



## Overview and Scrutiny Committee

**Meeting: Monday, 26th January 2015 at 6.30 pm in Civic Suite, North Warehouse, The Docks, Gloucester, GL1 2EP**

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| <b>Membership:</b> | Cllrs. Lugg (Chair), S. Witts (Vice-Chair), Gravells (Spokesperson), Haigh, Hanman, Lewis, Wilson, Ravenhill, Field, Dee, Taylor, Beeley, Hansdot, Toleman and Pullen |
| <b>Contact:</b>    | Sonia Tucker<br>Democratic Services Officer (Scrutiny Support)<br>01452 396126<br>sonia.tucker@gloucester.gov.uk  |

### AGENDA

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| <b>1.</b> | <b>APOLOGIES</b><br><br>To receive any apologies for absence.  |
| <b>2.</b> | <b>DECLARATIONS OF INTEREST</b><br><br>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 5 - 18)</b><br><br>To approve as a correct record the minutes of the meeting held on 1 December 2014 and 8 December 2014.  |
| <b>4.</b> | <b>PUBLIC QUESTION TIME (15 MINUTES)</b><br><br>To receive any questions from members of the public 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><br><br>To receive any petitions and 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>  |

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| 6.  | <p><b>GLOUCESTER CITY CENTRE STRATEGY 2015-19</b> (Pages 19 - 28)</p> <p>To consider the report of the Cabinet Member for Regeneration and Culture which establishes the basis for the creation of a co-ordinated City Centre Strategy for Gloucester in order to develop a thriving 21st Century city centre.</p>  |
| 7.  | <p><b>REGENERATION AND ECONOMIC DEVELOPMENT STRATEGY</b> (Pages 29 - 50)</p> <p>To consider the report of the Cabinet Member for Regeneration and Culture which presents the proposed draft Regeneration and Economic Development Strategy 2015 – 2020, for the City of Gloucester. The Strategy identifies 6 key regeneration and economic development objectives to be delivered over the next 5 years.</p>                                     |
| 8.  | <p><b>BRIEFING NOTE ON JOINT MEETING OF SCRUTINY LEAD MEMBERS AND STRATEGIC STREETCARE PARTNERSHIP MEMBERS</b> (Pages 51 - 54)</p> <p>To receive the briefing note from the Chair of Overview and Scrutiny Committee which sets out the background to, and outcomes of, a meeting held between Scrutiny Lead Members and Strategic Streetcare Partnership Members on 15 January 2015. Members are asked to resolve to note the briefing note.</p> |
| 9.  | <p><b>CABINET FORWARD WORK PROGRAMME</b> (Pages 55 - 68)</p> <p>To consider the latest version of the Cabinet Forward Work Programme.</p>   |
| 10. | <p><b>OVERVIEW AND SCRUTINY WORK PROGRAMME</b> (Pages 69 - 70)</p> <p>To consider the latest version of the Overview and Scrutiny Work Programme.</p>   |
| 11. | <p><b>MEMBER UPDATE ON OUTSIDE BODIES' ACTIVITIES</b></p> <p>To receive verbal updates, as appropriate, from Members of the Committee who sit as City Council representatives on any of the outside bodies.</p>   |
| 12. | <p><b>DATE OF NEXT MEETING</b></p> <p>Monday 23 February 2015 at 18.30 hours.</p>   |

*M Shields*

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

**Date of Publication: Friday, 16 January 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<br>(a) under which goods or services are to be provided or works are to be executed; and<br>(b) which has not been fully discharged  |
| Land  | Any beneficial interest in land which is within the Council's area.<br><br>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) –<br>(a) the landlord is the Council; and<br>(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 –<br>(a) that body (to your knowledge) has a place of business or land in the Council's area and<br>(b) either –<br>i. The total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or<br>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 Sonia Tucker, 01452 396126, [sonia.tucker@gloucester.gov.uk](mailto:sonia.tucker@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).

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### **FIRE / EMERGENCY EVACUATION PROCEDURE**

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



## OVERVIEW AND SCRUTINY COMMITTEE

**MEETING** : Monday, 1st December 2014

**PRESENT** : Cllrs. Lugg (Chair), S. Witts (Vice-Chair), Haigh, Hanman, Wilson, Ravenhill, Field, Dee, Taylor, Beeley, Hansdot, Toleman, Pullen

### **Others in Attendance**

Cllr James, Leader of the Council and Cabinet Member for Regeneration and Culture

Cllr Porter, Cabinet Member for Environment

Cllr Norman, Cabinet Member for Performance and Resources

Cllr Dallimore, Cabinet Member for Communities and Neighbourhoods

Councillor Organ, Cabinet Member for Housing, Health and Leisure

Mr M Shields, Director of Services and Neighbourhoods

Mr R Cook, Head of Neighbourhood Services

Mr A Cummings, Financial Management Accountant

**APOLOGIES** : Cllrs. Gravells and Lewis

### **57. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **58. MINUTES**

The minutes of the meeting held on 10 November 2014 were confirmed as a correct record and signed by the Chair.

### **59. PUBLIC QUESTION TIME (15 MINUTES)**

Councillor Smith addressed the Committee from the public gallery and asked the Leader of the Council if free car parking in Council owned car parks would be available on 'Small Business Saturday'. Councillor James responded that parking would be free after 3 pm.

### **60. PETITIONS AND DEPUTATIONS (15 MINUTES)**

There were no petitions or deputations.

**OVERVIEW AND SCRUTINY COMMITTEE**  
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**61. DRAFT MONEY PLAN 2015/20 AND BUDGET PROPOSALS FOR CONSULTATION 2015/16**

The Chair welcomed the Cabinet Members to the meeting.

**Introduction to the Report**

Councillor James, Leader of the Council and Cabinet Member for Regeneration and Culture, introduced the report on the Money Plan Framework which also included draft budget proposals for consultation for 2015/16. Councillor James set out the savings which had been achieved to date and explained that the proposals contained a range of targets across all portfolios in 2015/16 which would be delivered by reductions in partnership/contract costs, increased efficiencies and service transformations. Councillor James commented that despite the financial pressures and challenges that there would be a further freeze in Council Tax for the fifth consecutive year. Councillor James added that the report would be updated following the Chancellor's Autumn Statement on 3 December. However, it was not anticipated that the Chancellor's Statement would result in any major changes.

Councillor Norman, Cabinet Member for Performance and Resources, echoed the comments of Councillor James, and stressed the importance of the Council continuing to deliver a sustainable financial plan. He explained that the planned freeze on Council Tax would be funded through a further allocation of a specific Government grant given to support such proposals. Councillor Norman concluded the introduction by stating that the proposals had been developed to meet the ongoing financial challenges facing the Council and to mitigate the impact on front-line services whilst continuing to focus on increased efficiencies and strong, responsible financial management.

Each Cabinet Member then presented their respective portfolios in turn.

**REGENERATION AND CULTURE – COUNCILLOR JAMES**

Councillor James confirmed that there were 121 staff working in the services contained within his portfolio.

Headlines for the Portfolio

1. £50K on the markets service would not be achieved because of delays with negotiations on the Indoor Market. Hempsted Meadows had been taken over by a private contractor. Subject to the markets strategy being approved by Cabinet it was possible that other parts of the markets service would go out to private contractors.
2. The review of the Guildhall and Museums Services was nearing completion and would be presented to Cabinet in the New Year.
3. A final set of proposals for the restructure in Asset Management would be presented to the Organisational Development Committee before Christmas. The savings target was £100K.
4. Budget savings would be achieved by a combination of measures and a review of operational processes. Charges were being reviewed for planning

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### **01.12.14**

fees and the Building Control service. Additionally, the opportunity for a shared Building Control service with another authority continued to be explored.

5. In terms of new income streams, sponsorship opportunities would continue to be pursued such as the 'Welcome to Gloucester' signs.
6. Priorities for the Regeneration and Culture portfolio were seen to be:-
  - Delivering City Centre projects such as the Southgate Street Townscape scheme.
  - The Indoor Market project.
  - Regeneration of Blackfriars and King's Quarter.
  - Joint Core Strategy and City Plan.
  - Rugby World Cup.
  - Guildhall and Museum review.

#### Questions from the Committee to Councillor James

1. A Member asked for details of the previous year's budget pressures. The Financial Management Accountant responded that this information had been contained in the Financial Monitoring report which had been presented to the Committee in 10 November 2014. The Member commented that it would have been useful to have had that information incorporated in the budget report.
2. There was a query relating to Marketing Gloucester's role in obtaining sponsorship and whether there were any plans to reduce the funding from the City to Marketing Gloucester. Councillor James said that Marketing Gloucester had been successful in achieving sponsorship for events and that there were no plans to cut the funding given to them in the proposals before Members.
3. The Committee noted that the review of Cultural Services would come to Cabinet in the New Year.
4. A Member asked why Appendix 2 showed an increase in national insurance contributions for the 2015/16 year only and queried why this was not ongoing. The Financial Management Accountant explained that this was a one off increase related to a change in rates in the Employer's national insurance contribution.
5. The Committee requested clarification on three items in Appendix 4. It was agreed that this information would be provided to Members separately.
6. There was a query on works to Horsbere Brook in Appendix 4. It was confirmed that this related to flood alleviation works and that funding would be sought to meet these costs.
7. A Member asked why there were no efficiency savings shown for 2015/16 in Appendix 1. The Financial Management Accountant responded that 2015/16 already had a detailed programme of proposed savings. The figures for 2016/17 onwards provided a basic indication of the level of savings required.

#### **ENVIRONMENT – COUNCILLOR PORTER**

Councillor Porter confirmed that there were 36 staff working in the services within his portfolio.

#### Headlines for the Portfolio

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1. There was additional pressure on the portfolio to find an extra £0.5M worth of savings whilst maintaining the existing savings programme.
2. There was no anticipated reduction in income streams. However, opportunities to increase the income at the Cemeteries and Crematorium were being explored. This service was highly regarded by the residents of Gloucester.
3. Savings from the Environmental Planning Service would not be realised in 2014/15, but would be achieved as part of the 2015/16 budget setting.
4. The highest budget saving option included in the portfolio was the additional £0.5M worth of savings to be found from the Amey contract which was the single largest area of spending in the Council's overall budget. Negotiations were ongoing with Amey to identify where these savings could be found.
5. A review of the Waste and Recycling Service was planned, The scope and terms of the review had already been agreed. The aim of the review was to focus on the way recycling was collected and to look at the frequency of collections. It was intended to increase the types of recyclates to boost income. There had been a successful trial in Longlevens and it was anticipated that the scheme would be rolled out in March.
6. It was intended to make better use of sports pitches in the City.
7. A new contract was being procured for the provision of kennelling for Stray Dogs which would remove the shortfall which often occurred when Amey was obliged to take recovery action against an owner for non –payment of costs.
8. The main priorities for the portfolio included improving cleanliness, discouraging environmental crime and encouraging increased recycling in the City. The new trade waste policy would help to improve cleanliness. Seagulls continued to pose a nuisance and the Council was considering a new approach to tackle them.

#### Questions from the Committee to Councillor Porter

1. It was confirmed that the Council received benefits from a reduction in rubbish going to landfill. A sum of £50K was quoted.
2. There was a query on the full cost of providing the garden waste scheme as the £180K quoted related to the operation of the crews only. Councillor Porter agreed to provide this information to the Committee.
3. A Member asked where the main cuts would be made to services. Councillor Porter agreed this was challenging and that Amey had been asked to make cuts without affecting the service that was provided. One area being looked at was the frequency of collections. A review would coincide with Amey changing their fleet vehicles in 2016 at which time co-mingling could be explored. Councillor Porter asked if the Committee would be prepared to reinstate the Task and Finish Group which had examined recycling in 2013 in order to assist Cabinet with their deliberations. The Chair confirmed that Overview and Scrutiny Committee would be prepared to assist in this regard.
4. A Member asked if the food caddy collection would continue. Councillor Porter said there were no immediate plans to terminate the collection of food waste, although some authorities had stopped it and others currently collected it along with garden waste.



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5. The Committee noted that an audit of all green spaces in the City was underway to ensure that Amey were not maintaining areas that were privately owned.
6. There was a discussion on seagulls and the new approach which the Council planned to adopt which included the use of hawks as a deterrent. Some Members considered that netting would be more effective. Councillor Porter remarked that this was cost prohibitive.

**COMMUNITIES AND NEIGHBOURHOODS – COUNCILLOR DALLIMORE**

Councillor Dallimore confirmed that there were 13 staff working in the services within her portfolio.

Headlines for the Portfolio

1. £50K savings in grants to the voluntary sector. This had already been agreed with the Citizens' Advice Bureau and the Law Centre. Important to recognise that the voluntary sector still received a sizeable grant from the City Council.
2. £50K savings in shopmobility would be delivered in 2015/16.
3. No reduction in income streams anticipated.
4. Members were encouraged to bid for Members' Allocation Fund monies set aside for Ward related projects before the end of the financial year 2014/15.
5. New income streams identified from partnership working such as £20K from the NHS. Funding from DCLG being explored. There would be partnership working with housing associations.
6. The new post of Commissioning Director with the County Council would provide opportunities for pooling of budgets.
7. The main priorities for the portfolio were as set out in the Council Plan. Partnership working would continue. Upgraded CCTV would be installed. There would be improved wifi for the City. The service would continue to embrace asset based community development principles.

Questions from the Committee to Councillor Dallimore

1. Clarification was given on the application process for the Member Allocation Fund and how the money could be spent.
2. The impact of the cut to the voluntary sector grant was discussed. Councillor Dallimore explained that she would be meeting with advice agencies on 18 December 2014. It was noted that the Citizens Advice Bureau received funding from Victim Support.
3. There was a query on Shopmobility. Councillor Dallimore confirmed that the £50K reduction was carried forward from 2014/15 to enable a proper review of the service to take place. A Member commented that it would have been preferable not to have the figure in the budget proposals until the outcome of the review was known. Councillor Dallimore responded that she was confident that the service could be protected and offered to bring the review to a future Overview and Scrutiny Committee for Members' consideration.

**Suspension of Council Procedure Rule 6**

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**On the motion of the Chair, and in accordance with the Constitution, the Committee resolved that the meeting be extended beyond two hours.**

**PERFORMANCE AND RESOURCES – COUNCILLOR NORMAN**

Councillor Norman confirmed that there were 73 staff working in the services within his portfolio.

Headlines for the Portfolio

1. It would not be possible to continue recharging costs for the portfolio to the Housing Revenue Account once the Housing Stock Transfer had been completed in March 2015. The amount of income would only be known once Gloucester City Homes had indicated what level, if any, of Council services they required next year.
2. No new income streams had been identified. However, existing income streams would be protected and maximised wherever possible.
3. The planned move to a shared Legal Service with effect from 1 April 2015 would deliver savings of £50K.
4. Savings of £70K in Financial Services were made up of £15K for the restructure of the service; £20K from the review of the tender for banking services; with the balance of £35K being delivered through shared working.
5. Civica were fully engaged in how the savings would be delivered and detailed proposals were currently being drawn up with them.
6. The main priorities for the portfolio were as set out in the Council Plan with the portfolio having an enabling role with most of its services supporting the frontline services.
7. Value for money and only spending what was necessary would be key.
8. The Council had made a good start, but it was vital to continue to monitor savings and spending robustly.
9. Web services needed to be developed to ensure customers received the service they expected and to reduce unnecessary face to face contact.
10. Scale of savings was potentially significant in the medium term, so it was essential that the Council continued its track record of delivering savings.

Questions from the Committee to Councillor Norman

1. A Member asked what the timescale was for the development of web services. Councillor Norman explained that this would be ongoing with progress being made year on year. The first step would be to work with Civica and targeted groups. The Member responded that it would be advisable to contact other Councils in order to share best practice. Councillor Norman agreed with this suggestion and added that he would be willing to set up a cross party group.

**HOUSING, HEALTH AND LEISURE – COUNCILLOR ORGAN**

Councillor Organ confirmed that there were 44 staff working in the services within his portfolio.

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Headlines for the Portfolio

1. There were no major financial pressures on the portfolio. However, it was essential for close monitoring to continue.
2. Some changes would arise from the impending housing stock transfer, but these were not expected to have any budgetary impact.
3. Financial monitoring had resulted in more realistic predictions for income levels.
4. Budget savings would accrue from Aspire as part of a long term plan.
5. There would be savings in energy costs at GL1.
6. There were no new emerging income streams, but steps were being taken to protect and maximise the existing income streams.
7. Main challenges for the portfolio were:-
  - Completing the housing stock transfer.
  - Working with owners of empty homes.
  - Improvement of conditions in private rented housing.
  - Working with developers to provide affordable homes.
  - Working with developers to improve leisure services.
8. Scale of savings to be achieved remained significant. However, it was vital that the Council continued to deliver services.

Questions from the Committee to Councillor Organ

1. It was noted that the focus of the portfolio would change with one of the initiatives being to identify land.
2. There was a discussion on the challenges of providing more affordable homes and the need for more social housing.

**Conclusion**

The Chair thanked the Cabinet Members for their presentations.

**RESOLVED - That the Draft Money Plan 2015/20 and Budget Proposals for Consultation 2015/16 be noted.**

**62. DATE OF NEXT MEETING**

Monday 8 December 2014 at 18.30 hours.

**Time of commencement: 18:30 hours**

**Time of conclusion: 20:50 hours**

**Chair**

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**MEETING** : Monday, 8th December 2014

**PRESENT** : Cllrs. Lugg (Chair), S. Witts (Vice-Chair), Gravells (Spokesperson), Haigh, Hanman, Lewis, Wilson, Ravenhill, Field, Taylor, Beeley, Hansdot, Toleman, Pullen

### **Others in Attendance**

Cllr. Norman, Cabinet Member for Performance and Resources  
Mr S Wightman, Account Director, Amey  
Mr R Cook, Head of Neighbourhood Services, GCC  
Mr M Brentnall, Environmental Planning Manager

**APOLOGIES** : Cllr. Dee

### **63. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **64. PUBLIC QUESTION TIME (15 MINUTES)**

There were no questions from members of the public.

### **65. PETITIONS AND DEPUTATIONS (15 MINUTES)**

There were no petitions and deputations.

### **66. TREE POLICY UPDATE**

The Chair welcomed Councillor Norman, Cabinet Member for Performance and Resources who was in attendance as a substitute for Councillor Porter, Cabinet Member for Environment; Mr Ross Cook, Head of Neighbourhood Services; and Mr Meyrick Brentnall, Environmental Planning Manager, to the meeting.

Members were presented with a report which updated them on the revised tree policy as it related to City Council trees and requests to have works carried out on them. Councillor Norman summarised the key points and advised the Committee that it was proposed to return to Overview and Scrutiny Committee when a full 12 months worth of data was available. The Committee was asked to note the content of the report at this stage.

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Members discussed the following matters:-

1. A Member queried how category 2 works (paragraph 3.6) were assessed. The Environmental Planning Manager acknowledged that this could sometimes be difficult and that it was at the discretion of the Tree Officer. He added that 80% of jobs raised by the Tree Officer fell under category 2.
2. It was recognised that whilst some residents would be keen to have trees removed which they considered to be a nuisance, but which were otherwise healthy, that others might not be.
3. The Committee requested that there should be communication with residents when works were planned and instances were cited of crews turning up to carry out works to the surprise of residents. The Environmental Planning Manager agreed with this comment and would look to improve communication.
4. A Member reported that he had phoned in to the Contact Centre on 4 occasions on behalf of a constituent regarding a problem tree, but that he had not received a response from the Tree Officer. The Environmental Planning Manager agreed to investigate this point.
5. The Committee was advised that it was important to differentiate between the work Amey carried out on behalf of the County Council which was largely planned maintenance work and the works carried out for the City Council.
6. Clarification was sought on the proposal to implement the 'Confirm' system (paragraph 3.9) which would track works using a GIS programme. The Environmental Planning Manager explained that all City Council trees would be plotted on the system which would be introduced in the New Year. A Member queried whether information on the existing tree database would be transferred to 'Confirm'. The Environmental Planning Manager confirmed that this was the case. During the discussion on this matter, a Member referred to the 2009 Task and Finish Group on Trees which had recommended a full tree survey and asked what progress had been made in this regard. The Head of Neighbourhood Services responded that an annual survey was carried out as part of Amey's contractual obligations and that there was a rolling programme for an ongoing survey. He reiterated that this was stored on a paper record which would be transferred to 'Confirm'.
7. A Member asked if replacement of felled trees with new ones was a feature of the new policy. The Environmental Planning Officer indicated that it was not and added that the ratio of new trees planted was higher than those removed.
8. There was a discussion on issues regarding County Council owned trees in the City Centre and a query on whether any liaison existed between the City's Tree Officer and the County's Tree Officer. The Environmental Planning Manager advised that the City Council had no jurisdiction over the County Council, but confirmed that the City's Tree Officer communicated with his counterpart at Shire Hall. A Member suggested that the City's Cabinet Member might meet with his equivalent County Cabinet Member to discuss the issues. The Head of Neighbourhood Services reminded the Committee that the City Council could not interfere with decision making at the County Council and added that the appointment of the Joint Commissioning Director would assist in cross authority matters of this type.

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9. A Member requested that weekly emails be sent to Councillors advising them of planned works, similar to those already received by Members relating to planning and licensing applications.
10. Turning to paragraph 3.1 of the report, a Member commented that work requests were also submitted by Ward Councillors and considered that this should have been reflected in the report.
11. A Member queried whether the new policy addressed the Council's legal obligations as set out in paragraph 8.1. The Environmental Planning Manager stated that he believed this to be the case.
12. The Committee discussed the detrimental effect on mental health and wellbeing caused by overbearing trees which were close to buildings and which obscured light. Such trees, if healthy, fell outside the new policy. Members gave examples of elderly and housebound residents whose quality of life was reduced by the close proximity of such trees. The Committee believed that the policy should be amended to reflect the fact that in exceptional circumstances, where a tree was seriously affecting the health and wellbeing of a resident, that the tree could be either removed or pruned accordingly. Councillor Norman agreed to take this back to the Cabinet Member for Environment.

**RESOLVED:**

1. That the report be noted.
2. That the Cabinet Member for Environment be asked to amend the Tree Policy to allow removal or pruning of trees which were seriously affecting the health and wellbeing of residents.

**67. AMEY 6 MONTH PERFORMANCE MONITORING**

The Chair welcomed Mr Steve Wightman, Account Director of Amey, to the meeting.

Mr Wightman gave Members a brief presentation outlining Amey's achievements in Gloucester relating to its contract with Gloucester City Council and which set out the challenges faced by the organisation in the future, particularly in having to achieve an extra £0.5M worth of savings in addition to the ongoing savings required in the Council's budget.

The Committee discussed the following matters:-

1. Members expressed disappointment that they had not received a formal report with 'RAG' ratings on Amey's performance. The Head of Neighbourhood Services explained that this information was provided to the Strategic Streetcare Forum and that it was his understanding that the Forum Members had shared the data with their group lead Overview and Scrutiny Members. He added that whilst there was no reason why the Committee could not have the papers, that there could be duplication if Members examined papers which had already been scrutinised by the Strategic Streetcare Forum. Members responded that they understood the value of the Strategic Streetcare Forum in monitoring the contract and ensuring that savings were on track, but that Overview and Scrutiny Committee's role was to scrutinise the service as a whole. The Chair commented that there

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**08.12.14**

appeared to be a breakdown in communication as the perceived sharing of papers between the Forum and the Committee had not taken place and suggested that the papers be placed on the agenda for the next Overview and Scrutiny Committee in January.

2. A Member queried which areas of the contract would be affected in order to meet the extra £0.5M savings required. The Head of Neighbourhood Services responded waste and recycling would be the main area and referred to the Committee's agreement to reinstate its Task and Finish Group on recycling to assist in this regard. There would be savings from the collection of additional recyclates and the opportunity would be taken to remodel rounds.
3. The Committee noted there would be no further changes to street cleansing and grass cutting regimes, but that these would continue to be monitored closely by the Strategic Streetcare Forum.
4. A Member asked whether the bagged garden waste service could be made available to a smaller group as the service was only available where 80 residents signed up to it. The Head of Neighbourhood Services said that the service needed to be self-financing but that it would be reviewed as part of the larger review of the recycling service.
5. A Member commented that the grip cleaning schedule should be carried out before heavy rain to avoid flooding. The Head of Neighbourhood Services replied that this was part of the annual winter maintenance programme which was reviewed by the Environmental Health Officer, Flood Resilience and Land Drainage.
6. Clarification was sought on the Abbey Ward World War I Memorial which Members of the Committee who represented the Abbey Ward were unaware of. Members were advised that this related to the planting of wild poppies in the Hawthorne Avenue area of the City which was part of a wider 4 year programme of commemorative planting.
9. The Committee confirmed that they wished to monitor Amey's performance on a 6 monthly basis.

**RESOLVED** – That the Strategic Streetcare Forum papers be considered at the next meeting on 26 January 2015 and that the Cabinet Member for Environment be asked to attend this meeting.

**68. CABINET FORWARD WORK PROGRAMME**

The Committee considered the latest version of the Cabinet Forward Work Programme.

**RESOLVED – That the Cabinet Forward Plan be noted.**

**69. OVERVIEW AND SCRUTINY WORK PROGRAMME**

Members considered the latest version of the Overview and Scrutiny Work Programme to the end of the municipal year. Members agreed to amend the Work Programme in line with discussions held during the meeting. It was further agreed that the proposed private training session would be deferred to another date.



**OVERVIEW AND SCRUTINY COMMITTEE  
08.12.14**

**RESOLVED – That the Overview and Scrutiny Work Programme be noted.**

**70. MEMBER UPDATE ON OUTSIDE BODIES' ACTIVITIES**

There were no updates on this occasion.

**71. DATE OF NEXT MEETING**

Monday 26 January 2015 at 18.30 hours.

**Time of commencement: 18:30 hours**

**Time of conclusion: 20:00 hours**

**Chair**

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

## FOR GENERAL RELEASE

### 1.0 Purpose of Report

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

### 2.0 Recommendations

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

2.2 Cabinet is asked to **RESOLVE** that

- (1) The development of a draft City Centre Strategy for Gloucester be approved;
- (2) The indicative strategic priorities and key actions (for wider consultation with stakeholders) outlined in Appendix 1 be noted; and
- (3) The Head of Regeneration and Economic Development Service, in consultation with the Cabinet Member for Regeneration and Culture, be given delegated responsibility to co-ordinate and work with other stakeholders who have an interest in the city centre, to prepare a draft City Centre Strategy for Gloucester.

### 3.0 Background and Key Issues

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

- 3.2 In order for city centres to survive and thrive, they need to diversify their offer as a destination, and better utilise their assets in order to take advantage of the opportunities being generated by the changing environment. City centres can no longer focus purely on retail, as consumer expectations have adapted to focus on value, service, entertainment and experience but also need to consider their broader offer for culture, leisure, events, tourism and city centre living.
- 3.3 The above issues were highlighted in a Government commissioned report, the Portas Review: An independent review into the future of our high streets (December 2011). The report's author, Mary Portas, commented in the review that, "Fundamentally ... our high streets are uniquely placed to deliver something new" and "Can be lively, dynamic, exciting and social places that give a sense of belonging and trust to a community".

#### **4.0 Supporting a Thriving City Centre**

- 4.1 Gloucester has seen significant growth and investment over the last few years with over £700 million of private sector investment secured to date with over 1,000 new jobs and 700 new homes created. In addition, it has achieved some notable successes in attracting footfall and diversifying the city centre's image and cultural, leisure, tourism and residential offer, including:
- Progression of the £60 million Kings Quarter Scheme. Key milestones include:
    - Development agreement signed to create 200,000 sq ft of new shops, leisure venues, public open space and a new transport interchange
    - £8.8 million secured to deliver a new transport interchange to include a new bus station
    - Acquisition and demolition of strategic property by the City Council
  - Major public realm improvements - £7 million scheme linking the Docks and the city centre, implementation of hanging baskets and planters and improved signage and lighting
  - The City Council's £2 million City Centre Investment Fund to deliver a number of improvement projects to help support the attractiveness, vitality and viability of the city centre including car park and lighting improvements, cladding of unsightly facades, a new Tourist Information Centre and business grants
  - £1.6 million grants to support city centre daytime and evening businesses and residents, which has contributed to the improvement of the centre by attracting new businesses and improving the local environment
  - Development of city centre residential units including the £25 million redevelopment of the former college campus – Greyfriars Quarter scheme will create 250 apartments and town houses.
- 4.2 Currently, Gloucester city centre is performing fairly well as a retail centre and has showed resilience through some very challenging market conditions. There have been some notable positive signs of confidence in city centre retail, evidenced by the significant investments made by Marks and Spencer, Debenhams and the Eastgate Shopping Centre.
- 4.3 Vacancy rates in the core city centre have fluctuated but there has been an improving picture and positive signs of recovery over the last 2 years, which is showcased by a recent independent review by The Javelin Group (2014), which

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

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

## **5.0 Plan for Growth**

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

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

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

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

## **6.0 City Centre Strategy 2015-19**

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

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

## **Strategic Priorities**

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

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

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

## **7.0 Alternative Options Considered**

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

## **8.0 Reasons for Recommendations**

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

## **9.0 Future Work and Conclusions**

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

## **10.0 Financial Implications**

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

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

## **11.0 Legal Implications**

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

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

## **12.0 Risk & Opportunity Management Implications**

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

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

## **13.0 People Impact Assessment (PIA)**

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

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

## **14.0 Other Corporate Implications**

### Community Safety

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

### Sustainability

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

### Staffing & Trade Union

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

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## Appendix 1

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

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

#### Strategic Priority 1

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

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

## **Strategic Priority 2**

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

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

## **Strategic Priority 3**

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

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

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

#### **Strategic Priority 4**

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

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

#### **Strategic Priority 5**

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

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

### **Strategic Priority 6**

#### **To positively manage the city centre environment, ensuring it's clean, safe and accessible**

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

### **Strategic Priority 7**

#### **To increase the availability and quality of homes within the city centre through new build and utilisation of existing premises**

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

## Gloucester City Council

|                         |  |                                 |                        |
|-------------------------|--|---------------------------------|------------------------|
| <b>Meeting:</b>         | <b>Overview and Scrutiny Committee</b>   | <b>Date:</b>                    | <b>26 January 2015</b> |
|                         | <b>Cabinet</b>   |                                 | <b>28 January 2015</b> |
| <b>Subject:</b>         | <b>Regeneration &amp; Economic Development 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>Yes</b>   | <b>Budget/Policy Framework:</b> | <b>No</b>              |
| <b>Contact Officer:</b> | <b>Anthony Hodge, Head of Regeneration &amp; Economic Development</b>                    |                                 |                        |
|                         | <b>Email: anthony.hodge@gloucester.gov.uk</b>  |                                 | <b>Tel: 396034</b>     |
| <b>Attachments:</b>     | <b>1. Regeneration &amp; Economic Development Strategy</b><br><b>2. City Centre Plan</b> |                                 |                        |

### FOR GENERAL RELEASE

#### 1.0 Purpose of Report

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

#### 2.0 Recommendations

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

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

- (1) that the contents of this report be noted;
- (2) the broad direction of the Regeneration and Economic Development Strategy is approved and
- (3) that the Regeneration and Economic Development Strategy be subject to a public consultation exercise.

#### 3.0 Background and Key Issues

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

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

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

- 1) Kings Quarter: £6.4M of grant has been secured towards the delivery of this scheme. This can be broken down into Gloucestershire Local Transport Board (£1.7M) and the GFirst Strategic Economic Plan (£4.6M). The City Council now has control over the majority of the site, enabling the delivery of the scheme to progress. Now that there is certainty over the land, work will start in January to procure architects to commence the design of the city's new bus station, with a planning application to follow shortly afterwards.
- 2) Blackfriars: with the rationalisation of the County Council's property portfolio and their plan to vacate Quayside House, this has presented an excellent opportunity to work with the County to deliver a scheme for this prominent site and the city's Barbican site. Both councils have entered into a Memorandum of Understanding, thereby bringing together their landholdings at this location, for redevelopment. A bid has been submitted to the Local Enterprise Partnership to create "shovel ready" development plots, through reclamation and the provision of infrastructure (access roads).
- 3) City Centre Project: this is a programme of projects designed to help support the attractiveness, vitality and viability of the centre and build on the considerable amount of successful work already being carried out. This programme includes car park improvements, working to clad "unattractive facades", business support grants and the provision of a new Tourism Information Centre.
- 4) Greyfriars: the residential development by Linden Homes on the former Gloscat sites is designed to lead to significant improvements to this part of the city. In 2013 work started by Linden Homes to build 250 homes over two sites. This is now well advanced with over 80% of Phase 1 now sold.
- 5) Railway Triangle – the city has seen the development of the new Morrisons store at the Railway Triangle. The developer, LxB, is looking to move forward with the construction of the employment components of the scheme.

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

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

- Peel Holdings
- Rockspring

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

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

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

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

Objective 1: Delivering Major Development Sites:

Objective 2: A vibrant city centre

Objective 3: Bringing forward small sites

Objective 4: Community Regeneration

Objective 5: Jobs and Growth

Objective 6: Strategic and sub-regional growth

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

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

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

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

- 3.10 Whilst the larger scale regeneration activity is a primary part of the strategy, a key component is a schedule of smaller sites which make up a “hit list”, **Objective 3**. The City Council will maintain a rolling database of sites that do not make a positive contribution towards the economic activity of the city in their current form. Working with the site owners or developers, the City Council will strive to bring these back into economic use. Cumulatively their impact will be significant.
- 3.11 Successful urban regeneration also needs to consider and benefit the communities that live in the target area. **Objective 4** aims to provide an environment that empowers our communities to position themselves to create directly, and benefit from, employment opportunities and work with employers, encouraging them to recruit locally.
- 3.12 The city suffers from a small number of areas that experience persistent levels of deprivation which is not acceptable. The Council will work with those communities, and through partners including the Voluntary and Community Sector, to empower and resource them so that they too can benefit from regeneration activity and economic growth. But our objective is not for those communities to simply benefit from growth through the action of others, but to give them the tools and opportunity for them to directly deliver that growth through business start-up, entrepreneurial activity and other support mechanisms including promoting childcare opportunities.
- 3.13 Successful businesses are a key part of successful urban regeneration. The City Council already has a proven track record in business support and growth. But now we need to move to the next generation of support and adapt to changes to both business and business support mechanisms. **Objective 5** aims to continue to develop and support new business but to also complement the University of Gloucestershire’s Growth Hub. The City will engage more with our established businesses and to use all mechanisms at our disposal to support private sector growth.
- 3.14 This strategy is ambitious and rightly so. Through **Objective 6**, the City will work in partnership with all those who are striving to deliver economic growth, prosperity and to tackle deprivation locally, city wide and beyond our boundaries. The strategy acknowledges that the City will work with adjoining and sub-regional bodies to ensure our citizens and businesses have every opportunity to flourish and grow.
- 3.15 This Regeneration and Economic Development Strategy will be a core document in setting the Council’s regeneration and economic development priorities. It will be based on and consistent with the City Vision and the Council’s Corporate Plan. It is an ambitious strategy for an ambitious city. However it will also reflect and accord with the priorities as set out in the statutory planning documents that are emerging for Gloucester City and its environs, the Joint Core Strategy and the City Plan. It will also reflect and build upon the Strategic Economic Plan as prepared by the Local Enterprise Partnership GFirst.

#### **4. Alternative Options Considered**

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



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

## **5. Reasons for Recommendations**

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

## **6. Future Work Conclusions**

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

## **7. Financial Implications**

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

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

## **8.0 Legal Implications**

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

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

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

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

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

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

## **11.0 Other Corporate Implications**

### Community Safety

- 11.1 None.

Sustainability

11.2 None.

Staffing & Trade Union

11.3 None.

**Background Documents:** None

## **Gloucester City Council**

### **Regeneration & Economic Development Strategy 2015-2020**

#### **Foreword**

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

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

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

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

From the Dean,

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

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

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

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

## **Vision**

*"Gloucester will be a flourishing, modern and ambitious City, which all residents can enjoy"*

(City Vision 2012 – 2022)

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

A central part of that Vision is to deliver:

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

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

- 1) Clearly identified objectives within this strategy including:
  - a. The delivery of major investment sites complimented with smaller scale opportunities
  - b. Creating a vibrant city centre area
  - c. Delivering jobs and growth
  - d. Influencing growth beyond our boundaries
- 2) Ensuring a positive Planning environment
- 3) Encouraging investors and developers to work together in a complementary way to deliver our overall vision
- 4) Using our heritage assets to deliver growth, including delivering more activity around our waterways and our historic city centre streets
- 5) Using public sector assets, influence and expertise to encourage development.
- 6) Working within an engaged and informed political landscape
- 7) Setting ambitious targets to deliver a stronger future for Gloucester.

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

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

## **Key Facts about Gloucester**

### **History**

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

- It is the city and county town of Gloucestershire located in the South West of England. The City lies close to the Welsh border, and is on the River Severn, approximately 32 miles (51 km) north-east of Bristol, and 45 miles (72 km) south-southwest of Birmingham
- In 1827 Gloucester became a port city following the completion of the Gloucester and Sharpness canal. On completion it was then the longest, deepest and widest ship canal in Britain. The Docks contains fifteen Victorian warehouses which make up what is Britain's most inland port and are now a major tourist attraction.
- Gloucester was home to iconic manufacturing firms including the Gloster Aircraft Company and Fielding & Platt.
- The City contains 707 listed buildings including 37 Grade 1's.
- The City is the birth place of Robert Raikes, the founder of the Sunday School Movement and John Stafford Smith, who composed the American National Anthem
- The historic Roman streets, magnificent Norman Cathedral and Victorian Docks have been used for various films and TV productions including Harry Potter and Doctor Who. Disney recently shot scenes from the sequel to Alice in Wonderland at the Docks.

### **Demographics**

- The City has a population of 123,439 (ONS Mid-Year Population Estimates 2012). It is the most populated conurbation within the County of Gloucestershire and has the highest population density.
- Gloucester will experience the greatest population growth of all county districts, expected to increase by 20.1% or 23,800 people between 2010 and 2035
- Gloucester is a relatively young city with 25% of the population aged 19 and under (highest in the South West) and 39% under 30. The City is expected to experience the greatest increase of Gloucestershire's districts in the number of children and young people between 2010 and 2035, with an increase of 16.4%
- It is a diverse City, the black and minority ethnic population (BME) stands at 9.8% with approximately 100 languages and dialects spoken

### **Economy**

- Gloucester is home to world leading advanced engineering companies providing cutting edge technical products and services e.g Prima Dental
- Gloucester has a strong finance and insurance cluster including being the location for the HQ of the specialist insurance company Ecclesiastical Insurance Group
- The City supports a growing cluster of information security, web hosting, CAD/CAM development, defence communications and security, ICT infrastructure development and IT content management businesses
- The creative community has grown rapidly in recent years with the Blackfriars and Westgate Street areas having established themselves as a hub for creative businesses. The City has

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

- The City has a strong independent retail and leisure sector with over 100 independent city centre shops
- Gloucester attracts 5.9 million visitor trips each year. Annually, visitor spend is £207 million
- To date, the city has secured over £700 million of private sector investment, bucking the national trend and weathering the economic recession well
- A place for business recognised by others:

**Duport Business Confidence Report** shows:

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

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

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

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

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

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

- 6<sup>th</sup> (out of 64 cities) for having the highest number of patents approved (up from 10<sup>th</sup> in Centre for Cities report 2013)
- 2<sup>nd</sup> (out of 64 cities) for having the highest employment rate with 77.8% between Jul 2012 and Jun 2013 (up from 12<sup>th</sup> in Centre for Cities report 2013)
- 2<sup>nd</sup> (out of 63 cities) for the highest housing stock growth. Among the top-placed cities, only five (Swindon, Milton Keynes, Gloucester, London, Peterborough) have experienced housing supply growth in accordance to their population growth rate.
- Gloucester is in the top-ten cities where small businesses are investing in high growth strategies.

## Education

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

- Boasts top providing education providers including further and higher education campuses for the University of Gloucestershire, the University of the West of England and Gloucestershire College
- Over 30% of Gloucester’s working age population has achieved NVQ4 or higher

**Sport**

- Gloucester is home to Gloucester Rugby Club, officially supported by the most passionate fans in the English Premiership
- Oxstalls Tennis Centre was voted 2011 Tennis Club of the Year by the Lawn Tennis Association
- Gloucester Rowing Club is one of the oldest established rowing clubs in Great Britain
- Planning consent has recently been given for a new Gloucester City Football Club stadium which will see the long awaited return of the club to the City
- Major refurbishment of the Blackbridge Jubilee Athletics Track creating an all-weather floodlit synthetic track.

Gloucester has much to offer:

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

**Why does Gloucester need regenerating ?**

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

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

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

### **What we want to achieve**

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

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

### **The Journey So Far**

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

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

Significant projects that have been successfully delivered include:

- St Oswalds Park – A mixed use scheme by Hammerson plc on the site of Gloucester’s former Cattle Market, including a Tesco supermarket, restaurants, retail warehouse units including B&Q and residential elements including an Extra Care Village.
- Gloucester Docks: the regeneration of the Docks has achieved a satisfying degree of maturity. The Docks regeneration project was effectively started by the Council’s pioneering 1980s move, which saved four of the historic warehouses. A combination of new build and the repair / refurbishment of many of the historic docks warehouses, typically for apartments with active commercial uses on the ground floor, have breathed new life into the docks.

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

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



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

- Blackfriars Priory: originally founded in 1239 and being one of the most complete surviving Dominican Blackfriars in England, it has recently been launched as an impressive cultural venue, along with the adjacent new build language centre
- Greyfriars: following the move of Gloucestershire College to its purpose built new facility at Gloucester Docks, the vacant site is now being regenerated into a significant new residential development in the heart of the city.
- Railway Triangle / Corridor: is a key arterial route into the city and had sat in an unused derelict condition for many years. The solution to the site was not easy to find. There were many constraints. However a solution was found and delivered by the developer LXB to build a Morrison's supermarket (completed) and a range of employment units (underway).

### **The Big Picture**

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

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

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

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

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

### **The role of heritage**

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

Docks Warehouses  
Buildings at the Quays

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

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

### **The Strategy**

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

- i) Kings Quarter Regeneration scheme: delivering the “step change” 15,000 sq metre retail led scheme including a new Transport Hub/Bus Station
- ii) Blackfriars Project, including the former Fleece Hotel – regenerating this large brownfield site to provide vibrant mixed use of employment, residential, leisure, open space and parking development, thereby creating a seamless linkage between the historic docks and the city centre, including the regeneration of the historic Fleece Hotel site.
- iii) Gloucester Quays and Gloucester Docks: working with partners to complete this important regeneration scheme including the development of a water-based regeneration programme and the redevelopment of the remaining historic warehouse. Within the defined area, deliver a programme of sites, which cumulatively will make a major impact, to include:
  - Baker's Quay – mixed use scheme
  - Llanthony Priory – a potential Heritage Lottery Funded scheme
  - 27/29 Commercial Road – buildings owned by the City Council
  - Orchard Square – the delivery of an exciting new public square
  - West Quay – promoted by the Canal and River Trust
- iv) Canal Corridor – define and deliver a clear vision for this strategically important employment/ housing corridor
- v) Railway Triangle and Corridor – exploration of options for delivery of local housing and employment on the linked corridor sites

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

- i) The diversification of the centre to include securing purple flag status, delivering innovative housing, enhanced leisure use, encouraging our independent retail and food offer, that draws citizens into the core area
- ii) Deliver heritage projects based around our museums and other attractions, including consolidating the expected impact of Project Pilgrim
- iii) Promote sustainable alternative uses including the development and delivery of an office accommodation strategy

- iv) Underpin and promote our cultural offer including our Museums and festivals
- v) Enhance our markets offer, both indoor and outdoor, to generate further footfall into the City
- vi) Create an environment for prosperity through a programme of public realm renewal and City Centre enhancements including the cladding of unattractive facades, a new Tourist Information Centre , Car Park improvements and links to the Quays from the City Centre.
- vii) Undertake active management, including the potential implementation of a Business Improvement District, bringing a coordinated, effective response to the challenges faced by users, to create a dynamic and well looked after city that creates a sense of pride and ownership

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

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

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

- i) Develop and implement an Asset Based Community Development Programme that gives our citizens the confidence and opportunities, particularly in areas suffering from persistent deprivation, to find solutions that will enable them as individuals and communities to become part of the City's growth agenda
- ii) Develop and implement an Estate based regeneration programme that will contribute towards a better standard of living in areas that have not realised their full potential
- iii) Promote recruit local policies and opportunities. Connecting people and communities to economic opportunity. Work with partners to ensure new work opportunities target those in disadvantaged communities who have the support to ensure they are well placed to benefit from such opportunities
- iv) Work with employers and skills providers to ensure there is a direct correlation between skills supply and demand
- v) Work with our communities and other Agencies including the Voluntary and Community Sector, to improve health and address issues of deprivation. Seek to secure funding opportunities, and to pool resources, including Big Local, to give local people the opportunity to positively impact upon the economic prosperity of their area
- vi) Develop our grants programme that supports entrepreneurs and is co-ordinated through activity such as the Star People funding and Business Support grants, contributing towards self-employment and social enterprise

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

- i) Working closely with the University of Gloucestershire's Growth Hub and Business School, targeting high growth key sector companies through targeted inward investment campaigns to reach over 5,000 potential investors, including developing appropriate marketing materials and channels
- ii) Develop our business engagement programme which establishes working relationships with our primary and small businesses who will become our main employers of tomorrow, opening communications and collaborative working
- iii) Identifying key issues impacting on our businesses, such as Broadband, and work constructively to find solutions and deliver growth
- iv) Deliver business grants to assist new start-ups, expanding businesses and those businesses looking to relocate to the city. Extend business start-up / business support provision for small-medium sized businesses (SMEs) through Gloucestershire Enterprise Ltd, Gloucestershire Adult Education, The Prince's Trust and other partners
- v) Work towards the delivery of mechanisms supporting growth including identifying an appropriate location for, and delivery of, a locally defined Enterprise Zone and Business Improvement District.

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

- i) Support the delivery of Strategic Housing and Employment sites outside of the City's boundary
- ii) To explore with GFirst and impacted adjacent local authorities opportunities for joint capacity building to deliver physical regeneration schemes and economic growth opportunities
- iii) Actively support and promote the delivery of Joint Core Strategy sites allocated outside of the City's administrative boundary but which can play a role in the growth and prosperity of Gloucester.

## **Delivering our Regeneration and Economic Development Strategy**

### **The City Council's role**

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

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

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

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

#### **Our Partners**

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

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

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

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

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

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

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

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

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

### **Programme**

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

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

## Monitoring and Review

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

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# Gloucester: One City - One Vision

## Primary Regeneration Schemes

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

## Commercial Areas

- 1 Eastgate Shopping Centre
- 2 Kings Walk Shopping Centre and Northgate St.
- 3 Kings Square New Retail Centre and Bus Station

Primary Retail Streets

↔ Primary Defined Pedestrian Links

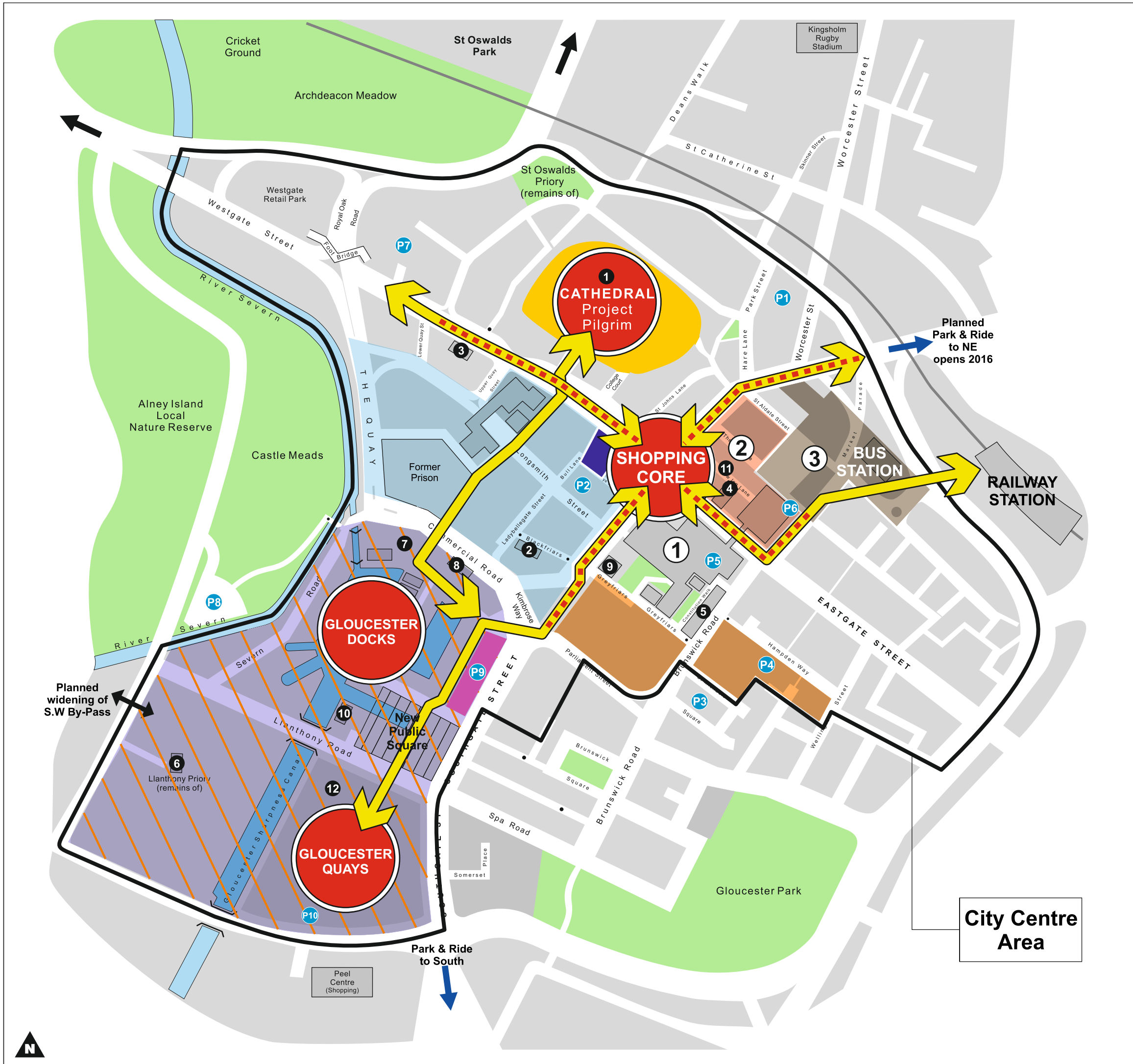
## Parking/Transport

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

## Attractions

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

\*Heritage Lottery Fund



**City Centre Area**

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## **OVERVIEW AND SCRUTINY COMMITTEE 26 JANUARY 2015**

**SUBJECT:            BRIEFING NOTE ON JOINT MEETING OF SCRUTINY LEAD MEMBERS AND STRATEGIC STREETCARE PARTNERSHIP LEAD MEMBERS HELD ON 15 JANUARY 2015 TO DISCUSS AMEY MONITORING ISSUES**

**APPENDICES:      APPENDIX 1 – TERMS OF REFERENCE FOR STRATEGIC STREETCARE PARTNERSHIP**

**AUTHOR:            COUNCILLOR JAN LUGG, CHAIR OF OVERVIEW AND SCRUTINY COMMITTEE**

### **1.      INTRODUCTION**

- 1.1      On 23 June 2014, Overview and Scrutiny Committee considered a report from the Head of Neighbourhood Services on how the performance of the Streetcare Partnership was monitored. An outcome from this meeting was the decision that the Committee would examine Amey's performance monitoring on a six monthly basis.
- 1.2      On 8 December 2014, the Committee received a presentation from Amey which did not include monitoring information in a 'RAG' format which Members had expected to receive. During the meeting it became apparent that whilst there was a desire by Members to examine detailed monitoring data that this could overlap with the role of the Strategic Streetcare Partnership. There was also a misconception that Overview and Scrutiny Committee Members were already being circulated with streetcare monitoring information which was not the case.
- 1.3      As a consequence of the discussions it was resolved that Amey monitoring would be considered at the next meeting of Overview and Scrutiny on 26 January 2015. The Head of Neighbourhood Services agreed to send the same information to the Committee that was being submitted to the Strategic Streetcare Partnership on 27 January 2015.
- 1.4      Following the meeting there was an exchange of emails between the Cabinet Member for Environment, the Chair of Overview and Scrutiny and the Head of Neighbourhood Services. As a result of this correspondence it was agreed that a meeting would be held between the Lead Members of Overview and Scrutiny Committee and Members of the Strategic Streetcare Partnership in order to examine the respective roles of the two bodies and to try to reduce any duplication of effort.

## 2. DISCUSSIONS HELD AT MEETING ON 15 JANUARY 2015

2.1 On 15 January 2015 a meeting was held between the following Members and Officers:

- Councillor Jan Lugg, Chair of Overview and Scrutiny
  - Councillor Susan Witts, Vice-Chair of Overview and Scrutiny
  - Councillor Andrew Gravells, Spokesperson for Overview and Scrutiny
  - Councillor Jim Porter, Cabinet Member for Environment and Chair of the Strategic Streetcare Partnership
  - Councillor Mark Hobbs, Member of the Strategic Streetcare Partnership
  - Ross Cook, Head of Neighbourhood Services
  - Sonia Tucker, Democratic Services Officer (Scrutiny Support)
- Apologies were received from Councillor Chris Witts*

2.2 Councillor Porter chaired the meeting and explained that its purpose was to clarify the respective roles of the Overview and Scrutiny Committee and the Strategic Streetcare Partnership in order to avoid any overlapping and duplication of roles.

2.3 The terms of reference for the Strategic Streetcare Partnership were considered and the group was presented with agendas and minutes from previous meetings of the Partnership.

2.4 The discussions which took place at the Overview and Scrutiny Committee on 8 December 2014 were also reviewed.

## 3. OUTCOMES FROM THE MEETING

3.1 The following actions were agreed:-

- 1) **The Strategic Streetcare Partnership** would continue to monitor Amey's performance at their quarterly meetings, but a copy of the report would be circulated to all Gloucester City Councillors in advance to allow them to raise issues through their Group Representative on the Strategic Streetcare Partnership.
- 2) **Overview and Scrutiny Committee** would receive an annual report on the activities of the Strategic Streetcare Partnership in June of each year. The annual report would include an Amey service plan (looking forward) in addition to an annual performance report (encompassing all of the previous quarterly performance reports). A representative from Amey would be expected to attend as part of the presentation of the annual report.

3.2 The meeting was considered to be very positive by all in attendance. Successful outcomes were achieved and both bodies had clarity on their respective roles.

## Strategic Streetcare Partnership Meetings

### Terms of Reference

---

- To act as Champions for the Streetcare Partnership
- To give Strategic Direction
- To ensure effective Service Planning
- To ensure good performance; and
- To act as a forum for consultation

Membership of the Strategic Streetcare Partnership will be –

- The Cabinet Member with responsibility for the Environment
- 2 x Members from the Opposition Groups

The meeting is supported by –

- Head of Neighbourhood Services
- Environmental Services Manager
- Account Director / General Manager (Amey)

Meetings will be held quarterly

Agreed at the meeting held on 19 November 2013 (ratified on 28 January 2014)

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# FORWARD PLAN

## FROM FEBRUARY TO JANUARY 2016

| SUBJECT<br>(and summary of decision to be taken)  | PLANNED DATES            | DECISION MAKER & PORTFOLIO   | NOTICE OF PRIVATE BUSINESS<br>(if applicable) | RELATED DOCUMENTS<br>(available on request, subject to restrictions on disclosure) | LEAD OFFICER<br>(to whom Representations should be made)                         |
|---|--------------------------|--|---|--|--|
| <b>FEBRUARY 2015</b>  |                          |  |   |  |  |
| <b>Final Budget Proposals (including Money Plan and Capital Programme)</b><br><br><u>Summary of decision:</u><br>To seek approval for the final Budget Proposals for 2015-16, including the Money Plan and Capital Programme.<br><br><i>Wards affected: All Wards</i> | 25/02/15<br><br>26/02/15 | Cabinet<br><br>Council<br>Cabinet Member for Performance and Resources |   |  | Jon Topping, Head of Finance<br>Tel: 01452 6242<br>jon.topping@gloucester.gov.uk |

BPF  
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Agenda Item 9

| SUBJECT<br>(and summary of decision to be taken) |  | PLANNED DATES        | Decision Maker & Portfolio   | NOTICE OF PRIVATE BUSINESS<br>(if applicable) | RELATED DOCUMENTS<br>(available on request, subject to restrictions on disclosure) | LEAD OFFICER<br>(to whom Representations should be made)                         |
|--|--|----------------------|--|---|--|--|
| Page 56  | <p><b>Council Tax Setting 2014/15</b></p> <p><u>Summary of decision:</u><br/>To seek approval for the resolutions relating to the setting of Council Tax for 2015/16.</p> <p><i>Wards affected: All Wards</i></p>          | 26/02/15             | Council Leader of the Council  |   |  | Jon Topping, Head of Finance<br>Tel: 01452 6242<br>jon.topping@gloucester.gov.uk |
|  | <p><b>Financial Monitoring Quarter 3 Report</b></p> <p><u>Summary of decision:</u><br/>To receive an update on financial monitoring information for the third quarter 2014/15.</p> <p><i>Wards affected: All Wards</i></p> | 23/02/15<br>25/02/15 | Overview and Scrutiny Committee<br><br>Cabinet<br>Cabinet Member for Performance and Resources |   |  | Jon Topping, Head of Finance<br>Tel: 01452 6242<br>jon.topping@gloucester.gov.uk |



| SUBJECT<br>(and summary of decision to be taken) |   | PLANNED DATES                   | Decision Maker & Portfolio   | NOTICE OF PRIVATE BUSINESS<br>(if applicable) | RELATED DOCUMENTS<br>(available on request, subject to restrictions on disclosure) | LEAD OFFICER<br>(to whom Representations should be made)  |
|--|---|---------------------------------|--|---|--|---|
| BPF  | <p><b>Housing Strategy</b></p> <p><u>Summary of decision:</u><br/>To seek approval for the final draft of the Housing Strategy 2015-20.</p> <p><i>Wards affected: All Wards</i></p>               | <p>25/02/15</p> <p>26/02/15</p> | <p>Cabinet</p> <p>Council<br/>Cabinet Member for Housing, Health and Leisure</p> |   |  | <p>Helen Chard, Housing Strategy &amp; Enabling Service Manager<br/>Tel: 01452 396534<br/>helen.chard@gloucester.gov.uk</p> |
| Page 57  | <p><b>Asset Management Strategy Update Report</b></p> <p><u>Summary of decision:</u><br/>To seek approval for the Asset Management Strategy for 2015.</p> <p><i>Wards affected: All Wards</i></p> | <p>25/02/15</p>                 | <p>Cabinet<br/>Cabinet Member for Regeneration and Culture</p>                   |   |  | <p>Richard Webb<br/>richard.webb@gloucester.gov.uk</p>  |

|         | <b>SUBJECT</b><br>(and summary of decision to be taken)  | <b>PLANNED DATES</b> | <b>Decision Maker &amp; Portfolio</b>                        | <b>NOTICE OF PRIVATE BUSINESS</b><br>(if applicable) | <b>RELATED DOCUMENTS</b><br>(available on request, subject to restrictions on disclosure) | <b>LEAD OFFICER</b><br>(to whom Representations should be made)   |
|---------|--|----------------------|--|--|---|---|
| Page 58 | <p><b>Cultural Strategy Update</b></p> <p><u>Summary of decision:</u><br/>To provide Cabinet with a 6 monthly update in relation to the Cultural Strategy Action Plan.</p> <p><i>Wards affected: All Wards</i></p> | 25/02/15             | Cabinet<br>Cabinet Member for Regeneration and Culture       |  |   | Lucy Wright, TIC Service Manager<br>Tel: 01452 396570<br>lucy.wright@gloucester.gov.uk                            |
|         | <p><b>Volunteering Update</b></p> <p><u>Summary of decision:</u><br/>To provide an update on the volunteering programme.</p> <p><i>Wards affected: All Wards</i></p>   | 25/02/15             | Cabinet<br>Cabinet Member for Communities and Neighbourhoods |  |   | Gareth Hooper, Senior Engagement and Partnerships Officer<br>Tel: 01452 396266<br>gareth.hooper@gloucester.gov.uk |

| SUBJECT<br>(and summary of decision to be taken) |   | PLANNED DATES | Decision Maker & Portfolio                             | NOTICE OF PRIVATE BUSINESS<br>(if applicable)   | RELATED DOCUMENTS<br>(available on request, subject to restrictions on disclosure) | LEAD OFFICER<br>(to whom Representations should be made)                      |
|--|---|---------------|--|---|--|---|
| KEY  | <p><b>Retail-led Regeneration at Kings Quarter</b></p> <p><u>Summary of decision:</u><br/>Amendments to the Stanhope Development Agreement are to be proposed that reflect and ensure timely progress for the scheme and an adequate financial return to the City Council.</p> <p><i>Wards affected: Westgate</i></p> | 25/02/15      | Cabinet<br>Cabinet Member for Regeneration and Culture | <p>The report will contain commercially sensitive financial information.</p> <p>The public are likely to be excluded from the meeting during consideration of this report as it contains exempt information as defined in paragraph (3) of schedule 12A to the Local Government Act 1972 (as amended)</p> |  | Philip Ardley, Asset management Consultant<br>philip.ardley@gloucester.gov.uk |
| MARCH 2015                                       |   |               |  |   |  |   |

| <b>SUBJECT</b><br>(and summary of decision to be taken)  | <b>PLANNED DATES</b> | <b>Decision Maker &amp; Portfolio</b>                                       | <b>NOTICE OF PRIVATE BUSINESS</b><br>(if applicable)   | <b>RELATED DOCUMENTS</b><br>(available on request, subject to restrictions on disclosure) | <b>LEAD OFFICER</b><br>(to whom Representations should be made)   |
|--|----------------------|---|--|---|---|
| <p><b>Gloucestershire Airport – Governance Arrangements</b></p> <p><u>Summary of decision:</u><br/>                     To seek shareholder approval to revisions to the Memorandum and Articles of Association of Gloucestershire Airport Limited and to the Shareholders’ Agreement.</p> <p><i>Wards affected: All Wards</i></p> | <p>5/03/15</p>       | <p>Leader of the Council<br/>                     Leader of the Council</p> | <p>This decision and any associated documents are likely to be exempt from disclosure to the press and public because they contain exempt information as defined in paragraph 3 of schedule 12A to the Local Government Act 1972 (as amended).</p> |   | <p>Anthony Hodge, Head of Regeneration and Economic Development<br/>                     Tel: 01452 396034<br/>                     anthony.hodge@gloucester.gov.uk</p> |

| <b>SUBJECT</b><br>(and summary of decision to be taken)   | <b>PLANNED DATES</b> | <b>Decision Maker &amp; Portfolio</b>                                       | <b>NOTICE OF PRIVATE BUSINESS</b><br>(if applicable)   | <b>RELATED DOCUMENTS</b><br>(available on request, subject to restrictions on disclosure) | <b>LEAD OFFICER</b><br>(to whom Representations should be made)   |
|---|----------------------|---|--|---|---|
| <p><b>Gloucestershire Airport</b></p> <p><u>Summary of decision:</u><br/>                     To seek shareholder approval of the Strategic Vision and the Business Plan for 2015-2018 for Gloucestershire Airport Limited.</p> <p><i>Wards affected: All Wards</i></p> | <p>5/03/15</p>       | <p>Leader of the Council<br/>                     Leader of the Council</p> | <p>This decision and any associated documents are likely to be exempt from disclosure to the press and public because they contain exempt information as defined in paragraph 3 of schedule 12A to the Local Government Act 1972 (as amended).</p> |   | <p>Anthony Hodge, Head of Regeneration and Economic Development<br/>                     Tel: 01452 396034<br/>                     anthony.hodge@gloucester.gov.uk</p> |

| SUBJECT<br>(and summary of decision to be taken) |  | PLANNED DATES                   | Decision Maker & Portfolio  | NOTICE OF PRIVATE BUSINESS<br>(if applicable) | RELATED DOCUMENTS<br>(available on request, subject to restrictions on disclosure) | LEAD OFFICER<br>(to whom Representations should be made)  |
|--|--|---------------------------------|---|---|--|---|
| Page 62  | <p><b>Pay Policy Statement 2015-16</b></p> <p><u>Summary of decision:</u><br/>To seek approval for the annual Pay Policy Statement 2015-16 in accordance with Section 38 of the Localism Act 2011.</p> <p><i>Wards affected: All Wards</i></p> | <p>25/03/15</p> <p>26/03/15</p> | <p>Cabinet</p> <p>Council<br/>Cabinet Member for Performance and Resources</p>  |   |  | <p>Jon Topping, Head of Finance<br/>Tel: 01452 6242<br/>jon.topping@gloucester.gov.uk</p>                                 |
|  | <p>NON</p> <p><b>Recommendations from the Overview and Scrutiny Task and Finish Group on the Management of Parcels of Unadopted Green Land</b></p>   | <p>23/03/15</p> <p>25/03/15</p> | <p>Overview and Scrutiny<br/>Cabinet<br/>Cabinet Member for Regeneration and Culture and Cabinet Member for Environment</p> | None  | None   | <p>Meyrick Brentnall,<br/>Environmental Planning Manager<br/>Tel 01452 396829<br/>meyrick.brentnall@gloucester.gov.uk</p> |

| SUBJECT<br>(and summary of decision to be taken) |  | PLANNED DATES                   | Decision Maker & Portfolio   | NOTICE OF PRIVATE BUSINESS<br>(if applicable) | RELATED DOCUMENTS<br>(available on request, subject to restrictions on disclosure) | LEAD OFFICER<br>(to whom Representations should be made)                                  |
|--|--|---------------------------------|--|---|--|---|
| BPF  | <p><b>Treasury Management Strategy</b></p> <p><u>Summary of decision:</u><br/>To seek approval for the Treasury Management Strategy.</p> <p><i>Wards affected: All Wards</i></p>       | <p>25/03/15</p> <p>26/03/15</p> | <p>Cabinet</p> <p>Council<br/>Cabinet Member for Performance and Resources</p> |   |  | <p>Jon Topping, Head of Finance<br/>Tel: 01452 6242<br/>jon.topping@gloucester.gov.uk</p> |
|  | <p><b>Treasury Management Quarter 3 Report</b></p> <p><u>Summary of decision:</u><br/>To update Cabinet on treasury management activities.</p> <p><i>Wards affected: All Wards</i></p> | <p>25/03/15</p>                 | <p>Cabinet<br/>Cabinet Member for Performance and Resources</p>                |   |  | <p>Jon Topping, Head of Finance<br/>Tel: 01452 6242<br/>jon.topping@gloucester.gov.uk</p> |

| SUBJECT<br>(and summary of decision to be taken) |   | PLANNED DATES | Decision Maker & Portfolio                                   | NOTICE OF PRIVATE BUSINESS<br>(if applicable) | RELATED DOCUMENTS<br>(available on request, subject to restrictions on disclosure) | LEAD OFFICER<br>(to whom Representations should be made)  |
|--|---|---------------|--|---|--|---|
| Page 64  | <p><b>Social Prescribing Update</b></p> <p><u>Summary of decision:</u><br/>To provide an update on the social prescribing project.</p> <p><i>Wards affected: All Wards</i></p>  | 25/03/15      | Cabinet<br>Cabinet Member for Communities and Neighbourhoods |   |  | Gareth Hooper, Senior Engagement and Partnerships Officer<br>Tel: 01452 396266<br>gareth.hooper@gloucester.gov.uk |
|  | <p><b>Regulation of Investigatory Powers Act 2000 (RIPA) Six Monthly Report on use of RIPA Powers</b></p> <p><u>Summary of decision:</u><br/>To update Cabinet on the use of RIPA powers.</p> <p><i>Wards affected: All Wards</i></p> | 25/03/15      | Cabinet<br>Cabinet Member for Performance and Resources      |   |  | Sue Mullins, Head of Legal and Policy Development<br>Tel: 01452 396110<br>sue.mullins@gloucester.gov.uk           |
| <b>APRIL 2015 - No meetings</b>                  |   |               |  |   |  |   |
| <b>MAY 2015 - No meetings</b>                    |   |               |  |   |  |   |
| <b>JUNE 2015</b>                                 |   |               |  |   |  |   |



|         | <b>SUBJECT</b><br>(and summary of decision to be taken)  | <b>PLANNED DATES</b>            | <b>Decision Maker &amp; Portfolio</b>  | <b>NOTICE OF PRIVATE BUSINESS</b><br>(if applicable) | <b>RELATED DOCUMENTS</b><br>(available on request, subject to restrictions on disclosure) | <b>LEAD OFFICER</b><br>(to whom Representations should be made)  |
|---------|--|---------------------------------|--|--|---|--|
| Page 65 | <p><b>Annual Review of Performance of Civica Revenues and Benefits</b></p> <p><u>Summary of decision:</u><br/>To receive an update on the performance of the outsourced Revenues &amp; Benefits service.</p> <p><i>Wards affected: All Wards</i></p> | <p>22/06/15</p> <p>24/06/15</p> | <p>Overview and Scrutiny Committee</p> <p>Cabinet<br/>Cabinet Member for Performance and Resources</p> <p>Cabinet Member for Performance and Resources</p> |  |   | <p>Sadie Neal, Head of Business Improvement and Performance<br/>Tel: 01452 396326<br/>sadie.neal@gloucester.gov.uk</p> |
|         | <p><b>Annual Review of Performance of Civica IT</b></p> <p><u>Summary of decision:</u><br/>To receive an update on the performance of the outsourced IT service.</p> <p><i>Wards affected: All Wards</i></p>   | <p>22/06/15</p> <p>24/06/15</p> | <p>Overview and Scrutiny Committee</p> <p>Cabinet<br/>Cabinet Member for Performance and Resources</p>   |  |   | <p>Sadie Neal, Head of Business Improvement and Performance<br/>Tel: 01452 396326<br/>sadie.neal@gloucester.gov.uk</p> |

|         | <b>SUBJECT</b><br>(and summary of decision to be taken)   | <b>PLANNED DATES</b> | <b>Decision Maker &amp; Portfolio</b>                        | <b>NOTICE OF PRIVATE BUSINESS</b><br>(if applicable) | <b>RELATED DOCUMENTS</b><br>(available on request, subject to restrictions on disclosure) | <b>LEAD OFFICER</b><br>(to whom Representations should be made)   |
|---------|---|----------------------|--|--|---|---|
| Page 66 | <p><b>Treasury Management Quarter 4 Report</b></p> <p><u>Summary of decision:</u><br/>To update Cabinet on treasury management activities.</p> <p><i>Wards affected: All Wards</i></p>  | 24/06/15             | Cabinet<br>Cabinet Member for Performance and Resources      |  |   | Jon Topping, Head of Finance<br>Tel: 01452 6242<br>jon.topping@gloucester.gov.uk                                  |
|         | <p><b>Partnerships and Engagement Achievements/Progress 2014-15</b></p> <p><u>Summary of decision:</u><br/>To provide an update on the work and achievements of the partnerships and engagement team over 2014-15</p> <p><i>Wards affected: All Wards</i></p> | 24/06/15             | Cabinet<br>Cabinet Member for Communities and Neighbourhoods |  |   | Gareth Hooper, Senior Engagement and Partnerships Officer<br>Tel: 01452 396266<br>gareth.hooper@gloucester.gov.uk |

**JULY 2015 - Items to be advised**

| <b>SUBJECT</b><br>(and summary of decision to be taken) | <b>PLANNED DATES</b>   | <b>Decision Maker &amp; Portfolio</b> | <b>NOTICE OF PRIVATE BUSINESS</b><br>(if applicable)    | <b>RELATED DOCUMENTS</b><br>(available on request, subject to restrictions on disclosure) | <b>LEAD OFFICER</b><br>(to whom Representations should be made) |   |
|---|--|---------------------------------------|---|---|---|---|
| <b>AUGUST 2015 - No meetings</b>                        |  |                                       |   |   |   |   |
| <b>SEPTEMBER 2015</b>                                   |  |                                       |   |   |   |   |
| Page 67   | <b>Cultural Strategy Update</b><br><br><u>Summary of decision:</u><br>To provide Cabinet with a 6 monthly update in relation to the Cultural Strategy Action Plan.<br><br><i>Wards affected: All Wards</i>   | 16/09/15                              | Cabinet<br>Cabinet Member for Regeneration and Culture  |   |   | Lucy Wright, TIC Service Manager<br>Tel: 01452 396570<br>lucy.wright@gloucester.gov.uk                  |
|   | <b>Regulation of Investigatory Powers Act 2000 (RIPA) Six Monthly Report on Use of RIPA Powers</b><br><br><u>Summary of decision:</u><br>To receive an update on the six monthly report on the use of RIPA Powers.<br><br><i>Wards affected: All Wards</i> | 16/09/15                              | Cabinet<br>Cabinet Member for Performance and Resources |   |   | Sue Mullins, Head of Legal and Policy Development<br>Tel: 01452 396110<br>sue.mullins@gloucester.gov.uk |

| <b>SUBJECT</b><br>(and summary of decision to be taken) | <b>PLANNED DATES</b>   | <b>Decision Maker &amp; Portfolio</b> | <b>NOTICE OF PRIVATE BUSINESS</b><br>(if applicable)    | <b>RELATED DOCUMENTS</b><br>(available on request, subject to restrictions on disclosure) | <b>LEAD OFFICER</b><br>(to whom Representations should be made) |  |
|---|--|---------------------------------------|---|---|---|--|
| <b>OCTOBER 2015</b>                                     |  |                                       |   |   |   |  |
| Page 68   | <b>Treasury Management – Quarter 1 Report</b><br><br><u>Summary of decision:</u><br>To update Cabinet on treasury management activities.<br><br><i>Wards affected: All Wards</i> | 21/10/15                              | Cabinet<br>Cabinet Member for Performance and Resources |   |   | Jon Topping, Head of Finance<br>Tel: 01452 6242<br>jon.topping@gloucester.gov.uk |
| <b>NOVEMBER 2015 - Items to be advised</b>              |  |                                       |   |   |   |  |
| <b>DECEMBER 2015 - Items to be advised</b>              |  |                                       |   |   |   |  |
| <b>JANUARY 2016- Items to be advised</b>                |  |                                       |   |   |   |  |

**Gloucester City Council  
Overview and Scrutiny Work Programme 2014/15  
(updated 15 January 2015)**

| Item   | Format         | Lead Member (if applicable)/Lead Officer       | Comments  |
|--|----------------|--|---|
|  |                |  |   |
| <b>23 FEBRUARY 2015</b>  |                |  |   |
| <b>PROVISIONAL</b> – Cultural Strategy 6 Monthly Update  | Written report | Cabinet Member for Regeneration and Culture    | Committee is asked if it wishes to take this item   |
| Monitoring of Recycling Task and Finish Group Recommendations from 2013  | Presentation   | Cabinet Member for Environment                 | Committee has agreed to take this item  |
| Financial Monitoring Quarter 3   | Written report | Cabinet Member for Performance and Resources   | Part of Committee's annual work programme   |
|  |                |  |   |
| <b>23 MARCH 2015 – SCRUTINY TRAINING FROM 6.15 PM – PUBLIC MEETING TO START AT 7 PM</b>  |                |  |   |
| Private Member Training Session before start of Committee on 'Making Task and Finish Groups effective'                               |                |  |   |
| <b>PROVISIONAL</b> - Housing Strategy  | Written report | Cabinet Member for Housing, Health and Leisure | Committee is asked if it wishes to examine this item post-scrutiny. NB This report will be presented to Full Council on 26/2/15 |
| <b>NEW</b> Recommendations from the Overview and Scrutiny Task and Finish Group on the Management of Parcels of Unadopted Green Land | Written report | Cabinet Member for                             |   |
| Rugby World Cup Update   | Written report | Cabinet Member for Regeneration and Culture    | Requested by Committee  |
|  |                |  |   |

**Slipped/deferred/future items – date awaited:-**

|                                   |                |  |                            |
|-----------------------------------|----------------|--|----------------------------|
| Green Travel Plan Progress report | Written report | Cabinet Member for Environment               | Requested by the Committee |
| IT Service                        | Written report | Cabinet Member for Performance and Resources | Requested by the Committee |

