asset Management Consultant

Atika Tarajiya, Democratic Services Officer

**77. DECLARATIONS OF INTEREST**

There were no declarations.

**78. MINUTES**

**RESOLVED:**

That the minutes of the meeting held on the 28 January 2015 be confirmed as correct record and signed by the Chair.

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

There were no public questions.

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

There were no petitions and deputations.

**81. MONEY PLAN 2015-20 & BUDGET PROPOSALS FOR 2015/16**

Cabinet considered the report of the Leader of the Council and the Cabinet Member for Performance and Resources seeking to review the Council's Money Plan 2015-20 for recommendation to Council.

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25.02.15**

Councillor Norman summarised the key areas of the report and commented that budget proposals had been subject to an extended period of public consultation.

Cabinet Members noted the high level of public engagement in the consultation process and use of the feedback in helping to shape proposals. They commented that savings made were as a result of greater efficiencies and had not resulted in a reduction in services. They were pleased to note the freeze in Council Tax rates for the fifth consecutive year and placed on record their thanks to Officers involved.

**RESOLVED TO RECOMMEND TO COUNCIL:**

1. That proposals for the 2015/16 budget including Council Tax freeze for the fifth year included in the report be approved.
2. That the target budget reductions set in the Money Plan 2015/20 be implemented.
3. That consultation has been undertaken on budget savings proposals to achieve the level of further savings required in 2015/16 be noted.

**82. FINANCIAL MONITORING QUARTER 3 REPORT**

Cabinet considered the report of the Cabinet Member for Performance and Resources updating Members on the financial monitoring details including budget variances, year-end forecasts, and the progress made against agreed savings targets for the 3<sup>rd</sup> quarter ended 31<sup>st</sup> December 2014 and highlighting some key performance indicators.

Councillor James commented that the £150k earmarked reserve for regeneration represented a portion of the significant resources and commitment allocated to regeneration within the City. He noted that an improved forecast of the Guildhall was expected in the forthcoming year as result of expected changes to the service.

**RESOLVED:**

1. That the savings achieved in year total £833k be noted.
2. That the forecast year end position for 14/15 i to increase the Council's General Fund balance by £264k be noted.
3. That it be noted, that in addition to the general fund increase it is currently estimated that £150k will be transferred to an earmarked reserve for Regeneration as a result of surpluses generated by assets transferred to council ownership from the South West Regional Development Agency.



**83. HOUSING STRATEGY**

Cabinet considered the report of the Cabinet Member for Housing, Health and Leisure which updated Members following the consultation on the draft housing strategy, and which presented the final version for adoption and implementation.

Councillor Organ explained that the strategy in conjunction with the Joint Core Strategy (JCS) and the City Vision would enable the Council to comply with Government legislation and in particular assist vulnerable residents of the City.

Cabinet Members praised the strategy for addressing the housing needs for a wide ranging demographic and acknowledging the needs of the community of the future. They were pleased to note that the policy had been given cross party support following presentation at the Overview and Scrutiny Committee on the 23 February 2015 where Members had requested a comprehensive summary guide.

**RESOLVED TO RECOMMEND TO COUNCIL:**

That the Housing Strategy at Appendix 1 be adopted and implemented.

**84. A PROPOSAL TO REVIEW THE WASTE & RECYCLING SERVICE**

Cabinet considered the report of the Cabinet Member for Environment seeking Cabinet approval to undertake a review of the Waste & Recycling Service.

Councillor Porter summarised the current position and explained that a purpose of the review would be to identify cost savings and to simplify the process to encourage more residents to recycle.

In response to Councillor Norman's question regarding the early buy out charges, Councillor Porter explained that should the lease be terminated early, the Council would be subject to an early buy charge. However this would be set against the savings made from changes to the existing service.

Cabinet Members endorsed the proposed review noting that a change to co-mingled recycling would encourage residents to recycle and improve the services currently on offer. They noted that this decision reflected the high priority placed on this issue following public consultation and emphasised the need to cater to all residents' requirements.

**RESOLVED:**

1. That the contents of the report and the positive proactive work that has been carried out in respect of waste & recycling by The Environmental Projects Team, be noted.
2. That the review process as outlined in the report be approved.
3. That the implementation of a Members specific working group, to be set up and chaired by the Cabinet Member of Environment, be approved.

**85. CULTURAL STRATEGY UPDATE**

Cabinet considered the report of the Cabinet Member for Regeneration and Culture updating Members on the progress that has been made in achieving the Cultural Strategy's targets from July to December 2014.

Councillor James commented that in partnership with Marketing Gloucester Limited (MGL) the strategy aimed to stage a variety of creative events that catered to residents of all ages, some of which had attracted small amounts of funding from the Arts Council. He explained that in conjunction with MGL the Glos 2015 Brand was being used to promote the events taking place in the City, including the Rugby World Cup 2015, in the forthcoming year.

Cabinet Members were pleased to note that the programme of events catered for a wide range of the City's population across the year and would contribute to economic and residential benefit and develop Gloucester as a tourist destination.

**RESOLVED:**

That the achievements made in delivering the Cultural Strategy over the last six months (July to December 2014) be noted.

**86. OFF-STREET CAR PARKING MANAGEMENT IMPROVEMENTS**

Cabinet considered the report of the Cabinet Member for Regeneration and Culture seeking approval to deliver improved off-street car parking management at Kings Walk, Eastgate Centre and Longsmith Street car parks to complement the ongoing regeneration of the City and to freeze the tariff for the year ahead.

Councillor James commented that the improvements would maximise City Centre visitors' stay and facilitate appropriate access for disabled people. He remarked that the cost of car parking had reduced from previous years to ensure visitors get best value for money.

Cabinet Members were pleased to note that the changes would result in greater efficiency and improve service for visitors especially those for those with mobility issues.

**RESOLVED:**

1. That the tariff for the 2015-16 financial year be held at 2014-15 levels.
2. That on-going car park improvements be noted.
3. That Subject to a detailed cost analysis being undertaken, and its recommendations, that the principle of Kings Walk, Longsmith Street and the Eastgate Centre car parks changing from pay and display to a Pay on Foot system supported by Automatic Number Plate Recognition with barrier be approved.

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**25.02.15**

4. That authority be delegated to the Head of Regeneration and Economic Development Service, in consultation with the Cabinet Member for Regeneration and Culture, to implement the recommendation of the cost analysis for the three primary car parks subject to:
  - (i) A cost effective proposal being secured
  - (ii) Disabled parking accommodation being available
  - (iii) Compatibility and effective management of the remaining City Council car parks
  - (iv) Sufficient resources being available to implement and manage the preferred option

**87. REVIEW OF CULTURAL SERVICES**

Cabinet considered the report of the Cabinet Member for Regeneration and Culture updating Members of the work undertaken by Michael + Partners in relation to the City and Folk Museums and the Guildhall and to recommend to Members elements of the report to be taken forward.

Councillor James summarised the current position and explained that the focus would be on generating savings and increasing profits whilst maintaining all the current services. He commented that the decision had been taken not to implement the box office frontage, as this would not be cost effective and in line with public priorities.

**RESOLVED:**

1. That the contents of the Michael + Partners report be noted.
2. That the elements of the review referred to in paragraphs 3.7, 3.9 and 3.11 be approved for implementation with the exception of the first bullet point in paragraph 3.7 which reads: "Creation of a new frontage with box office and café bar".
3. That a Project Manager be appointed to oversee the implementation of the recommendations in paragraph (2) above.
4. That Councillors Chatterton and McLellan be thanked for their contributions to the cross-party working group.

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

**RESOLVED** that the press and public be excluded from the meeting during the following item of business on the grounds that it is likely, in view of the nature of business to be transacted or the nature of the proceedings, that if members of the press and public are present during consideration of these items there will be

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25.02.15**

disclosure to them of exempt information as defined in Schedule 12A of the Local Government Act 1972 as amended.

**89. RETAIL-LED REGENERATION AT KINGS QUARTER**

Cabinet considered the report of the Cabinet Member for Regeneration and Culture updating Members on the significant progress made on the kings Quarter scheme.

**RESOLVED TO RECOMMEND TO COUNCIL:**

The recommendations as laid out in the exempt report.

**Time of commencement: 18:00 hours**

**Time of conclusion: 19:25 hours**

**Chair**



<b>Meeting:</b>	<b>Overview and Scrutiny Committee</b>	<b>Date:</b>	<b>23 March 2015</b>
	<b>Cabinet</b>		<b>25 March 2015</b>
<b>Subject:</b>	<b>Recommendations from the Overview and Scrutiny Task and Finish Group on the Management of Parcels of Unadopted Green Land</b>		
<b>Report Of:</b>	<b>Chair of the Task and Finish Group</b>		
<b>Wards Affected:</b>	<b>All</b>		
<b>Key Decision:</b>	<b>No</b>	<b>Budget/Policy Framework:</b>	<b>No</b>
<b>Contact Officer:</b>	<b>Meyrick Brentnall, Environmental Planning Manager</b>		
	<b>Sonia Tucker, Democratic Services Officer (Scrutiny Support)</b>		
	<b>Email: meyrick.brentnall@gloucester.gov.uk    Tel: 396829</b>		
<b>Appendices:</b>	<b>1. Report of the Task and Finish Group</b>		

## FOR GENERAL RELEASE

### 1.0 Purpose of Report

- 1.1 To report the recommendations of the Overview and Scrutiny Committee Task and Finish Group on the management of parcels of unadopted green land.

### 2.0 Recommendations

- 2.1 **Overview and Scrutiny Committee** is asked to **RESOLVE** that the report be noted.
- 2.2 **Cabinet** is asked to **RESOLVE** that the recommendations of the Task and Finish Group be addressed and matters that can be actioned without the need of a further report be implemented at the earliest opportunity and matters requiring more detailed consideration be the subject of a further report to Cabinet as necessary.

### 3.0 Background and Key Issues

- 3.1 The report at Appendix 1 sets out the recommendations of the Task and Finish Group on the management of parcels of unadopted green land which was established following ratification by the Overview and Scrutiny Committee on 21 July 2014. The report details the purpose and process of the review, the Task and Finish Group's findings, and its recommendations.

#### **4.0 Alternative Options Considered**

4.1 Not applicable.

#### **5.0 Reasons for Recommendations**

5.1 Cabinet is asked to accept and implement the recommendations of the Task and Finish Group as set out in Section 6 of the Appendix.

#### **6.0 Future Work and Conclusions**

6.1 As set out in Section 6 of the Appendix.

#### **7.0 Financial Implications**

7.1 There are no direct financial implications arising from this report. However, the writing of a policy document would require staffing resources.

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

#### **8.0 Legal Implications**

8.1 There are a number of legal issues associated with the parcels of land referred to as 'unadopted green land' in Appendix 1, some of which are alluded to in the report. These legal issues will need to be identified and taken into account when the Policy referred to is drafted.

8.2 Examples of legal issues are firstly the time these 'unadopted green land' areas have existed in their present state, and whether or not they have been used by the public for at least 20 years giving prescriptive rights. Secondly, the legal title to the land needs to be investigated and whether or not there are any covenants by deed that place a maintenance responsibility on the title holder. Thirdly, the National Planning Policy Framework where it is possible to designate green spaces as Special Protected Areas to protect the areas from future development needs to be looked into. These are just three examples of legal issues, but there may be more.

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

#### **9.0 Risk & Opportunity Management Implications**

9.1 The health and safety risks of overgrown patches of land have been considered in the report and are reflected in the Task and Finish Group's recommendations.

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

10.1 The 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 There are no community safety implications arising directly from this report.

### Sustainability

11.2 There are no sustainability implications arising directly from this report.

### Staffing & Trade Union

11.3 There are no staffing or trade union implications arising directly from this report.

**Background Documents:** None

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# Gloucester City Council



**OVERVIEW AND SCRUTINY COMMITTEE  
TASK AND FINISH GROUP  
ON THE MANAGEMENT OF PARCELS OF  
UNADOPTED GREEN LAND  
FINAL REPORT AND RECOMMENDATIONS  
MARCH 2015**

Published by Democratic Services

[www.gloucester.gov.uk](http://www.gloucester.gov.uk)

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## Section 1 – Introduction

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### Background

This report sets out the recommendations of the Task and Finish Group on the management of parcels of unadopted green land which was established following ratification by the Overview and Scrutiny Committee on 21 July 2014. The report details the purpose and process of the review, the Task and Finish Group's findings, and its recommendations.

### Membership

The following cross-party Members were nominated to take part in the study:-

- Councillor Kate Haigh (Chair)
- Councillor Declan Wilson
- Councillor Lise Noakes
- Councillor Tarren Randle (Substitute Member for Councillor Noakes)

### Terms of Reference

The Group agreed its terms of reference by way of a scoping document on 30 September 2014.

The agreed **ambitions** for the review were:-

*'To identify where these unadopted parcels of land exist and to look at options for dealing with them, both historically and moving forward. The review will also cover areas near to watercourses'.*

The **anticipated outcomes** for the review were set as:-

- To recommend changes to planning practice to ensure developers meet their obligations.
- To recommend that safety issues are an overriding factor in determining what action is taken.
- To recommend what actions officers can take to deal with those areas identified as being an ongoing problem both historically and moving forward.

## Section 2 – Scoping of Study

SCRUTINY REVIEW – ONE PAGE STRATEGY FINAL	
Broad topic area	Review of how parcels of unadopted green land and areas by watercourses which are unsightly, overgrown or dangerous, can be managed. Councillors Haigh (Chair), Wilson, Noakes (Councillor Randle as substitute)
Specific topic area	Management of parcels of unadopted green land
Ambitions for the review	To identify where these unadopted parcels of land exist and to look at options for dealing with them, both historically and moving forward. The review will also cover areas near to watercourses.
How do we perform at the moment?	There are parcels of unadopted green land, particularly on new estates but also on established developments, which are not adopted and as a consequence have become overgrown, are unsightly and impede access by pedestrians and cyclists. It is apparent that there is confusion over whose responsibility it is to maintain these pieces of land.
Who should we consult?	Gloucester City Councillors County Council (Highways) Council Officers Amey
Background information	Public Open Space Strategy Plans and maps Ward profile information
Support	<ul style="list-style-type: none"> <li>• Environmental Planning Manager</li> <li>• Environmental Health Officer, Flood Resilience and Land Drainage</li> <li>• Democratic Services</li> </ul>
How long will it take?	Approximately 3 months
Outcomes	<ul style="list-style-type: none"> <li>• To recommend changes to planning practice to ensure developers meet their obligations.</li> <li>• To recommend that safety issues are an overriding factor in determining what action is taken.</li> <li>• To recommend what actions officers can take to deal with those areas identified as being an ongoing problem both historically and moving forward.</li> </ul>

### Section 3 - Summary of Current Position

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The Task and Finish Group was formed to devise a strategy for dealing with parcels of unadopted green land in the City and neglected paths and green areas close to riverbanks and watercourses.

The Group was aware that in some cases overgrown bushes were causing a hazard to pedestrians and cyclists by restricting visibility and also forcing people to step out into the road.

The Group was informed that whilst new developments with show homes often had pieces of green land fringing them which were looked after whilst the marketing suite was open, that these areas often became neglected once the show home had been sold. In some instances residents were maintaining these plots themselves in order to improve the appearance of the streetscene. However, in cases where the residents were elderly this was not sustainable.

Equally, the Group learned that there were problems with older developments arising from neglected green patches of land and mature trees which were overhanging and creating a nuisance. These were categorised as ‘legacy issues’.

The Group was advised that the difficulty for the City Council was in knowing who the land belonged to. The situation was also confusing for Amey, the Council’s streetcare partner, who might inadvertently be maintaining land that did not belong to the Council.



## Section 4 – Findings

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### Introduction

This section summarises the discussions held at the Task and Finish Group meetings and the actions which were identified during these meetings.

### Meeting 1 – 30 September 2014

The Group discussed the background to the study and agreed the scope of the project by completing a one page document which set out the ambitions for the review and its anticipated outcomes. The scope was widened to include land close to watercourses and riverbanks.

The Group considered whether they could influence planning policy for the future and acknowledged that this would not help to resolve existing legacy issues. The need to ensure that developers took responsibility for their parcels of land was agreed to be important.

**ACTIONS**

### Action Points from meeting held on 30 September 2014

- The first step was for the Group to identify where the neglected sites existed in the City. It was agreed that Councillors had good knowledge of their Wards and would be aware of problem areas. This resulted in an email being sent to all Gloucester City Councillors asking them to respond to the Task and Finish Group with details of such areas in their wards.
- The Group speculated whether there was scope within the existing streetcare contract with Amey for them to deal with urgent and dangerous issues. This resulted in a representative from Amey being invited to the next meeting of the Group.





## Section 4 – Findings (continued)

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### Meeting 2 – 29 October 2014

This meeting was attended by two representatives from Amey, the Council's streetcare partner.

The Group considered photographs and other evidence submitted by Ward Councillors relating to problem areas in the City. It was agreed that these would be cross checked against the Council's property database to try to establish ownership details.

The Amey representatives advised the Group that depending on workload they might be able to target some of these sites when crews had spare capacity, but that they could not take on these patches of land on a permanent basis.

The Group reflected on the fact that residents in different wards had varying expectations and that whilst some expected to have 'bowling green' standard on grassed areas, others would be unhappy if bushes and trees were cut.

The Group considered that information should be put on the Council's website to advise residents of their options in dealing with overgrown areas of land.

The Group explored what proactive measures could be taken to deal with hazardous areas where foliage and branches impeded visibility and obscured access for pedestrians and cyclists. The Amey representatives indicated a willingness to swap routine work to tackle these sites on an emergency one-off basis.



## Section 4 – Findings (continued)

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### Meeting 2 – 29 October 2014

#### Watercourses and River Banks

The Group received an update on the state of watercourses within the City.

The Group was informed that a number of stretches of watercourses were in the process of being risk rated in terms of their probability to flood.

The importance of the role of community groups and 'Friends' was discussed. The Group noted that funding was available to volunteer groups and that neighbourhood organisations could be encouraged to take responsibility for overgrown areas. It was agreed that one recommendation would be for the Council's website to include details of the grants that were available.



**ACTIONS**

#### Action Points from meeting held on 29 October 2014

- Schedule of problem areas of land identified by City Councillors to be updated with ownership details.
- Emergency one-off action terms agreed with Amey where there were health and safety implications. This would replace scheduled activities and would not be extra work for the contract.
- Website to be updated with advice for residents on how to deal with problem areas and information on funding streams that were available.
- A comprehensive list of watercourses, drainage ditches and drains that needed clearing would be provided to the next meeting.



## **Section 4 – Findings (continued)**

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### **Meeting 3– 12 January 2015**

#### **Watercourses, Drainage Ditches and Drains**

The Group examined comprehensive schedules relating to watercourses, drainage ditches and drains including suggested actions/recommendations relating to watercourses. Each of the actions/recommendations was explored. A list of clearance works in priority order was provided. The Group was informed that those assets which were the City Council's responsibility were risk rated and cleared as required, either by volunteers or contractors, with volunteers being used where possible as their approach was less invasive to wildlife. Where works were required on third party land, owners were made aware of their responsibilities, with the relevant land drainage authorities being contacted in the event that the works were not completed. However, in some cases, such as St Oswald's Park this was not always enforced by the relevant body. In this particular case the Environmental Health Officer, Flood Resilience and Land Drainage, had commissioned an external contractor to clear up the site. A 'before' and 'after' picture is shown below:-

#### **St Oswald's Park before clean up by external contractor**



## Section 4 – Findings (continued)

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**St Oswald's Park after clean up by external contractor**





## Section 4 – Findings (continued)

### Meeting 3– 12 January 2015

#### Schedule of Problem Areas of Land updated with Land Ownership Details

The Group was provided with the schedule of problem areas of land which had been updated with land ownership details. Actions were agreed for these legacy sites, including lobbying the County Council's Highways team, writing to residents and putting pressure on private owners. It was noted that in some cases the situation would be resolved with the impending transfer of the housing stock to Gloucester City Homes. However, in some instances, where the land was private, such as the example below, where trees encroached onto the footpath, there could be no clear resolution whilst the trees were healthy.



During the meeting the Group was made aware of the Council's digital mapping system which could be made available to Councillors to access so that they could check land ownership and other information themselves. It was agreed that one of their recommendations from the study would be for Ward Councillors to be made aware of the existence of the mapping system and given assistance in interrogating it.



## Section 4 – Findings (continued)

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### Meeting 3– 12 January 2015

#### Enforcement Action – The Options

The Group discussed the possible enforcement actions that could be taken for unadopted land:-

- New developments. Developers to be lobbied to take responsibility for unadopted parcels. This would require Planning Enforcement Officers to vigorously pursue any breach of conditions. The Group suggested that Planning Officers could have a 'checklist' when assessing planning applications to increase awareness of potential unadopted pieces of land.
- Enforcement by the Environment Agency. This could be considered for land running alongside watercourses defined as 'Main Rivers' such as the River Twyver at St Oswalds. The Group noted that this could be resource intensive and would rely on the Environment Agency being able and willing to take enforcement action.
- Enforcement by the County Council. This could be considered for watercourses defined as 'Ordinary Watercourses' such as Whaddon Brook in Tuffley. Once again, this would be resource intensive and would rely on the County Council being able and willing to take enforcement action with limited resources.



At the end of this meeting the Group reviewed their findings and concluded that they were now in a position to produce a report on the study along with their conclusions and recommendations.

**ACTIONS**

#### Action Points from meeting held on 12 January 2015

- Final report to be drafted with Group's conclusions and recommendations.

## Section 5 – Conclusions

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During the course of the study, the Task and Finish Group examined evidence from Officers and Councillors and took account of the views of Amey, the Council's streetcare partner.

For 'legacy' issues, finding out the identity of the landowner was seen as being the first step towards resolving what action would be taken.

For new estates, the Group considered that the vigilance of the Planning Officer was important when assessing new applications to ensure that no 'rogue' pieces of land were left unadopted.

It emerged that there was no actual Council policy for dealing with unadopted land and the Group concluded that it would be advisable for Officers to draft one.

The Group found that there was very little advice on the Council's website for residents in relation to dealing with problem areas of land.

Health and safety was seen as the key factor in agreeing terms with Amey for dealing with dangerous sites on an emergency one-off basis. The Group accepted that this would take the place of regular contracted work.

The Group acknowledged the importance of community groups, 'Friends' and other volunteer organisations who played a vital role in organising clean-ups and motivating residents under the direction of Council Officers. The Group considered it was vital to foster this approach. The Group discovered that funding was available in some instances to community groups and that volunteers could be encouraged to apply for various funding streams which were available. The Group suggested that this information should be signposted on the Council's website.

In terms of what actions could be taken regarding enforcement, the Group was advised that this was resource intensive and in some cases relied on the County Council and the Environment Agency being prepared to take action.



## Section 6 – Recommendations

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**The Task and Finish Group’s recommendations are as follows:-**

### **Legacy Issues**

1. It is recommended that legacy issues be tackled by identifying land ownership details in the first instance.
2. It is recommended that developers be lobbied.
3. It is recommended that residents be written to where land is found to be in private ownership.
4. It is recommended that community clean-ups be encouraged, and that these should involve Amey, the County Council and Gloucester City Homes, where appropriate.
5. It is recommended than an approach be adopted to residents of *‘you blitz it and we might adopt it’* provided the advice of Council Officers is followed.
6. It is recommended that where appropriate, residents are able to take ownership of odd pieces of land which are of no value or use to the City Council to ensure that the land is maintained.
7. It is recommended that potentially unsafe areas be tackled by Amey on an emergency case by case basis.

### **Moving Forward**

1. It is recommended that the Council should draft a policy for dealing with unadopted land.
2. It is recommended that Planning Officers should look at the most appropriate means of ensuring small areas of unadopted land do not slip through the net, such as using a ‘checklist’.
3. It is recommended that developers should be encouraged to maintain unadopted land that they are responsible for.

### **Other Recommendations**

1. It is recommended that information be placed on the Council’s website advising residents of their options for dealing with overgrown areas of land.
2. It is recommended that assistance for community groups both in terms of financial help through funding, and through mentoring by other established voluntary groups, be publicised on the Council’s website.
3. It is recommended that Councillors be informed of the City Council’s intranet mapping system and how to manipulate it, subject to access levels being preset.

## Section 7 – Acknowledgements

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The Task and Finish Group would like to thank the following individuals/organisations for their help and support during the study:-

- Amey
- Gloucester City Councillors who responded with details of problem areas of land
- Staff from Gloucester City Council who have assisted the Group and attended meetings

*Thank You!*



Councillor Declan Wilson



Councillor Kate Haigh  
Chair



Councillor Lise Noakes

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<b>Meeting:</b>	<b>Audit and Governance Committee</b>	<b>:</b>	<b>16 March 2015</b>
	<b>Cabinet</b>		<b>25 March 2015</b>
<b>Subject:</b>	<b>Treasury Management Update – Quarter 3 Report 2014/15</b>		
<b>Report Of:</b>	<b>Cabinet Member for Performance and Resources</b>		
<b>Wards Affected:</b>	<b>All</b>		
<b>Key Decision:</b>	<b>No</b>	<b>Budget/Policy Framework:</b>	<b>No</b>
<b>Contact Officer:</b>	<b>Jon Topping, Head of Finance</b>		
	<b>Email: jon.topping@gloucester.gov.uk</b>		<b>Tel: 396242</b>
<b>Appendices:</b>	<b>1. Prudential and Treasury Indicators</b> <b>2. Treasury Management Investments</b> <b>3. Economic Outlook</b> <b>4. Detailed interest rate forecasts</b>		

## 1.0 Purpose of Report

- 1.1 One of the requirements of the revised Code of Practice for Treasury Management in November 2011 recommends that members should be updated on treasury management activities at least twice a year, but preferably quarterly. This report covers Quarter 3, 1<sup>st</sup> October 2014 to 31<sup>st</sup> December 2014.
- 1.2 This report will highlight issues specific to the Council and also highlight the overall economic outlook as provided by the Councils treasury advisors Capita Asset Services.
- 1.3 The body of the report provides an overview of the Councils performance in Quarter 3 ;
  - **Appendix 1** highlights the key performance indicators in line with the Councils Treasury Management Strategy.
  - **Appendix 2** is the investments held at the end of quarter 3.
  - **Appendix 3** is an economic summary provided by the Councils treasury advisors.
  - **Appendix 4** is a detailed commentary on interest rate forecasts

## 2.0 Recommendations

- 2.1 Audit and Governance Committee is asked, subject to any recommendations it wishes to make to Cabinet, to note the contents of the report.

- 2.2 Cabinet is asked to **RESOLVE** that the report be noted and note that no changes are required to the prudential indicators.

### 3.0 Annual Investment Strategy

The Treasury Management Strategy Statement (TMSS) for 2014/15, which includes the Annual Investment Strategy, was approved by the Council on 5<sup>th</sup> March 2014. It sets out the Council's investment priorities as being:

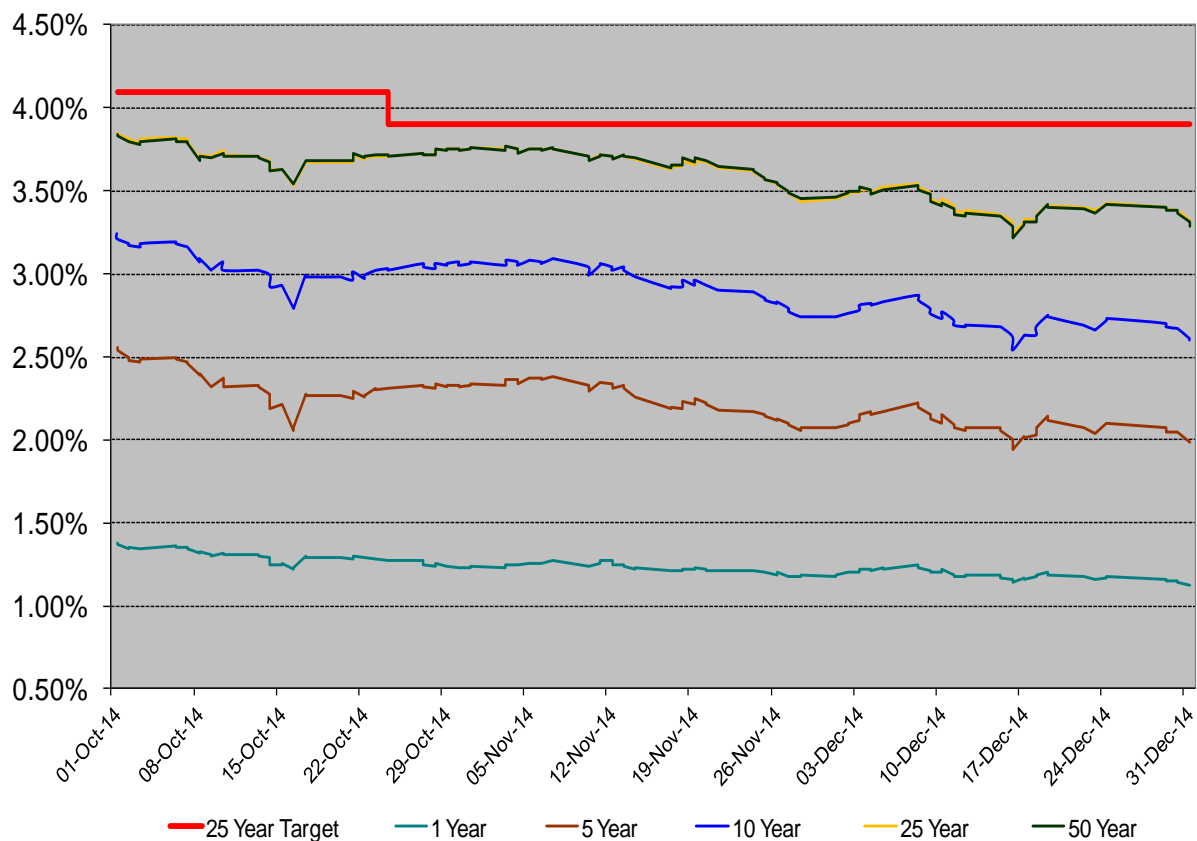
- Security of capital;
- Liquidity; and
- Yield

- 3.1 The Council will also aim to achieve the optimum return (yield) on investments commensurate with proper levels of security and liquidity. In the current economic climate it is considered appropriate to keep investments short term to cover cashflow needs, but also to seek out value available in periods up to 12 months, with highly credit rated financial institutions, using our suggested creditworthiness approach, including sovereign credit rating and Credit Default Swap (CDS) overlay information.
- 3.2 Investment rates available in the market have been broadly stable during the quarter and have continued at historically low levels as a result of the Funding for Lending Scheme. The average level of funds available for investment purposes during the quarter was £7.02m. These funds were available on a temporary basis, and the level of funds available was mainly dependent on the timing of precept payments, receipt of grants and progress on the Capital Programme.

### 4.0 New Borrowing

- 4.1 The 25 year PWLB (Public Works Loan Board) target (certainty) rate for new long term borrowing for the quarter fell from 4.10% to 3.9% in late October.
- 4.2 No long term borrowing was undertaken during the quarter.
- 4.3 PWLB certainty rates, quarter ended 31<sup>st</sup> December 2014

	1 Year	5 Year	10 Year	25 Year	50 Year
Low	1.12%	1.94%	2.54%	3.24%	3.22%
Date	31/12/2014	16/12/2014	16/12/2014	16/12/2014	16/12/2014
High	1.38%	2.56%	3.24%	3.85%	3.84%
Date	01/10/2014	01/10/2014	01/10/2014	01/10/2014	01/10/2014
Average	1.24%	2.23%	2.91%	3.60%	3.60%



#### 4.4 Borrowing in advance of need.

The Council has not borrowed in advance of need during the quarter ended 31<sup>st</sup> December 2014 and has not borrowed in advance in all of 2014/15.

#### 5.0 Debt Rescheduling

5.1 Debt rescheduling opportunities have been limited in the current economic climate and following the increase in the margin added to gilt yields which has impacted PWLB new borrowing rates since October 2010. During the quarter ended 31<sup>st</sup> December 2014, no debt rescheduling was undertaken.

#### 6.0 Compliance with Treasury and Prudential Limits

6.1 It is a statutory duty for the Council to determine and keep under review the affordable borrowing limits. The Council's approved Treasury and Prudential Indicators (affordability limits) are included in the approved TMSS.

6.2 During the financial year to date the Council has operated within the treasury and prudential indicators set out in the Council's Treasury Management Strategy Statement and in compliance with the Council's Treasury Management Practices. The prudential and treasury Indicators are shown in appendix 1.

## **7.0 Other**

- 7.1 During 2014/15 the Council continued to maintain an under-borrowing position.
- 7.2 This under-borrowing reflects that the Council resources such as reserves and provisions will have reduced debt rather than be externally invested. This strategy is sensible, at this point in time, for two reasons. Firstly, there is no differential between the marginal borrowing rate and investment rate so there is nothing to be gained by investing Council resources externally. Secondly, by using the resources to reduce debt the Council will reduce exposure to investment counterparty risk.
- 7.3 The Council will continue to monitor its approach to under borrowing in light of market movement and future events. In quarter four, the Council will complete the stock transfer of assets to Gloucester City Homes. In exchange the Government will write off a proportion of the Council debt. On transfer the Council debt landscape will alter, we will continue to monitor our position in light of the changes.

## **8.0 Financial Implications**

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

## **9.0 Legal Implications**

- 9.1 There are no legal implications from this report  
(Legal Services have been consulted in the preparation this report.)

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

- 10.1 There are no specific risks or opportunities as a result of this report

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

- 11.1 A PIA screening assessment has been undertaken and the impact is neutral. A full PIA is not required.

## **12.0 Other Corporate Implications** Community Safety

- 12.1 None

### Sustainability

- 12.2 None

### Staffing & Trade Union

- 12.3 None

Prudential and Treasury Indicators as at 31<sup>st</sup> December 2014

Treasury Indicators	2014/15 Strategy	Quarter 3 Actual
Authorised limit for external debt	£86M	£76.45m
Operational boundary for external debt	£85M	£76.45m
Gross external debt	£86M	£76.45m
Net borrowing	£86m	£75.45m
Maturity structure of fixed rate borrowing - upper and lower limits		
Under 12 months	0% - 50%	49.20%
12 months to 2 years	0% - 50%	8.61%
2 years to 5 years	0% - 50%	8.61%
5 years to 10 years	0% - 50%	5.38%
10 years to 20 years *1	0% - 80%	6.67%
20 years to 30 years *1	0% - 80%	21.53%
30 years to 40 years *1	0% - 80%	0%
40 years to 50 years *1	0% - 80%	0%
Upper limit of fixed interest rates based on net debt *2	100%	60.76%
Upper limit of variable interest rates based on net debt *2	100%	39.24%
Upper limit for principal sums invested for over 364 days	Nil	Nil

Prudential Indicators	2014/15 Strategy	Quarter 3 Actual
<b>Capital expenditure *</b> <ul style="list-style-type: none"> <li>HRA</li> <li>GF</li> </ul>	£7.100m £6.882m	£4.476m £7.729m

## Investment Portfolio

Investments held as at 31st December 2014 compared to our  
counterparty list:

<b>Name</b>	<b>£'000</b>	<b>Date of Redemption</b>	<b>Counterparty Limits</b>
Natwest	50	N/A (Call A/cs)	£5M
Goldman Sachs	1,000	N/A (Call A/cs)	£5M



### 1. Economic Background

- After strong UK GDP(Gross Domestic Product) growth in 2013 at an annual rate 2.7%, and then in 2014 0.7% in Q1, 0.9% in Q2 2014 (annual rate 3.2% in Q2), Q3 has seen growth fall back to 0.7% in the quarter and to an annual rate of 2.6%. It therefore appears that growth has eased since the surge in the first half of 2014 leading to a downward revision of forecasts for 2015 and 2016, albeit that growth will still remain strong by UK standards. For this recovery to become more balanced and sustainable in the longer term, the recovery needs to move away from dependence on consumer expenditure and the housing market to exporting, and particularly of manufactured goods, both of which need to substantially improve on their recent lacklustre performance. This overall strong growth has resulted in unemployment falling much faster than expected. The MPC (Monetary Policy Committee) is now focusing on how quickly slack in the economy is being used up. It is also particularly concerned that the squeeze on the disposable incomes of consumers should be reversed by wage inflation rising back significantly above the level of inflation in order to ensure that the recovery will be sustainable. There also needs to be a major improvement in labour productivity, which has languished at dismal levels since 2008, to support increases in pay rates. Unemployment is expected to keep on its downward trend and this is likely to eventually feed through into a return to significant increases in wage growth at some point during the next three years. However, just how much those future increases in pay rates will counteract the depressive effect of increases in Bank Rate on consumer confidence, the rate of growth in consumer expenditure and the buoyancy of the housing market, are areas that will need to be kept under regular review.
- Also encouraging has been the sharp fall in inflation (CPI) Consumer Price Index, reaching 1.0% in November, the lowest rate since September 2002. Forward indications are that inflation is likely to remain around or under 1% for the best part of a year. The return to strong growth has helped lower forecasts for the increase in Government debt over the last year but monthly public sector deficit figures during 2014 have disappointed until November. The autumn statement, therefore, had to revise the speed with which the deficit is forecast to be eliminated.
- The U.S. Federal Reserve ended its monthly asset purchases in October 2014. GDP growth rates (annualised) for Q2 and Q3 of 4.6% and 5.0% have been stunning and hold great promise for strong growth going forward. It is therefore confidently predicted that the first increase in the Fed. rate will occur by the middle of 2015.
- The Eurozone is facing an increasing threat from deflation. In November the inflation rate fell to 0.3%. However, this is an average for all EZ countries and includes some countries with negative rates of inflation. Accordingly, the ECB (European Central Bank) did take some rather limited action in June and September to loosen monetary policy in order to promote growth and is currently expected to embark on quantitative easing early in 2015 to counter this threat of deflation and to stimulate growth.

## 2. Interest Rate Forecast

The Council's treasury advisor, Capita Asset Services, has provided the following forecast:

	Mar-15	Jun-15	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18
<b>Bank rate</b>	0.50%	0.50%	0.50%	0.75%	0.75%	1.00%	1.00%	1.25%	1.25%	1.50%	1.75%	1.75%	2.00%
<b>5yr PWLB rate</b>	2.20%	2.20%	2.30%	2.50%	2.60%	2.80%	2.90%	3.00%	3.20%	3.30%	3.40%	3.50%	3.60%
<b>10yr PWLB rate</b>	2.80%	2.80%	3.00%	3.20%	3.30%	3.50%	3.60%	3.70%	3.80%	3.90%	4.00%	4.10%	4.20%
<b>25yr PWLB rate</b>	3.40%	3.50%	3.70%	3.80%	4.00%	4.20%	4.30%	4.40%	4.50%	4.60%	4.70%	4.70%	4.80%
<b>50yr PWLB rate</b>	3.40%	3.50%	3.70%	3.80%	4.00%	4.20%	4.30%	4.40%	4.50%	4.60%	4.70%	4.70%	4.80%

Capita Asset Services undertook a review of its interest rate forecasts on 5 January 2015 after a proliferation of fears in financial markets around the plunge in the price of oil had caused a flight from equities into bonds and from exposure to the debt and equities of emerging market oil producing countries to safe havens in western countries. These flows were compounded by further fears that Greece could be heading towards an exit from the Euro after the general election on January 25 and financial flows generated by the increasing likelihood that the ECB would soon be starting on full blown quantitative easing (QE) purchase of Eurozone government debt. In addition, there has been a sharp increase in confidence that the US will start increasing the Fed. rate by the middle of 2015 due to the stunning surge in GDP growth in quarters 2 and 3 of 2014. This indicated that the US is now headed towards making a full recovery from the financial crisis of 2008.

The result of the combination of the above factors is that we have seen bond yields plunging to phenomenally low levels, especially in long term yields. These falls are unsustainable in the longer term but just how quickly these falls will unwind is hard to predict. In addition, positive or negative developments on the world political scene could have a major impact in either keeping yields low or prompting them to recover back up again. We also have a UK general election coming up in May 2015; it is very hard to predict what its likely result will be and the consequent impact on the UK economy, and how financial markets will react to those developments.

This latest forecast includes a move in the timing of the first increase in Bank Rate from quarter 2 of 2015 to quarter 4 of 2015 as a result of the sharp fall in inflation due to the fall in the price of oil and the cooling of the rate of GDP growth in the UK, albeit, that growth will remain strong by UK standards, but not as strong as was previously forecast. The Governor of the Bank of England, Mark Carney, has repeatedly stated that increases in Bank Rate will be slow and gradual. The MPC is concerned about the impact of increases on many heavily indebted consumers, especially when average disposable income is only currently increasing marginally as a result of wage inflation now running slightly above the depressed rate of CPI inflation, though some consumers will not have seen that benefit come through for them. In addition, whatever party or coalition wins power in the next general election, will be faced with having to implement further major cuts in expenditure and / or increases in taxation in order to eradicate the annual public sector net borrowing deficit.

## DETAILED COMMENTARY ON INTEREST RATES FORECASTS

- Change in market sentiment and outlook
- The plunge in the price of oil has been the major surprise of the last three months. This will reduce inflation and stimulate the economies of oil importing countries.
- There is a downside to the plunge in oil prices in terms of a sharp increase in the risk of emerging country debt default and emerging country oil producing corporate defaults. This could have a knock on effect on western banks who have lent to these areas and to hedge, pension and investment funds which have been wrong footed by holding debt or equities in these areas.
- Greece: the anti EU and anti austerity party Syriza is likely to be the strongest party in the January 25 general election. However, the Eurozone has put in place sufficient firewalls that a Greek exit would have little direct impact on the rest of the EZ and the Euro. The indirect effect is more problematic to quantify as such an election result would be likely to strengthen support for anti EU and anti austerity political parties in many EU countries. Italy is the greatest risk as it has the third biggest debt mountain in the world and has shown little progress so far in undertaking fundamental reforms to improve the competitiveness of the economy.
- UK GDP growth forecasts have recently been more subdued although growth will still remain strong, but not as strong as previously expected.
- The political risks around the UK general election in May 2015 have increased with the likely result now being very hard to predict.
- A combination of the above factors has caused us to put back the start of increases in Bank Rate from Q2 2015 to Q4 with knock on delays on increases in following years.
- We have also had to bring our short term PWLB forecasts down to reflect current abnormally low levels which are unsustainably low. However, how quickly or slowly they will unwind is very hard to predict.

The one area of resoundingly good news over the last three months has been that the American economy is well on track to making a full recovery from the financial crash. GDP growth rates (annualised) for Q2 and Q3 of 4.6% and 5.0% have been stunning and hold great promise for strong growth going forward and further falls in unemployment. It is therefore confidently predicted that the Fed. will start on the first increase in the Fed. rate by the middle of 2015. In contrast, the surge in UK growth during 2014 appears to have diminished (Q1 0.7%, Q2 0.9%, Q3 0.7%) and the year on year rate has subsided from 3.2% in Q2 to 2.6% in Q3. Forward indicators are also revealing some cooling of prospects going forward, though lets still keep hold of the fact that this remains strong growth by UK standards, but not as strong as previously forecast.

In consequence, it is now the US which is most likely to be putting central rates up before the UK. The prospects for the UK are somewhat mixed. The hoped for rebalancing of the economy towards greater reliance on exports is not happening and the UK faces an uphill struggle with its main trading partner, the EU now expected to resort to full blown quantitative easing (QE) early in 2015 in order to stimulate the economy to rise above near stagnation. However, UK consumer confidence is still buoyant although the housing market looks as if it is also cooling with house price rises and new mortgage approvals both subsiding. UK consumers are obviously benefiting from the fall in the oil price with overall inflation falling to 1.0% in

November, the lowest rate since September 2002. It is also forecast to stay around the same level for the best part of a year.

Nevertheless, the beneficial effect of the fall in oil prices will fall out after twelve months, so inflation will rise as a result after then, although it is still expected to remain at or near 2%. What this does mean, however, is that average wage increases are likely to exceed inflation for the coming year and so increase the disposable income of consumers. This, in turn, will underpin domestic demand and support GDP growth. Looking further forward, whichever political party or coalition comes to power after the general election in May 2015 will still have to decide what balance of government spending cuts and / or tax increases will be needed to bring the public sector net borrowing deficit down. This will likely mean an erosion of overall consumer disposable income although further falls in unemployment will counteract some of this effect. The Bank of England therefore faces an incredibly delicate task of balancing the pros and cons of when to start on increasing Bank Rate, especially knowing that many consumers are still heavily indebted and very vulnerable to increases in borrowing rates.

A further factor affecting financial markets and the confidence of UK producers is the increase in political risk. The UK faces a general election where the outcome looks very hard to predict as to the knock on effects on the UK economy.

As for the MPC, their last minutes appeared to show a consolidation of support for holding off on increasing Bank Rate due to the fall in inflation caused by the fall in oil prices. They will also be focusing in 2015 on how quickly wage inflation increases and said it needed to pick up further in order to meet the 2% inflation target. This resulted in financial market investors pushing back their bets on the timing of the next interest rate hike to late 2015 / early 2016. Our view has also shifted in this forecast to a first increase in Q4 2015 rather than Q2 2015.

## **CAPITA ASSET SERVICES FORWARD VIEW**

Economic forecasting remains difficult with so many external influences weighing on the UK. Our Bank Rate forecasts, (and also MPC decisions), will be liable to further amendment depending on how economic data transpires over 2015. Forecasts for average earnings beyond the three year time horizon will be heavily dependent on economic and political developments. Major volatility in bond yields is likely to endure as investor fears and confidence ebb and flow between favouring more risky assets i.e. equities, or the safe haven of bonds.

The overall longer run trend is for gilt yields and PWLB rates to rise, due to the high volume of gilt issuance in the UK, and of bond issuance in other major western countries. Increasing investor confidence in eventual world economic recovery is also likely to compound this effect as recovery will encourage investors to switch from bonds to equities.

The overall balance of risks to economic recovery in the UK is currently evenly balanced. Only time will tell just how long this current period of strong economic growth will last; it also remains exposed to vulnerabilities in a number of key areas.

The interest rate forecasts in this report are based on an initial assumption that there will not be a major resurgence of the EZ debt crisis. There is an increased risk that Greece could end up leaving the Euro but if this happens, the EZ now has sufficient fire walls in place that a Greek exit would have little immediate direct impact on the rest of the EZ and the Euro. It is therefore expected that there will be an overall managed, albeit painful and tortuous, resolution of any EZ

debt crisis that may occur where EZ institutions and governments eventually do what is necessary - but only when all else has been tried and failed. Under this assumed scenario, growth within the EZ will be weak at best for the next couple of years with some EZ countries experiencing low or negative growth, which will, over that time period, see an increase in total government debt to GDP ratios. There is a significant danger that these ratios could rise to the point where markets lose confidence in the financial viability of one, or more, countries, especially if growth disappoints and / or efforts to reduce government deficits fail to deliver the necessary reductions. However, it is impossible to forecast whether any individual country will lose such confidence, or when, and so precipitate a sharp resurgence of the EZ debt crisis. While the ECB has adequate resources to manage a debt crisis in a small EZ country, if one, or more, of the larger countries were to experience a major crisis of market confidence, this would present a serious challenge to the ECB and to EZ politicians.

Downside risks currently include:

- The situation over Ukraine poses a major threat to EZ and world growth if it was to deteriorate into economic warfare between the West and Russia where Russia resorted to using its control over gas supplies to Europe.
- Fears generated by the potential impact of Ebola around the world.
- UK strong economic growth is currently mainly dependent on consumer spending and the potentially unsustainable boom in the housing market. The boost from these sources is likely to fade after the strong surge in growth in the first half of 2014.
- A weak rebalancing of UK growth to exporting and business investment causing a weakening of overall economic growth beyond 2014.
- Weak growth or recession in the UK's main trading partner - the EU, inhibiting economic recovery in the UK.
- A return to weak economic growth in the US, UK and China causing major disappointment in investor and market expectations.
- A resurgence of the Eurozone sovereign debt crisis caused by ongoing deterioration in government debt to GDP ratios to the point where financial markets lose confidence in the financial viability of one or more countries and in the ability of the ECB and Eurozone governments to deal with the potential size of the crisis.
- Recapitalisation of European banks requiring more government financial support.
- Lack of support by populaces in Eurozone countries for austerity programmes, especially in countries with very high unemployment rates e.g. Greece and Spain, which face major challenges in engineering economic growth to correct their budget deficits on a sustainable basis.
- Italy: the political situation has improved but it remains to be seen whether the new government is able to deliver the austerity programme required and a programme of overdue reforms. Italy has the third highest government debt mountain in the world.
- France: after being elected on an anti austerity platform, President Hollande has embraced a €50bn programme of public sector cuts over the next three years. However, there could be major obstacles in implementing this programme. Major overdue reforms of employment practices and an increase in competitiveness are also urgently required to lift the economy out of stagnation.
- Monetary policy action failing to stimulate sustainable growth and to combat the threat of deflation in western economies, especially the Eurozone and Japan.

- Heightened political risks in the Middle East and East Asia could trigger safe haven flows into bonds.
- There are also increasing concerns at the reluctance of western central banks to raise interest rates significantly for some years, plus the huge QE measures which remain in place (and likely to be added to by the ECB in the near future). This has created potentially unstable flows of liquidity searching for yield and, therefore, heightened the potential for an increase in risks in order to get higher returns. This is a return to a similar environment to the one which led to the 2008 financial crisis.

The potential for upside risks to UK gilt yields and PWLB rates, especially for longer term PWLB rates include: -

- An adverse reaction by financial markets to the result of the UK general election in May 2015 and the economic and debt management policies adopted by the new government
- ECB either failing to carry through on recent statements that it will soon start quantitative easing (purchase of government debt) or severely disappointing financial markets with embarking on only a token programme of minimal purchases which are unlikely to have much impact, if any, on stimulating growth in the EZ. (It should be noted that the Bundesbank and most German politicians have been very opposed to the concept of QE.)
- A sudden reversal of Russian policy on military intervention in eastern Ukraine caused by the likelihood of, or actual, severe damage done to the Russian economy by a prolonged depression in oil prices and by sanctions.
- A sudden reversal of Iranian policy on developing militarised nuclear capability caused by the likelihood of, or actual, severe damage done to the Iranian economy by a prolonged depression in oil prices and by sanctions.
- The commencement by the US Fed. of increases in the central rate in 2015 causing a fundamental reassessment by investors of the relative risks of holding bonds as opposed to equities, leading to a sudden flight from bonds to equities
- A surge in investor confidence that a return to robust world economic growth is imminent, causing a flow of funds out of bonds into equities.
- UK inflation returning to significantly higher levels than in the wider EU and US, causing an increase in the inflation premium inherent to gilt yields.

We would, however, remind clients of the view that we have expressed in our previous interest rate revision newsflashes of just how unpredictable PWLB rates and bond yields are at present. We are experiencing exceptional levels of volatility which are highly correlated to geo-political and sovereign debt crisis developments. Our revised forecasts are based on the Certainty Rate (minus 20 bps) which has been accessible to most authorities since 1st November 2012.

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<b>Meeting:</b>	<b>Overview and Scrutiny Committee</b>	<b>Date:</b>	<b>23<sup>rd</sup> March 2015</b>
	<b>Cabinet</b>		<b>25<sup>th</sup> March 2015</b>
<b>Subject:</b>	<b>Gloucester City Markets Strategy</b>		
<b>Report Of:</b>	<b>Cabinet Member for Regeneration and Culture</b>		
<b>Wards Affected:</b>	<b>All</b>		
<b>Key Decision:</b>	<b>No</b>	<b>Budget/Policy Framework:</b>	<b>No</b>
<b>Contact Officer:</b>	<b>Gill Ragon, Head of Public Protection</b>		
	<b>Email: gill.ragon@gloucester.gov.uk</b>		<b>Tel: 396321</b>
<b>Appendices:</b>	<b>1. Draft Gloucester Markets Strategy</b> <b>2. Consultation Questionnaire</b> <b>3. Summarised comments from the Consultation Questionnaire</b>		

## 1.0 Purpose of Report

- 1.1 To present to members the results of the 12 week consultation on the 5 year Draft Gloucester Markets Strategy with a view for formal adoption.

## 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 content of the consultation feedback is noted.
  - (2) The Gloucester City Markets Strategy and Action Plan are approved and adopted.
  - (3) The Council's preferred option is a new ground floor indoor market in either Kings Quarter, Blackfriars developments, the Eastgate Shopping Centre or another prominent city centre location and that further work is undertaken on these options.

## 3.0 Background and Key Issues

- 3.1 Markets represent our oldest and most successful form of trading, and are the reason why many towns exist. Some, like Gloucester's market date back to medieval times and were established by Royal Charter. Nowadays there are more than 1,700 markets in the UK.

- 3.2 The City Council is proud of its history as a market City. It is recognised that the type and viability of markets is a dynamic issue which has changed substantially over the years and will continue to change.
- 3.3 It is equally important that the City Council recognise this by shaping the identity of their markets by showing the residents that the markets in addition to shopping are also places where they can meet and socialise.
- 3.4 In recognition of the ever changing world within which we live it is important to spend time thinking about our markets and to plan for the future. In this way we will be better able to respond to these changes as and when they occur.
- 3.5 To support this, the City Council has produced a document in the form of a Market Strategy which can be found in **Appendix 1**.
- 3.6 The intention of the Market Strategy is to take a thorough approach to reviewing all of the Council's markets by covering the fabric of these market places as well as the operation, management and promotion. It also intends to give confidence back to existing shoppers and traders as well as attracting new and younger shoppers and traders to the markets.
- 3.7 The Market Strategy provides a clear direction for the future of the markets by identifying potential opportunities through a five year approach.
- 3.8 In September 2014 it was agreed carryout a 12 week consultation on the 5 year Draft Gloucester Markets Strategy.
- 3.9 The Consultation took place from 19<sup>th</sup> September until 12<sup>th</sup> December 2014.
- 3.10 A consultation questionnaire was produced and approximately 50 copies were sent out. This included all Market traders at Eastgate and Kings Square markets, the organisers of the Farmers market, City Centre monthly markets and Hempsted Meadow Market and Carboot Sale.
- 3.11 In addition the consultation questionnaire was also placed on Gloucester City Council's website inviting responses.
- 3.12 The Consultation questionnaire is attached in **Appendix 2**.
- 3.13 In total 5 completed questionnaires to the Draft Market Strategy were received.

### **Consultation responses**

- 3.14 All of the comments from the consultation questionnaire have been summarised and are attached in the form of a table in **Appendix 3**. Where appropriate the strategy has been amended and highlighted in red in the amended strategy and action plan in **Appendix 1**.
- 3.15 In general the Draft Market Strategy appears to have been positively received by all respondents. As few concerns were highlighted from the consultation questionnaire which in the main centred on Eastgate Indoor Market. The emphasis was on the appearance and whether it could be improved by asking for it to have a facelift i.e.

cleaning and painting. It is believed that by doing this would lead to an increase in footfall. The action plan did identify this but the timescale has been changed.

- 3.16 Whilst the consultation period was in progress the situation and options for the Eastgate Indoor Market were being explored extensively which is why some of the timescales slipped. As a result of this work it is recommended that the best option for the Eastgate Market is for a new modern ground floor indoor market in either the Kings Quarter or Blackfriars developments, the Eastgate Shopping Centre or another prominent city centre location. The Market Strategy has been amended to reflect this.

#### **4.0 Alternative Options Considered**

- 4.1 An alternative option would be to not have a strategy. This however is not recommended as it would leave the future of markets in the City to chance. By having a strategy we can ensure a sustainable future for our markets by identifying what residents and visitors to the City want.

#### **5.0 Reasons for Recommendations**

- 5.1 By adopting a strategy for markets in the City we demonstrate that Gloucester takes pride in its market history and that markets have a future. A strategy also gives a clear steer on how we will look to develop markets in the future for the benefit of residents and businesses in the City.

#### **6.0 Future Work and Conclusions**

- 6.1 If the Draft Gloucester Market Strategy is approved it will provide a benchmark for the City Council to work towards through its action plan by developing its current markets which in turn will make them more attractive.

#### **7.0 Financial Implications**

- 7.1 The key financial implications attached to this report are in connection with the relocation of markets. Full proposals and financial implications will be developed as and when these projects are developed.

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

#### **8.0 Legal Implications**

- 8.1 A market, at common law is the franchise rights of having a concourse of buyers and sellers to dispose of commodities in respect of which the franchise is given. No one can have, in law, a franchise of market, without a grant from the Crown or the authority of Parliament. Gloucester City Council's franchise rights have been established by Royal Charters.
- 8.2 Markets can be contrasted with Street Trading, which does not consist of traders being set up as "a concourse of buyers and sellers" and are regulated by statutory provisions that have been adopted by the City Council. Fees for this type of trading are regulated by statute. Pedlars are neither street traders nor market traders but are regulated by certificates granted by the Police that can be used countrywide.

8.3 Because of its Charter rights, the City Council are not only able to hold markets on its own land and on the highway, but it is able to grant concessions and rights to other individuals, groups and organisations to hold their own markets. Both through its Charter rights and land ownership, the Council is able to regulate indoor and outdoor markets through concessionary licence/contracts for organisations to run markets as well as regulating its own managed markets through stall licences. In some instances, profit making concessions are treated as a service to the City Council and need to go out to tender.

8.4 The wider aspect of markets are governed by the common law and there are statutory provisions relating to such things as alcohol licensing, trading standards, food safety, health and safety, public nuisance, road traffic and highway law. Certain byelaws will also apply to traders in the street.

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

## **9.0 Risk & Opportunity Management Implications**

9.1 Approval of this strategy will provide clarity regarding our vision for Markets in the City and the important role that they play.

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

10.1 A market strategy will increase opportunities and diversity in the City.

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

## **11.0 Other Corporate Implications**

### Community Safety

11.1 None

### Sustainability

11.2 Markets tend to attract local traders and therefore help to reduce our carbon footprint.

### Staffing & Trade Union

11.3 None

**Background Documents: None**



# **GLOUCESTER CITY MARKETS STRATEGY 2015 - 2020**



**“MAKING OUR MARKETS FIT  
FOR THE 21<sup>ST</sup> CENTURY”**

## FOREWORD

Gloucester Markets have been a key part of the shopping experience in the City for hundreds of years. Our markets today sell a wide range of products including clothes, speciality foods, CD's, watches, clocks, haberdashery, plants, household supplies, accessories of all kinds... you name it, they have it.

Markets represent our oldest and most successful form of exchange, and are the reason why many towns exist. Some like Gloucester's market date back to medieval times and were established by royal charter. Nowadays there are more than 1,700 markets in the UK.

Many people visit markets everyday and each person has a particular reason for doing so. Some may enjoy soaking up the atmosphere, while others are actively looking for a unique and unusual gift. Many do their everyday grocery shopping or top up their essential household supplies with a small market shop. Most of all, people love markets because the shopping experience is more personal, often with direct interaction between shoppers and traders, they offer value for money and are often the best place to find a great bargain.

The tradition of street markets is definitely alive in many towns and from the shoppers' point of view markets are usually a pleasant stroll between stalls.

Being a market trader is by no means an easy job. It can be rewarding, and is a great way for an entrepreneur to start trading. With low costs and a direct relationship with customers, market trading is one of the best entry points into the world of business for example Marks and Spencer started out as Marks' Penny Bazaar: a stall at Kirkgate Market in Leeds.

Some people have argued that the traditional market is in steady decline. It is true that markets face challenges from changing shopping and social habits – supermarkets, out of town stores and the internet, and need to evolve to be able to survive. However despite this, because markets help to create a community environment and play an important role in the economy, a number of Councils have invested in their markets in recent years for example Chesterfield, Sheffield and Leicester.

However Gloucester is well on the way to transforming itself into a thriving 21<sup>st</sup> Century City having attracted and committed significant investment over the last few years. Looking forward, development in Gloucester City Centre is still going strong. In particular the plans to develop Kings Quarter and the Linden Homes development at Greyfriars are progressing well. In addition the population of Gloucester is set to continue growing over the next twenty years. This population increase will require not only new housing and job opportunities but also additional retail provision.

For these reasons we are entering an important period for our City. All of this development and growth will help our Markets to prosper and grow and this strategy sets out our intentions so that opportunities are maximised to benefit the City, our residents, our businesses and our Market Traders.

Councillor Paul James  
Leader of Gloucester City Council

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- 1.0 Introduction
- 2.0 What role do Markets play in society?
- 3.0 Markets in Gloucester Today – The Current Situation
- 4.0 Our Vision for Markets in Gloucester
- 5.0 Our Future Plan and Strategy for Markets in Gloucester
- 6.0 Gloucester City Council Market Strategy – Action Plan 2015-2017
- 7.0 Conclusion



## 1.0 INTRODUCTION

A market is a public place appointed by public authority, where all sorts of things necessary for the subsistence, or for the conveniences of life, are sold. Markets are generally regulated by local laws that have granted the right to hold them, with later statutory provisions and local agreements regulating the running of them.

The Markets and Fairs of Gloucester are of ancient origin. As Gloucester is one of the ancient towns of the country, it has been said that the right to hold a Market no doubt existed in Gloucester before the Norman Conquest in 1066.

It is known that a Charter of King Edward I, dated October 24th 1302, granted the rights to hold a Market in the Town. This right to hold a Market in the City is still being exercised today.

The City Council is proud of its history as a Market City. It is recognised that the type and viability of Markets is a dynamic issue which has changed substantially over the years. This Strategy is written with the intention of creating a strategic direction for Markets in the City to ensure that their importance is acknowledged and that they continue to have a future in the City as it is developed.

## 2.0 WHAT ROLE DO MARKETS PLAY IN SOCIETY?

Markets originated in towns as a place where people came to trade goods. People could compare one trader's wares with another's wares before buying. There were specific days and locations in towns and cities where different goods were sold. In Gloucester there were a range of markets that included livestock, grain, leather, wool, produce etc. Market days would bring people into the City from far and wide making them the busiest days of the week.

Markets have evolved since this time but still have an important role in society. The Mary Portas review into the future of our high streets states that high streets can be lively, dynamic, exciting and social places that give a sense of belonging and trust to a community. The review also states what makes a market great is that "it's not just about handing over money for goods – it's also a place to meet new people, learn new skills and be entertained by local performers."

The number of traders that we have at the Eastgate Indoor Market and the Cherry and White Market has declined in recent years. Whilst we acknowledge that the long recession hit all areas of business hard, the City Council believes that Gloucester's markets have the potential to prosper again. We feel that with commitment and effort from traders together with the support from the City Council and partners Markets can flourish in the City.

The success of a market is reliant on a number of things:

- A broad range of commodities on offer at a reasonable price that reflect the needs of the customers of that Market.
- High quality traders who present their goods in an exciting and appealing way.
- A strong sense of place, local awareness and an enthusiasm to use the Market.
- Ease of access for customers – knowing where and when Markets operate and what is on offer.
- The experience of visiting the Market – an attractive place and a positive customer experience, something distinct that markets can offer in atmosphere and approach that is different to shops.
- Good management – Markets need to be safe and clean and enhance the public space that they occupy.
- Partnership working – traders need to work together with each other and their local businesses to have a unified successful Market.

Markets should be at the heart of the communities that they serve. Markets should no longer be seen as separate from the local high street but part of a 'whole street' approach and should compliment, contrast and add to the existing offer.

A healthy market is a key part of the economic development of an area and provides a starting point for individuals to try out their business ideas. It also provides an economic advantage to local businesses which benefit from increased footfall and spending power in the area.

Markets are a place where healthy and active lifestyles can be promoted and have a much wider benefit than just purely economic. Markets help to realise a sense of place in a community and increases the attractiveness of the surrounding area. It also provides a social area for people to meet and interact.

This strategy is the first step in a continued process of change. We will not be able to achieve our vision overnight and in the current climate we will not always be able to find funds for all improvements straight away. However we are serious about breathing life back into markets in Gloucester and we want to be able to work together with residents, traders, businesses and market

users to begin to realise these aims as change in our markets must come from people not just from policies. There is much that can be done by traders with the City Council's help.

We cannot however make these improvements on our own. The key to realising this strategy lies with our traders working in partnership with the Council to help deliver these improvements. Nobody knows the needs of each individual Market better than the traders who work there and we need them to be active in improving the Markets.

This document is split into a number of sections which include The Current Situation, Our Vision for Markets in Gloucester, Our Future Plan and Strategy for Markets for Gloucester and a 2 year action plan. This action plan is very much a working document and will be updated and developed over the 5 year life of this strategy. We want to ensure that Markets in Gloucester are what shoppers and traders want them to be. We look forward to working with traders and shoppers to achieve this and to ensure that markets in Gloucester have a future and that their unique role in the Community helps to support regeneration in the City.

### 3.0 MARKETS IN GLOUCESTER TODAY – THE CURRENT SITUATION

#### EASTGATE INDOOR MARKET

The Eastgate Indoor Market was opened in its current location on 31<sup>st</sup> October 1968. There are 37 units available for rent, 30 of which are currently occupied. This Market provides a wide range of stalls including, hardware, sweets, olives, haberdashery, clothing, fish, café, watches and clocks, tattooist etc. The building, in its existing form, however is coming to the end of its life and is in a poor state of repair.

Unfortunately the costs of repair and refurbishment of the existing building is extremely high. It is also anticipated that stall holders would have to vacate at least part of the building whilst works are undertaken. For this reason the City Council **has looked** at a range of options for the future of this market. **As a result of the options explored the Councils preferred option for Eastgate Indoor Market is a new modern ground floor indoor market in either, the Kings Quarter or Blackfriars developments, the Eastgate Shopping Centre or another prominent city centre location. Further work and consultation will be undertaken on these options**

#### CHERRY AND WHITE MARKET

Currently the Cherry and White Market trades in Kings Square and operates on a Friday and Saturday which sees an average of 8 traders on Friday and 10 on Saturday with maximum number of traders being 12. This market can appear untidy and comments have been received about it. We will look to ensure that it becomes more attractive in terms of appearance and the range of goods on offer.

The fees payable by traders are £15 for a small stall and £22 for a large stall. There is no clear definition of the size of the stall. This needs to be clearly laid out and licences with traders updated. In addition the long term future of the Cherry Market in Kings Square is uncertain due to the proposed redevelopment of the Kings Quarter area. Opportunities for relocating the Cherry and White Market must therefore be considered to ensure the future of this market for Gloucester's residents and visitors. There will be a need to find an alternative location for the market when the area is redeveloped.

In addition with the number of traders attending this Market fluctuates between 8 and 12. This would benefit from being developed so that it attracts more stalls and offers a greater variety of goods, we will also look to require a standard appearance for the stalls used by traders. The layout of this market has recently been reviewed and the location of pitches formalised to improve its appearance and presentation. The next step is for formal licences to be issued to each of the traders. In addition we will look to review the way this market is managed to identify whether there may be a better method of delivery.

#### FARMERS MARKET

The Farmers Market is held every Friday and adds real vitality to the City Centre. This market can take a maximum of 30 stalls but currently sees an average of 14 stalls a week. This market was retendered in 2014 and is now being run by Made in Stroud. We will work with the new contractors to better promote the market and to ensure that it continues to be of a high standard whilst encouraging more stall holders to increase the diversity of products on offer.

### **SPECIALIST CRAFT MARKETS**

A programme of specialist Craft Markets will be run by the Gloucester City Centre Partnership (GCCP) at least once a month April to December. These markets will complement the City events diary and provide a diverse and interesting range of goods. These markets will be used to try and help make the link between the main shopping centre in the Gate Streets and Gloucester Quays Outlet Centre.

### **OTHER OCCASIONAL MARKETS**

An Italian Market has been a regular visitor to the City and we will continue to welcome this market on suitable dates. In addition other one off specialist markets will be encouraged to visit the City whenever possible.

### **GLOUCESTER QUAYS MARKETS**

Periodically Gloucester Quays holds markets and other events on their land. The City Council will work with the Quays on these occasions to ensure that the events are a success and where possible we will run events to complement these activities and encourage visitors to circulate around the city centre as well.

### **NIGHT MARKETS**

Night Markets will also be held periodically to bridge the gap between the daytime and night time economies. The aim of these markets is to encourage a different audience into the City after 5pm, one that is family friendly or that encourages older people into the City after 5pm. This will also help encourage a late night shopping night in the City. The programme of Night Markets will be run by the Gloucester City Centre Community Partnership.

### **CAR BOOT SALES**

Car boot sales are a particular form of market, fitting the common law definition of “concourse of buyers and sellers.” They are held at Hempsted Meadow on a Wednesday and Sunday. There is a maximum of 199 pitches. On average there are around 125 used per day. It will be our aim to run these car boot sales to ensure that we can use the full 199 pitches.

### **GENERAL**

A survey asking for the views of residents, shoppers and visitors in the City will be undertaken periodically to establish the level of awareness of the markets in Gloucester as well as to identify what people want from our markets. This will be used to update and revise this strategy.

## EASTGATE INDOOR MARKET

### STRENGTHS

Prime city centre site  
86% units occupied  
Established traders

### WEAKNESSES

Building near end of life  
Structure costly to run,  
clean and maintain  
Outdated style

### OPPORTUNITIES

High value site  
New purpose built  
modern market.  
Longer opening hours.

### THREATS

Relocation /  
redevelopment  
opportunities missed  
Established traders may  
not be willing to move.  
6 day week opening.

## FARMERS MARKET

### STRENGTHS

Attractive  
Prime location  
City Centre location

### WEAKNESSES

Limited target audience.  
Only held on Fridays.

### OPPORTUNITIES

Local produce  
Good quality products  
Sustainable – low carbon  
foot print

### THREATS

Insufficient traders.  
Expensive.

## ALL MARKETS

### STRENGTHS

City's market history  
Survived after long  
recession  
Loyal traders  
Loyal customers  
Provide opportunities for  
small independent  
businesses at low cost

### WEAKNESSES.

Consumer perceptions:  
Traders may be seen as  
transient.  
Possible concerns around  
consumer protection.  
No respected brand.  
Low prices associated  
with poor quality goods.

### OPPORTUNITIES

Business start up at low  
cost.  
Develop a Gloucester  
Markets Brand  
Increase target audience  
Advertising

### THREATS

Internet / supermarket /  
buying under one roof  
shoppers.  
Range of product on sale  
– not diverse enough.  
Lack of publicity

## CHERRY AND WHITE MARKET

### STRENGTHS

City Centre location  
Established traders

### WEAKNESSES

Insufficient traders (12)  
Range of products  
Quality of produce  
Appearance

### OPPORTUNITIES

To site alongside newly  
developed Eastgate  
Indoor Market.  
Greyfriars after Linden  
Homes development

### THREATS

Site to be redeveloped  
Attracting wrong  
traders.  
No parking for traders to  
pick up and drop off.

## HEMPSTED MEADOW CAR BOOT SALE AND MARKET

### STRENGTHS

Purpose built site  
Well attended in fine  
weather

### WEAKNESSES

Organisation  
Weather dependant  
Remote location

### OPPORTUNITIES

3<sup>RD</sup> parties interested in  
running.  
Other local carboots  
discontinuing or  
reducing frequency.

### THREATS

Largely made up of used  
products of low value.  
Pirate goods  
Site not big enough for  
demand  
Ground gets saturated in  
the winter reducing area  
available to market.

## CRAFT MARKETS

### STRENGTHS

Attractive  
Unique products of high  
quality

### WEAKNESSES.

Seasonal / Tourist  
attraction

### OPPORTUNITIES

Local traders  
Attract footfall into the  
city  
Link with city events.  
Create link between the  
City centre and the  
Quays

### THREATS

Insufficient trade to  
attract right traders.  
Competition for shops

## NIGHT MARKETS

### STRENGTHS

Attractive  
Unique products of high  
quality

### WEAKNESSES.

Seasonal / Tourist  
attraction

### OPPORTUNITIES

Local traders  
Attract footfall into the  
city  
Link with city events.  
Create link between the  
City Centre and the  
Quays

### THREATS

Insufficient trade to  
attract right traders.  
Competition for shops

## OTHER OCCASIONAL MARKETS

### STRENGTHS

Attractive  
Unique products of high  
quality

### WEAKNESSES.

Seasonal / Tourist  
attraction

### OPPORTUNITIES

Local traders  
Attract footfall into the  
city  
Link with city events.  
Create a link between the  
Cross and the Quays

### THREATS

Insufficient trade to  
attract right traders.  
Competition for shops

## GLOUCESTER QUAYS MARKETS

### STRENGTHS

Attract visitors /  
shoppers into the City.  
Unique and good quality  
products.

### WEAKNESSES.

Occasional  
Competition for other  
markets.

### OPPORTUNITIES

Well supported  
Link by holding specialist  
market / craft market.

### THREATS

Visitors may not be  
attracted into the City  
Centre

## 4.0 OUR VISION FOR MARKETS IN GLOUCESTER

### OUR VISION

As a City that is proud of its Market history it is important that we spend time shaping our markets so that they are able to thrive and grow. The following summarises our vision for Markets in the City:

- Markets that thrive and are a social hub – a community meeting point.
- Markets that are attractive and enhance the City's appearance.
- Markets that support the local shops and community and enhance the retail offer– increase foot fall in the City.
- Markets that trade in good quality goods offering value for money.
- Markets that provide a diverse range of products and cater for all sectors of the population – something for everyone.
- Markets that appeal to locals and tourists.
- Markets that take pride in their history and City, as well as the goods that they trade.
- Markets that are well managed, perform to a high standard and are run by people that are passionate about markets.
- Markets that are flexible and are able to adapt to the changing environment to reflect the needs of the current days shoppers.
- Markets that make market days some of the busiest days in the City Centre.
- Markets that are used to create a link between the City Centre and the Quays that encourages foot fall between the two locations.
- Markets that are appropriately located with good access and that are part of City life.
- Markets that are inclusive and accessible to all sectors of the community.
- Markets that meet the needs of residents and visiting shoppers and encourage footfall in the City.
- Markets that attract budding shop keepers to try their hand at operating a low-cost retail business.
- Markets that are well advertised and promoted.



## 5.0 FUTURE PLAN AND STRATEGY FOR MARKETS IN GLOUCESTER

### GENERAL

To ensure that Markets have a place in the City's future we will look to learn from successful markets in other towns and cities such as Oxford, Sheffield, Bristol and Birmingham.

Our detailed action plan can be found in section 6 of this document.

## 6.0 GLOUCESTER CITY COUNCIL MARKET STRATEGY – 2-YEAR ACTION PLAN 2015 – 2017

ALL MARKETS-RELATED					
	OBJECTIVES	COUNCIL PRIORITY	KEY ACTIONS AND PROJECTS	OWNER	BY WHEN
1	To assist markets in the City to prosper and grow	Growing Gloucester's Economy	Establish a structured plan for promoting Markets in the City. Ensure that all markets and traders have appropriate licences to operate. Review the best method of delivery for each market.	Senior Licensing and Markets Officer	July 2015
2	To ensure that markets in Gloucester are sustainable and have a long term future	Growing Gloucester's Economy	Review the best method of delivery for each market. Invest time and resources into our markets infrastructure and promoting Gloucesters markets.	Food Licensing and Markets Manager	April 2016
3	To ensure that the markets in Gloucester are highly regarded and support the local community, in particular the residents and businesses of Gloucester.	Working with our Communities	Carry out a survey to establish what our communities want in terms of markets and where practical act on these aspirations.	Senior Licensing and Markets Officer	In progress 343 surveys returned - April 2015
4	To develop markets so that they become an attraction and draw foot fall into the City.	Growing Gloucester's Economy / Creating Pride in our City and Improving our Environment.	Establish a marketing plan for current and occasional markets. To promote the national "Love Your Markets" day.	Food Licensing and Markets Manager	July 2015
5	To develop markets as a way to encourage new businesses to start up.	Growing Gloucester's Economy	Develop a range of business start up options for the different markets in the City. Set targets for any contractors delivering markets on our behalf to encourage new businesses.	Food Licensing and Markets Manager in consultation with Economic Development Manager	June 2015
6	To fully engage with existing market traders and to work with them to help the markets prosper and grow.	Working with our Communities	Establish a communication plan for engaging with market traders and providers.	Senior Licensing and Markets Officer	April 2015

**ALL MARKETS-RELATED**

OBJECTIVES		COUNCIL PRIORITY	KEY ACTIONS AND PROJECTS	OWNER	BY WHEN
7	To explore opportunities for 'Community' Markets in City wards where this would be welcomed.	Working with our communities	Investigate locations where Community Markets would be welcomed and develop a business case to establish viability. Where Community Markets are considered viable identify sustainable ways to deliver.	Senior Markets and Licensing Officer in liaison with the Senior Partnerships and Engagement Officer	June 2015

**NOVEL AND THEMED MARKETS**

OBJECTIVES		COUNCIL PRIORITY	KEY ACTIONS AND PROJECTS	OWNER	BY WHEN
8	To build on the traditional market offer in the City and encourage novel and themed markets to attract a different audience and encourage visitors to the City. Use the existing programme of events in the City and compliment it with a variety of themed markets.	Growing Gloucester's Economy / Creating Pride in our City and Improving our Environment.	Establish a process to enable markets to be readily accommodated in the City. Continuously look for opportunities to increase and develop the market offer in the City.	Senior Licensing and Markets Officer	April 2015

**EASTGATE INDOOR MARKET**

OBJECTIVES		COUNCIL PRIORITY	KEY ACTIONS AND PROJECTS	OWNER	BY WHEN
9	To explore options for the future location for the Eastgate Indoor Market	Growing Gloucester's Economy	Liaise with the City Council's Regeneration team regarding opportunities for a new ground floor Indoor Market in the City Centre. Further work and consultation to be undertaken on possible options including the Kings Quarter and Blackfriars developments, Eastgate Shopping Centre and other prominent City Centre locations.	Head of Public Protection in liaison with Head of Regeneration	April 2016
10	To improve the attractiveness of the Eastgate Indoor Market	Creating Pride In Our City	Finalise and implement a cleaning and redecoration programme.	Senior Markets and Licensing Officer / Asset Management	In progress June 2015

EASTGATE INDOOR MARKET					
OBJECTIVES		COUNCIL PRIORITY	KEY ACTIONS AND PROJECTS	OWNER	BY WHEN
11	To attract new traders to the Eastgate Indoor Market	Growing Gloucester's Economy	Agree a range of incentives to encourage take up of empty units and ensure that they are well advertised.	Senior Markets and Licensing Officer	June 2015
12	To consider possible new management options for the Eastgate Indoor Market.	Growing Gloucester's Economy / Creating Pride in our City and Improving our Environment/ Sound Finances and Strong Performance.	Review delivery options, identify and act on outcomes of review.	Food Licensing and Markets Service Manager	May 2017

CHERRY AND WHITE MARKET					
OBJECTIVES		COUNCIL PRIORITY	KEY ACTIONS AND PROJECTS	OWNER	BY WHEN
13	To explore options for the future location of the Cherry and White Market, currently trading from Kings Square.	Growing Gloucester's Economy	Liaise with the City Council's Regeneration team regarding opportunities for a new location for the Cherry and White Market in the City Centre.	Head of Public Protection in liaison with Head of Regeneration	April 2016
14	To improve the attractiveness of the Cherry and White Market.	Creating Pride In Our City	To establish a consistent appearance for market stalls and set a clear standard for the quality for products on sale.	Senior Markets and Licensing and Food, Licensing and Markets Manager	June 2015
15	To attract new traders to the Cherry and White Market	Growing Gloucester's Economy	Agree a range of incentives to encourage new traders to the Cherry and White Market.	Senior Markets and Licensing Manager	July 2015
16	To consider possible new management options for the Cherry and White Market.	Growing Gloucester's Economy / Creating Pride in our City and Improving our Environment/ Sound Finances and Strong Performance.	Review delivery options, identify and act on outcomes of review.	Food Licensing and Markets Service Manager	May 2016

## THEMED AND NIGHT MARKETS

	OBJECTIVES	COUNCIL PRIORITY	KEY ACTIONS AND PROJECTS	OWNER	BY WHEN
17	To work with the GCCCP to provide a range of themed and night markets.	Growing Gloucester's Economy	Assist and support the GCCCP in the delivery of themed and night markets to ensure that they become self-funding by April 2017.	Food, Licensing and Markets Manager	April 2015

## HEMPSTED MEADOW MARKET SITE

	OBJECTIVES	COUNCIL PRIORITY	KEY ACTIONS AND PROJECTS	OWNER	BY WHEN
18	To look at options to make better use of the Hempsted Meadow market site.	Growing Gloucester's Economy	Liaise with the Regeneration team regarding opportunities for the Hempsted Meadow site.	Head of Public Protection & Head of Regeneration	September 2015
19	To increase the all year customer parking at the Hempsted Meadow market site.	Growing Gloucester's Economy	Liaise with the Asset Management team to identify options for additional all weather car parking for market customers.	Head of Public Protection & Asset Management	April 2015
20	Tender the management of the Hempsted Meadow Flea Market and Carboot Sale	Growing Gloucester's Economy / Creating Pride in our City and Improving our Environment.	To appoint a contractor to run the Hempsted Carboot and Flea Market on behalf of the City Council on a 3 year contract.	Head of Public Protection	July 2015

## FARMERS MARKET

	OBJECTIVES	COUNCIL PRIORITY	KEY ACTIONS AND PROJECTS	OWNER	BY WHEN
20	To ensure that a thriving Farmers Market is delivered on 'The Cross' in the City Centre every Friday.	Growing Gloucester's Economy	Work with the contractor providing the Farmers Market to ensure that it continues to thrive and grow. Ensure that market retendered at appropriate intervals.	Senior Licensing and Markets Manger	July 2015
21	To attract new traders to the Farmers Market	Growing Gloucester's Economy	To work with our contractor, Made in Stroud, to identify methods to increase the number of stalls that regularly attend the Farmers Market.	Senior Licensing and Markets Manager	June 2015

## 7.0 CONCLUSION

This Strategy for Markets in Gloucester makes a commitment to market traders and market operators as well as to the residents, shoppers and visitors to the City. It sets out how we will ensure that our markets prosper and grow and continue to be an important asset to our community.

Our action plan is laid out in section 6 of this document. One of the key actions we have identified is to engage with market traders and market operators as well as residents, shoppers and visitors. Another is to have a clear communication plan to raise awareness of markets in the City. These two actions are key to the success of the Strategy.

In addition we are going to be facing some significant challenges in the very near future regarding the Eastgate Indoor Market. Again communication and consultation are both going to play an important part in future decisions on how to overcome these challenges.

This is a 5 year Strategy and the initial action plan is for the first 2 years. The strategy and action plan will be reviewed after the first year and each year throughout their life. In addition the action plan will be extended to cover the full 5 year period of the strategy.

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## **CONSULTATION QUESTIONNAIRE**

### **DRAFT MARKETS STRATEGY**

This questionnaire aims to provide you with an opportunity to comment on the proposed Draft Markets Strategy. The Draft Markets Strategy can be found at [www.gloucester.gov.uk/consultations](http://www.gloucester.gov.uk/consultations). Set out below is a range of questions. It is intended that through this document you will have an opportunity to put forward your views.

1. Is the Draft Markets Strategy (DMS) clear and easy to follow?

Yes ☐

No ☐

Don't know ☐

If you answer no can you please explain giving examples

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2. Do you feel that we have got it right in terms of what role markets play in our society?

Yes ☐

No ☐

Don't know ☐

If you answer no can you please explain giving examples

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- 
3. Have we identified the key areas within the DMS to plan for the future on what makes a successful market?

Yes ☐

No ☐

Don't know ☐

If you answer no can you please explain giving examples

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4. Our vision for Markets in Gloucester is very comprehensive do you feel we have summarised this well?

Yes ☐

No ☐

Don't know ☐

If you answer no can you please explain giving examples

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5. Attached within the DMS is a two year action plan, this includes key actions and projects with target dates. What are your thoughts on this action plan?
- 
-

6. Do you have any specific suggestions regarding the future of our current markets?

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7. Would you like to make any further comments on the DMS?

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Thank you for taking the time to read and comment on Gloucester City Council's Draft Markets Strategy.

Please return your completed Questionnaire by 12<sup>th</sup> December 2014 to:

The Licensing Team  
Public Protection  
Gloucester City Council  
Herbert Warehouse  
The Docks  
Gloucester  
GL1 2EQ

Email: [licence.team@gloucester.gov.uk](mailto:licence.team@gloucester.gov.uk)

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**Summarised comments from the Consultation Questionnaire**

Summary of Issue/Concern	Response
Six monthly updates on targets achieved would be valuable and an explanation when targets are missed	This has been noted and monthly meetings have been set up with market traders at Eastgate Indoor Market
What are the costs of the repairs to Eastgate Market and have these been discussed with the stall holders	Market traders from Eastgate Market have been informed of the costs for the repairs
Can this be benchmarked over the two years	This is reflected in the action plan
The current targets on the action plan have not been met	This has been noted and the action plan updated to reflect current targets
The appearance of Eastgate market needs to be improved	This has already been identified within the action plan
The council need to do more to fill the vacant stalls	It has been noted and the action plan amended to reflect this
A key to all markets is a thriving indoor market that is easily accessed. The current market is very poorly identified	This has been noted and the action plan amended to reflect this
The Council's agenda is to close the indoor market as soon as possible	The market strategy has been amended to reflect that a recommendation would be for a new modern market to be built
Could not a new market in the Kings Square area be included in the new development	Options for the cherry and white market is an action within the five year action plan

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<b>Meeting:</b>	<b>Cabinet</b>	<b>Date:</b>	<b>25 March 2015</b>
<b>Subject:</b>	<b>Proposed implementation of charges for the discretionary services provided for street naming and numbering</b>		
<b>Report Of:</b>	<b>Cabinet Member for Regeneration and Culture</b>		
<b>Wards Affected:</b>	<b>All</b>		
<b>Key Decision:</b>	<b>No</b>	<b>Budget/Policy Framework:</b>	<b>No</b>
<b>Contact Officer:</b>	<b>Ruth Silk, Business Improvement Officer</b>		
	<b>Email: ruth.silk@gloucester.gov.uk</b>		<b>Tel: 396712</b>
<b>Appendices:</b>	<b>1. Comparative charges for Gloucestershire LA's and other authorities</b> <b>2. Proposed fee structure</b> <b>3. New Street Naming and Numbering Policy</b>		

## FOR GENERAL RELEASE

### 1.0 Purpose of Report

- 1.1 To consider the report of the Cabinet Member for Regeneration and Culture seeking approval of a Street Naming and Numbering Policy that defines how the Council will deliver this statutory function and recover associated costs, and the introduction of a charging regime from May / June 2015 for this function.

### 2.0 Recommendations

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

- (1) The implementation of charging for the discretionary element of the street naming and numbering process on a 'not for profit' basis in accordance with the new street naming and numbering policy be approved.
- (2) It be noted that the fees charged are on a cost recovery basis only in line with other local authorities.

### 3.0 Background and Key Issues

- 3.1 For a property to be officially named or assigned an address, it needs to be approved by the relevant authority.
- 3.2 The Council is the relevant authority and responsible for street naming and numbering within the Gloucester City area, ensuring streets are named and properties numbered. This Statutory function is currently delivered through the Local Land and Property Gazetteer Custodian / Uniform Administrator and is provided free of charge, regardless of the size of the development.

- 3.3 Maintaining a comprehensive and high standard for naming of streets and numbering or naming of properties is essential as it allows:-
- Emergency services to find a property quickly (delays can cost lives and money)
  - Mail to be delivered efficiently
  - Visitors to find where they want to go
  - Reliable delivery of services and products
  - Records of service providers to be kept in an effective manner
- 3.4 The costs associated with this process include staff time for:
- Consultation and Liaison with Ward Councillors, emergency services, water companies, the County Council and Royal Mail on proposed naming/numbering;
  - Naming and numbering of new properties
  - Alterations to either street name or building number of new developments after initial naming and numbering has been undertaken;
  - Notification to organisations of street names and numbers;
  - Confirmation of road names;
  - Responding to challenges from developers and councillors
- 3.5 Many local authorities within England and Wales began charging for this service in 2009, with the majority of Council's in England and Wales now charging. Within Gloucestershire four authorities are already charging: Cheltenham, Stroud, Cotswold and The Forest of Dean with Tewkesbury also looking to implement charges in the near future.
- 3.6 Appendix 1 sets out the comparative charges for the Gloucestershire Local Authorities who currently charge for their street naming and numbering services as well as further comparisons with other local authorities.

#### **4.0 Reasons for Recommendations**

- 4.1 The SN&N process can involve a significant amount of Officers' time in correspondence, liaison and preparation of plans, schedules and notification to a significant number of interested parties. All of this work is carried out at the express or implicit request of developers in order to meet the requirements of the Royal Mail, emergency services and public utilities.
- 4.2 By adopting charges, it will be possible to recover the administrative cost of providing this service.
- 4.3 The introduction of a new SN&N policy will enable the service to adopt a formal set of procedures for operating this function which follows best practice.

#### **5.0 Future Work and Conclusions**

- 5.1 Requisite notice will need to be given to the public and Quedgeley Parish Council of the proposal to adopt a charging regime.
- 5.2 The Council will need to create guidance documents on its website that defines the delivery of its statutory SN&N function.

- 5.3 An application form will need to be developed for the website.
- 5.4 Scripting for customer services will need to be created
- 5.5 New process designed to include taking payments
- 5.6 The charges and scope of charges will be reviewed after a period of 12 months.

## **6.0 Financial Implications**

- 6.1 Once implemented, there will be no additional resources required as a result of implementing SN&N charges.
- 6.2 By implementing the charges, additional income is expected to be achieved. Analysis of previous years' activity and information about the number of developments started or due to start in the next financial year indicate that additional income in the region of £20k could be achieved in 2015/16 and similar income levels annually thereafter. Any additional income would contribute to the delivery of the Council's future savings requirements.

## **7.0 Legal Implications**

- 7.1 The relevant legislation relating to street naming and numbering is:-  
Towns Improvement Clauses Act 1847 – Sections 64 & 65  
Local Government Act 1972 – Schedule 14 – Part II – paras 23 to 25  
Local Government Act 2003 – Section 93  
Gloucester City Council can charge for the discretionary naming and numbering services it provides. Discretionary services are those services that an authority has the power but not the duty to provide, as provided for under Section 93 of the Local Government Act 2003. Charges cover services such as the administrative function of the service, working with Royal Mail, notifying Utilities and other bodies, and for registering non-statutory parts of the address such as property name.
- 7.2 At a meeting on 29<sup>th</sup> October 1947 the Council as the Street Naming and Numbering Authority for Gloucester City adopted the Public Health Act 1925 – Section 17 to 19 for the naming of streets and for the numbering of houses and buildings
- 7.3 These provisions are essentially discretionary and there is a power to charge for discretionary or non statutory services by virtue of Section 93 of the Local Government Act 2003.

## **8.0 Risk & Opportunity Management Implications**

- 8.1 It is unlikely those who make use of the service would cease using it at the introduction of charges. The charges are modest and non-profit making. No issues have been identified with other authorities when they have introduced these charges.



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

- 9.1 There is no evidence from an initial assessment of an adverse impact on equality in relation to the equality groups.
- 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 None

**Background Documents:** None

## STREET NAMING AND NUMBERING

Category of Work ( Houses, flats, commercial building)	Authority	Charge
Individual Property Naming/Renaming or renumbering	Cheltenham BC	£35-£50
	Stroud DC	£30
	Forest of Dean DC	£85
	Cotswold DC	£75
Development – new road name and house no. allocation (1-5 plots)	Cheltenham BC	£100 per street + £50 per plot
	Stroud DC	£100 per street + £50 per plot
Additional charge of £150 for street name	Forest of Dean	£50 min - £250 max + £150 naming a building
	Cotswold DC	£200 for 1-5 new street names+ £75 per plot
Development – new road name and house no. allocation (6-25 plots)	Cheltenham BC	£100 per street + £50 per plot (up to 20)
	Stroud DC	£100 per street + £25 per plot
Additional charge of £150 for street name	Forest of Dean	£150 + £350 + £150 naming a building
	Cotswold DC	£200 for 1-5 new street names+ £450
Development – new road name and house no. allocation (26-75 plots)	Cheltenham BC	£100 per street + £50 per plot (up to 20)
	Stroud DC	£100 per street + £20 per plot
Additional charge of £150 for street name	Forest of Dean	£600 + £150 naming a building
	Cotswold DC	£400 for 6-10 new street names + £700
Development – new road name and house no. allocation (76 + plots)	Cheltenham BC	£100 per street + £50 per plot (up to 20)
	Stroud DC	£100 per street + £20 per plot
Additional charge of £150 for street name	Forest of Dean DC	£850 + £150 naming a building
	Cotswold DC	£500 for 10 or more new street names+ £1000
Existing Road (naming /renaming)	Cheltenham BC	£100 per street
	Stroud DC	£120 + £30 each add postal address
	Forest of Dean DC	£175 plus £35 per affected household
	Cotswold DC	£300
Naming and numbering a block of flats	Cheltenham BC	
	Stroud DC	
	Forest of Dean DC	
	Cotswold DC	£200

STREET NAMING AND NUMBERING		
Category of Work ( Houses, flats, commercial building)	Authority	Charge
Individual Property Naming/Renaming or renumbering	Bath & NE Somerset	£52
	Derby	£50 / £75
	Walsall Council	£100
	Winchester City Council	£60 (1-2 plots)
Development – new road name and house no. allocation (1-5 plots)	Bath & NE Somerset	£320 (1-10 plots)
	Derby	£100 (2-5 plots)
	Walsall Council	£100 for single property plus £25 per plot
	Winchester City Council	£100 (3-5 plots)
Development – new road name and house no. allocation (6-25 plots)	Bath & NE Somerset	£320 (10 plots + £15 each additional plot)
	Derby	£150 (6-10 plots) £200 (11-25)
	Walsall Council	£100 for single property plus £25 per plot
	Winchester City Council	£190 (6-10 plots) £336 (11-20 plots)
Development – new road name and house no. allocation (26-75 plots)	Bath & NE Somerset	£320 (10 plots + £15 each additional plot)
	Derby	£250 (26-50) £400 (51-100)
	Walsall Council	£100 for single property plus £25 per plot
	Winchester City Council	£350 (21-50 plots) £600 (51-100)
Development – new road name and house no. allocation (76 + plots)	Bath & NE Somerset	£320 (10 plots + £15 each additional plot)
	Derby	£750 (101+ plots)
	Walsall Council	£100 for single property plus £25 per plot
	Winchester City Council	£600 (51-100)
Existing Road (naming /renaming)	Bath & NE Somerset	£45
	Derby	£150
	Walsall Council	£100
	Winchester City Council	£60
Naming and numbering a block of flats	Bath & NE Somerset	£60 plus £15 per flat
	Derby	£75 (plus 2-5 flats £100 6-10 flats £150)
	Walsall Council	£100
	Winchester City Council	£100 + £15 per flat
Enquiries from Solicitors	Bath & NE Somerset	£46
	Derby	£25
	Walsall Council	£60
	Winchester City Council	£

## Street naming and numbering

# Table of fees May 2015

## Individual Development

Type of application	Fee
Naming / renaming or renumbering	£35
Removal of property name	£35

## Development - New road name and house number allocation

Number of plots	Fee per street	Per plot
1 - 5 plots	£100	£50
6 - 25 plots	£100	£45
26 - 75 plots	£100	£40
76 + plots	£100	£35

## Existing Road

	Fee per street	Per dwelling
Naming / renaming	*£100	£20

## Other fees and charges

	Fee	Per Unit
Naming and numbering a commercial / Industrial building	£100	£20
Naming or numbering a block of flats	£100	£20
Providing a letter of certification	£25	
Enquiries from Solicitors or Building Societies	£50	

**NO REFUNDS FOR APPLICANTS ERROR OR WITHDRAWAL OF APPLICATION.**

## NO CONCESSIONS

With the completed application, please supply:

**Site location plan** at scale 1:1250 and sufficient detail to accurately locate properties and frontages.

**Confirmed layout plan** showing the road layout and plot numbers (including internal layout plans for developments including flats).

\* Charges will be made for changing a street name unless there is an over riding public interest for the name change.



[www.gloucester.gov.uk](http://www.gloucester.gov.uk)



# **GLOUCESTER CITY COUNCIL**

## **Street Naming and Property Numbering Policy**



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## 1. Introduction

Gloucester City Council has the legal responsibility for ensuring that all streets are named and properties are numbered within its district. These responsibilities derive from the Public Health Act 1875 and Town Improvement Clauses Act 1847 and they extend to both commercial and domestic property. The Council has the power to approve or reject property addresses proposed by developers or the general public, and to prescribe its own addressing schemes.

All property development and address changes within Gloucester City are subject to the official street naming and numbering process.

Street Naming and Numbering is an important function as it allows the Council to maintain a comprehensive and accurate address database covering all properties within the Gloucester City area. In turn this enables:-

- Emergency Services to find a property quickly and effectively
- Post to be delivered efficiently
- Visitors to locate their destination
- Reliable delivery of services and goods by courier companies
- Utility companies will not normally connect their services until such time as premises have been given a formal postcode by Royal Mail and this will not be allocated until the local authority has allocated an address to the premises.

Many legal transactions associated with properties can be withheld until the properties are identified by a street name and number. For instance, Royal Mail will not assign a postcode until the relevant Local Authority, as the Street Naming and Numbering Authority, has notified them of the official address.

Anyone seeking an address change, or the creation of an address for a new property within the Gloucester City area, must apply to the City Council following the procedures outlined in this policy.

Developers and the public are welcome to submit proposals for street names to the City Council for consideration. However, it is recommended that, when making an application, three names are put forward in case one or more of the names does not comply with the guidelines in this policy. It is advantageous for all suggestions for street and building names to reflect the local area or have a connection with Gloucester, where possible, and where it avoids duplication. If suggestions conform to this Policy on Street Naming and Numbering and meet with agreement from the Cabinet Member for Regeneration and Culture, local Ward Members and the Parish Council, the new address will be formally allocated and relevant bodies will be notified.



Where street names or previous numbers have been established without reference to the Council, the Council may issue Renaming or Renumbering Orders, under Section 64 of the Towns Improvement Clauses Act 1847.

In addition to complying with appropriate legislation, this policy is compliant, at the time of implementation, with the document “Data Entry Conventions and Best Practice for the National Land and Property Gazetteer” version 3.3, available from the National Land and Property Gazetteer Custodian at [www.nlpg.org.uk](http://www.nlpg.org.uk).

## **2. Applicable Legislation**

### **Towns Improvement Clauses Act 1847**

Sections 64 and 65 of the Towns Improvement Clauses Act 1847, incorporated into S160 of the Public Health Act 1875, places a duty on the Council to name the streets and to require house numbering as it deems fit. The 1875 provisions were supplemented by s21 of the Public Health Acts Amendment Act 1907.

### **Public Health Act Amendment Act 1907**

Section 21 of the Act (Power to alter names of streets) empowers the Council, with the consent of two-thirds in number of the ratepayers, and persons who are liable to pay an amount in respect of council tax, in any street, to alter the name of such street or any part of such street. The Council may cause the name of any street or of any part of any street to be painted or otherwise marked on a conspicuous part of any building or other erection. Any person who wilfully and without the consent of the Council, obliterates, defaces, obscures, removes, or alters any such name, shall be liable to a fine.

## **3. Charging for the Street Naming & Numbering Service**

Gloucester City Council is not permitted to charge for the elements of the street naming and numbering service which it is obliged to provide. However, it can charge for the discretionary element of naming and numbering service it provides.

Discretionary services are those services that the Council has the power, but not the duty to provide. The Council is empowered to charge for discretionary services under Section 93 of the Local Government Act 2003. The Council is permitted to make charges for matters such as the administrative elements of the service, working with the Royal Mail, notifying the utility companies and other bodies of new street names and premises numbers, and for registering non-statutory parts of the address, such as property name.

Naming and Numbering charges will be made for the following services:

- Numbering new residential or commercial premises

- Naming or numbering a new property
- Renaming or renumbering an existing property/building
- Enquiries from Solicitors and Building Societies for example confirmation of the correct numbering of flats within a block.

Charges will also be made for changing a street name unless there is an over riding public interest for the name change for example a change from the name originally agreed.

## **4. Naming Streets and Numbering Properties**

Section 64 of The Towns Improvement Clauses Act 1847 requires the Council to make sure properties are numbered (or named) and marked as such. It is also the Council's responsibility to make sure that street name plates are displayed.

Property developers and local residents may suggest names for new streets. These should be submitted to the Street Naming and Numbering Officer for consideration against the Council's naming criteria - See Section 5

Following an application for street naming and or numbering, the Street Naming and Numbering Officer will determine whether the application requires the naming of any new streets. If new street names are required the officer will ask the developer for any relevant suggestions (see section 5). These, together with suggestions made by the Street Naming and Numbering Officer will be put forward to the Cabinet Member for Regeneration and Culture and the Ward Councillors (and parish council if applicable) for consideration.

Where a street is created as all or part of a new development, all costs for the erection of new street name plates will be paid for by the property developer. There is a standard specification for street name plates and their locations and the Council should be contacted for advice

No street name plate should be erected until the street name has been confirmed in writing by Gloucester City Council.

## **5. Criteria for Naming Streets**

The Street Naming and Numbering Officer will use the following criteria when agreeing whether or not a new street name is acceptable. Property developers and Councillors should take these criteria into account when suggesting street names for approval by the Council.

- Names with a common theme are encouraged on large developments, preferably with a local or historic connection. Two developments with the same theme within the district shall be avoided.

- Street name should not have a commercial connection, a name that promotes a company, service or product will not be allowed. Names based on a developer's trading name are seen as advertising and are not acceptable. An exception to this may be made for a company that no longer exists, if used solely in a historical context and there is no likelihood of the use of the name amounting to advertising.
- Names suggested by the developer may be used as long as they comply with the general street naming criteria and there are no objections from the Council and appropriate Ward or if applicable Parish Councillors. In the event of unresolved disagreement, a final decision will be taken by the officer who has delegated powers to approve street names within the Council's Constitution, and there will be no right of appeal.
- Names should have a local connection, historically, geographically or culturally.
- Names of living people are not considered appropriate.
- Names of the deceased will only be considered if a strong connection to Gloucester can be shown and a detailed historical background is provided.
- Names should not be duplicated within at least 3 miles of the Gloucester City boundary.
- Names should not use any commonly offensive or derogatory words or phrases.

Changing a street name or a sequence of property numbering shall be avoided, unless there is specific and sufficient reason to do so. This may come in the form of a new development in the street, or a request from the emergency services. The Council will pursue alternative solutions and only change the name or numbering as a last resort.

## **6. Street naming and numbering guidelines**

1. Even numbers are placed on the right hand side and odd numbers on the left hand side from the start of the road (which is the junction with the existing highway)
2. A Close will have sequential numbers.
3. The number 13 will not be used in any new development, unless it is specifically asked for by the developer.
4. Three proposed names will be submitted for any new street, apartment block or house name, which will be considered for approval after consultation with the Ward Councillors, Royal Mail and the developer. If the development is

within the area of Quedgeley Parish Council, the Parish Council will also be consulted

5. If a property not on a apparent road for example a remote property accessed only on foot with no defined footpath the street that its primary entrance is accessed from will be used as the address.
6. A property that contains flats will have its own number and/or name.
7. Flats within a numbered and or named property will each have their own number (e.g. Flat 1, Flat 2, 25 Highgate Road)
8. Business Units can be individual or sub divided units and will be numbered Unit 1, Unit 2 etc.
9. Additional dwellings/units built after the original building will be allocated a number and named 1a, 1b or 2a, 2b

All properties will be given a number for their address and will not use a commercial name as the primary name as address identification.

If a building has entrances in more than one street, but it is a multi-occupied building and each entrance leads to a separate occupier, then each entrance should be numbered in the appropriate street. Exceptions may be made depending on the circumstances for a house divided into flats.

All new street names should end with a terminal word, such as:

Road

Street

Avenue

Way

Drive

Lane

Place

Gardens

(The above titles are acceptable for any type of new street within the City)

Close (For a cul-de-sac only)

Court

Crescent (For a crescent shaped street only)

Square (For a square only)

Hill (For a hill only)

Circus (For a roundabout only)

View - (Only acceptable when the named object is clearly visible from the start of the road)

Terrace (For a terrace of houses but NOT as a subsidiary name with another street)

Mews (This is currently popular and is considered acceptable in appropriate circumstances, but other words such as 'End' or 'Wharf' would not be allowed)

It is very strongly recommended that the use of existing names in the vicinity should be avoided. A change in the terminal word is not considered to amount to a different name so 'Chestnut Close' would not be allowed if there was already a 'Chestnut Street'.

All new pedestrian ways should end with:

- Walk;
- Path; or
- Way

All named blocks should end with one of the following:

- Court (For flats and other residential buildings)
- Mansion (For residential buildings other than flats?)
- House (For Residential Blocks or Offices)
- Tower (For High residential or office blocks containing 5 or more floors)

#### New estates and streets

Developers who use a marketing name for a site must make it clear to any prospective purchasers that the marketing name is not part of an official postal address.

Many developers are familiar with the Council's Street Naming and Numbering Policy and its associated functions and powers, and will approach the Council at an early stage with street naming proposals. Should this not happen, the sites will subsequently be identified through Building Control applications, a property search at the point of sale, through the Council Tax inspectors when rating the property or by the first time occupier making an application for services (electric, telephone, gas etc).

Royal Mail Delivery Office, the developer, Ward Councillors and Quedgeley Parish Council (if applicable) will be consulted on all proposals and will be given 10 working days in which to respond, from notification. The LLPG custodian is also consulted to avoid duplication of road names and to ensure the correct spelling of road names from the definitive LLPG.

When the name has been agreed by the authority, a layout plan with the Street Numbering and Naming Schedule will be prepared by the Street Naming and Numbering Officer which will allocate a number and street name to the developer's plot numbers. (Purchasers of new properties should be aware when issuing their "new address" details that the POSTAL number and not the PLOT number should be quoted.) Once the new name has been approved by the Council and numbers

allocated, the layout plan and Street Naming and Numbering Schedule will be sent to Royal Mail for registering and allocation of a postcode.

For new developments, it is the responsibility of the developer to supply and install any new street nameplates to the Council specification before they leave site, and for maintenance in the 12 months thereafter.

After 12 months the Council will then take on responsibility for maintenance of the street nameplate(s) for adopted street(s).

### Individual properties

Individual properties built on parcels of land or as back land development in gardens will be numbered into the existing numbering of the relevant street. If there is not a sequential number available, the Council will use the addition of letters (e.g. 2a etc.). Where there is no street numbering system in operation, properties will simply be given an individual house name.

### House names

The name proposed will be checked for compliance with this Policy. Numbers will then be allocated to properties and formal postal addresses registered. The Council's Policy is to restrict registered postal addresses to a street name and number where possible.

### Properties with a number and name

Where a property has a number, it must be used and displayed. Where a name has been allocated as well as a number, the name must always be used with the number and it cannot be regarded as an alternative. A named building may not have more than one number in one street.

The Council has no objection to a house name being added to an existing postal address. However house names alone are not favoured by the Council or the emergency services as a number readily identifies the relative location of a property in a street. Other than in exceptional circumstances, a house number should be prominently displayed so that it can be easily read from the public highway. The postal number cannot be deleted from that address, and should always be used with the name. Unless the house name is the fundamental part of the postal address, the Royal Mail keep house names in their 'alias' file.

### Renaming and renumbering of streets

Under Section 18 of the Public Health Act 1925, the Council can alter the name and numbers of any street without the consent of those residents affected.

Renaming or renumbering streets will only be considered in the following circumstances:

- A minimum of two thirds of the occupants of the street or relevant part of the street submit a request for renaming/renumbering;
- In the interests of public or highway safety; or
- If there is evidence of a serious problem in accurate identification of the address due to :
  - the existence of similar street names elsewhere in the City; or
  - the location of a property within a street.

If the residents of a street wish the name to be changed, for whatever reason, they can petition the Council who will judge the case on its merits.

#### Notification of postal addresses

The Council's Street Naming & Numbering Officer will notify, as appropriate, with the Royal Mail, Electoral Registration, Council Tax, Local Land and Property Gazetteer (LLPG), the Valuation Office, Emergency Services and Quedgeley Parish Council before proceeding with the allocation of road names, property numbering or amendments to addresses.

The Council's Street Naming & Numbering Officer will notify the Ward Councillors and, if appropriate, Quedgeley Parish Council, of a change of street name, re-numbering or a numbering allocation to properties with just house names.

Notification letters will be sent by the Council's Street Naming and Numbering Officer, to occupiers if there is a change of road name, renumbering or a numbering allocation to properties with just house names. In making such changes, the Council will be exercising statutory powers and its decision is final.

If any representations are received from residents, any Ward Councillor for the relevant Ward may request that the matter be brought before the Cabinet for its views. The final decision will be made by the Cabinet Member for Regeneration and Culture.

#### Post Codes

The Council is not responsible for issuing new postcodes; this is the responsibility of Royal Mail, but as a matter of practice, Royal Mail will not issue a postcode for a new street unless requested to do so by the Council.

## **7. Responsibility for Property Addressing**

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All elements of an address within the City, with the exception of postcode and post town, are defined by Gloucester City Council. The numbers and names assigned to property and the official names assigned to streets are the Intellectual Property of the Council.

Allocation of postcodes is managed by the Royal Mail and must be confirmed by them. Gloucester City Council undertakes this process on the applicant's behalf and inform the applicant and other interested parties once the post code has been allocated. The Council reserves the right to complete a Street Naming and Numbering application without the provision of postcode or post town information.

The maintenance of postcode information, and any future change to individual postcodes or postcode sectors, is the responsibility of the Royal Mail. Gloucester City Council accepts no responsibility or liability for omission of postcode or post town information, nor for any failure of services arising from this omission.

## **8. Claims for Compensation**

Gloucester City Council is not liable for any claims for compensation arising directly or indirectly from the naming of roads, re-naming of roads, numbering or renumbering of properties.

## **9. The Authority is not responsible for the following**

- The allocation of a postcode - this is issued by the Royal Mail and will be held in reserve on their 'Not Yet Built' register until the Royal Mail is notified by, either the developer or the home owner, that the property or plot is occupied.
- Correspondence and deliveries not being delivered to the correct address. Any complaints should be directed to Royal Mail Customer Services.
- The address being unavailable on databases used by third parties, such as retail outlets (including Internet based ones).
- Ordnance Survey maps or plans not featuring any new properties or roads; and
- Notifying anyone other than the organisations listed on the Street Naming and Property Numbering webpage.

## **10. Contact Details**



All Street naming and numbering enquiries should be directed to:

Street Naming & Numbering Officer

Customer Services

Gloucester City Council

Herbert Warehouse

The Docks

Gloucester

GL1 2EP

Tel: 01452 396\*\*\*

E-mail: [streetnaming@gloucester.gov.uk](mailto:streetnaming@gloucester.gov.uk)

Applications for Street Naming and Numbering can be made online at  
[www.gloucester.gov.uk](http://www.gloucester.gov.uk) or by correspondence to the address or e-mail above.



<b>Meeting:</b>	<b>Cabinet</b>	<b>Date:</b>	<b>25 March 2015</b>
<b>Subject:</b>	<b>Social Prescribing Update</b>		
<b>Report Of:</b>	<b>Cabinet Member for Communities and Neighbourhoods</b>		
<b>Wards Affected:</b>	<b>All</b>		
<b>Key Decision:</b>	<b>No</b>	<b>Budget/Policy Framework:</b>	<b>No</b>
<b>Contact Officer:</b>	<b>Gareth Hooper, Senior Partnership and Engagement Officer</b>		
	<b>Email:</b> <a href="mailto:gareth.hooper@gloucester.gov.uk">gareth.hooper@gloucester.gov.uk</a>		<b>Tel:</b> 396614
<b>Appendices:</b>	<b>None</b>		

## 1.0 Purpose of Report

- 1.1 To provide an update on the pilot of Social Prescribing in the Gloucester and South Tewkesbury Locality and to seek approval for the City Council to continue to host the social prescribing hub, subject to satisfactory evaluation of the pilot scheme.

## 2.0 Recommendations

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

- (1) The contents of the report be noted.
- (2) The City Council continues to host the social prescribing hub in partnership with the Clinical Commissioning Group (CCG) funded scheme, subject to satisfactory evaluation of the pilot scheme which ends in June 2015.

## 3.0 Background and Key Issues

- 3.1 Social Prescribing is the name given to a tool that aims to improve the health and wellbeing of some GP patients by using non-medical interventions. Social Prescribing works on the philosophy that not all ill health requires a medical intervention. For example if someone is lonely and suffering social isolation then local activities such as lunch clubs or knitting groups can be the remedy, equally if an individual is obese and has low self esteem then helping them into physical activity might be the remedy. There is no limit to the remedies that can improve an individual's health and wellbeing and therefore there should be no limit to what can be prescribed. All too often people are attending their GP's surgery and reporting problems that medication cannot solve. If GP's can refer patients where there is no medical issue to someone who can help identify a social remedy then it should be possible to reduce the number of GP visits made by those individuals.
- 3.2 There is a significant pressure on primary care with 1,834 patients per GP in Gloucester. Consequently if people are visiting their GP for non-medical issue this means that there is less time for them to see those that really need medical assistance. Many people make repeat visits where there is no medical issue and it is

this section of the population that Social Prescribing aims to help. By reducing the number of visits they make to their GP this will in turn increase the time available to GP's to see the patients they can help medically. Social Prescribing also has the added advantage of directly helping our communities by helping individuals to get involved with others it will enrich their lives and that of the community. Social Prescribing is an asset based approach to community development (ABCD) but with a focus on individuals. .

- 3.3 Gloucestershire Clinical Commissioning Group (CCG) has carried out small Social Prescribing pilots elsewhere in the County, namely Forest of Dean, Stroud, Cotswold and Cheltenham.
- 3.4 These previous pilots have been successful and in August 2014 the CCG offered to roll out a pilot study in Gloucester and South Tewkesbury which the City Council agreed to host for a period of six months. This supports the City Council objective: "An active, healthy and safe city for all to enjoy". The CCG committed £20,000 to cover the costs of the pilot, in particular to finance a Social Prescribing Co-ordinator. The City Council offered to set up the project, host the Social Prescribing Co-ordinator and provide seven hours support per week to the pilot. The seven hours would consist of five hours of support from a Partnership and Engagement Officer on finding suitable voluntary and community groups, to which patients could be signposted, and two hours project management time per week from the Senior Partnership and Engagement Officer.
- 3.5 The Social Prescribing Co-ordinator role involves receiving referrals from GPs and supporting individuals to work out a suitable plan to help their mental or physical health by signposting them to appropriate groups or services. For example someone suffering from social isolation may be signposted to local clubs or groups; someone with financial worries leading to anxiety may be signposted to debt advice agencies; whilst someone wanting to lose weight might be signposted to groups or clubs that would increase their physical activity levels or improve their eating habits.
- 3.6 For the unique role of Social Prescribing Co-ordinator it was essential to find someone with a good level of knowledge around physical health and illness as well as a working knowledge of the Voluntary and Community Sector (VCS). The Community Health Trainers who were already being commissioned by NHS Gloucestershire (prior to the restructure into the County Council) were identified as possessing the right skills for the role and together with their experience of health interventions and their commitment to Asset Based Community Development (ABCD) it was decided that they were well placed to deliver the pilot in partnership with the City Council. As such the role of Social Prescribing Co-ordinator was offered to the Community Health Trainers as a 6 month secondment opportunity.
- 3.7 To make the role sound less clinical, the role title has been changed to Wellbeing Coordinator and the Social Prescribing pilot has been branded as "Your Wellbeing".
- 3.8 **Project development and management**

The Senior Partnership and Engagement Officer has been responsible for managing the project set up on behalf of the City Council, working with the project manager from the CCG. This set up work included:

- Setting up a secure email address through which referrals are made to ensure compliance with data protection law and the NHS Information Governance Guidelines
- Production of marketing material
- Presentations to GPs at events around the city
- Managing the secondment process of the Wellbeing Co-ordinator

3.9 The project was rolled out in two tranches – half of the GP practices on 2<sup>nd</sup> December 2014 and the remaining half on 16<sup>th</sup> December 2014.

### 3.10 **Outcomes of Social Prescribing Pilot**

Between 2<sup>nd</sup> December 2014 and 12<sup>th</sup> February 2014, there have been 45 referrals to the service from GPs. Cases range in complexity and, therefore, some patients require more support than others. As an aim of the project is to reduce the number of times patients visit their GP unnecessarily, as much support is offered to the patient as needed to support them in managing their own health.

3.11 The project has already identified that people who have been referred are now more engaged in voluntary activities, their social connections have improved and their engagement in activities has improved (e.g. at GL1 Leisure Centre). These have all led to increased general well-being and fewer visits to GPs.

3.12 Formal evaluation of the project will be undertaken. This will be achieved by undertaking an evaluation of each patient at the outset of the referral and again after twelve weeks. The first review will be concluded in April 2015 with further ongoing reviews through the six month pilot period which ends in June 2015.

## 4.0 **Alternative Options Considered**

4.1 The City Council could cease its involvement in the project. There would be disadvantages to this in that the connections that the Council has, e.g. to other statutory services and to the VCS, would limit the breadth of the interventions that could be offered.

## 5.0 **Reasons for Recommendations**

5.1 Other social prescribing pilots have shown that use of primary care has reduced for patients who were previously frequent attenders, and that their wellbeing scores have improved. Social prescribing can be seen as a method of extending primary care through partnership working and the City Council is well placed to continue to deliver this given its connections with communities and the voluntary sector.

5.2 The value of the project is a healthier and more socially connected city. Health inequalities should reduce along with a reduced draw on public services.

## 6.0 **Future Work and Conclusions**

6.1 The CCG and City Council will continue to meet every two weeks to discuss project updates. Consideration will be given to the possibility of extending the pilot to a full year. If this goes ahead, it will be funded by the CCG. A further report would be bought to Cabinet for approval to continue to host the service at the City Council.

- 6.2 Anecdotally, there has been significant progress for some patients and they are already beginning to live sustainably healthier lifestyles. As data is recorded this will give a greater idea as to the effectiveness of the pilot.
- 6.3 The support offered by the Partnership and Engagement Officers has been important and has seen great benefit from the ABCD approach as well as the links and partnerships the Partnership and Engagement Team have found.
- 6.4 The extension of the project does not generate any requirement for additional resources. The work of the Partnership and Engagement Team is to build social connections with those most in need and this project is closely aligned with this aim.

## **7.0 Financial Implications**

- 7.1 There are no direct financial implications to the council by extending the scheme. CCG have funded an officer and the City Council support is provided through officer time and office space.
- 7.2 If the scheme continues, there would be no further commitment for the council other than the current arrangements.

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

## **8.0 Legal Implications**

- 8.1 Under Section 1 of the Localism Act 2011, the Council has a general power of competence, to do anything that individuals generally may do. This would include the provision of services such as those outlined in this report.
- 8.2 Any specific other legal implications have been covered in the main body of the report.

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

## **9.0 Risk & Opportunity Management Implications**

- 9.1 There are opportunities to bring the value of the VCS to the attention of the CCG for future commissioning.
- 9.2 There are also opportunities for people to be more socially connected within their communities and improving their health and well-being with knock on benefits for the Council e.g. preventing people falling behind with council tax payments and improving employment prospects for residents.
- 9.3 Potential risks include:
- CCG withdrawing funding when the pilot period ends
  - Possibility for the number of referrals to drop over time

## **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 The work done through the project can help increase social interactions and add to a feeling of security, thus reducing the fear of crime.
- 11.2 Studies have shown that increased social connections and community projects can add to a feeling of security in communities as well as lower crime (Australian Bureau of Statistics, 2002)

### Sustainability

- 11.3 The project relies on the sustainability of VCS organisations. This model should lead to sustainable, healthy lifestyles as it is based on asset based community development (ABCD) principles.

### Staffing & Trade Union

- 11.4 None identified.

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<b>Meeting:</b>	<b>Cabinet</b>	<b>Date:</b>	<b>25 March 2015</b>
<b>Subject:</b>	<b>An update on the effects of staff volunteering policy and promotion of volunteering across the City.</b>		
<b>Report Of:</b>	<b>Cabinet Member for Communities and Neighbourhoods</b>		
<b>Wards Affected:</b>	<b>All</b>		
<b>Key Decision:</b>	<b>No</b>	<b>Budget/Policy Framework:</b>	<b>No</b>
<b>Contact Officer:</b>	<b>Isobel Edwards, Partnership and Engagement Officer</b>		
	<b>Email:</b> <a href="mailto:isobel.edwards@gloucester.co.uk">isobel.edwards@gloucester.co.uk</a>		<b>Tel:</b> 396614
<b>Appendices:</b>	<b>None</b>		

## 1.0 Purpose of Report

- 1.1 To update Cabinet on the effects of the staff volunteering policy to date in the year 2014/2015.

## 2.0 Recommendations

- 2.1 Cabinet is asked to **RESOLVE** that the contents of the report be noted.

## 3.0 Background and Key Issues

- 3.1 **Staff Volunteering** - Staff have been able to undertake volunteering in work time for several years. Staff are paid their usual rate but volunteer time away from their day-to-day role to encourage and support the development of the VCS in Gloucester.
- 3.2 In 2014/2015 a target of 500 hours was included in the Corporate Plan performance measures. This figure (approximately half a day per Full Time Equivalent (FTE) post) was established through research from staff volunteering experience at other local authorities.
- 3.3 The Partnership and Engagement Team put a plan in place and, from July 2014, made a specific effort to encourage staff to use their allocated two days of volunteering. This promotion was done through staff e-mails, in-House magazine and monthly bulletins. The project is working well with 260 hours contributed to the target over the last 8 months.
- 3.4 **Volunteering brokerage for people living in Gloucester** - People living in Gloucester did not have access to face to face volunteering brokerage. The only method of finding volunteering opportunities was through the Gloucestershire Association for Voluntary and Community Action (GAVCA) or through national websites such as [www.do-it.org.uk](http://www.do-it.org.uk) . This lack of facility was seen as a potential barrier to increasing volunteering.



### **3.5 Relationship and working arrangement with Volunteering Gloucestershire**

Volunteering Gloucestershire is now run by County Community Projects (CCP) but up until 1 May 2014 it was funded by Gloucestershire County Council and delivered by Third Sector Services in conjunction with Gloucestershire Alliance for Voluntary and Community Action (GAVCA). The current service offers an informal interview with a CCP volunteer where local opportunities are discussed and contact information provided and it is then up to the individual to make contact with the agency/charity to secure the volunteer vacancy. This is available to all Gloucestershire residents but due to limited staff resources is only delivered from the CCP Offices in central Cheltenham. Following meetings with CCP it was decided that we would work in partnership to deliver a similar service in Gloucester and this is now available for 2 hours, twice a week from the City Council reception.

- 3.6 Staff can now access 1-1 support, twice a week to discuss their allocated volunteering hours as a result of the close relationship that has been formed with Volunteering Gloucestershire. The 1-1 support is held in the PACE interview room in Reception. This has been advertised on the All Staff E-mail.

### **3.7 Outcomes and benefits of new volunteering strategy**

- 3.8 Since July 2014, 13 members of staff have volunteered approximately 255 hours in 6 months. Based on the allowance of 14.48 voluntary hours per FTE, 195 hours of staff working time have been delivered, the additional 60 hours have been provided by staff in their own time and because they are to the benefit of Gloucester residents, they have been included in the target.

- 3.9 Staff are encouraged to use their volunteering time to share their professional skills to support the development of the VCS. This not only offers an element of value for money to the service, but also supports the Council's ABCD approach. One of the most successful examples of ABCD staff volunteering comes from Partnership & Engagement Officer Verona Vidal. Verona uses her events management and community building skills to organise and run the Jamaican Independence Day Celebrations, a free event that is attended by hundreds of residents every year. Another example is; Trainee Surveyor Hayley Taylor who carried out a roof inspection on Community Building and Charity, The Raven Centre in order for them to gain insurance cover and continue to provide social inclusion projects for older residents. Staff have also supported: Community Christmas celebrations; The Friendship Café Youth Club; Conservation at Robinswood Hill developing bio-diversity projects and assistance with legal issues. The upcoming City Centre Spring Clean on March 20th will also provide ample opportunity for staff to use their volunteering hours.

- 3.10 The brokerage scheme has already seen one resident begin volunteering with a local art group. The art group itself is supported by a grant from the Hearty Lives project in Podsmead.

- 3.11 As well as supporting Gloucester residents and staff the relationship with Volunteering Gloucestershire offers other benefits to Gloucester City Council:

- Access to the National Volunteering database [www.do-it.org](http://www.do-it.org) where volunteering opportunities for Gloucester Community Groups and projects can be advertised as well as opportunities at Gloucester City Council such as the

Guild Hall. The database also provides up to date information on all volunteering vacancies.

- Reporting on the amount of Gloucester opportunities that have been applied for by local people.

- 3.12 Volunteering has positive effects on health and wellbeing, through being active and achieving social connections. It also allows people to accrue skills and knowledge. This has huge benefits to the city in helping reduce health inequalities and social isolation and supporting economic regeneration

#### **4.0 Alternative Options Considered**

- 4.1 No other options were considered.

#### **5.0 Reasons for Recommendations**

- 5.1 Continuing to promote volunteering will increase the skills base of people across the City, helping to grow the economic base and the health and well-being of our staff and residents.

#### **6.0 Future Work and Conclusions**

- 6.1 The following actions are part of the plan to increase the amount of volunteer hours in 2015/16 and maximise the use of the skills and assets of Council staff.

##### **Staff skills matching**

- 6.2 It was identified by the Partnership & Engagement team in June 2014 that a staff skills audit would be useful for matching strengths to opportunities in the Community as well as identifying areas for skills to be developed.
- 6.3 Following the Café Conversations in November 2014, it was clear that staff would like to know more about their colleagues, especially around job roles, responsibilities and skills. Utilising the staff intranet has been suggested as a way of holding and sharing this information and, this opportunity is being pursued.

##### **Staff Induction and Appraisal and HR Support**

- 6.4 It is also suggested that inductions and appraisals are the time for staff to share and record new skills they have recently learnt and express any expertise they would like to develop. As a result, the upcoming 2015 appraisal features a question on staff volunteering.
- 6.5 HR have been supportive in allowing the implementation of flexible volunteering hours. The existing policy is being updated so that staff can claim time off in lieu (TOIL) for volunteering delivered outside of standard working hours, therefore widening the options available and giving more support to the groups and projects that operate in the evenings and weekends.
- 6.6 Most recently, a local resident who is studying for a PGDip in HR at the University of Gloucestershire, attended the volunteering brokerage service and is now using her knowledge and expertise to assist with the promotion of staff volunteering and collation of the staff skills audit.

## **Rugby World Cup**

- 6.6 The Rugby World Cup (RWC) offers huge opportunities for staff and our communities, and the Partnership and Engagement Team are working with the Rugby World Cup Event Co-ordinator as well as other voluntary and community organisations across the city to ensure they are involved in RWC 2015.

### **7.0 Financial Implications**

- 7.1 When the volunteering policy was originally adopted, it was agreed that staff would be allowed two days per year volunteering. As there has been no change to the policy, there are no further financial implications.

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

### **8.0 Legal Implications**

- 8.1 There are no legal implications arising from this report.

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

### **9.0 Risk & Opportunity Management Implications**

- 9.1 There are no risks identified. There are opportunities for increasing the skills base of people across the City and helps to make groups sustainable.

### **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 Increased social connections and community projects can add to a feeling of security in communities as well as lower crime (Australian Bureau of Statistics, 2002)

#### Sustainability

- 11.2 Staff volunteering is a sustainable function and the benefits it brings to both staff and organisations is important.

#### Staffing & Trade Union

- 11.3 Not applicable

**Background Documents:** None



Meeting:	Cabinet	Date:	25 March 2015
Subject:	Regulation Of Investigatory Powers Act 2000 (RIPA) – Six Monthly Report		
Report Of:	Cabinet Member For Performance And Resources		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Sue Mullins, Head of Legal and Policy Development		
	Email: sue.mullins@gloucester.gov.uk	Tel: 396110	
Appendices:	None		

## FOR GENERAL RELEASE

### 1.0 Purpose of Report

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

### 2.0 Recommendations

- 2.1 Cabinet is asked to **RESOLVE** that the contents of the report be noted.

### 3.0 Background and Key Issues

- 3.1 The Regulation of Investigatory Powers Act 2000 (RIPA) came into force in 2000. Both the legislation and Home Office Codes of Practice strictly prescribe the situations in which and the conditions under which councils can use their RIPA powers. All authorities are required to have a RIPA policy and procedure that they adhere to in using their RIPA powers.
- 3.2 The Council reviewed and updated its RIPA policy and procedure on 25 September 2014. The procedure requires the use of RIPA powers to be reported to Cabinet on a six monthly basis.
- 3.3 Since the last report to Cabinet, the Council has not used its RIPA powers.

### 4.0 Alternative Options Considered

- 4.1 There are no alternative options relevant to this matter.

### 5.0 Reasons for Recommendations

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

## **6.0 Future Work and Conclusions**

- 6.1 The annual review of the Council's RIPA policy will be due in the latter half of 2015 and a report with any recommendations being made will be brought to Council in due course.

## **7.0 Financial Implications**

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

## **8.0 Legal Implications**

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

## **9.0 Risk & Opportunity Management Implications**

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

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

- 10.1 The RIPA legislation requires the Council to give substantial consideration to the people impact of using its RIPA powers each and every time a RIPA application is authorised.
- 10.2 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 The use of RIPA powers by the Council can contribute to ensuring community safety.

### Sustainability

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

### Staffing & Trade Union

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

## **Background Documents:**

Regulation of Investigatory Powers Act 2000

Protection of Freedoms Act 2012

Gloucester City Council Regulation of Investigatory Powers Act 2000 Procedural Guide



<b>Meeting:</b>	<b>Cabinet</b>	<b>Date:</b>	<b>25<sup>th</sup> March 2015</b>
<b>Subject:</b>	<b>Heritage Statement 2014/15</b>		
<b>Report Of:</b>	<b>Cabinet Member for Regeneration and Culture</b>		
<b>Wards Affected:</b>	<b>All</b>		
<b>Key Decision:</b>	<b>No</b>	<b>Budget/Policy Framework:</b>	<b>No</b>
<b>Contact Officer:</b>	<b>Meyrick Brentnall, Environmental Planning Manager</b> <b>Charlotte Lewis, Principal Conservation and Design Officer</b>		
	<b>Email:</b> <a href="mailto:meyrick.brentnall@gloucester.gov.uk">meyrick.brentnall@gloucester.gov.uk</a> <a href="mailto:charlotte.lewis@gloucester.gov.uk">charlotte.lewis@gloucester.gov.uk</a>		<b>Tel:</b> <b>396829/396855</b>
<b>Appendices:</b>	<b>1. Summary of work carried out by Historic Environment Team 2014/15</b>		

## 1.0 Purpose of Report

- 1.1 To inform Cabinet of the work carried out by the Historic Environment team in the City over the past financial year.

## 2.0 Recommendations

- 2.1 Cabinet is asked to **RESOLVE** that the content of this report be noted.

## 3.0 Background and Key Issues

- 3.1 The Historic Environment team consists of 2 historic building officers (one working 4 days a week). An archaeologist, a Townscape Heritage Initiative Officer and a part time Urban Designer, who with respect to historic buildings delivers lighting projects.
- 3.2 The scope of the team is varied and ranges from development control/enforcement to specific project work. The team has been bolstered relatively recently by the Lottery supported Southgate Street Townscape Heritage Initiative Project that aims to bring historic properties in a designated area of Southgate street back into productive use.
- 3.3 Appendix 1 is a summary of the work carried out by the team over the past year.

## 4.0 Alternative Options Considered

- 4.1 The report is for note only.

## **5.0 Reasons for Recommendations**

- 5.1 The Historic building team carries out a number of functions. The report allows Cabinet to understand the breadth and depth of their work and how they go about ensuring the historic capital of the City is preserved and enhanced for future generations to enjoy and appreciate.

## **6.0 Future Work and Conclusions**

- 6.1 It is expected that officers from the team will continue broadly in line with the current work load.

## **7.0 Financial Implications**

- 7.1 There are no financial implications of this report.

## **8.0 Legal Implications**

- 8.1 There are no legal implications arising from this report

## **9.0 Risk & Opportunity Management Implications**

- 9.1 Only low risk has been identified as result of this report.

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

- 10.1 The screening stage 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 There are no negative impacts with regard to community safety

### Sustainability

- 11.2 Maintaining the historic capital of the City has a positive impact on the environment of Gloucester and enables the re-use of historic buildings.

### Staffing & Trade Union

- 11.3 No impact.

**Background Documents:** None

## **Summary of work carried out by Historic Environment Team 2014/15**

### **1.0 Restoration and Refurbishment of Historic Buildings and Monuments**

- 1.1 Since April 2014 Officers have assessed approximately 200 development control applications. Examples of significant schemes are as follows:
- Construction of a new public square in the heart of the docks adj. to Llanthony Rd.
  - Major housing development for up to 450 dwellings, land south of Winneycroft Farm.
  - Residential development at Newark Farm, Hempsted
  - Works to Nos. 57, 125 and 150-152 Southgate St. in connection with the Southgate St THI grant scheme.
- 1.2 Works funded from the City Council's monuments budget:
- A new pump for King's Bastion.
  - A condition survey for St Oswald's Priory which has resulted in the planned removal of woody vegetation from the monument.
  - Removal of copper sulphate staining from the cenotaph at the City War Memorial before Remembrance Day.
  - Repair & re-painting of the plinth to the Aircraft Workers Statue, Northgate St.
  - Removal of graffiti from Nelson Foster Memorial.
- 1.3 Officers working in partnership with the Asset Management team have been involved in advising upon the following projects: Refurbishments of the City and Folk Museums as part of the HLF bid and stone repairs and cleaning at St Michael's Tower which took place over the summer of 2014.

### **2.0 Cladding Schemes**

- 2.1 Planning applications have been submitted for two cladding projects – Kings Walk and Eastgate Shopping Centre Link Bridge. These will be presented to Planning Committee on the 7th April. Both schemes will remove negative buildings from the City Centre Conservation Area and improve the character of Eastgate Street.

### **3.0 Targeted Grants Scheme**

- 3.1 The City Centre Scheme was launched in July 2013, to date around 40 expressions of interest have been received. A total of ten grants have been formally offered and accepted totalling £43,973.10, of which £34,506.30 has been paid out for completed work. There is £156,026.90 remaining in the budget and as a result the primary projects for targeted grants are as follows:

- a) 111 Westgate Street
- b) 24 Westgate Street
- c) 26 Westgate Street



- d) 31 Westgate Street
- e) 39 Westgate Street
- f) 41 Westgate Street

- 3.2 Priorities for 2015 are to continue to monitor, promote, develop and advise on the appropriate reuse and regeneration schemes for targeted grants.

#### **4.0 Interpretation Boards**

- 4.1 The two boards have been completed for Kimbrose Triangle and The Spa and are awaiting installation by contractors.

#### **5.0 Heritage Trails App**

- 5.1 This work has now been completed.

#### **6.0 Replacement of the Westgate Street Mosaics**

- 6.1 This work has now been completed.

#### **7.0 Gloucester Historic Buildings Ltd**

- 7.1 An historic buildings plaque has been designed, manufactured and installed at the former Mercer's Hall, now a Masonic Lodge in Cross Keys Lane. A further plaque to George Whitefield is in the final stages of production.

#### **8.0 City Plan**

- 8.1 Officers have been working with colleagues from the Planning Policy Service regarding the heritage aspects of the future City Plan. In particular officers are seeking to address the evidence base requirements previously outlined by English Heritage.

#### **9.0 Heritage Lottery Funded Projects**

- 9.1 Officers within the service advise on heritage matters and are active members of the partnership and steering groups for the following heritage lottery projects: Project Pilgrim, Llanthony Priory and Discover Decrypt, which both have stage 2 development funding and are presently developing schemes which will enhance and reuse significant designated heritage assets within the City. Officers are also providing advice and assistance with the development of stage 1 bids for St Nicholas Church, Gloucester Waterways Museum and Soldiers of Gloucestershire Museum. Officers are continuing with liaison between all HLF schemes in the city through the HLF Forum.

## **10.0 Southgate Street Townscape Heritage Initiative**

- 10.1 Following the departure of the Townscape Heritage Initiative Officer, a new individual was appointed and took up the post at the beginning of February. A handover period took place to ensure a smooth transition.
- 10.2 The first THI Grant was awarded in November 2014 for works to 57 Southgate Street. The works involve repairs to the roof and joinery, reinstatement of architectural detail (windows and rainwater goods), plus the refurbishment of vacant upper floor space to create new accommodation above the shop. Work commenced on site in January 2015.
- 10.3 An application for funding towards external repairs and re-instatement works at 150-152 Southgate St has been received and contracts are due to be signed shortly. Work is likely to start on site in May.
- 10.4 Two other projects are developing, with agents appointed and plans drawn up. These are likely to be submitted in March / April and starting on site in May / June. Other interested applicants are working up proposals for consideration which should be developed into applications in the coming months.
- 10.5 A heritage training course is being developed in parallel to the proposed restoration of the wall on the Greyfriars boundary of St Mary de Crypt. This will be managed by experts in the field of stone restoration and heritage education, in partnership with Gloucestershire College. The project starts at the end of March, with a week of training at Woodchester Mansion, followed by two weeks on site. It is proposed that this will be repeated with a new intake of students later in the year.
- 10.6 A planning application has been submitted for approval to re-instate railings on the boundary wall with Greyfriars, and to install new railings along the boundary towards Marylone, to include gates which it is proposed be locked at dusk and opened at dawn. St Mary De Crypt will also be able to close off the churchyard for schools workshops and other events as part of their developing project proposals. The former section of railings, to be placed upon the existing walls, will be funded through the THI public realm budget. Funding is still required for the second section at the back of the churchyard, and the gate into Marylone. Indicative costs for the railings are being sought, but a full tender process will be required for the contract nearer the time of installation.
- 10.7 Other public realm improvements are likely to be developed later on within the project timetable to coincide with the new development at the junction with Trier Way.
- 10.8 Work has also taken place with a local primary school in helping children gain a better understanding of the history of Gloucester. This has included introductory lessons and activities covering the Roman, Anglo Saxon and Victorian periods of growth in the city. Successful school visits around Gloucester Docks have also taken place, with our THI partners in the Civic Trust. Further work to develop schools resources relating to historic buildings will be undertaken in the coming year.

## **11.0 Archaeology**

- 11.1 Archaeological recommendations have been made with regard to 45 planning applications in the City. Two significant archaeological excavations were monitored last year as well as approximately 20 archaeological evaluations and 8 watching briefs.
- 11.2 From the 1st of April the Gloucester City Historic Environment Record (HER - a database of all known archaeological sites in the District) will be managed as part of a new joint service with the County Council. The City Archaeologist will still be responsible for maintaining and updating records for the District – but these will be stored on the wider County-wide database. The aim is to improve the quality and accessibility of the data (some of which will be publicly available on-line). English Heritage have provided funding for a temporary HER assistant post for 16 months to transfer the data into the new joint system. This post is currently being advertised.
- 11.3 Work on an English Heritage funded project to sort and deposit old archaeological archives from the former City Excavation Unit with the Museum and Art gallery is nearly completed. The project was needed to ensure the long term protection of important documents and remains. Work should be complete before the end of April 2015. Whilst the main aim has been to protect and conserve these archives – we have also been able to save a considerable amount of storage space at the museum which is very helpful.
- 11.4 Further community archaeology events will be taking place as part of the ‘all Paths Lead to the Hill’ Project at Robinswood Hill this year with three volunteer excavations taking place over the course of spring and summer.
- 11.5 Throughout the past 12 months the City Archaeologist has given six public talks to various local societies.
- 11.6 Further work on King’s Walk Bastion is planning in the near future. It is hoped to undertake repairs to the doorway and to improve the ventilation. Maintenance work at St. Oswald’s Priory is due to take place in the next two months.

## **12.0 Architectural Lighting**

- 12.1 The flood-lighting of the Grade II Listed Constitution House, just off Brunswick Road, was completed in October 2014. The project involved two 150W low-energy LED lights to illuminate the main façade of the building.
- 12.2 The Grade II Listed Eastgate Portico was lit during February 2015, using a range of Lumenpulse LED lights. The notable features of the structure were all illuminated, including the bell tower, statues, clock face and portico arches.
- 12.3 The detailed design of a lighting scheme for the Grade I Listed St. Nicholas Church on Westgate Street has developed through the course of the year and a final design has been produced. This design will be the subject of a consultation exercise with

English Heritage and other agencies, with a listed building consent application to follow.

- 12.4 The re-lighting scheme for the Grade II\* St. Mary's Church and School Room Southgate Street elevation is on course to be installed in May. The original uplighters suffered from numerous water ingress issues and product failures.
- 12.5 The existing Guildhall façade lighting is due to be replaced with low energy LED types, which will replicate the existing effect but with much lower energy use, longer life and lower on-going maintenance issues.

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<b>Meeting:</b>	<b>Overview &amp; Scrutiny Committee</b>	<b>Date:</b>	<b>23<sup>rd</sup> March 2015</b>
	<b>Cabinet</b>		<b>25<sup>th</sup> March 2015</b>
<b>Subject:</b>	<b>Rugby World Cup Update Report</b>		
<b>Report Of:</b>	<b>Cabinet Member for Regeneration &amp; Culture</b>		
<b>Wards Affected:</b>	<b>All</b>		
<b>Key Decision:</b>	<b>No</b>	<b>Budget/Policy Framework:</b>	<b>No</b>
<b>Contact Officer:</b>	<b>Ross Cook, Corporate Director</b>		
	<b>Email: ross.cook@gloucester.gov.uk</b>		<b>Tel: 39-6972</b>

## 1.0 Purpose of Report

- 1.1 To update Members on progress against the key issues for the delivery of the Rugby World Cup 2015.

## 2.0 Recommendations

- 2.1 Overview & Scrutiny Committee are asked to **NOTE** the progress made so far regarding the preparations as part of Gloucester's Host City arrangements for the Rugby World Cup 2015.
- 2.2 Cabinet are asked to **NOTE** the progress made so far regarding preparations as part of Gloucester's Host City arrangements for the Rugby World Cup 2015.

## 3.0 Background and Key Issues

- 3.1 The report is a summary of where we are to date with regard to the Rugby World Cup 2015, outlining actions completed and actions pending. This report aims to bring Members up to date on developments since the last report in September 2014.
- 3.2 Preparations for the Rugby World Cup are heavily controlled by the International Rugby Board (IRB), Rugby World Cup Limited (RWCL) and England Rugby 2015 (ER2015). Key stake holders and Commercial partners are now becoming more involved as the Rugby World Cup starts to near.
- 3.3 As part of our arrangements, a Project Board has been formed so as to ensure all key stakeholders are able to provide updates on each aspect of the plans they are responsible for, and as a forum to exchange views and ideas so as to ensure we all make the best possible success of such a fantastic event for the City.

- 3.4 To ensure we meet all aspect of our Host City Agreement, a Project Plan has now been developed and circulated to the Project Board who have provided their comments. The Project Plan sets out all of the key dates and milestones and will be reviewed and updated by the Project Board each month.

### **3.5 Fanzone**

- 3.5.1 Plans for the Fanzone are nearing completion and we will be able to confirm all of the arrangements on Thursday 26 March, as part of a national media launch of all Fanzone locations.
- 3.5.3 We are also looking to finalise details for the events and activities to be held in and around the Fanzone, and again, further information will be provided to all Members as soon as this is available.

### **3.6 Communications and Marketing**

- 3.6.1 The County Council are now leading on the Communications and Marketing Plan. In March, there will be a series of press releases, in the main led by ER2015 on a national basis, but with specific information being made available locally:
- Fanzone – location, times events, partners etc
  - Residents and Businesses Leaflets (to be issued in March/April and further updates in June / July and August / Sept)
  - City Dressing
  - Domestic Trophy Tour
  - Volunteer Programme
  - Community Involvement and Opportunities
  - Transport Plan
  - Spectacular
  - Welcome Ceremonies
- 3.6.2 Officers are preparing a leaflet for local residents and businesses, to be distributed in and around Kingsholm, the Fanzone and City Centre. We plan to issue a series of leaflets and information in March/April, June / July and August / September.
- 3.6.3 Officers and Members have been invited to a meeting of the Kingsholm and Wotton Neighbourhood Partnership (14 March). This will be a good opportunity to meet with residents and businesses and talk about the RWC and what it will mean to them.

### **3.7 World Cup Legacy**

- 3.7.1 Clearly being a RWC Host City brings with it many opportunities to promote the City and create a lasting legacy. It is estimated the RWC coming to Gloucester will bring with it an additional £48m to the local economy. There are numerous other legacy opportunities, such as the World Host Ambassador training that has been offered to service sector businesses, as well as an increase in sport and community activity in the City.
- 3.7.2 The full impact on the City is yet to be evaluated, but our focus is on –

- **Improved Physical / Built Environment** – Better facilities for our local community
- **Improved Health and Wellbeing** - Greater participation, both as players and spectators
- **Greater Civic Pride / Destination Gloucester** - Stronger presence of Gloucester as a Tourist Destination

3.7.3 Full evaluation of the impact and legacy from the World Cup will form part of a final report to be published at the end of this year.

### **3.8 Events Overview**

3.8.1 The Events Programme is beginning to take shape, although some of the events are embargoed until they are announced by ER2015 later this month. However, we will provide further information on all of these as soon as we can. Many of the events will focus on the Fanzone and City Centre, but we are also keen to hear from and work with communities who want to make the most of the RWC coming to Gloucester and want to hold their own events over the summer months and through September and October.

3.8.2 We hope to be able to announce the ER2015 “Spectacular” that is planned for Gloucester. It is envisaged that the Spectacular will not only help promote Gloucester as a Host City, but also provide us with a lasting legacy in the City. We are, however, still awaiting confirmation of the outcome of the Arts Council bid, and this will determine the scale of events to be organised in and around the City.

3.8.3 As part of the preparations for the RWC, ER2015 are organising the Domestic Trophy Tour, with the Webb Ellis Trophy travelling around the country, and will be spending three days in and around Gloucester. Again, at this stage, we are restricted on the details we can release, but will provide Members with further information as soon as we can announce the details.

3.8.4 Gloucester has also been chosen to host a “Welcome Ceremony” one of the visiting Nation’s. Unfortunately, we are unable to provide full details at this stage, but it will be an exciting event that will welcome one of the teams to the RWC and promote Gloucester and all the activities that will be taking place in the City.

### **3.9 Festival of Rugby**

3.9.1 Details of the “Festival of Rugby” have now been released. The Festival of Rugby provides an excellent opportunity for communities and groups to promote rugby themed events and activities in the local area via the Festival of Rugby website ([www.festivalofrugby2015.com](http://www.festivalofrugby2015.com)), so that anyone visiting the City will be able to see what is going on in and around the City.

### **3.10 City Dressing Sites Overview**

3.10.1 Plans to “Dress” the City throughout the RWC have now been submitted to ER2015. The main focus of the Dressing will be on the walking routes from the Train and Bus Station to the Fanzone and out to Kingsholm. We will also be introducing new lamppost banners in key strategic routes into and around the City. Full details of the City Dressing Plans can be provided to Members on request.



- 3.10.2 As well as the official City Dressing, we would also encourage residents and businesses to join us in welcoming visitors to the City and dressing their premises and homes in either rugby themed or visiting nations' flags and colours.

### **3.11 Transport Plan**

- 3.11.1 The County Council have been leading on the development of the Transport Plan, which provides details of travel routes for fans and visitors in and out of the City, advising of the car parking capacity, coach park arrangements and associated information. The Transport Plan also confirms the walking routes to and from the Bus / Train Stations to the Fanzone and Kingsholm, and the road closures.
- 3.11.2 The Transport Plan is an evolving document, and will form the basis of key communications with local businesses and residents. The Transport Plan has been submitted to ER2015 for their comments and approval, and a copy can be provided for Members on request.

### **4.0 Alternative Options Considered**

- 4.1 Plans for the RWC are evolving all of the time and further information will be shared with all Members whenever it is available.

### **5.0 Financial Implications**

- 5.1 The allocated budget is £350,000 and we are currently looking at ways in which to increase this through sponsorship, grants and investment through third parties.
- 5.2 Costs are still being gathered for various aspects of the fan zone meaning at present there has been a minimal spend so we are well within the allocated budget.

### **6.0 Legal Implications**

- 6.1 As part of the host city agreement we must fulfil certain criteria which were agreed upon at the signing of the host city document.

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

### **7.0 Risk & Opportunity Management Implications**

- 7.1 The main risk is that of exceeding the initial budget of £350,000. This is being closely monitored by the Project Board.
- 7.2 The benefit and expectation of the economic impact on the city of Gloucester is high as we anticipate a fantastic 6 weeks of sport and entertainment.

### **8.0 Other Corporate Implications**

#### Community Safety

- 8.1 None at present.

Sustainability

8.2 None at this stage.

Staffing & Trade Union

8.3 None at this stage.

**Background Documents:** None

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<b>Meeting:</b>	<b>Cabinet</b>	<b>Date:</b>	<b>25<sup>th</sup> March 2015</b>
<b>Subject:</b>	<b>Proposals for delivery of the Council's Communications and Marketing Service</b>		
<b>Report Of:</b>	<b>Cabinet Member for Performance and Resources</b>		
<b>Wards Affected:</b>	<b>All</b>		
<b>Key Decision:</b>	<b>No</b>	<b>Budget/Policy Framework:</b>	<b>No</b>
<b>Contact Officer:</b>	<b>Sue Mullins, Head of Legal and Policy Development</b>		
	<b>Email: sue.mullins@gloucester.gov.uk</b>		<b>Tel: 396110</b>
<b>Appendices:</b>	<b>1. Proposed costs and savings (Exempt information)</b>		

## EXEMPTIONS

The public are likely to be excluded from the meeting during consideration of part of this report as it contains exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended).

### 1.0 Purpose of Report

- 1.1 To seek approval to proposals for the future delivery of the Council's Communications and Marketing Service.

### 2.0 Recommendations

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

- (1) The City Council's Communications and Marketing Service be delivered by Gloucestershire County Council, as outlined in Option 3 of the report, (with the exception of the City Filming Office function) with effect from 1 April 2015;
- (2) Authority be delegated to the Head of Legal and Policy Development to negotiate and approve the terms of an Agreement with Gloucestershire County Council to provide the services approved at paragraph (1) above; and
- (3) The Monitoring Officer be authorised to make any consequent changes to the Council's Constitution to reflect the arrangements.

### 3.0 Background and Key Issues

- 3.1 The City Council's Communications and Marketing Service comprises 2 posts:

- Communications and Marketing Service Manager
- Communications Officer

3.2 The service provides the following for the City Council:

- Media management and Press office function (including support to Cabinet Members and the Civics function and regular meetings with local media);
- External communications (e.g. issue of press releases, ensuring press are kept up-to-date with large campaigns, posters etc.);
- Production of 3 editions of City Life per annum;
- Branding and reputation management;
- City film office for filming within the City, working with Creative England and Production companies to co-ordinate and guide filming in the City (e.g. recent Disney filming at the Docks);
- Communications support for events (e.g. to events such as the Rugby World Cup) and during emergency planning situations
- Management of the graphics contract with the County Council

3.3 The service has also provided:

- Internal communications for the Council (e.g. bi-weekly issue of In-House; internal campaigns; ad hoc info) - this is currently being delivered by the Digital Communications Team.
- Social media campaigns – these are now rolled out by the Digital Communications Team, but there is still a need for the preparation of those campaigns by the Council's press and marketing function;
- Co-ordination of the placing of public notices, but this is now carried out on an ad hoc basis by the relevant service.

3.4 Several years ago, the City Council arranged for the provision of the graphics function by the County Council and pays for 1 FTE post within the County Council Design Team from the Communications and Marketing Service budget. This arrangement has generally worked well, although the City Council's graphics requirements often exceed the resource available. Approximately 40% of the graphics resource available to the City Council is used by the Guildhall and Museums.

3.5 In June 2014, the Communications Officer post became vacant and, rather than filling the post, Cabinet asked for sharing opportunities with the County Council to be explored.

3.6 During a period of annual leave of the Communications and Marketing Service Manager in September 2014, the County Council took responsibility for dealing with the City Council's press enquiries and, following the postholder's return from leave, they continued to assist with support for this function, including during further periods of absence of the remaining member of staff. As at the end of January 2015, the County Council PR & Engagement Team had taken/issued:

- 149 media enquiries (an average of 9 per week); and
- 32 media releases (an average of 2 per week).

These figures do not take into account any press enquiries received directly by Cabinet or other Members.

- 3.7 The County Council also provided the resource to draft and produce the November 2014 edition of City Life and has started to pick up some of the wider work of the service, including managing the PR campaign for the Rugby World Cup on the City's behalf and providing communications support on the joint Managing Director/Commissioning Director post.
- 3.8 Informal feedback received indicates that, although no formal arrangements have been in place, the service has worked well and, the time is now right to consider future delivery of the service.
- 3.9 The City Council's Communications and Marketing Service is an essential function that needs to be more effective, both internally and externally, with customers, residents, partners and other stakeholders. The recent Peer Review highlighted the City Council's internal communications as needing further improvement.
- 3.10 There are a number of options for future delivery of the City Council's Communications and Marketing Service:
- 3.11 **Option 1 - Continue as we are without in-house communications support**  
Whilst this would generate significant savings for the City Council, it would seriously jeopardise our ability to keep our residents informed. It would also mean the end of the City Life magazine and limit our ability to keep our staff engaged and informed. There is also the potential for significant reputational risk if we do not have any media management capacity.
- 3.12 **Option 2 – Recruit a new in-house team**  
This would provide access to in-house support, on-hand when needed and it would mean that we could continue with the same level of activity we had prior to the recent staff changes. However, no savings would be generated and we would not have the ability to expand on our existing activity or the resilience of a wider team.
- 3.13 **Option 3 – Commission support, as set out below, from Gloucestershire County Council**  
Gloucestershire County Council can provide the following services:
- Internal communications support - staff/workforce engagement, internal event management, officer support, internal newsletters, intranet;
  - Consultation support - internal and external consultation, stakeholder engagement, focus groups, data management, partner relations;
  - Digital support - external website, bespoke sites (recycleforglos etc), strategic social media, online customer service;
  - Media management - media office, proactive PR, media relations, media events, proactive social media, 24/7 on call service, crisis management, cabinet & senior officer management/relations, partner relations;
  - Campaign development - campaign planning, marketing, behaviour change communications (weight loss, recycling etc), external event management
  - Design services - graphics, brand management, campaign development and support;

- Printing and distribution of City Life (subject to direct transfer of the associated budget);
- City Filming Office

3.14 This would give us access to wider support from an in-house local government team that is located close by and already working well with us. It would also generate savings. With the joint Managing Director/Commissioning Director role, there is potential scope for more co-ordination of work within the City and there may be efficiencies to be gained from this. The disadvantage is that the team is not in-house here so it may take longer for issues to be understood or for face to face meetings to be held. There could also be issues of prioritisation of media management where there may be media issues in both authorities requiring attention at the same time. However, some of this risk can be mitigated because of the capacity within the County team.

3.15 Whilst the County Council can provide the City Filming Office function, it is felt that it would be more beneficial to explore options for delivery of this function by Marketing Gloucester and these are being pursued. At this stage, it is therefore not recommended that the County Council be asked to provide the City Filming Office function, notwithstanding that it has been offered.

#### 3.16 **Option 4 – Seek alternative support from another District Council**

This option would allow us to seek out support from another local authority with an understanding of the kinds of issues we face. However, capacity within other District Council teams is similar to what the City Council currently has in place and there is no obvious district authority with whom to partner for this type of service.

#### 3.17 **Option 5 – Seek alternative support from other outside providers**

This option would allow us to seek out bespoke support as and when we need it but there would be a lack of continuity for officers, members and the media. It is also likely to be more expensive and Internal communications would probably significantly suffer.

### 4.0 **Alternative Options considered**

4.1 The alternative options considered are set out above.

### 5.0 **Reasons for Recommendations**

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

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

5.3 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.

### 6.0 **Future Work and Conclusions**

6.1 Based on the information set out above and assessment of the four options, the officer recommendation is to go with Option 3, with the exception of the City Filming Office function.

- 6.2 If the recommendations in the report are approved, an Agreement will be entered into with the County Council. There will be provisions in the agreement to review the arrangements, to ensure that they continue to work well for both authorities and to end the arrangements if they cease to be appropriate for either authority. There will also be appropriate monitoring and reporting arrangements built in.
- 6.3 There is a need to ensure that appropriate links are put in place between the County Council's Media Team and the City Council's Digital Communications Team to ensure that the City Council's website and social media are kept up-to-date and are properly co-ordinated with other communications and marketing activities.

## **7.0 Financial Implications**

- 7.1 The current budget for the Communications and Marketing Service is £179,000 and the Money Plan for 2015/16 requires a saving of £50,000 to be made from this figure. The budget includes staff costs, design costs and quarterly production and distribution of City Life magazine. There are no savings to be made by keeping the service in house and, unless significant investment is made in the service, it will still present a risk to the Council in terms of its lack of capacity and resilience.
- 7.2 The proposed service to be delivered by the County Council, including the graphics provision referred to at paragraph 3.4 above can be provided at the total annual charge set out in Appendix 1, and produce the level of savings indicated in Appendix 1.

## **8.0 Legal Implications**

- 8.1 Under Section 111 of the Local Government Act 1972, the Council is empowered to do anything which is conducive, or incidental, to any of their functions.
- 8.2 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.
- 8.3 Any agreement for the performance of the Communications and Marketing service 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, 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 capacity and resilience within the current service. By joint working, there is an opportunity to create a more robust and resilient business model, with greater cost savings.
- 8.2 The risk to the City Council of outsourcing its communications support to the County Council is minimal. The arrangement with the County Council would be



legally binding and both organisations will have the opportunity to review the contract at regular intervals.

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

- 9.1 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 As at 31 January 2015, no staff are employed in the current posts and there are no direct staffing implications or TUPE situations.

**Background Documents:** None

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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<b>Meeting:</b>	<b>Audit &amp; Governance Committee</b>	<b>Date:</b>	<b>16 March 2015</b>
	<b>Cabinet</b>		<b>25 March 2015</b>
<b>Subject:</b>	<b>Strategic Risk Register</b>		
<b>Report Of:</b>	<b>Cabinet Member for Performance and Resources</b>		
<b>Wards Affected:</b>	<b>All Wards</b>		
<b>Key Decision:</b>	<b>No</b>	<b>Budget/Policy Framework:</b>	<b>No</b>
<b>Contact Officer:</b>	<b>Stephanie Payne – Audit, Risk Management and Value for Money Officer</b>		
	<b>Email: <a href="mailto:stephanie.payne@gloucester.gov.uk">stephanie.payne@gloucester.gov.uk</a> Tel: 396432</b>		
<b>Appendices:</b>	<b>1: Strategic Risk Register as at 24<sup>th</sup> February 2015 – for general release</b>		
	<b>2: Strategic Risk Register as at 24<sup>th</sup> February 2015 – exempt item (paragraph 7)</b>		

## EXEMPTIONS

The public are likely to be excluded from the meeting during consideration of part of this report as it contains exempt information as defined in paragraph 7 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended).

### 1.0 Purpose of Report

- 1.1 To present the Strategic Risk Register to Members for their awareness and consideration.

### 2.0 Recommendations

- 2.1 Audit & Governance Committee is asked to **RECOMMEND** that the Strategic Risk Register be noted and endorsed.
- 2.2 Cabinet is asked to **RESOLVE** that the Strategic Risk Register be noted and endorsed.

### 3.0 Background and Key Issues

- 3.1 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’.

- 3.2 The Council Risk Management Strategy provides the framework for the effective management of risks and opportunities within the Council, supports decision making at all levels, and aids delivery of the Council Plan priorities and objectives. The Strategy also includes the process for monitoring and reporting of strategic risks. The Risk Management Strategy was last updated and approved by Members in January 2015.
- 3.3 The Risk Management Strategy requires the Council to assess risks at a strategic level through documentation and management of the Strategic Risk Register. The Strategic Risk Register is owned and formally reviewed by Senior Management Team (SMT) on a monthly basis. Strategic risk owners are at SMT level.
- 3.4 A new requirement of the updated Risk Management Strategy is for Member receipt and endorsement of the Strategic Risk Register on a biannual basis by the Audit & Governance Committee and Cabinet. This is to enable Member awareness of the strategic risks facing the Council and the impact on decisions to be made by the Council.
- 3.5 This report is the first Strategic Risk Register update to Members, following Member approval of the updated Risk Management Strategy in January 2015.

#### **4.0 Strategic Risk Register – position and review**

- 4.1 The process for officer review and update of the Strategic Risk Register includes:
- Update of individual strategic risks by designated risk owners on an ongoing basis (including risk scores, current control position, mitigating action position timing)
  - Monthly formal review of the Strategic Risk Register by SMT, including review & challenge of current strategic risks and consideration of potentially emerging strategic risks
  - Administration and update support from the Officer Risk Management Champion (including maintenance of version audit trail)

Operational risk registers are held at service, partnership and project levels. Where operational risks are high scoring or have potential strategic implications, these are also considered through the above process and added to the Strategic Risk Register where appropriate.

- 4.2 The Strategic Risk Register is documented in line with the Risk Management Strategy risk register template and assesses strategic risks over three stages:
- Original risk score: the impact and likelihood of a risk if no action were taken

- Current risk score: the impact and likelihood of a risk considering current controls in place
- Mitigated risk score: the target risk score, achievable following full implementation of the agreed mitigating actions

Potentially emerging strategic risks (operational risks that may have a future strategic impact) are also documented and considered by SMT within the Strategic Risk Register.

- 4.3 The Strategic Risk Register was last reviewed and updated by SMT on the 24<sup>th</sup> February 2015. See Appendix 1 (for general release) and Appendix 2 (exempt under schedule 12A to the Local Government Act 1972 - as amended).

## **5.0 Alternative Options Considered**

- 5.1 The alternative option is not to present the Strategic Risk Register to Members. This is not compliant with the Council Constitution and the CIPFA: Audit Committees Practical Guidance for Local Authorities and Police (2013). The alternative option does not support strategic risk awareness or informed prudent decision making.

## **6.0 Reasons for Recommendations**

- 6.1 To support Member awareness of the strategic risks facing the Council and the management of those risks.
- 6.2 Compliance with Council policy and good practice:
- The Council Constitution confirms that the Leader and Cabinet function is to review the Council's Strategic Risk Register on at least an annual basis. The Constitution includes risk management as an Audit & Governance Committee function and area of responsibility.
  - The Council Code of Governance requires the Council to ensure that an effective risk management approach is in place. This is supported by the Council's Constitution and Risk Management Strategy.
  - The Council Risk Management Strategy requires the Strategic Risk Register to be reviewed by Members through Audit & Governance Committee and Cabinet on a biannual basis.
  - The CIPFA 'Audit Committees – Practical Guidance for Local Authorities & Police (2013)' confirms that the role of an Audit Committee includes keeping up to date with the risk profile of an organisation through regular review of the risk profile and areas of strategic risk.

## **7.0 Future Work and Conclusions**

- 7.1 SMT will continue to own the Strategic Risk Register and complete formal review on a monthly basis, updating the Strategic Risk Register as appropriate to ensure that it reflects the Council's current risk position.

- 7.2 The next Strategic Risk Register update will be presented to Audit & Governance Committee and Cabinet in September 2015. The subsequent Strategic Risk Register update to Members will be captured within the Annual Risk Management Report 2015/16.

## **8.0 Financial Implications**

- 8.1 Review and update of the Strategic Risk Register is completed by responsible officers and Members and delivered within existing resources.
- 8.2 There are a number of risks within the Strategic Risk Register which, if not managed, have the potential to expose the Council to financial costs which are not provided for within existing budgets. The documented current controls and mitigating actions aim to manage the risk of Council exposure to these costs.

(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 (including Member review of the Strategic Risk Register and awareness of strategic risks) assists prudent decision making. Failure to identify and manage strategic risks could lead to inappropriate decision making, unnecessary liability and costly legal challenge.

(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)

Council Constitution 2014/15

Risk Management Strategy – revised January 2015



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No.	Risk	Original score			Current controls	Current score			Further mitigating action	Timescale	Mitigated score			Risk owner
		Impact	Likelihood	Score		Impact	Likelihood	Score			Impact	Likelihood	Score	
1.	Non achievement of the Money Plan – including the annual savings / income targets and the result of a balanced budget	4	4	16	<p>*Budget setting process – including consultation; management / leadership input into savings targets; and Overview &amp; Scrutiny and Council involvement</p> <p>*Forecasting Money Plan for medium term</p> <p>*Allocation of individual savings/income targets to an SMT sponsor, Cabinet Member and leading senior manager</p> <p>*Rigorous monthly monitoring of the Council's financial position - monthly income / budget monitoring at budget holder level (Finance led) and by SMT</p> <p>* Financial Services staff professionally qualified in accountancy-related disciplines</p> <p>*Assurance reviews by Internal Audit to ensure compliance with approved policies and procedures</p> <p>*Business Plans aligned with resources and subject to regular review</p>	4	2	8	<p>*Alignment of financial monitoring and performance monitoring (balanced scorecard)</p> <p>*Monthly monitoring of 14/15 budget savings programme lines to confirm details of savings delivery and whether the savings target will be achieved (co-ordinated by Financial Services with detail from savings line owner). Savings line owner (service manager/head of service) to report to SMT where savings non achievement is expected. Monthly formal reporting to SMT on savings position and a weekly verbal update.</p>	<p>From 1 April 15/16 onwards</p> <p>Monthly within 2014/15</p>	4	1	4	<p>S Neal/J Topping</p> <p>Savings line service manager/head of service (accountable officer for savings)</p>

No.	Risk	Original score			Current controls	Current score			Further mitigating action	Timescale	Mitigated score			Risk owner
		Impact	Likelihood	Score		Impact	Likelihood	Score			Impact	Likelihood	Score	
2.	Adverse public and media relations	3	3	9	*Dedicated communications and marketing resource *Ongoing media training for members / staff *Regular monitoring of press coverage *Key contacts for liaison with the media (i.e. controlled approach) *Standardised FOI approach *Consultation approach on key areas *Development and delivery of communication strategy (internal and external) to include performance measures *Introduction of FOI Champions *Complaints policy / monitoring *Communications action plan *Publicise that business continuity plans are in place for key services *Digital communications team in place – including objectives, policies and procedures	3	2	6	*Actions identified through ongoing communications group meetings and proactive media review  *Controlled, regular meetings with GCC & press / media leads *Development of Council communications forward plan – to include proactive communication and feedback approach with full management team awareness and input *Review of comms service delivery and options for future service delivery *Actioning of social media internal audit review recommendations – including update and re-release of social media policy and guidance (ensuring officer and Member awareness) through NETconsent	Daily comms team & monthly Council comms meetings  Bi monthly 2014/15 Timescale to be agreed in liaison with County Council comms support  31 March 15  31 March 15	2	2	4	S Mullins

No.	Risk	Original score			Current controls	Current score			Further mitigating action	Timescale	Mitigated score			Risk owner
		Impact	Likelihood	Score		Impact	Likelihood	Score			Impact	Likelihood	Score	
3.	Lack of competence, probity and professionalism within the authority leading to diminished performance, inappropriate behaviour, and failure to comply with governance arrangements	3	3	9	*Adherence to best practice recruitment and selection procedures and principles *Member and staff training *Complaints monitoring *Member role descriptors *Codes of conduct for members and officers *Defined officer roles *Staff 1:1s and performance appraisals *Disciplinary procedure *Adherence to health and safety Policy and procedures *Ask SMT	3	2	6	*Further development of staff engagement in the organisation and to adopt a learning organisational culture – OD plan short term & medium term objectives  *Refreshing of Council vision & values (including development of management competencies)  *Ongoing implementation of improvements arising from Peer challenge report (and Council action plan)  *SMT visibility and walking the floor	31 Mar 15  31 Mar 15  Monthly review of position (minimum requirement)  Ongoing HKP presence	3	1	3	SMT

No.	Risk	Original score			Current controls	Current score			Further mitigating action	Timescale	Mitigated score			Risk owner
		Impact	Likelihood	Score		Impact	Likelihood	Score			Impact	Likelihood	Score	
5.	Failure to support (sustain) and enable economic growth within the city	3	3	9	<p>*Support local businesses both start up and new (e.g. grants and business advice) – via Economic Development service</p> <p>*Partnership support for skills/jobs and attraction of inward investment</p> <p>*Council's promotion of city through links with GFirst LEP; Marketing Gloucester; and with adjacent authorities (e.g. JCS)</p> <p>*In-house Housing Service with qualified / experienced team and approved business plan objectives (including homelessness prevention and mortgage rescue schemes)</p> <p>*Housing &amp; Homelessness Strategy – including 6 monthly review and update</p> <p>*Cultural Strategy – including 6 monthly review and update</p>	3	2	6	<p>*Restructure of Regeneration &amp; Economic Development to consider reinforcement and enhancement of economic development activity</p> <p>*Development of the Regeneration and Economic Development Strategy (including alignment of objectives to the Council Plan and ensure an appropriate delivery mechanism is in place)</p> <p>*Bidding for regeneration funding &amp; continued focus on regeneration sites</p> <p>*Strengthening of partner relations (e.g. Stanhope)</p> <p>*Effective promotion of the city and the council regards economic growth (promotion of the city as bucking the national trend)</p> <p>*City Plan and JCS aiding delivery of planned growth and housing numbers (x-ref with risks 7 &amp; 12)</p>	<p>31 Mar 15</p> <p>31 Mar 15</p> <p>At least monthly review</p> <p>At least monthly review</p>	2	2	4	A Hodge / M Shields

No.	Risk	Original score			Current controls	Current score			Further mitigating action	Timescale	Mitigated score			Risk owner
		Impact	Likelihood	Score		Impact	Likelihood	Score			Impact	Likelihood	Score	
6.	Loss of finance, resource and reputation due to fraudulent activity	4	3	12	*The following are approved policies available to officers on NETconsent: <ul style="list-style-type: none"> <li>○ Anti-fraud and corruption strategy</li> <li>○ Anti-bribery policy</li> <li>○ Whistle blowing policy</li> <li>○ Anti-money laundering policy</li> <li>○ Fraud response plan</li> </ul> *Financial regulations (including standing orders) *Existing internal control framework *Internal Audit inc. Audit & Governance Committee and annual risk based internal audit plan (deterrent) *External audit presence (deterrent) *Benefits fraud team (via Civica partnership agreement)	4	1	4	*Further review and update of anti-fraud arrangements (including policies) in accordance with the Audit Commission 'Protecting the Public Purse' checklist	31 Mar 15	4	1	4	T Rodway

No.	Risk	Original score			Current controls	Current score			Further mitigating action	Timescale	Mitigated score			Risk owner
		Impact	Likelihood	Score		Impact	Likelihood	Score			Impact	Likelihood	Score	
7	Non-success of the delivery of key regeneration projects	3	3	9	*Regeneration Programme Advisory Board *Capital Monitoring Steering Group & existing capital programme controls Project specific controls that should be in place: *Project plans in place for major schemes *Project review meetings led by experienced/qualified Members and Officers with third party links/presence (e.g. developers and associated commercial agents) *Project update reporting to Cabinet and Council (in line with project plan milestones)	3	2	6	*Development of the Regeneration and Economic Development Strategy (including alignment of objectives to the Council Plan and ensure an appropriate delivery mechanism is in place) *Head of Regeneration and Economic Development to lead: Re-assessment of projects at appropriate points to review objectives and deliverables Maintenance and review of project risk registers for each regeneration project Review by Regeneration Programme Advisory Board Financial scrutiny of regeneration projects	31 Mar 15          Quarterly review (or as appropriate dependent on project profile)	2	2	4	A Hodge

No.	Risk	Original score			Current controls	Current score			Further mitigating action	Timescale	Mitigated score			Risk owner
		Impact	Likelihood	Score		Impact	Likelihood	Score			Impact	Likelihood	Score	
9.	Capacity to deal with unexpected events (e.g. weather/phone system failure/other)	4	3	12	<p>*Up-to-date Emergency Response Plan, Flood Plan, Vulnerable People Plan, Pandemic Plan etc. drafted in conjunction with agencies, government departments and other local authorities</p> <p>*Regular review and updating of Emergency Response Plan and other plans</p> <p>*Allocated Emergency Team Leaders within the Council</p> <p>*Business continuity plans in place for each Group/Service</p> <p>*Bad weather policy and communications</p> <p>*Climate change strategy supported by Local Resilience Forums</p> <p>*Emergency Contacts list updated every quarter</p> <p>*Continued testing of Emergency Plan arrangements; bi annual exercises &amp; live events (e.g. Christmas call out exercise &amp; Royal International Air Tattoo); set up of the emergency centre post relocation of contact centre; and use of Mutual Aid agreement.</p>	4	2	8	<p>*Continued review of arrangements in conjunction with partners (e.g. County Council - through the joint work programme)</p> <p>*Review and implementation of business continuity plan action points – business continuity self assessment toolkit roll out &amp; call out exercise (toolkit set up as at 25 Mar 14)</p> <p>*Relocation of the Council's servers to a purpose built offsite data centre in order to improve performance and infrastructure resilience (approved by Cabinet as at Jan 15, subject to final Council approval of the budget Feb 15)</p>	<p>Emergency centre test: 28 Feb 15 (initial) and 30 April 15 (full)</p> <p>31 March 15</p> <p>Money Plan and budget proposals to Council - 26 Feb 15</p> <p>Data centre delivery target - 31 July 15</p>	3	2	6	<p>SMT / G Ragon (DEPLO)</p> <p>S Neal</p>



No.	Risk	Original score			Current controls	Current score			Further mitigating action	Timescale	Mitigated score			Risk owner
		Impact	Likelihood	Score		Impact	Likelihood	Score			Impact	Likelihood	Score	
10	Potential collapse of Council's banker leading to loss of cash & investments	4	1	4	*Adoption of best practice advice given by external treasury management advisors (no investments and overnight balances are minimised with the Co-operative bank)	4	1	4	*Regular meetings to be held with the bank representative to ensure GCC informed of current position *Bank tender process completed and tender awarded - new provision to start from 1 March 15	Up to new provision 1 March 15  1 March 15	4	1	4	J Topping
11	Lack of resilience in senior management structure	4	4	16	*Council Constitution *Statutory officer posts in place and resourced – S151 Officer and Monitoring Officer *Heads of Service structure in place and fully resourced *Deputy Head of Paid Service role agreed and allocated *Supporting Director role filled through 6 month internal secondment – leading on front line customer focused services (approach approved by Leader, Cabinet and Group Leaders)	4	2	8	*Additional support to Director of Services and Neighbourhoods provided by Peter Jones of Gloucestershire County Council, to include mentoring and coaching as well as practical support on any relevant projects. *Ongoing support provided to Director of Services and Neighbourhoods by the LGA *Action Plan in place to address Peer Challenge Issues which includes resilience for the organisation moving forward *Agreement from Cabinet to bring in short term specialist support if/when required *City/County Council shared Managing Director & Commissioning Director post approved by Council – Penna appointed to lead recruitment process	From June 2014 onwards – mitigating actions in place and ongoing until permanent recruitment completed for Director and Managing Director posts  Recruitment process from Jan 15	4	1	4	M Shields

No.	Risk	Original score			Current controls	Current score			Further mitigating action	Timescale	Mitigated score			Risk owner
		Impact	Likelihood	Score		Impact	Likelihood	Score			Impact	Likelihood	Score	
12	Delay to or non-delivery of Joint Core Strategy	4	4	16	*Management, monitoring and review of JCS position & progress through regular programmed meetings of: - JCS Programme Board, Steering Group and Project Delivery Group - including joint work with various stakeholders (e.g. County Council and Highways Agency) - Council Leaders and the independent chaired Member Steering Group (comprising Councillors of the 3 Councils) - Individual Council review & approval of the Plan at key stages (e.g. Annual Monitoring Statement) - Duty to co-operate meetings with key stakeholders/partners *Allocated & trained officer resource with project management structure and co-location of staff (3 Councils) at key stages	4	2	8	*JCS has been submitted to the Secretary of State and is scheduled for Independent Examination (IE) – further mitigating actions will be dependent on the outcome of the IE – third party legal, technical and professional support to be retained during this period (as well as full continuation of current controls)	IE scheduled for May 15 – draft Inspector's report expected late summer 2015	4	2	8	A Wilson

**POTENTIALLY EMERGING STRATEGIC RISKS: DISCUSSED AND REVIEWED BY SMT:**

- STOCK TRANSFER APPROVAL AND DELIVERY (initially considered as at 17/12/13):
  - Risks managed at a project level – stock transfer risk register in place – stock transfer date confirmed as 16/03/15.
  - Transfer position reviewed weekly at SMT (including update reports and discussions with professional advisors).
  - Not to be added to strategic risk register as at 24 February 15.
  
- LOCAL GOVERNMENT BOUNDARY COMMISSION REVIEW – CITY COUNCIL IMPLICATIONS (initially considered as at 17/12/13):
  - The LGBCR has the potential for considerable changes within the electoral registration system.
  - The Boundary Commission draft recommendations propose that the size of the Council be increased to 39 Members (3 more than current arrangements), representing 2 single-member wards, 8 two-member wards and 7 three-member wards across the City. The 8-week public consultation period on the draft recommendations is 20/01/15 to 16/03/15. Final recommendations are expected to be published in Summer 15.
  - Risks to be assessed and risk register to be completed at a project level on an ongoing basis. Project Officer appointed. Not to be added to strategic risk register as at 24 February 15.
  
- RUGBY WORLD CUP DELIVERY (initially considered as at 17/12/13):
  - Areas discussed were the significance of the event; RFU criteria & signed contract; budget (£350k); weather impact; public interest (if local teams do not get through the early rounds); and RFU requirement to agree specific sponsorship areas.
  - Risk management approach to be completed at a project level (A Balding - RWC Event Co-ordinator). Area discussed at Sub Group meetings. Not to be added to strategic risk register as at 24 February 15.
  
- EBOLA OUTBREAK (initially considered as at 21/10/14):
  - Ebola virus disease is a serious, usually fatal, disease for which there are no licensed vaccines or treatments. Recent study found that the country outside the African region with the highest risk of importation was the UK (but the outbreak risk was noted as low).
  - DEPLO in receipt of regular updates regarding threat rating. Local ebola exercise completed in October 14 (through Gloucestershire Resilience Forum).
  - Ebola threat level to be assessed by DEPLO regularly. Not to be added to strategic risk register as at 24 February 15.
  
- WASTE & RECYCLING REVIEW (initially considered as at 10/02/15):
  - Review to consider the viability of changing collection from current kerbside sort service to a co-mingled or single stream service. Review to be overseen by a Members Project Group (chaired by Cabinet Member for Environment) with support from an Officers Project Group (led by the Head of Neighbourhood Services). Target for preferred option (service model) report for Member approval Aug/Sept 15 with implementation within 2016.
  - Risk management approach to be completed at a project level through the Members and Officers Groups.
  - Not to be added to strategic risk register as at 24 February 15.

By virtue of paragraph(s) 7 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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