



## Overview and Scrutiny Committee

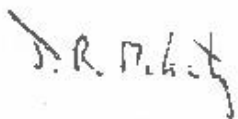
**Meeting: Monday, 11th January 2016 at 6.30 pm in Civic Suite, North Warehouse, The Docks, Gloucester, GL1 2EP**

<b>Membership:</b>	Cllrs. Lugg (Chair), Hampson (Vice-Chair), H. Norman (Spokesperson), Haigh, Gravells, Lewis, S. Witts, Dee, Field, Beeley, Hansdot, Pearsall, Randle, Toleman and Etheridge
<b>Contact:</b>	Sonia Tucker Democratic Services Officer 01452 396126 sonia.tucker@gloucester.gov.uk

### AGENDA

<b>1.</b>	<b>APOLOGIES</b>  To receive any apologies for absence.
<b>2.</b>	<b>DECLARATIONS OF INTEREST</b>  To receive from Members, declarations of the existence of any disclosable pecuniary, or non-pecuniary, interests and the nature of those interests in relation to any agenda item. Please see Agenda Notes.
<b>3.</b>	<b>MINUTES (Pages 5 - 22)</b>  To approve as a correct record the minutes of the meetings held on 30 November 2015 and 7 December 2015.
<b>4.</b>	<b>PUBLIC QUESTION TIME (15 MINUTES)</b>  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>  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>
<b>6.</b>	<b>ASSET MANAGEMENT STRATEGY 2016-2021 (Pages 23 - 74)</b>

	To receive the report of the Cabinet Member for Regeneration and Economy which seeks approval for the new Asset Management Strategy from 2016-2021.
<b>7.</b>	<b>HOUSING DELIVERY IN GLOUCESTER</b> (Pages 75 - 82)  To receive the report of the Cabinet Member for Housing and Planning which updates Members on housing delivery in the City; outlines how the City will meet its housing need up to the period 2031; and briefs Members on the 'Gloucester Growth Housing Zone'.
<b>8.</b>	<b>STRATEGY FOR CLADDING BUILDINGS IN THE CITY CENTRE</b> (Pages 83 - 88)  To receive the report of the Cabinet Member for Regeneration and Economy which informs Overview and Scrutiny Committee of the background with regard to the treatment of unattractive facades in the City Centre and which indicates where work will now focus.
<b>9.</b>	<b>CABINET FORWARD PLAN</b> (Pages 89 - 96)  To receive the latest version of the Cabinet Forward Plan.
<b>10.</b>	<b>OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME</b> (Pages 97 - 98)  To receive the latest version of the Committee's work programme.
<b>11.</b>	<b>UPDATE ON OUTSIDE BODIES</b>  To receive a verbal update from those Members of the Committee who also sit on Outside Bodies.
<b>12.</b>	<b>DATE OF NEXT MEETING</b>  Monday 8 February 2015 at 18.30 hours.



**Jon McGinty**  
**Managing Director**

**Date of Publication: Friday, 1 January 2016**

## NOTES

### **Disclosable Pecuniary Interests**

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

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

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

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

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

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

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For further details and enquiries about this meeting please contact 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).

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

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

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



## OVERVIEW AND SCRUTINY COMMITTEE

**MEETING** : Monday, 30th November 2015

**PRESENT** : Cllrs. Lugg (Chair), Hampson (Vice-Chair), H. Norman (Spokesperson), Haigh, Gravells, Lewis, S. Witts, Dee, Field, Beeley, Hansdot, Pearsall, Toleman and Etheridge

### **Others in Attendance**

Councillor Paul James (Cabinet Member for Regeneration and Economy)

Councillor Jim Porter (Cabinet Member for Environment)

Councillor Lise Noakes (Cabinet Member for Culture and Leisure)

Jason Smith, Marketing Gloucester (Chief Executive)

Ross Cook, Corporate Director

Anthony Hodge, Head of Regeneration and Economic Development

Lloyd Griffiths, Head of Neighbourhood Services

Atika Tarajiya, Democratic Services Officer

**APOLOGIES** : Cllrs. Randle

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

There were no declarations of interest.

### **64. MINUTES**

The minutes of the meeting held on 9 November 2015 were confirmed as a correct record and signed by the Chair.

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

There were no questions from members of the public.

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

There were no petitions or deputations.

### **67. MARKETING GLOUCESTER PERFORMANCE MONITORING**

The Chair welcomed Councillor Lise Noakes (Cabinet Member for Culture and Leisure), Councillor Paul James (Cabinet Member for Regeneration and Economy)

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and Mr Jason Smith (Chief Executive of Marketing Gloucester Limited) to the meeting.

Members were presented with a report which set out how Gloucester City Council currently monitors the performance and effectiveness of Marketing Gloucester.

Councillor Noakes advised the Committee that changes to performance reporting would be implemented in 2016 noting that the MGL Board regularly considered performance monitoring at their meetings in addition to being audited by an external company. She reported that quarterly performance monitoring meetings had been scheduled for the forthcoming year and these would coincide with the MGL Board meetings. She concluded by explaining that a three year festival and events programme would be presented to Cabinet in January 2016 with detailed proposals for each year outlined, commenting that this would remain exempt until approved by the MGL Board.

Jason Smith summarised the key achievements outlined within the report and invited comments from Members

The Committee discussed the following matters:-

1. In response to a Member querying whether MGL were involved in the production of City Life, Jason Smith explained that MGL worked closely on planning and delivering projects advertised within the pamphlet.
2. A Member queried whether the administration were considering reducing the funding allocated to MGL in light of the challenging economic climate and considerable cuts to other public sector services. Councillor Noakes reported that budget proposals would not be finalised until the settlement figure from Central Government had been received. She commented that a wider programme of events was envisioned which would positively impact on the local economy and confirmed that discussions regarding the budget were ongoing.
3. A Member queried how MGL were able to quantitatively measure the success of each individual event. Jason Smith explained that Gross Value Added (GVA) was utilised to measure the economic success of an event acknowledging that the success of community events were more difficult to quantify. He advised that footfall was measured by specialised cameras placed in strategic locations across the City Centre in addition to polls of local businesses conducted after an event.
4. A Member expressed concern that the congestion and traffic resulting from large number of visitors to events held at Gloucester Quays dissuaded local people from attending. Jason Smith reported that research on the Tall Ships Festival actually demonstrated that 80% of visitors were local residents, recognising that there were issues regarding congestion and traffic management at Gloucester Quays events, managed independently by the Peel Group.
5. A Member reflected that MGL had improved on past performance to become financially stable not requiring any surplus support and had helped to

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significantly expose the City's cultural offer. Jason Smith reported that MGL staff had developed a financial model to ensure that events would be financially viable in terms of operational costs and affordability for residents.

6. In response to a Member's concern that Civic events were not being given the same priority as other cultural events, Jason Smith advised that this was a new aspect of the service that had only been recently transferred to MGL acknowledging that there had been a few issues that initially needed resolving. He commented that there had not been a thorough handover and staff at MGL were being tasked with additional responsibilities than those of City Council Officers previously managing the service. He welcomed constructive criticism from Members on improvements to the service.
7. A Member highlighted that MGL did not advertise all the cultural services the City Council offered, noting that the Guildhall and Museums had a very limited budget to promote their events. Jason Smith advised that MGL promoted these events through social media commenting that each of these sites employed their own Officers to help promote and advertise. He welcomed the opportunity to work collaboratively if requested, noting that the newly refurbished City of Gloucester website would be an additional way to increase exposure.
8. A Member queried where the funding for the Rugby World Cup (RWC15) commemorative bench had been sourced from and whether the City Council would be required to contribute towards the cost. Jason Smith reported that the concept had been to fund the costs through crowdfunding recognising that this had been slower than originally anticipated. He confirmed that the City Council would not be required to make any contribution.

**RESOLVED:**

**That the report be noted.**

**68. GROWING GLOUCESTER'S VISITOR ECONOMY**

Councillor Noakes explained that the Growing Gloucester's Economy report had been deferred and would be presented to Cabinet on the 13<sup>th</sup> January 2017.

Overview and Scrutiny Committee requested that an update on Growing Gloucester's Visitor Economy be presented to the Committee on the 11<sup>th</sup> January 2016.

**RESOLVED:**

**That a report be presented to Overview and Scrutiny Committee on the 11<sup>th</sup> January 2016.**

**69. UPDATE ON TOURIST INFORMATION CENTRE RELOCATION**

Members were presented with an update which set out the current proposals for the relocation of the Tourist Information Centre (TIC).

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Councillor Paul James reported that the lease on 28 Southgate Street had now expired however the City Council were under no pressure to relocate. He advised the Committee that the proposals to relocate to 26 Westgate Street had been complicated by a change in ownership however the new owner had re-affirmed their commitment to the plans. He explained that the current proposals were to co-locate with the Gloucester Antiques Centre noting that identified building works would be kept within agreed budgets and invited comments from Members.

Members discussed the following matters:

1. A Member queried what facilities would be available at the Visitor Information Point as part of the new Bus Station Proposals. Councillor James explained that this had not yet been confirmed but would be reflective of modern technology.
2. A Member queried whether there were plans to undertake a cost comparison survey of 26 Westgate Street as this had last been completed approximately seven years ago. Councillor James advised that the City Council were committed to the current proposals in order to bring a Grade 1 listed building back into use.
3. A Member queried whether building work had been undertaken to install toilets and a lift and expressed their concern that these adaptations were unfeasible in the proposed building. Councillor James reported that Conservation Officers were currently working through concerns to allow this work to be undertaken.

**RESOLVED:**

**That the update be noted.**

**70. EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED - That the press and public are excluded from the meeting during the following item of business on the grounds that it is likely, in view of the nature of business to be transacted or the nature of the proceedings, that if members of the press and public are present during consideration of this item there will be disclosure to them of exempt information as defined in Schedule 12A of the Local Government Act 1972 as amended”.**

<b>Agenda Item No.</b>	<b>Description of Exempt Information</b>
<b>10</b>	<b>Paragraph 3: information relating to the financial or business affairs of any particular person (including the Authority holding that information).</b>

**71. AMEY BUDGET SAVINGS**

The Chair welcomed Councillor Jim Porter, (Cabinet Member for Environment) to the meeting.



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Councillor Porter reported that a workshop session attended by senior City Council Officers and senior managers from Amey had resulted in positive progress with a further meeting scheduled in the forthcoming year to consider any cost saving proposals. He then invited comments from Members.

Members discussed the following:

1. In response to a Member's query how the savings target of £300,000 target had been calculated, Councillor Porter commented that the original savings target had not been deemed to be achievable and revised accordingly.

**RESOLVED:**

**That the update be noted.**

**72. FORWARD PLAN**

Members considered the latest version of the Cabinet Forward Plan.

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

**73. OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME**

The Committee considered the latest version of its work programme and amended it in line with suggestions made by Members.

**RESOLVED – That the work programme, as amended, be noted.**

**74. DATE OF NEXT MEETING**

Monday 11 January 2016 at 18.30 hours.

**Time of commencement: 6.30 pm**

**Time of conclusion: 7.56 pm**

**Chair**

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

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## OVERVIEW AND SCRUTINY COMMITTEE

- MEETING** : Monday, 7th December 2015
- PRESENT** : Cllrs. Lugg (Chair), Hampson (Vice-Chair), H. Norman (Spokesperson), Haigh, Gravells, Lewis, S. Witts, Dee, Field, Beeley, Hansdot, Pearsall, Randle, Toleman and Etheridge

### **Others in Attendance**

Councillor James, Leader of the Council and Cabinet Member for Regeneration and Economy  
Councillor Dallimore, Cabinet Member for Communities and Neighbourhoods  
Councillor Noakes, Cabinet Member for Culture and Leisure  
Councillor Norman, Cabinet Member for Performance and Resources  
Councillor Porter, Cabinet Member for Environment  
Councillor Organ, Cabinet Member for Housing and Planning  
Mr Jon Topping, Head of Finance  
Mr Andrew Cummings, Management Accountant

### **75. DECLARATIONS OF INTEREST**

There were no declarations of interest.

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

There were no questions from members of the public.

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

There were no petitions or deputations.

### **78. DRAFT MONEY PLAN 2016-21 AND BUDGET PROPOSALS 2016-17**

The Chair welcomed the Cabinet Members to the meeting.

### **Introduction to the Report**

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Councillor James, Leader of the Council and Cabinet Member for Regeneration and Economy, introduced the report on the Draft Money Plan for 2016-21 which included budget proposals for 2016-17. Councillor James summarised the key headlines in the report and cautioned Members that the proposals could be amended following the announcement of the Revenue Support Grant before Christmas.

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 whilst maintaining front line services.

#### Questions from Members to Councillor James and Councillor Norman relating to their presentation

1. A Member queried whether there was any early indication on the position regarding the transfer of the New Homes Bonus to the Social Care budget. Councillor Norman replied that the Cabinet was taking a cautious and prudent approach pending the announcement and that the City Council was in the same position as other authorities. The Member refuted the statement that all Councils were the same and stated that some were in a worse position.
2. The Vice-Chair asked what formula had been used to construct the risks table shown at paragraph 18.3 in the report. Councillor James confirmed that a 4 x4 scale had been used.

Each Cabinet Member then presented their respective portfolios in turn.

#### **REGENERATION AND ECONOMY – COUNCILLOR JAMES**

Councillor James confirmed that there were 46 posts in his portfolio, 6 of which were vacant. Councillor James explained the reasons for the vacancies.

#### Headlines for the Portfolio

1. In terms of financial pressures for the portfolio, Councillor James outlined the current position regarding the Markets Service and advised Members that the operation of Hempsted Meadows had been successfully outsourced. A procurement exercise was currently taking place for the King's Square Cherry and White Market. A second pressure on the portfolio was expenditure on buildings maintenance and repairs.
2. In terms of budget savings, Councillor James listed the restructuring of the Property and Asset Management service, and the self-supporting of craft markets through the City Centre Community Partnership which had removed the need for the Council to subsidise them.
3. In terms of income streams, Councillor James referred to external funding which had been obtained for the new Bus Station and for other capital projects. Councillor James informed Members that he was aiming for

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Gloucester to become a Markets Charter City which would lead to further opportunities for revenue generation. Councillor James mentioned that the setting of a non-refundable application fee for street trading applications was also proving to be an income generator.

4. In terms of the main priorities for the portfolio, Councillor James listed these as:-
- King's Quarter
  - New Indoor Market
  - Blackfriars (including work with the County Council)
  - Regeneration of Baker's Quay and other smaller sites and buildings

#### Questions from the Committee to Councillor James

1. A Member sought clarification on the budget consultation exercise and queried whether residents were prepared to accept a modest Council Tax increase as the data appeared to belie this. Councillor James clarified the position for the Member.
2. A Member suggested that the risk score at paragraph 18.3 for not achieving the planned budget reductions was too low and should be higher. Councillor James replied that monitoring alone would not bring savings to fruition and that savings had been 'front loaded'. The Member accepted that monitoring allowed some mitigation, but maintained that the score was too low. The Management Accountant agreed to review the score.
3. A Member asked about car parking charges. Councillor James advised the Member that there was no intention to increase car parking tariffs as the overall income from car parking was still healthy.

#### **PERFORMANCE AND RESOURCES – COUNCILLOR NORMAN**

Councillor Norman confirmed that there were 66 posts within his portfolio, 5 of which were vacant. Councillor Norman explained the reasons for the vacancies.

#### Headlines for the Portfolio

1. In terms of financial pressures on the portfolio, Councillor Norman listed the possible reduction of £100K from the Department of Work and Pensions relating to housing benefit and the implications of the recent Boundary Review which would result in an increase from 36 to 39 Councillors from May 2016.
2. In terms of budget savings, Councillor Norman highlighted the successful migration of the Council's HR service to the County resulting in £54K of savings; the proposed adjustment of the Minimum Revenue Provision of £100K; and a further £20K of savings.

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3. In terms of income streams, Councillor Norman drew attention to street naming and numbering charges which were expected to reap £30K, and £5K to be raised from advertising on the Council's website. Councillor Norman remarked that this was a good start, but that he would be encouraging team leaders to identify other ways of generating income in services.
4. In terms of the main priorities for the portfolio, Councillor Norman said that it was important to strive for value for money and to provide the best services to the public and to maintain vigour and robustness in balancing the books on an ongoing basis.
5. Councillor Norman concluded his presentation by reminding Members that the Council had a sound financial administrative basis supported by highly professional officers. He cautioned that continued financial pressure over the next two to three years could result in the Council having to take painful decisions whilst protecting the delivery of its front line services.

#### Questions from the Committee to Councillor Norman

1. A Member was pleased to note the changes to empty property relief which would encourage less unoccupied properties in the City.

## **CULTURE AND LEISURE – COUNCILLOR NOAKES**

Councillor Noakes confirmed that the 58 posts identified in her portfolio was not an accurate reflection as some of these were zero hours posts. Councillor Noakes briefed Members on the current reviews taking place within her portfolio relating to the Museums Service and catering.

#### Headlines for the Portfolio

1. In terms of financial pressures on the portfolio, Councillor Noakes featured a potential income stream reduction for the TIC as a result of the new Bus Station selling National Express tickets. Councillor Noakes admitted that the Museums Service posed a challenge and that a proposed linkage between the Library and the Museum to create a community hub could result in extra income. She added that the review of the service would result in a fresh rebranded image for the Museums.
2. Councillor Noakes was pleased to advise Members of the increase in live events at the Guildhall and the joint working which was taking place with the University. Blackfriars was also an increasingly popular venue, particularly for weddings during the summer.
3. In terms of proposed savings, Councillor Noakes referred to savings on the management fee relating to the Aspire Trust.
4. In terms of new income streams, Councillor Noakes commented that there were no new income streams identified and that the focus would be on increasing current income streams.



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5. In terms of the main priorities for the portfolio, Councillor Noakes highlighted the following:-
- Delivery of a new Cultural Strategy by March 2016.
  - Refreshed Festival and Events Programme to Cabinet in January.
  - History Festival.
  - Commercial reviews.

Questions from the Committee to Councillor Noakes

1. A Member queried the increase in events at Blackfriars. Councillor Noakes confirmed that the target of 15 weddings had been exceeded and that 16 had taken place during the summer season which was an increase on last year's figure of 4.
2. A Member asked how income at the Museums had been affected by the introduction of an entry fee. Councillor Noakes did not have figures to hand and agreed to provide this to the Committee.
3. A Member expressed satisfaction with the Museums Service and in particular, the new sweet shop, and asked whether there were any plans to sell gifts in the City Council's reception area. Councillor Noakes agreed to consider the idea.
4. A Member reflected that the proposed link between the Library and Museum should be a key priority and referred to the success of a similar enterprise in Oldham. Councillor Noakes responded that she could not pre-empt the outcome of the catering review.
5. A Member commented on plans for a new Box Office system at the Guildhall and cautioned that selling tickets in the bar could result in long queues when there were events. Councillor Noakes said that e-tickets would also be available and that the new scheme would enable other till points to be opened up in the bar whilst removing the need for a staff member to operate the Box Office. Another Member asked for the cost of implementing the new Box Office system. Councillor Noakes informed the Member that this was not public information at this point in time.
6. A Member questioned plans for the catering service at HKP Warehouses. Councillor Noakes replied that this was included in the catering review and that she could not speculate on its findings.
7. A Member sought clarification on the number of staff working at Marketing Gloucester Limited. The Member was advised that two of these staff had been seconded from the City Council.
8. A Member queried the opening hours for the sweet shop. Councillor Noakes replied that it was open on Saturdays and in half term during the winter months. She advised the Member that sweets could be pre-ordered. Another Member commented that he had never heard of the sweets

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promotion and suggested that Councillor Noakes should issue a flyer. Councillor Noakes agreed to circulate information to all Councillors.

9. A Member referred to the results of the budget consultation exercise which had ranked the Guildhall as the least important Council service. Councillor Noakes acknowledged the remark and said that it was important to focus on the benefits that culture brought to public health and well being.

### **ENVIRONMENT – COUNCILLOR PORTER**

Councillor Porter confirmed that there were 51 posts within his portfolio and that only one of these posts was vacant.

#### Headlines for the Portfolio

1. In terms of financial pressures on the portfolio, Councillor Porter acknowledged that the Amey contract posed the biggest risk in terms of budget savings, but added that discussions were ongoing with the company. Councillor Porter also briefed Members on the collapse of the recyclable goods market following a world-wide slump in commodity prices which had resulted in a shortfall in income. There had been financial pressure caused by moving Gloucester City Homes outside of the Council's remit, however, £40K would be collected from Gloucester City Homes for the handling of waste etc. which had not been collected before.
2. In terms of proposed budget savings, a target of £100K savings at the Cemeteries and Crematorium would be achieved by increasing the prices of the service. Councillor Porter was confident that the service could meet this target as it had performed well and in excess of previous budget savings targets.
3. In terms of additional income streams, Councillor Porter identified this would come from signage on roundabouts which would generate £18K.
4. In terms of the main priorities for the portfolio, Councillor Porter referred Members to the priorities set out in the Council Plan and said that he did not expect these to change, but added that it would be necessary to look at further partnership working in order to deliver the services to the public.

#### Questions from the Committee to Councillor Porter

1. A Member sought clarification on the increased charges proposed at the Cemeteries and Crematorium. Councillor Porter confirmed that these would not be confined to cremations but would include other charges such as those for plaques and rose trees.
2. A Member commented that the catering service at the Crematorium was excellent and asked if it was possible to increase income. Councillor Porter confirmed that initiatives to maximise income were currently being explored. The Vice-Chair echoed the Member's comments and remarked that there

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was a tendency to over-cater, resulting in food wastage. Councillor Porter acknowledged the Member's comment and agreed to pass it on.

3. A Member asked if any initiatives were proposed to reduce dog fouling. Councillor Porter said this was something that was being explored.
4. A Member queried the strategy for dealing with seagulls. Councillor Porter said it was planned to spend £25K on deterrent measures in 2016-17 as had been the case in 2015-16 and that he had a meeting later in the week with the relevant officer to review progress.
5. A Member asked if there were any plans to re-introduce City Centre wardens in order to deter litter louts and people riding bikes in the pedestrianised area. The Member suggested that the move could be self-financing if fines were issued for any infringements. Councillor Porter agreed to consider this.
6. A Member sought clarification on the figure of £18,200 for climate change. The Management Accountant agreed to provide some commentary for the Member.

### **COMMUNITIES AND NEIGHBOURHOODS – COUNCILLOR DALLIMORE**

Councillor Dallimore confirmed that there were 30 posts within her portfolio and outlined the reason for the four vacancies which existed.

#### Headlines for the Portfolio

1. In terms of financial pressures on the portfolio, Councillor Dallimore said there were no newly identified pressures although some non-statutory services delivered through the portfolio might need to be reviewed if further budget cuts were made.
2. In terms of proposed budget savings, Councillor Dallimore referred to work being done to achieve the £50K savings on the Shopmobility service; Public Space Protection Orders; and the Avenger taskforce.
3. In terms of new income streams, Councillor Dallimore briefed Members on £52K funding secured through the Partnerships and Engagement team. She informed Members of plans to review the setting of a Late Night Levy in Gloucester now that the evening economy had shown an upturn.
4. In terms of priorities for the portfolio, Councillor Dallimore listed the following:-
  - Promotion of health and well being by using a multi-agency approach.
  - Continuation of support for the Community Builders projects which had been extremely successful.
  - Continuation of support for the voluntary and community sector.
  - Continuation of engagement with the community to ensure that services meet their needs and embrace the principles of Asset Based Community Development.

## **OVERVIEW AND SCRUTINY COMMITTEE**

### **07.12.15**

- Continuation of reviewing budget consultation methods.
- Encouragement of friends' and other similar community groups.
- Promotion of the Council's staff volunteering scheme.
- Celebration of our diverse communities.
- Continued pursuit of equalities agenda.

#### Questions from the Committee to Councillor Dallimore

1. A Member queried whether there was sufficient funding for the 'Prevent' agenda. Councillor Dallimore reminded Members of their responsibility in this regard and stressed the need for vigilance. She added that there was a separate statutory responsibility for schools. Councillor Dallimore reflected on the good community relationships which existed in the City.
2. A Member asked Councillor Dallimore to pass on his thanks for the Environmental Health team following recent issues in his Ward. Councillor Dallimore thanked the Member for his comments and agreed to pass them on.

#### **SUSPENSION OF COUNCIL PROCEDURE RULE 6**

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

#### **HOUSING AND PLANNING – COUNCILLOR ORGAN**

Councillor Organ confirmed that there 63 posts within his portfolio and that 6 of these were vacant. He explained the reasons for the vacancies.

#### Headlines for the Portfolio

1. In terms of financial pressures on the portfolio, Councillor Organ advised the Committee that these related to the Joint Core Strategy and the introduction of the Community Infrastructure Levy.
2. In terms of proposed budget savings, there had been swap funding of £42K for the previous Night Shelter service to £28K for the shared St Mungo service operated by Cotswold District Council.
3. In terms of income streams, current levels were expected to continue and there were no additional income streams identified. Income streams would continue to be monitored.
4. In terms of priorities for the portfolio, these were listed as:-
  - Empty Homes
  - Homeless programme
  - Working with developers
  - JCS

**OVERVIEW AND SCRUTINY COMMITTEE**  
**07.12.15**

- Affordable Homes

Questions from the Committee to Councillor Organ

1. A Member commented on the number of staff in the Homelessness team and asked if there were any plans to reduce the team. Councillor Organ remarked that a lot of the resources were used on preventative measures and that the level of resources continued to be examined.
2. A Member complimented the Private Sector Housing Team on their recent prosecutions of private sector landlords. Councillor Organ thanked the Member and agreed to pass his comments on.
3. A Member queried why Cotswold was the lead district for St Mungos and questioned what influence Gloucester City Council had on how the service was operated. Councillor Organ responded that it was important to work in partnership and reflected that a lot of homeless people came to Gloucester before moving on elsewhere. The Member replied that people came to Gloucester because of the available services and that with the dearth of social and affordable housing in the City it was imperative to maintain a strong homelessness service. Councillor Organ addressed the Member's comments by describing the success of a joint initiative with the YMCA.
4. A Member placed on record his thanks for the excellent work of the Housing and Homelessness teams. He added that it was important to acknowledge that many neighbouring authorities sent their homeless people to Gloucester. The Member added that he was pleased to see joint working initiatives in action and that it was rewarding to see individuals working across boundaries.

**Conclusion of Meeting**

The Chair thanked the Cabinet Members for their presentations.

**RESOLVED – That the Draft Money Plan for 2016-21 and Budget Proposals for 2016-17 be noted.**

**79. DATE OF NEXT MEETING**

Monday 11 January 2016 at 6.30 pm.

**Time of commencement: Time Not Specified hours**

**Time of conclusion: Time Not Specified hours**

**Chair**

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<b>Meeting:</b>	<b>Overview and Scrutiny Committee</b>	<b>Date:</b>	<b>11 January 2016</b>
	<b>Cabinet</b>		<b>13 January 2016</b>
<b>Subject:</b>	<b>Asset Management Strategy 2016-2021</b>		
<b>Report Of:</b>	<b>Cabinet Member for Regeneration and Economy</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>Mark Foyn, Acting Asset Manager</b>		
	<b>Email: mark.foyn@gloucester.gov.uk</b>		<b>396271</b>
<b>Appendices:</b>	<b>1. Draft Asset Management Strategy</b>		

**FOR GENERAL RELEASE**

**1.0 Purpose of Report**

The purpose of the report is to recommend approval of the new Asset Management Strategy.

**2.0 Recommendations**

- 2.1 **Overview and Scrutiny Committee** is asked to consider the information contained in the report and make any recommendations it considers appropriate to Cabinet.
- 2.2 **Cabinet** is asked to **RESOLVE** that the draft strategy that will provide the framework for the management of the Council’s property portfolio be approved.

**3.0 Background and Key Issues**

- 3.1 The Council has a diverse portfolio of properties held for several reasons not only to directly provide our services but also as a vital source of revenue and to further our ambitions for the City.
- 3.2 The new strategy is intended to be a living document; it will have to be adapted to reflect any change of circumstance over the strategy period. It will be regularly reviewed to ensure it is kept relevant.
- 3.3 The existing strategy which covers the period from 2010 to 2015 has been reviewed but now requires renewing to reflect the current economic conditions and to ensure that the strategy meets the Council’s aims and objectives.

3.4 The strategy also provides an outline of the portfolio by property type, discussion of the issues and a list of priorities. This list will change and be refreshed as the strategy is implemented.

#### **4.0 Asset Based Community Development (ABCD) Considerations**

4.1 Although there is limited direct scope for ABCD in the management of the portfolio the disposal strategy seeks to encourage Community Asset Transfer of suitable property Assets which will produce opportunities for ABCD.

#### **5.0 Alternative Options Considered**

5.1 The Strategy has been carefully considered and is an amalgam of good estate management and the Council's values.

#### **6.0 Reasons for Recommendations**

6.1 The Strategy will enable Asset Management to continue to make a significant contribution to the Council's revenue streams and make a substantial contribution to the regeneration of the City.

#### **7.0 Future Work**

7.1 Following approval officers will produce the final document that will be circulated to Members and portions will be published on the Council's Web site.

#### **8.0 Financial Implications**

8.1 There are no direct financial implications, but the strategy will allow the Council to manage its property portfolio in a way that seeks to protect the returns on the property interests.

#### **9.0 Legal Implications**

9.1 One Legal have been consulted and there are no legal implications at this stage.

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

10.1 There are no adverse risks associated with the proposed Strategy. It does not change the risk profile of the way our portfolio is managed.



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

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

## **12.0 Other Corporate Implications**

### 12.1 Sustainability

No impact

### 12.2 Staffing & Trade Union

No staffing or trade union implications have been identified in respect of this report.

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*'Using Property to Deliver our Ambitions'*  
Asset Management Strategy 2016-2021





## **Foreword from the Leader of the Council, Paul James.**

The following report marks the next chapter in the City Council's approach to developing a way forward for our corporate estate.

We are at a time of great change and opportunity and the Council's property portfolio will play a central role in the delivery of a programme of transforming, regenerating and reshaping Gloucester.

The portfolio detailed in the strategy is made up of key sites and properties in the city centre and although much is held as part of the Council's delivery of service we also hold properties that make a substantial contribution to the Council's revenue stream and other which will further the opportunity to bring forward key developments and regeneration in the city.

We have to ensure that we can develop a fit for purpose portfolio that balances service delivery and cost but continues to help to deliver our ambitions. This strategy seeks to ensure that we continue to extract the full value from our property assets and I hope Members find the report of interest.

Councillor Paul James,  
Leader of Gloucester City Council



## MAKING OUR PROPERTY PERFORM

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#### Appendix

- (i) List of property assets with tenure and property type.

## **1.0 INTRODUCTION**

- 1.1 The purpose of the Asset Management Plan is to create a “living” document which will be continually reviewed and annually updated. It will detail what “assets” Gloucester City Council owns, why it holds those assets and how they link to our service delivery and strategic priorities.

In 2009 the Council’s Asset Management Strategy “Making our Property Perform” was launched, this was followed by regular updates covering each element of the estate.

- 1.2 This plan charts the next phase of our journey and will cover the period 2016 to 2021.
- 1.3 The Council’s properties are not only crucial to our service delivery and the realisation of our plans for the regeneration of the City but also make a vital contribution to the Council’s finances.
- 1.4 The strategy adopted now will shape the portfolio and will have long term implications. It is vital that the correct strategy is maintained to ensure the continuing performance of our property assets.

## **2.0 GLOUCESTER CITY COUNCIL’S ASSETS**

- 2.1 Our knowledge of our assets has developed over the last plan period through their careful examination, and considering how they are used and how much of an asset they really are. Through regular condition surveys etc, we have widened our knowledge of our asset base, and started to inform our decisions about how to make the most of those assets. Further, this work also starts to demonstrate the true cost or benefit of holding them.
- 2.2 In terms of the properties we hold the Council has experienced a period of considerable change. We have seen a substantial number of properties removed from the asset register with the transfer of residential and commercial properties and land to Gloucester City Homes. While at the same time we have acquired more properties to allow the construction of the new Bus Station enabling substantial progress towards the development of the Kings Quarter scheme.

## **3.0 A STRATEGY FOR MANAGING ASSETS**

- 3.1 Our approach in managing our assets is built on the following principles:-

### Knowledge

Our knowledge of our estate is far greater than it was when the previous AMS was developed both in terms of real management information, and the true costs of holding property is better understood. We aim to continue to refine our knowledge and capture information that allows us to demonstrate the performance of the portfolio and provide clear management information.

## Corporate Strategy

We will ensure that the Asset Management Strategy reflect and contributes to the Council's four key aims and dovetails with the various strategies and policies of the Council. As these evolve with time the Asset Management Strategy will be reviewed and amended to keep it fully connected. It is particularly important that we continues to work very closely with the rest of the Regeneration and Economic Development team to continue to manage our property assets to drive the regeneration of the City forward.

### Actively seek opportunities arising out of partnering and new ways of working with the community and other authorities.

Asset Management will look for opportunities for Community Asset Transfer and Asset Based Community Development as well as potential gains through shared working.

We will also see if further efficiencies and advantages are available out of closer working through our participation in such work streams as One Gloucestershire, which is looking at the property assets of all of the local authorities and the other local public services to see if there are opportunities for sharing and combining property assets to increase value and reduce costs. We will contribute and take part in the devolution bid as this may produce further opportunities for the performance and management of our portfolio.

### Regular Condition Surveys

The AM team will continue to roll out our Preventative Planned Maintenance (PPM) programmes, which have been drawn up based on condition inspections that are continually updated. This, in the end, can lead to controlled budgeted maintenance, rather than reactive repairs and unanticipated expenditure.

### Value for Money

All assets will be managed to achieve efficiency and value for money. In particular the performance of buildings in terms of whole life running costs will be subject to scrutiny and industry benchmarking. All buildings have running costs and the Council should reduce space requirements wherever possible freeing up space for subletting or disposal.

### Environmental Responsibility

The Energy Action Delivery Group, which has already produced initiatives that have led to substantial reduction in energy used, for example, the combined heat and power unit at GL1 and there is scope for further savings in this next plan period.

### Disposals and Acquisitions

The Council has recently transferred some 30 commercial/retail units along with some 4,500 homes and land sufficient to build 100 new residential units. We have acquired 3 substantial commercial buildings and land with some 16



tenants producing £325,500 pa income to allow the construction of the new bus station and further progress Kings Quarter.

### Equalities

This is firmly embedded in how we deal with all our property, ranging from offering of vacant properties through to ensuring best practice for the equality of use for our public buildings and facilities.

### The Future is Important

Asset Management decisions can have significant long term implications. It is important that we do not make short term decisions and ensure that we are guided by the principles of good asset management. We are the stewards of a vital asset to the future prosperity and regeneration of the city.

We will ensure that any proposals in respect of all our property produce good quality sustainable outcomes and are not expedient merely to produce a short term fix.

## 4.0 A STRATEGIC APPROACH TO MANAGING OUR KEY ASSETS

### 4.1 Operational Office Accommodation

#### Assets:

Herbert / Kimberley / Phillpotts Warehouses (long lease) – listed buildings  
North Warehouse (freehold) – listed building



#### Discussion

The City Council refurbished and moved into its Docks accommodation in the mid 1980s. It was a pioneering move that led the way for the Docks regeneration, which is still progressing today. The warehouses are all listed buildings and were converted with sensitivity.

The Council's operational space requirements have changed. Within the plan period there will continue to be a reduction in the number of full time employed council staff. In order to continue delivering the existing level of service there is a need for service transformation and the consideration being given to alternative ways of working. The "fitness for purpose" of the accommodation is being rigorously challenged. There are issues to address in terms of relatively low occupation densities, vacant space, comparatively high energy consumption and the configuration of the buildings restricting the opportunities for modern methods of working.

Following the initial report to Cabinet we are undertaking further work on the accommodation review. We will continue to develop a plan to improve the Council's use of HKP as a means of reducing costs and releasing value held in these properties. Consideration will also be given to whether relocating the Council's office accommodation to another part of the city centre can deliver regeneration in the same way it did when we relocated to the Docks in the 1980s.

The Council has entered into a profit sharing agreement with Regus who occupy North Warehouse. The 3<sup>rd</sup> floor and Basement will be included in the HKP accommodation review but as Regus continue to develop their business the Council will seek to maximise the return from the partnership.

### Asset Management Priorities

#### Capital Works

- Implementation of a planned maintenance programme to avoid reactive work. For example recent unplanned works have included the refurbishment of one lift at HKP and the replacement of the boilers. The

other lift is coming to the end of its life and budgetary provision will need to be made for this and other planned maintenance works.

### **Administrative**

- Developing a detailed Accommodation Plan, embracing potential opportunities for sharing space with partners and/or releasing space to reduce costs and produce revenue/capital.
- Looking at establishing optimum arrangements for customer services.

### **Regeneration**

- We are holding the remainder of our office properties to assist with City regeneration. We will produce what income we can from these assets though effectively they are constrained by the development plans in that any use has to be short term and they do not warrant investment when the returns are so limited (eg Bentinck and the upper floors of Grosvenor House, these are all currently void and are a liability).

### **Disposals**

- We will continue to review the office portfolio and if there is no sound reason for holding the properties and they are underperforming we will dispose of the interest..

## **Proposed Actions**

### **Year 1**

- **Complete the next iteration of the accommodation review.**
- **Complete update of Planned Property Maintenance plans for HKP.**

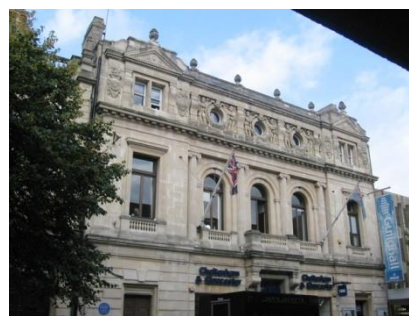
### **Year 2-5**

- **Implement PPM**
- **Disposal of surplus office accommodation**

## **4.2 Cultural and Tourism Service Buildings**

### **Assets:**

Gloucester Guildhall – Grade 2 listed  
Gloucester Folk Museum – Grade 2\* listed  
Gloucester City Museum – Grade 2 listed  
Blackfriars Priory – Grade 1 listed & leased from EH  
Tourist Information Centre, Southgate Street (short lease) – Grade 2 listed



### **Discussion**

Our cultural and tourism services are very high profile and play a key role in putting the city on the map and delivering our cultural offer. Their work strengthens our communities and develops and celebrates pride in our city. Due to the nature of the properties these buildings are expensive to maintain and the accommodation is less than ideal for a modern service. Asset Management is contributing towards the Cultural Strategy and depending on

the result of this work our plan may need to be adapted to deliver the recommendations of this review.

The Guildhall has evolved from its arts centre origin into a successful multi purpose venue attracting top class international music and comedy acts, providing independent cinema, workshops and room hires to a diverse customer base. However, the accommodation being all on the upper floors is less than ideal with a limited street presence and entrance.

The City Museum is adjacent to the Library and the two buildings are closely connected with shared circulation space and some services. Closer working with the County Council may provide opportunities that can be explored as part of the Cultural Strategy to improve the arrangements of both services. Both Museums are generally sound but need investment to bring them up to modern standards. The Planned Maintenance surveys are to be updated and reviewed and should inform the budgets for work to the fabric of the buildings.

The lease of our award winning Tourist Information Centre on Southgate Street has expired. This location has worked well but the building is no longer fit for purpose, its small size and the constraints of its historic fabric have resulted in an unsatisfactory environment. The Council will not be extending the lease and continue to occupy on a short term basis whilst it is in negotiation to secure alternative premises.

All of these listed buildings pose difficulties in terms of maintenance and repair, as well as obtaining consent for adaptations to ensure they remain fit for purpose. In common with all the Council's operational property adequate funds for repairs have to be available

### **Asset Management Priorities**

- **Deliver the recommendations of the outcome of the Cultural Strategy and accordingly amend the Asset Management Strategy.**
- **Secure more appropriate accommodation for the TIC.**
- **Update planned maintenance programme for the properties.**

### 4.3 Major Sports and Recreation Buildings

#### Assets:

GL1 Leisure Centre, Bruton Way  
Oxstalls Tennis Centre, Plock Court



#### Discussion

The Council has invested heavily in delivering modern fit for purpose sports and leisure facilities at GL1 and Oxstalls Tennis Centre.

GL1 was completed in 2001. It includes a wide range of top class facilities catering for swimming, indoor sports, health and fitness and events. The venue has the capability of hosting pop concerts with a capacity of up to 2000.

Oxstalls Tennis Centre is in a similar league providing top class indoor and outdoor racket sports facilities together with a large multi use artificial sports court. It is located adjacent to Plock Court playing fields, the largest and most significant outdoor playing field facility in the city.

Both facilities, whilst modern, by their nature are heavy users of energy. We have invested in the properties to reduce energy consumption including a combined heat and power plant at GL1. We are trying to assist our partners Aspire Sports to install improved energy efficient LED lighting at Oxstalls tennis centre.

Aspire Sports and Cultural Trust was established in October 2008 to take over the management of the Council's sports and leisure services. The Council receives no revenue from these properties but has retained a responsibility to assist with funding and there is a degree of ongoing repair liability. The Council is having to reduce its direct support to Aspire over time and this process should include assessing the repair liability in the decoupling.

Our asset management priorities are to keep these buildings performing well; exploring possible reductions in buildings' running costs and progress the expansion of Oxstalls / Plock Court as a sporting hub.

In accordance with the emerging Sports Pitch Strategy we are also looking to foster the development of a second sports hub towards the south of the city based around the existing Blackbridge Athletics track and the adjacent playfield which is partially in the County Council's ownership.

### **Asset Management Priorities**

- **Maintaining GL1 and Oxstalls Tennis Centre to ensure that they remain fit for purpose.**
- **Continue to reduce energy consumption/costs.**
- **Continue developing the hub concept at Oxstalls / Plock Court.**
- **In accordance with the emerging Playing Pitch Strategy to foster the development of a second hub based around the Blackbridge Athletics Track.**

#### **4.4 Parks and Open Spaces**

##### Assets:

150 areas of public open space

Robinswood Hill Country Park



##### Discussion

Gloucester is a green city; we have some 1,283 acres of public open space and providing and maintaining green spaces and infrastructure is something the Council has done well for generations. From Robinswood Hill to Gloucester Park and Plock Court our open space assets provide wilderness, formal parkland and sports facilities for the benefit of the whole community.

Our parks and open spaces make considerable contributions to quality of life in the city and are enjoyed by all communities, they help the city to thrive.

Working with colleagues in Planning and in accordance with the Open Space and Playing Pitch Strategy, Asset Management will keep our Public Open Space under review and where appropriate identifying opportunities for development, Community Asset Transfer or alternative uses.

We will also ensure that new housing developments bring forward new open spaces and that appropriate maintenance funds are put in place prior to formal adoption by the Council. For example recently substantial new facilities have been provided through Section 106 agreements at Kingsway.

### **Asset Management Priorities**

- **To develop a strategic approach to managing the open space assets in accordance with the Council's adopted Open Space Strategy and the emerging Playing Pitch Strategy.**
- **Adjusting the open space portfolio where appropriate.**
- **Maximising S.106 funds for open space investment.**

- Where appropriate to look for opportunities for more local involvement in the management of open space through Community Asset Transfers.

#### 4.5 Car Parks

##### Assets:

Hare Lane North - 79 Spaces	Hare lane South – 103 spaces
Westgate Street – 120 spaces (plus 11 coaches)	Great Western road - 56 spaces
Longsmith Street MSP – 323 spaces	Kings Square MSP – 292 spaces
Eastgate roof top - 401 spaces	St Michaels Sq – 94 spaces
Hampden Way – 104 spaces (with Shopmobility)	Station Road – 112 spaces
Ladybellegate Street – 35 spaces	GL1 Leisure centre – 53 spaces
North Warehouse – 66 Spaces	Castlemeads – 249 spaces (weekends only)
Barbican Car park – 138 Spaces	Southgate Moorings – 186 Spaces



##### Discussion

Car parking is one of the Council's most important sources of revenue producing over £2,000,000 gross income per annum. The Council is the largest provider of car parking in the city centre with 16 sites. The provision of good quality value for money car parking is critical to the economic success of central Gloucester.

The Council also provides the city's only major coach park at Westgate Street, free of charge, to support the tourist trade. Adjacent to our Hampden Way car park is the Shopmobility service, enabling the disabled and elderly communities to access the city centre.

We will continue to invest in the car parks looking to reduce operational costs by targeted investment, for example low energy lighting but considerable further investment is required both to the fabric of the buildings and the introduction of modern payment systems. We anticipate spending over £700k on replacement/repair of the surface of Eastgate roof top car park as the covering has reached the end of its useful life.

Following the transfer for servicing the car parks and enforcement to APCOA, the remaining parking team are focusing on effective contract management. They are also producing information to ensure that we are able to monitor

how the car parks are performing and that the customer experience is improved.

The current payment system is no longer felt to be the best available for the city as technology has evolved. Investment in the major car parks is required to bring them into the 21<sup>st</sup> Century and we are procuring an automatic number plate recognition systems and modern pay on foot payment methods that will also be disabled friendly.

The Council supports many local charities and good causes and events which promote and support the city and local economy such as Gloucester Day etc. We receive regular requests to use Council owned car parks, normally for free parking. We also have regular requests to provide permit parking to charities and other good causes, although we would wish to help these causes we cannot agree to all of the requests we receive as it would impact on the number of spaces available for our visitors and further impact on the revenue flow. Further work is needed to fairly control the allocation of free or reduced cost spaces.

Use of the car parks is variable, some car parks are used to capacity others have a lower occupation rate. A differential tariff was introduced a few years ago to reflect the location and quality of the spaces available (i.e. covered or open) and it would be sensible to review this in the near future. This should not be seen as a means of increasing revenue but as making better use of the city's entire car parking facilities.

#### **Asset Management Priorities**

- **Managing the car parks as a business entity to maximise usage.**
- **Introduce a modern payment system to the main car parks that is more flexible and enhances the local economy.**
- **Evolving the car park assets in line with the wider regeneration programme.**
- **Introduce a policy for non charging use of the car parks which maintains their primary use and ensures fair allocation of any other use.**
- **Review the parking charges to maximise use of the city's parking facilities.**



## 4.6 Community Buildings

### Assets:

- 15 Sports Clubs
- 2 Community Buildings
- 3 Scout / Cadet Buildings
- 6 Pavilions / Changing Rooms



### Discussion

The Council is committed to maintaining its wide portfolio of community buildings to facilitate sports, recreation, social and community based events throughout the city. Our top asset management priorities are to ensure fitness for purpose, maximum community benefits and the best governance arrangements. However, many of these buildings are of a nature and age that they now require considerable investment and some are reaching the stage of obsolesces.

Often, there is no benefit to the city for the Council retaining some of these assets, and the best future for the property would be secured by a transfer of the asset to a community group, often the existing tenant. The Council will give consideration to Community Asset Transfers in appropriate cases.

This can help to strengthen and empower communities and work effectively with community groups. There can be clear benefits of local groups owning or managing public assets, for example:

- Bringing people together
- Enhancing the local environment and bringing assets into more productive use.
- Delivering more responsive community services.
- Giving residents a bigger stake.

The transfer of assets can be done on any of the basis set out below:

- Licence
- Short term lease
- Long term lease
- Freehold

Each needs to be judged on its merits dependent on the asset concerned, the desired outcome and the future potential of the site it occupies. Generally it is anticipated that interests will be transferred on long term leases this will answer the conditions of funding sources while allowing a greater measure of control should the Council find that the buildings are not managed properly at some point in the future.

## Asset Management Priorities

- **Condition surveys and fitness for purpose.**
- **Exploring scope for community asset transfers in order to bring about community aspirations.**
- **To ensure that the Council's asset values, now and in the future, are not prejudiced.**

### **4.7 Markets**

#### Assets:

Eastgate Indoor Market  
Hempsted Meadows Outdoor Market



#### Discussion

Gloucester has a very long markets heritage and enjoys a markets charter granted by King Edward I in 1302, which enables it to control all markets within six and two thirds miles of Gloucester cross. That tradition continues today with the City Council providing a range of markets which contribute to the vibrancy and vitality of the city and help to put the city on the map. The City benefits from both indoor and outdoor markets, street markets are not considered as part of this strategy, as they are temporary and do not have a property element

The indoor market at Eastgate is a purpose built market hall constructed in the late 1960s. It is a very tired looking building but remains functional. In recent years there has been commercial interest in redevelopment of this site to expand the adjacent shopping centre and provide a new market hall. The current market only appeals to a small part of the population and it has not moved with the times. A move would give an opportunity to make a far more attractive trading environment to attract new traders with a wider appeal. Although it will not happen immediately it is intended to relocate the market within the strategy period. In the meantime it is necessary to carry out sufficient repairs to keep the market trading.

The Council has invested in the outdoor market site at Hempsted Meadows it commenced trading in July 2008 and hosts popular markets/car boot sales on Wednesday, Saturday and Sundays. The market is now managed by external operators on a profit share basis. On occasions the site is running at capacity and on those occasions the parking provisions are not adequate. The original planning consent was for a second customers parking area but this was never constructed. It is not currently possible to justify the expense of this expansion but it is a constraint on the market's continued growth.

This site is also used as a venue for visiting circuses and on occasions as an overspill parking area during large events such as the Tall Ships Festival and Rugby World Cup. The Council has sold some of the adjoining land fronting the canal to Gloucester Rowing club who will commence the construction of a new club house. There is potential for a further plot to be sold off for a similar use.

### **Asset Management Priorities**

#### **Indoor Eastgate Market**

- **Comply with the Council's contractual obligations and keep the market trading.**
- **Work towards a solution for the future of the Indoor Market for the benefit of both the retail centre and the market operation.**

#### **Outdoor Hempsted Meadows Market**

- **Help the market/car boot operation expand by continuing to explore ways to enable the construction of a second customer parking area.**
- **Retain the varied use of this site and the potential use to support events in the city.**
- **Explore a disposal of part of the site adjacent to the canal for a further rowing club house (we have interest from a school for this use).**

## **4.8 Historic Monuments**

### **Assets:**

39 Monuments



### **Discussion**

Over the years the Council has found itself looking after a diverse collection of heritage assets. In a number of cases these involved very significant heritage assets that had little or no commercial value and no other body willing to look after them. Gloucester's heritage is one of its most valuable assets, which has huge potential for further expanding the tourist market and for putting the city on the map.

The monuments portfolio is wide ranging and includes statues, war memorials, the remains of the priory of St. Oswald, a church tower and the Eastgate Chamber and The Kings Bastion excavated sites in a central shopping street showing roman and medieval remains.

The Council has undertaken condition surveys of all of its monuments. Most are in generally satisfactory repair but they continue to require expensive specialist work. Where appropriate community asset transfer is considered - for example (and one of the most significant) the Grade 1 listed Llanthony Secunda Priory which was transferred back in 2007 to a charitable trust whose sole purpose is its restoration and reuse.

St Michael's Tower has also been transferred through the granting of a lease to the local Civic Trust which has enabled a successful £200k heritage lottery funded restoration project.

#### **Asset Management Priorities**

- **Developing an historic monuments management plan.**
- **Identifying and accessing grant sources.**
- **Options appraisal for future management including asset transfer in appropriate cases.**

#### **4.9 Crematorium and Cemeteries**

##### **Assets:**

Coney Hill Cemetery and Crematorium  
Tredworth Road Cemetery and Chapel



##### **Discussion**

The Cemeteries and Crematorium Service operates from Coney Hill Cemetery and provides a service for cremation and burial. It manages and maintains this cemetery and also the older cemetery at Tredworth Road.

The Old Cemetery located in Tredworth Road dates back to 1857. Burials have all but ceased. The chapel in the grounds is a listed building, but it has been deconsecrated and is unused.

The Coney Hill Cemetery dates from 1939 and cremation facilities were introduced in 1953. The cemetery has been extended with the creation of the Millennium section in 2001, with separate sections for the Muslim and Chinese communities, Roman Catholics and members of the Church of England as well as a children's plot and general (non-denominational) ground. A Woodland Burial site for 'green burials' has also been created.

In total the service is responsible for the maintenance and administration of up to circa 50,000 burial plots but there is limited capacity going forward.

The sites and buildings are maintained to a high standard and are in satisfactory condition. The cremators are very heavy users of energy. We

have explored the potential use of heat exchanges but at the current time this is not viable.

Gloucester City Council is committed to providing the very best services to all communities during the difficult time of bereavement. To support this our asset management approach had focused on upgrading the facilities and adding new services such as refreshment facilities for mourners. The Arbour was opened in 2011 and provides excellent modern cafe and wake function facilities.

### **Asset Management Priorities**

- **Continue to look for energy use reduction measures.**
- **To monitor the requirement for further burial space and bring forward a strategy well before the need becomes pressing.**

#### **4.10 Investment Property**

##### Assets:

Kings Walk (Landlord)  
Eastgate Shopping Centre (Landlord)  
Over 40 commercial premises



##### Discussion

The Council holds a range of investment property primarily with retail occupiers which produce revenue in the region of £2m per annum

Income driven investment property includes major assets such as Kings Walk and The Eastgate Centre. Both produce significant rental income from the shopping centre tenants (Aviva and LSREF3 Tiger Gloucester S.a.r.l respectively). Both schemes occupy strategic sites in the city centre. The Council regards the two shopping centres as a core investment in the future of the city and intends to hold these assets for the long term. The healthy investment returns assist the Council in delivering frontline services and keeping council tax low. They also demonstrate the Council's absolute commitment to the health and long term success of the city centre and enable it to maintain long term strategic control.

In addition, the Council owns secondary commercial investments across the City, mainly retail based but also garage blocks and offices. While some are held as part of the Council's promotion of the Kings Quarter scheme others are not held with any strategic aim in mind. Some of these properties no longer produce sufficient return and require investment that the Council cannot justify.

To continue to drive the portfolio forward it is important to establish which elements are performing and which are future burdens. Consideration should then be given to disposing of some assets and reinvesting the capital in

property which is aligned with the asset management strategy and the Council's aims.

### **Asset Management Priorities**

- **Hold investments in The Eastgate and King's Walk shopping centres.**
- **Carry out a root and branch assessment of the portfolio to weed out under performing property to realign the portfolio with the Councils Regeneration and Economic Development Strategy and secure future revenue.**

#### **4.11 Regeneration Assets**

##### Assets:

King's Quarter  
Land at Blackfriars & Fleece Site  
Gloucester Bus Station  
Grosvenor House  
Bentinck House  
NCP Car park Bruton Way (Landlord)  
Southgate Moorings  
16-18 Commercial Road (Landlord)  
23-29 Commercial Road  
Docks Headlease.



### **King's Quarter**

#### Discussion

The King's Quarter is a major regeneration scheme in Gloucester city centre. It has been identified over the years as one of the very best strategic sites to significantly expand the City's offer.

The first stage of the scheme is the new Bus Station which will provide a truly modern transport hub strengthening the link from the central core of the city to station. Work is due to commence early 2016. Asset Management have been assembling the site to allow the works to proceed and the first step will be the demolition of the existing Bus Station offices, café and parts of Grosvenor and Bentinck House.

Grosvenor House is at the end of its useful life and parts are now beyond economic use. The NCP car park is in poor structural condition and has a very limited life span so it remains a key to the Council's Asset Management strategy to use its assets to continue the progress of the redevelopment of this area



## **Asset Management Priorities**

- **Delivery of King's Quarter regeneration scheme.**
- **Maintenance of the Council's income stream while the development is being planned and implemented.**
- **Ensure any opportunity purchases within the King's Quarter area are taken in advance of any CPO procedure.**

## **Land at Blackfriars and the Fleece site**

### Assets:

2.3 acres of development land (with temporary planning permission for Car Parking)

### Discussion

This site came to the Council through the SWDRA property transfer. It is a brownfield site containing important archeological heritage below ground. The site is currently divided into 3 areas and is used for contract and public pay and display parking.

Working with our partners, Gloucestershire County Council, who own the adjoining site on Quayside, we will be moving within the plan period to a point where master planning for a mixed use scheme is completed and the preparatory work has been undertaken so the combined site is ready to take forward to develop. This is a key link between the Docks area and the rest of the city centre. The complementary development of this site is key to the continued regeneration of both the city centre and the continued resurgence of the docks.

The Fleece site (2.6 acres) coupled with the Council's Longsmith multi-storey car park are adjacent to the Barbican site and fronts directly onto Westgate Street with its access to the Cathedral precinct area. The Fleece contains the Grade 1 Great Inn, a building of national importance and one of the jewels of Gloucester's heritage. This site has been formally marketed but interested has been limited due to the substantial challenges there are to overcome. We are continuing discussions with interested parties in order to bring forward a scheme, but external funding is likely to be required.

The Council continues to carry out work to stabilise the buildings and stop further deterioration. It remains an important objective of our strategy to continue to bring the site back into positive use in a way that both allows the redevelopment of the site to strengthen the link from the docks to the retail centre and the Cathedral and preserves the most important heritage components.

## Asset Management Priorities

- **Work with the County Council to bring the Barbican/Quayside site forward.**
- **Successfully conclude discussions with interested parties to bring forward a regeneration scheme for The Fleece. The first step is to commission and thereafter assess a detailed condition survey.**
- **Maintain the Council's income as far as possible in the meantime from any commercial uses on these sites.**

**St Oswald's Park** – This is an excellent example of how the Council has used its land assets to deliver a major mixed use regeneration scheme on the edge of the city centre. This 55 acre former landfill site was previously used as a cattle market, abattoir and range of low-grade uses and buildings.

The site has been transformed in phases through the development of Tesco in the 1990s, the creation of a top class retail park and the housing phases, which include a range of affordable homes and the Extra Care village.

The Council retains a landlord's interest in the Tesco and retail park site and owns land at the rear of the site that may be considered for development at the appropriate time.

Currently there are several parcels of vacant land; partially under option to Hammerson to allow a further extension to the residential scheme on the north of the site. This leaves around 4 acres of land that are either let with short term uses or are vacant. Although there are issues to overcome due to the former use of the site (potential contamination) and the level of the land this is ultimately developable.

**Southgate Moorings car park** - This was part of the SWRDA transfer of properties for regeneration purposes. Given its location in a key position overlooking Victoria basin and a link between the Docks and Southgate Street it is envisaged that at some point it will be redeveloped but we would only consider a disposal for a high quality scheme. However it is one of the closest places to park adjacent to the docks and also provides spaces for disabled drivers. It is very popular and is a valuable source of revenue, which is used to support regeneration activities. We will continue to explore the potential for redevelopment but it is likely to come forward after some of the other sites in the Council's ownership.

**16-18 Commercial Road** – Given the sites location adjacent to Blackfriars Priory discussions with the Council's Planning Department indicate that we are very unlikely to be able to take forward any alternative use or redevelopment of these properties within the period of this strategy. We will continue to try and keep them in useful occupation and will keep the situation under review to consider any opportunities for regeneration.

**23-29 Commercial Road** – Terms have been agreed for the Council to sell these properties to allow the redevelopment of this key site to regenerate this part of Commercial Road and strengthen the link between the docks and the rest of the city centre. The sale is subject to planning but when it completes



will release capital to allow completion of the public realm works adjacent to the site.

**Docks Headlease** – The Council holds the lease of the majority of the land around Victoria Basin as well as some of the access roads. There is scope to develop an iconic building of suitable scale on Mariners Square and Asset management will continue to look for suitable opportunities to take any proposals forward. They will also continue to allow the space to be used for public events and other uses which forward the Council's aims for Regeneration.

**Other sites** - As part of the Housing Stock Transfer most of the Council's stock of potential sites outside the central area were transferred to Gloucester City Homes to allow them to deliver 100 new homes. The Council does still have various small areas of land that are not public open space and do not provide any benefit to the community. Most are too small to develop and if anything are a liability for the Council. However even small parcels of land can have some commercial value and other authorities have had some success in disposing of such sites at auction.

#### **Asset Management Priorities**

- **Seek to bring forward the land holdings at St Oswalds Park**
- **Review the benefit of the Council holding the freehold of the retail park.**
- **Consider the potential redevelopment of Southgate Moorings and weigh any potential benefit from a new scheme against the current use and loss of revenue.**
- **Review the rest of the Council's portfolio with a view to disposing of any unused areas of land.**
- **Complete the sale of 23-29 Commercial Road and deliver the public realm works.**

#### 4.14 Strategic Landholdings

##### Assets:

Gloucestershire Airport, Staverton - 170 acres of land (being a 50% share with Cheltenham Borough Council)

Parton Farm, Churchdown - 68 acres of land (owned only by GCC)



##### Discussion

The Council owns significant landholdings at Gloucestershire Airport and Parton Farm. These landholdings are outside of the city's administrative area and lie within Tewkesbury Borough Council's area of administration.

The Airport Company which runs the site is jointly owned by Gloucester City Council and Cheltenham Borough Council and continues to develop the airport operation. Asset Management provides some professional property support and will continue along with Cheltenham BC to monitor the property management of the Councils' site by the Airport Company.

Although airport and farming businesses do not have close links with the Council's strategic priorities, the landholding is strategically placed on the edge of the urban area and as part of the Joint Core Strategy, Parton Farm has been identified as a site for over 500 houses. This could provide much-needed housing for the area and is potentially a major source of capital for the city should it remain in the plan and receive planning consent for development.

##### Asset Management Priorities

- **Take any actions necessary to protect and promote the Council's land at Parton Farm so that it can be taken forward as a development site.**
- **Continue to build a good working relationship with Cheltenham Borough Council property service in order to promote a joined up strategy for dealing with our shared assets.**

#### 4.15 Toilets

##### Assets:

Westgate car park p.c

The Bus Station p.c

Robinswood Hill Country park p.c

Swiss Cottage Gloucester park p.c



##### Discussion

The provision of good, clean, well-located public conveniences is an important facility for the city. It is part of the process of changing perceptions, and like the user experience for car parking, can play its part in the retail and tourist success of the City.

The Council has four public conveniences in the city and has instigated and promoted the Community Toilet Scheme by incentivising businesses in the city to make their facilities available to the general public as well as their customers. The majority of the Council's toilets are located in the city centre and are of varying quality and utility, but there are also facilities in suburban locations such as at Robinswood Hill Country Park.

Our priority is to provide quality facilities in the right locations to serve the areas of highest need to ensure that Gloucester is a welcoming destination for shoppers, visitors and tourists. This priority leads to an inevitable focus on the city centre, rationalisation and improvement and the delivery of new facilities such as the pay to use toilet in Kings Square and through regeneration schemes, most notably at the new Bus Station.

##### Asset Management Priorities

- **To ensure that the Council continues to provide a range of quality facilities to ensure that Gloucester is a welcoming destination for shoppers, visitors and residents.**
- **To define future investment priorities, value for money and options for provision.**
- **To ensure that the Bus Station redevelopment includes an appropriate scale and quality of WC provision.**
- **To deliver a pay to use Toilet in Kings Square.**

#### 4.16 The Depot, Eastern Avenue

##### Assets:

Depot comprising site of approx 7 acres with mix of industrial, office.



##### Discussion

The Council's Eastern Avenue Depot is a critically important asset in delivering streetcare services which include refuse collection, recycling, street cleansing and grounds maintenance. As part of the provision of these services by our supplier Amey (Enterprise) the northern site is leased to them at a peppercorn rent. However, their use of the site is potentially expanding and may be used as part of the service of their Highways contact with the County Council.

There is an area of under used land to the south let to Keyway. They have now ceased to occupy the site and have sublet it to a number of smaller businesses that trade from the open site. Keyway's lease will run to 2021 but the council has the option to terminate the lease at certain dates within this Asset Management Plan. Amey has expressed interest in the site for their use in servicing the County Contract and from both an asset management and city benefit perspective the site is poorly utilised.

At the rear of the site the city has a store yard and there are two low quality commercial units with yard with access from Chase Lane both of which operates car breaking and automotive businesses.

##### Asset Management Priorities

- **Review the options for the Southern Site and Chase Lane land to ensure that they are used for the greatest benefit of the City.**
- **Look to dispose of any surplus land for more valuable uses, either leasehold or freehold, in the longer term.**

## **5.0 ACQUISITIONS AND DISPOSALS**

5.1 The Council's asset portfolio is extremely diverse. To remain healthy, relevant and efficient it is essential that the portfolio is dynamic and is fully connected to corporate strategy.

5.2 The Council's approach to buying and selling assets is a simple one.

### Disposals

5.3 The portfolio will be reviewed annually at the time of each Asset Revaluation to identify candidates for disposal. As a general rule the Council will consider disposal of assets that do not support core service objectives or that fail to make adequate returns on investment, either now or into the future. Where disposal is pursued the Council will seek to achieve the highest market value, unless there are overriding and compelling community interest benefits that might justify an exception.

5.4 The Council will encourage the transfer of suitable properties to the community, such as halls, sports pavilions and pitches where they are self contained, as part of the localism agenda this community asset transfer will allow Asset Based Community Development and for more local management and involvement by the community. To allow the community to satisfy grant and funding conditions the transfer has to be long term but the Council also need to ensure the long term stewardship of these assets and it is envisaged that in most cases a disposal by a long lease will be agreed to allow the Council to regain control if necessary.

5.4 Any disposal programme should not rule out windfall disposal decisions that can arise through tenant changes, lease expiry or an approach from a special purchaser.

5.5 The Council will not usually dispose of assets in a depressed market and will not dispose of assets that it expects, in the long term, to appreciate considerably in value.

### Acquisitions

5.6 Similarly, acquisitions may be considered where they support core service objectives and / or deliver good investment returns.

5.7 They will only be entertained on the following basis:

- They represent an opportunity for a strategic acquisition.
- They represent good current or potential value, either on their own or when married to an existing City Council land holding.
- They assist in the Council fulfilling its corporate aims.
- They assist in service delivery.

## **Asset Management Priorities**

- **Maintain and plan a disposals programme, both leasehold and freehold, to assist the Council in producing income and capital where appropriate.**
- **Subject to the Council's requirements to look to release capital or reinvest it to increase the current revenue from the property assets.**
- **That in all cases, the regeneration agenda for the City be pursued.**

### **6.0 CLIMATE CHANGE**

- 6.1 Gloucester City Council adopted a revised and updated Energy Management Strategy in 2012-16. One of the key objectives of this strategy was a commitment to reduce the Council's energy use across its buildings by 2% per year, along with a commitment to yearly monitoring of energy costs and consumption with an annual report to cabinet.
- 6.2 The Council's operational property is a significant user of energy the combined gas electricity bill for the year 2014-15 (including the Aspire Leisure Trust properties) was **£742,892** The Docks headquarters, Crematorium and GL1 are particularly heavy users of energy.
- 6.3 Energy Action Delivery Group (EADG) chaired by Asset Management is a group that regularly meets to introduce energy saving measures to our building to reduce energy consumption. We have carried out projects from heat recovery and combined heat and power units at GL1 to the fitting of LED lighting at our multistory car parks. All projects are carefully costed and monitored to ensure that they produce the anticipated savings and are self financing within 5 years. An overall energy reduction of 20% was achieved in 2014-15.
- 6.4 We are also working with external companies and organizations such as Aquafund and Save @ Work to further drive down consumption.

### **Asset Management Priorities**

- **To ensure the Council's energy strategy is embedded in the way we manage our property.**
- **To review how we operate within the Docks headquarters. The mechanical and electrical plant in the buildings is old and the controls are poor we can however reduce consumption following the accommodation review if we can consolidate staff and occupiers to release some of the space.**
- **To demonstrate good practice and stewardship through the way that it manages its own estate and assets and as a service provider.**

## **7.0 PLANNED MAINTENANCE**

- 7.1 The City Council will ensure that its property is maintained as fit for purpose. There will be future obligations, and some that have not been met in the past. All of these need to be clarified, properly planned and resourced.
- 7.2 In the past there have been gaps in the approach to planned maintenance and we have had to deal with unexpected expenditure with the resultant budgetary strain. Our strategy should be founded upon the principles of regular surveying of asset condition and planned maintenance and improvement programmes. This is particularly important on our major assets such as the Dockside properties and GL1 where asset components such as swimming pools have high capital costs.
- 7.3 It is very difficult to predict the final point of failure of the different elements of a building but continual patching and seeking to defer work leads to unplanned work. An example of this is the lift in HKP which finally failed and needed an immediate major refurbishment and the other lift may fail at any time. A way of addressing this problem is the creation of sinking funds in order to cover future obligations. There is a pool of information already available within asset management quantifying the extent of future costs, and identifying the backlog of work from the planned maintenance programme.

### **Key Actions**

- **Maintain our system of planned maintenance inspections.**
- **Set up sinking fund(s) to cushion the Council against unexpected expenditure.**

## **8.0 GOVERNANCE, PERFORMANCE AND MONITORING**

- 8.1 This asset management strategy is a living document. For its content to have meaning and relevance it needs the right skills, resources and scrutiny behind it.

### Political Governance

- 8.2 Given the top priority of asset management this responsibility sits within the Leader's portfolio. The Leader and Cabinet receive regular updates on progress in delivering this strategy.

### Officer Governance

- 8.3 The newly reviewed Regeneration and Economic Development Department includes all of the key skills and services to enable a joined up approach to asset management. The Asset Manager and his team deal with the day to day operational issues of running our complex property portfolio. This includes arranging repairs, maintenance, renewing leases, carrying out rent reviews, managing the City Councils car parks and also includes facilities management and projects and provides professional advice and services to many other departments including Planning and Services and Neighborhoods.

- 8.4 To drive forward the improvements and initiatives set out in this strategy there are a series of Working Groups and Work in Progress meetings chaired by the Asset Manager. Work in progress spreadsheets are maintained by the officers as a record of the work in progress and jobs completed.
- 8.5 The Asset Manager updates the Head of Regeneration and Economic Development through regular one to ones and this information is fed through to the SMT.

#### Performance and Monitoring

- 8.6 One of the key actions of this strategy will be to establish clear and meaningful performance indicators and management information to enable us to judge the performance of our assets. In some areas such as energy consumption these are well defined and established but other areas are less well evidenced. The aim is not to measure everything, but to capture elements of performance in as few high level measures as possible. Clear simple signals of performance such as gross property costs of the operational estate as a percentage of the gross revenue budget; lifetime costs; occupational density; market comparisons etc.
- 8.7 The performance measures should generally be focused on some or all of the following:
- Cost and cost control
  - Space use
  - Property service levels
  - Suitability and workplace productivity
  - Environmental sustainability
  - Risk management
  - Community outcomes (e.g. contributing to the creation of sustainable communities)
- 8.8 Although all the above are important areas, the key question must always be “How will the data be used in management terms?” There is little point in collecting data for its own sake and it can be very heavy on officer time.

#### Key Actions

- **Developing a set of meaningful performance indicators and MI.**
- **Annual progress report to Cabinet on Asset Management Strategy.**



## **9.0 SUMMARY AND CONCLUSIONS**

Gloucester City Council has a significant and diverse portfolio of assets. This strategy tells the story of what we own, the contribution assets make to delivering corporate key aims and service objectives and what we are going to do to improve asset performance.

- 9.1 Overall the portfolio has many strengths, its office accommodation is solid, paid for and much less costly than market alternatives. However, we must ensure that it provides the right accommodation and we need to exploit opportunities arising out of the accommodation review to release under used space. This will be one of the most significant areas of focus, the space, is too big for a modern council with the number of employees. There is huge scope for rationalisation, to provide better and more joined up services at a lower cost to the tax payer.
- 9.2 The two leisure complexes are fit for purpose and we have been able to drive down their energy costs to help to offset the reduction in the Councils support to Aspire.
- 9.3 The cultural buildings are expensive to maintain, we are contributing to the Cultural Strategy and will review the Asset Management strategy to reflect the outcome of this report.
- 9.4 The Council benefits from having some very strong revenue generating investments and sound parking. However, there are weaknesses and substantial further room for improvement.
- 9.5 Another focus of our efforts, will be a root and branch review of the non operational assets we hold to ensure that they align with our Corporate objectives and are performing well. If not we should not retain these assets, and if the market is favourable, we should dispose of them and release the capital to further the regeneration of the City or grow our property revenue.

This strategy provides a joined up approach to managing and developing our valuable assets to ensure that we will deliver the very best outcomes for Gloucester.

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Name of Building/Land or both	Street Number	Street Name	Town	UK Post Code	Easting/ Northing	Type of Property	Freehold	Leasehold
<b>BUILDINGS (operational)</b>								
Blackfriars Priory (Leased In) Listed		Ladybellegate Street	Gloucester	GL1 2HN	382977/218429	Cultural	Leasehold	Leasehold - Occupied by LA
Blackfriars- LIC Commercial Space (Leased in)		Commercial Road	Gloucester	GL1 2EA	383019/218375	Cultural	Leasehold	Leasehold - Occupied by LA
Bus Station W.C.'S		Bruton Way	Gloucester	GL1 1RL	383534/218529	Toilets	Freehold - Occupied by LA	
City Museum		Brunswick Road	Gloucester	GL1 1HP	383258/218347	Cultural	Freehold - Occupied by LA	
Coney Hill Crematorium and The Arbour		Coney Hill Road	Gloucester	GL4 4PA	385016/217342	Cems/Crems	Freehold - Occupied by LA	
Eastern Avenue Depot		Eastern Avenue	Gloucester	GL4 6PG	384675/217529	Nighbourhood Services	Freehold-Leasehold	
Beatrice Webb House	75-81	Eastgate Street	Gloucester	GL1 1PN	383435/218371	Investment	Freehold-Leasehold	
Market Hall (Leased Back to GCC)		Eastgate Street	Gloucester	GL1 1QH	383179/218353	Markets	Freehold-Leasehold	Leasehold-licences
Folk Museum and Education Shed Listed	99-103	Westgate Street	Gloucester	GL1 2PG	382869/218760	Cultural	Freehold-Occupied by LA	
GL1 - Leisure Centre		Bruton Way	Gloucester	GL1 1DJ	383645/218283	Sports	Freehold-Leasehold	
Gloucester Park - Swiss Cottage & (W.C's Within)		Spa Road	Gloucester	GL1 1UY	383397/217860	Parks	Freehold- Licence & Part Occupied by LA	
Gloucester Park - (The Aviary W.C's within)		Spa Road	Gloucester	GL1 1UY	383249/217970	Parks	Freehold-occupied by LA	
Greyfriars Former Bowling Clubhouse		Constitution Walk	Gloucester	GL1 1TH	383220/218350	Community	Freehold	
Guildhall	21	Eastgate Street	Gloucester	GL1 1NS	383252/218493	Cultural	Freehold-part occupied by LA part Leasehold	
Hempsted Meadows - Camping/Grazing/Maintenance areas		David Hook Way	Gloucester	GL2 5GA	381492/216068	Parks	Freehold-occupied by LA	

Hempsted Meadows Open Market Site		David Hook Way	Gloucester	GL2 5GA	381492/216068	Markets	Freehold-occupied by LA	
Herbert & Kimberley Warehouses (Part of Kim.)		The Docks	Gloucester	GL1 2EQ	382796/218376	Offices	Leasehold	Leasehold-occupied by LA
Philpotts Warehouse (part)		The Docks	Gloucester	GL1 2EQ	382781/218346	Offices	Leasehold	Leasehold-occupied by LA
Hucclecote former toilets -Lease in		Glenville Parade	Gloucester	GL3 3ES	387177/217433	Vacant	Leasehold - Vacant	Leasehold-vacant
Pavillion and Car Park		Innsworth Lane	Gloucester	GL2 0DF	385468/220611	Community	Freehold - Leasehold	
King George V Pavillion and Parking		Upton Close	Gloucester	GL3 3EX	386541/217088	Community	Freehold - occupied by LA	
Kingsway Community Centre, Thatcham Avenue		Thatchman Avenue	Gloucester	GL2 2AR	381626/213654	Community	Freehold - Leasehold	Lease
Market Parade 5		Market Parade	Gloucester	GL1 1RL		Retail	Freehold - Leasehold	Lease
New Inn Lane Depot		New Inn Lane	Gloucester	GL1 1NS	383250/218568	Misc/Void	Freehold-occupied by LA/Amey	
North Warehouse		The Docks	Gloucester	GL1 2EQ	382736/218432	Offices	Freehold - part occupied by LA /part Leasehold	
Oxstalls TennisCentre		Plock Court	Gloucester	GL2 9DW	383984/219983	Sports	Freehold-Leasehold	
Robinswood Hill Country Park - Rangers Hut Building (adjoining W.C.'s)		Reservoir Road	Gloucester	GL4 6SX	383782/215785	Parks	Freehold - occupied by LA	
Ground Floor (Café/kitchen) room leased to Gloucestershire GateWay Trust		Reservoir Road	Gloucester	GL4 6SX	383780/215789	Misc/Parks	Freehold - Leasehold	Lease
Robinswood Hill Country Park W.C's		Reservoir Road	Gloucester	GL4 6SX	383778/215780	Toilets	Freehold	
Tourist Information Centre	28	Southgate Street	Gloucester	GL1 2DP	383086/218485	Cultural	Leasehold-occupied by LA	Leasehold-occupied by LA
The Quay (wall/moorings)		The Quay	Gloucester	GL1 2RR	382724/218476	Misc	Freehold	
Tredworth Cemetery & Chapels 1 & 2		Cemetery Road	Gloucester	GL4 6PA	384258/216742	Cems/Crems	Freehold-occupied by LA	
Westgate Leisure Area former Pitch and Putt - Hut & Former toilets		St Oswalds Road	Gloucester	GL1 2TF	382550/219157	Parks	Freehold	
W.C's within Car Park		Westgate Street	Gloucester	GL1 2TU	382715/218902	Toilets	Freehold	
Sports Pavillion		Windfall Way	Gloucester	GL2 0RP	385492/218730	Community	Freehold-Leasehold	
<b>BUILDINGS (non-operational):-</b>								

Former City Farm		Albany Street	Gloucester	GL1 4NG	383998/217552	Misc	Freehold- Leasehold	
Barbican House	31	Barbican Road	Gloucester	GL1 2JF	382839/218487	Offices	Freehold- Leasehold	
Barn Owl Centre Hempsted Meadows		Netheridge Close	Gloucester	GL2 5LE	381275/216068	Misc	Freehold- Leasehold	
Barnwood Park Chapel		Church Lane	Gloucester	GL4 3JB	385985/217812	Community	Freehold- Leasehold	
Barton Enterprise Centre	99-101	Barton Street	Gloucester	GL1 4HR	383763/218100	Misc	Freehold	
Bearland Lodge	55	Longsmith Street	Gloucester	GL1 2HT	382961/218564	Offices	Freehold-part Leasehold/part vacant	
Bentinck House & Bruton Way Multi Storey Car Park		Bruton Way	Gloucester	GL1 1DL	383541/218594	Offices/Mixed	Freehold- Leasehold	
Blackbridge Pavillion and Car Park		Poplar Close	Gloucester	GL2 5AB	382794/216298	Community/Car Park	Freehold- Licence	
Blackfriars Inn	8	Commercial Road	Gloucester	GL1 2EA	382937/218387	Offices	Freehold- Leasehold	
Bus Station Café		Bruton Way	Gloucester	GL1 1RL	383543/218555	Misc	Freehold- Leasehold	
Bus Station Offices and Canteen (former)		Market Parade	Gloucester	GL1 1RL	383543/218555	Void	Freehold-vacant	
Bus station - Operating area		Market Parade	Gloucester	GL1 1RL	383494/218570	Infrastructure	Freehold	
Castle Meads Transforming Station (sub station)		Castle Meads Way	Gloucester	GL2 5HH	382378/218812	Infrastructure	Freehold- Leasehold	
Hucclecote RFC		Churchdown Lane	Gloucester	GL3 3QH	387798/217475	Community	Freehold- Leasehold	
Colwell Avenue, rear of (scouts)		Deer Park Road	Gloucester	GL3 3NX	387199/218109	Community	Freehold-ground Leasehold	
Commercial Road	16	Commercial Road	Gloucester	GL1 2EA	382927/218394	Investment	Freehold- Leasehold	
Commercial Road 18	18	Commercial Road	Gloucester	GL1 2EA	382918/218402	Investment	Freehold- Leasehold	
Commercial Road 18	18	Commercial Road	Gloucester	GL1 2EA		Investment	Freehold- Leasehold	
Commercial Road 23-25- Leasehold	23-25	Commercial Road	Gloucester	GL1 2ED		Offices	Leasehold- Leasehold- vacant	
Commercial Road Floors LG,GF and FF	23-25	Commercial Road	Gloucester	GL1 2ED		Offices	Leasehold- Leasehold	Leasehold-underlease
Commercial Road	27-29	Commercial Road	Gloucester	GL1 2ED	382898/218381	Vacant	Leasehold- underLease (vacant)	Leasehold-underlease
Docks Headlease Area		The Docks	Gloucester	GL1 2EQ	382794/218459	Public Realm areas	Leasehold - Leasehold	

Land Adjacent to The Tall Ship Public House		Southgate Street	Gloucester	GL1 2EX	382829/218160	Misc	Leasehold - Leasehold	
Docks - Albion Cottage 1	1	The Docks	Gloucester	GL1 2ER	382812/218171	Misc	Leasehold-Leashold	Leasehold
Docks - Albion Cottage 2	2	The Docks	Gloucester	GL1 2ER	382807/218174	Misc	Leasehold-Leashold	Leasehold
Docks - Barge Arm Parking Space 222	222	The Docks	Gloucester	GL1 2ER	382730/218147	Misc	Leasehold-Leashold	Leasehold
Docks - Barge Arm Parking Space 223	223	The Docks	Gloucester	GL1 2ER	382730/218147	Misc	Leasehold-Leashold	Leasehold
Car Parking area rear of 27-29 commercial Road	27-29	The Docks	Gloucester	GL1 2ED	382874/218366	Parking	Leasehold - Licence	Leasehold
Eastern Avenue - Land Fronting		Eastern Avenue	Gloucester	GL4 6PG	384589/217571	Land	Freehold-Leasehold	
Eastern Avenue /Carne Place - Land		Eastern Avenue	Gloucester	GL4 3BD	385361/218208	Offices	Freehold-Leasehold	
Eastern Avenue, Land adj former work depot -		Eastern Avenue	Gloucester	GL4 6PG	384577/217553	Land	Freehold-Leasehold	
Eastern Avenue-Land		Eastern Avenue	Gloucester	GL4 6PG	384675/217529	Land	Freehold-ground Leasehold	
Compound (storage)		Eastern Avenue	Gloucester	GL4 6PG		Land	Freehold-occupied by LA	
The Eastgate Centre & Portico	21-25	Southgate Street	Gloucester	GL1 1TP	383112/218460	Investment	Freehold-Leasehold	
Eastgate Street C & G	21	Eastgate Street	Gloucester	GL1 1NS	383252/218493	Investment	Freehold-Leasehold	
RFC Clubhouse	102	Sandyleaze	Gloucester	GL2 0PU	385942/219087	Community	Freehold-Leasehold	
Fleece Hotel Site Listed Building		Westgate Street	Gloucester	GL1 2UN	383048/218571	Void	Freehold (vacant)	
Fleece Hotel Site (part of )	11a	Westgate Street	Gloucester	GL1 2NW	383101/218572	Void (part)	Freehold-Leasehold (part vacant)	
Former Dance Hall within	11a	Westgate Street	Gloucester	GL1 2NW	383101/218572	Misc	Freehold-Tenancy at will	
Car Parking area rear (Fleece Site)	11a	Westgate Street	Gloucester	GL1 2NW	383069/218556	Parking	Freehold -licence	
Fleece Hotel Site	19a	Westgate Street	Gloucester	GL1 2NW		Retail	Freehold-Leasehold	
Fleece Hotel Site	21	Westgate Street	Gloucester	GL1 2NW		Retail	Freehold-Leasehold	
Fleece Hotel Site	23	Westgate Street	Gloucester	GL1 2NW		Retail	Freehold-Leasehold	Freehold Leasehold
Grazing Land (Jointly owned with CBC)		Station Close, Parton Road	Gloucester	GL3 2JW	388649/220395	Land	Freehold - Licence	

Wessex House		Great Western Road	Gloucester	GL1 3NG	383709/218642	Investment	Freehold-Leasehold (ground lease)	
Grosvenor House		Station Road	Gloucester	GL1 1SZ	383519/218525	Investment	Freehold-Leasehold	
Grosvenor House, (extension)		Station Road	Gloucester	GL1 1SZ		Investment	Freehold-Leasehold	
RFC Clubhouse and Car Park		Horton Road	Gloucester	GL1 3NN		Community	Freehold-Leasehold	
Former Bowling Green - Greyfriars		Constitution Walk	Gloucester	GL1 1TH		Parks	Freehold - Leasehold	
Shopping Centre		Kings Walk	Gloucester	GL1 1EA	383325/218455	Investment	Freehold-Leasehold	
Former Golden Egg Site area		Kings Square	Gloucester	GL1 1RY		Investment	Freehold	
Kiosk 1 Kings Walk	37	Kings Walk	Gloucester	GL1 1RY	383391/218543	Investment	Freehold-Leasehold	
Kiosk 2 Kings Walk	39	Kings Walk	Gloucester	GL1 1RY	383400/218552	Investment	Freehold-Leasehold	
Tennis Court, Kingsholm Square		Kingsholm Square	Gloucester	GL1 2QJ	383407/219449	Community	Freehold-Leasehold	
Kings House, Kings Square		Market Parade	Gloucester	GL1 1RL	383432/218601	Investment	Freehold-Leasehold (Part Vacant)	Various
Clubhouse RFC		Longford Lane	Gloucester	GL2 9EL	384875/220070	Community	Freehold-Leasehold	
Clubhouse FC		Longford Lane	Gloucester	GL2 9EL	384900/220070	Community	Freehold-Leasehold	
Malmesbury Road ACF HUT		Malmesbury Road	Gloucester	GL4 6BH	384515/217370	Community	Freehold-Leasehold	
Land rear of Northgate Street	104	Northgate Street	Gloucester	GL1 1SL	383429/218700	Investment	Freehold- Vacant	
Car Park adj Tescos		Old Cheltenham Road	Gloucester	GL2 0AW	385603/219573	Parking	Freehold-Leasehold	
Clubhouse RFC		Castle Meads Way	Gloucester	GL1 2RS	382345/218874	Community	Freehold-vacant	
Land		Cheltenham Road East	Churchdown	GL3 2JA	387883/221368	Strategic	Freehold - Leasehold	
Land jointly owned with CBC		Parton Road	Churchdown	GL3 2JG	388663/220559	Strategic	Freehold-Leasehold	
Land rear of Community Centre Churchdown (jointly owned with CBC)		Parton Road	Churchdown	GL3 2JH	388229/220505	Community	Freehold - Leasehold	
Parton Road Parish Council Site		Parton Road	Churchdown	GL3 2JH	388356/220599	Community	Freehold	
Randwick Park Garage		Randwick Park	Gloucester	GL4 0NF		Community	Freehold-leashold	

Robinswood HILL-G' SHIRE TRUST Conservation Centre Dulveron Building, rear of ROW		Reservoir Road	Gloucester	GL4 6SX	383733/215797	Community	Freehold- Leasehold	
Pavillion & Football Pitch		Russell Street	Gloucester	GL1 1NE		Land	Freehold	
Sebert Street (lease in )	79a	Sebert Street	Gloucester	GL1 3BS		Community	Leasehold-Sub - leases	Leasehold
Sebert Street (ground floor)	79a	Sebert Street	Gloucester	GL1 3BS		Community		Leasehold- subleasehold
Sebert Street Leased (upper Floors)	79a	Sebert Street	Gloucester	GL1 3BS		Community		Leasehold- subleasehold
Land to The rear	159	Southgate Street	Gloucester	GL1 1XE		Investment	Freehold	
Retail Units	4-6	Southgate Street	Gloucester	GL1 2DH		Investment	Freehold- Leasehold	
Sport Pavillion - CC		Spa Road	Gloucester	GL1 1UZ		Community	Freehold- Leasehold	
SPA Road (Bowls Club)		Spa Road	Gloucester	GL1 1UZ		Community	Freehold- Leasehold	
St Michaels Tower		The Cross	Gloucester	GL1 1PA		Cultural	Freehold- Leasehold	
Staverton Airport		Old Cheltenham Road East	Gloucester	GL51 6SR		Stategic	Freehold- Leasehold	
Social Club		Fairmile Gardens	Gloucester	GL2 9EB		Community	Freehold- Leasehold	
Theatre	1	Kingsbarton Street	Gloucester	GL1 1QX	383491/218215	Community	Freehold- Leasehold	
Former Changing rooms		The Lannett, King Edwards Avenue	Gloucester	GL1 5DE		Vacant	Freehold	
Rear of 8	8	The Oxebode	Gloucester	GL1 1RZ	383264/218586	Investment	Freehold- Leasehold	
The Oxebode	10	The Oxebode	Gloucester	GL1 1RZ	383271/218579	Investment	Freehold- Leasehold	
The Oxebode	12	The Oxebode	Gloucester	GL1 1RZ	383275/218574	Investment	Freehold- Leasehold	
The Oxebode	14	The Oxebode	Gloucester	GL1 1RZ	383280/218569	Investment	Freehold- Leasehold	
The Oxebode	16	The Oxebode	Gloucester	GL1 1RZ	383284/218565	Investment	Freehold- Leasehold	
The Oxebode	18	The Oxebode	Gloucester	GL1 1RZ	383288/218560	Investment	Freehold- Leasehold	
The Oxebode	20	The Oxebode	Gloucester	GL1 1RZ	383294/218556	Investment	Freehold- Leasehold	
The Oxebode	22	The Oxebode	Gloucester	GL1 1RZ	383298/218552	Investment	Freehold- Leasehold	



The Oxebode	24	The Oxebode	Gloucester	GL1 1RZ	383303/218548	Investment	Freehold- Leasehold	
The Oxebode	26	The Oxebode	Gloucester	GL1 1RZ	383308/218544	Investment	Freehold- Leasehold	
Sports and Social Club		Tuffley Avenue	Gloucester	GL1 5NS	382949/216232	Community	Freehold- Leasehold	
Murray Hall		Tuffley Lane	Gloucester	GL4 0NX		Community	Freehold - Leasehold	
Tuffley Avenue - Former Parks Depot (garage rear of The Wingets Sports Ground)		Tuffley Avenue	Gloucester	GL1 5NS		Parks	Freehold	
Tuffley Avenue- GHQ (r/o Wingets SSC)		Tuffley Avenue	Gloucester	GL1 5NS		Community	Freehold	
Waterwells Pavillion		Stephenson Drive	Gloucester	GL2 2AG	381593/212853	Community	Freehold- Leasehold	
Westgate Leisure Area, Redundant Pumping Station		St Oswald's Road	Gloucester	GL1 2TF		Parks	Freehold- Vacant	
92-94	92-94	Westgate Street	Gloucester	GL1 2PF	382946/218754	Investment	Freehold- Leasehold	
Retail Units	96	Westgate Street	Gloucester	GL1 2PE	382939/218754	Investment	Freehold- Leasehold	
Sports (bowls) Centre		Tuffley Avenue	Gloucester	GL1 5NS		Community	Freehold- Leasehold	
Pitmill Gardens Hucclecote (managed by Gloucester City Homes)	8	Pitt Mill Gardens	Gloucester	GL3 3ND	387371/217826	Misc Housing	Freehold- Agreement	
Caridas House( managed by GCH)	52-54	Weston Road	Gloucester	GL1 5AX	383306/217579	Misc Housing	Freehold- Agreement	
Priory Place ( managed by GCH)	5	Priory Place	Gloucester	GL1 1TS	383108/218372	Misc Housing	Leasehold- Agreement	Leasehold
<b>Allotment Sites</b>								
Cotteswold Road		Cotteswold Road	Gloucester	GL4 6RG	384443/216574	Community	Freehold	
Deans Way		Deans Way	Gloucester	GL1 2SF	383310/219681	Community	Freehold	
Estcourt Close		EstCourt Road	Gloucester	GL1 3LT	384297/219741	Community	Freehold	
Estcourt Park		EstCourt Road	Gloucester	GL1 3LW	384525/219520	Community	Freehold	
Hawthorns (52 Plots Lower section )		Hartland Road	Gloucester	GL1 4RU	383588/216382	Community	Freehold	
Innsworth		Innsworth Lane	Gloucester	GL2 0DF	385567/220565	Community	Freehold	
Robert Raikes Avenue		Robert Raikes Avenue	Gloucester	GL4 0HE	382681/214620	Community	Freehold	
Saintbridge		Cheyney Close	Gloucester	GL4 4PR	384986/216815	Community	Freehold	
St Swithuns Road Allotment Garden Hempsted Cross		St Swithuns Road	Gloucester	GL2 5LH	381480/216970	Community	Freehold	

Tredworth Fields (1 community plot) (upper section)		Bathurst Road	Gloucester	GL1 4RU		Community	Freehold	
White City Allotments		Northfield Road	Gloucester	GL4 6TU	383802/216542	Community	Freehold	
<b>Car Parks - Operational</b>								
Barbican/Ladybellegate Car Park		Ladybellegate Street	Gloucester	GL1 2HN	382910/218484	Car Park	Freehold	
Castlemeads Car Park (non APCOA)		Castlemeads Way	Gloucester	GL1 2NH	382462/218366	Car Park	Freehold-occupied by LA	
Eastgate Shopping Centre- Roof top Car Park		Eastgate Street	Gloucester	GL1 1PA	383249/218446	Car Park	Freehold-leased-leaseback	
Boots Roof top Car Park		Eastgate Street	Gloucester	GL1 1PA	383289/218389	Car Park	Leasehold	Lease in
GL1 Car Parking- Adjacent to Leisure Centre		Bruton Way	Gloucester	GL1 1DT	383645/218283	Car Park	Freehold	
Car Park		Great Western Road	Gloucester	GL1 3NF	383639/218678	Car Park	Leasehold	Lease in
Car Park		Hampden Way	Gloucester	GL1 1SX	383415/218270	Car Park	Freehold	
Car Park North		Hare Lane	Gloucester	GL1 2DF	383381/218991	Car Park	Freehold	
Car Park South	26	Hare lane	Gloucester	GL1 2DA	383331/218841	Car Park	Freehold	
Kings Walk/ Square Multi Storey	53	Kings Walk	Gloucester	GI1 1EA	383408/218506	Car Park	Freehold-leaseback	
Car Park		Ladybellegate Street	Gloucester	GL1 2HN	382998/218501	Car Park	Freehold	
Car Park- Multi Storey		Longsmith Street	Gloucester	GL1 2HH	383039/218550	Car Park	Freehold	
Land		Moor Street	Gloucester	GL1 4NG	384013/217352	Car Park	Freehold-Leasehold	
Car Park		Sinope Street	Gloucester	GL1 4AW	383806/218082	Car Park	Freehold	
Car Park		Spa Road	Gloucester	GL1 1UZ	383022/217917	Car Park	Freehold-Leasehold	
Car Park		Station Road	Gloucester	GL1 1QD	383597/218366	Car Park	Freehold	
Car Park and Landscaped area		St Michaels Square	Gloucester	GL1 1HX	383206/218180	Car Park	Freehold	
Car Park		Percy Street	Gloucester	GL1 4NQ	383877/217374	Car Park	Freehold	
Vauxhall Road Car Park		Vauxhall Road	Gloucester	GL1 4EU	383854/217916	Car Park	Leasehold	
Westgate Street Car Park		Westgate Street	Gloucester	GL1 2TU	382729/218945	Car Park	Freehold	
Land rear of Commercial Road	23-25	Commercial Road	Gloucester	GL1 2HE	382885/218377	Car Park	Leasehold-Leasehold	
St Oswalds Park		St Oswalds Road	Gloucester	GL12 2UE	382900/219453	Investment	Freehold - Leasehold	
ATS St Oswalds Park		St Oswalds Park	Gloucester	GL12 2UE	383041/219286	Investment	Freehold-Leasehold	
Development Land		Gavel Way	Gloucester	GL1 2UF	382672/219438	Investment	Freehold	
St Oswalds Park - Phase 1		St Oswalds Park	Gloucester	GL1 2UE	383024/219520	Investment	Freehold-Leasehold	

Site- Adjoining former RFC Site (Park and ride overflow)		St Oswalds Park	Gloucester	GL1 2SU	382631/219336	Land	Freehold-Leasehold	
Site of former Clubhouse and Car Park area		St Oswalds Park	Gloucester	GL1 2SU	382631/219336	Land	Freehold	
St Oswalds Tesco - Lease		St Oswalds Park	Gloucester	GL1 2SU	382850/219339	Retail	Freehold-Leasehold	
St Oswalds - (Part of) Development Site Off Gavel Way		St Oswalds Park	Gloucester	GL1 2SU	382682/219437	Land	Freehold - Leasehold	
<b>Garages</b>								
Lock Up Garage - Alma Place x 13		Alma Place	Gloucester	GL1 5PX	382717/217268	Garage	Freehold-licences	
Lock Up Garage - Alma Terrace x6		Alma Terrace	Gloucester	GL1 5PX		Garage	Freehold-licences	
Lock Up Garage - Robinhood Street X 7		Robinhood Street	Gloucester	GL1 5PW		Garage	Freehold-licences	
Lock Up Garage- Theresa Street X 9		Theresa Street	Gloucester	GL1 5PR		Garage	Freehold-licences	
<b>Monuments (s.a.m.)</b>								
Bishop Hoopers Monument , St Marys Square		St Marys Square	Gloucester	GL1 2QT	382988/218880	Historic Monuments	Freehold	
EastgateStreet Roman viewing Chamber		Eastgate Street	Gloucester	GL1 1PA	383304/218411	Historic Monuments	Freehold	
Hillfield Gardens - Entrance Gates to		London Road	Gloucester	GL1 3HN		Historic Monuments	Freehold	
Kings Board, Hillfield Gardens		London Road	Gloucester	GL1 3HN		Historic Monuments	Freehold	
Kings Walk -Roman Viewing Chamber -Leased In		Kings Walk	Gloucester	GL1 1RW	383323/218455	Historic Monuments	Freehold-Leasehold-Leasehold	
Our Ladies Well Hempsted		Off hempstedLane	Gloucester	GL2 5JS		Historic Monuments	Freehold	
Scrivens Conduit, Hillfield Gardens		London Road	Gloucester	GL1 3HN		Historic Monuments	Freehold	
St Oswalds Priory		Priory Road	Gloucester	GL1 2QS	383027/219009	Historic Monuments	Freehold	
Statue Of King Charled II, St Mary's Square		St Marys Square	Gloucester	GL1 2QT		Historic Monuments	N/A	
Statue Of Nerva		Southgate Street	Gloucester	GL1 1TP		Historic Monuments	N/A	
Statue of Queen Anne, Spa Field		The Park	Gloucester	GL1 1LF		Historic Monuments	N/A	

St Mary Magdalen Chapel, London Road ** Listed Building		London Road	Gloucester	GL1 3HN	384324/218987	Historic Monuments	Freehold	
Well Cross, Robinswood Hill Country Park		Well Cross Road	Gloucester	GL4 6RA		Historic Monuments	N/A	
<b>Land and Open Space (non-operational)</b>								
Barbican (former repeater station Site)		Ladybellgate Street	Gloucester	GL1 2HN		Car Park	Freehold	
Barbican Land (former BT Site-licence to BT and Quattro)		Ladybellgate Street	Gloucester	GL1 2HN		Car Park	Freehold-licence	Licence
			Gloucester	GL1 2HN	382901/218542		Freehold-licence	Licence
Castlemeads Lock Warehouse Parking area		Castlemeads Way	Gloucester	GL1 2NH	382448/218395	Car Park	Freehold-Leasehold	Lease
area (open space opposite Cross Keys Inn)		Longsmith Street	Gloucester	GL1 2HQ		Misc	Freehold	
'H' Car Park		Hampden Way	Gloucester	GL1 1SX	383330/218270	Car Park	Freehold-Leasehold	Lease out
Horsbere Land at Hucclecote (outside of City boundary) Lease in		Barnwood By-Pass	Gloucester	GL3 3NE		Misc	Leasehold	Lease in
Lassington Wood		Highnam	Gloucester	GL2 8EF		Misc	Freehold-Leasehold	
Matson Selwyn Pond		Matson Lane	Gloucester	GL4 6DX	384930/215640	Misc	Freehold-licence	
Sub Station Over Causeway & Portham		The Causeway	Gloucester	GL2 5HG		Infrastructure	Freehold-Leasehold	
Parton Court Farm - Land adj			Gloucester	GL3 2JA		Land	Freehold- Licence	
Churchdown PC Land adj (PlayingFields & Allotments)		Parton Road	Gloucester	GL3 2JH		Misc	Freehold-Leasehold	
Parton Road, Land (adj Community Centre) 2.4 acres		Parton Road	Gloucester	GL3 2JH		Land	Freehold-Leasehold	
Redwell Road, Sports Ground - RFC		Redwell Road	Gloucester	GL4 6JG		Sports	Freehold-Leasehold	
Waterwells Synthetic Sport Pitch		Naas Lane	Gloucester	GL2 2SA		Sports	Freehold - Leasehold	
White City Adventure Play Ground Northfield Road		Northfield Road	Gloucester	GL4 6TX		Sports	Freehold-Leasehold	
<b>Open Space (operational):-</b>								
Abbeymead Contour Park		Spinney Road	Gloucester	GL4 4XS	386426/216235	Parks	Freehold	
Alders Green		Alders Green	Gloucester	GL2 9HJ	384609/220329	Parks	Freehold	
Alma Place Open Space		Alma Place	Gloucester	GL1 5PU		Parks	Freehold	
Alney Island Osier Beds		The Causeway	Gloucester	GL1 2HG		Parks	Freehold	
Appleton Way Balancing Pond		Appleton Way	Gloucester	GL3 3RP		Parks	Freehold	

Arlingham Road 11-16, Land Adj		Arlingham Road	Gloucester	GL4 OLX		Parks	Freehold	
Arlingham Road /Cole Avenue Open Space		Arlingham Road	Gloucester	GL4 OLX		Parks	Freehold	
Armscroft Park		Barnwood Road	Gloucester	GL2 0RS		Parks	Freehold	
Barnwood Park		Church Lane	Gloucester	GL4 3EJ		Parks	Freehold	
Open Space		Birch Avenue	Gloucester	GL4 4NL		Parks	Freehold	
Bishops Castle Way Open Space		Bishops Castle Way	Gloucester	GL1 4DW		Parks	Freehold	
Bittern Avenue		Bittern Avenue	Gloucester	GL4 4WH		Parks	Freehold	
Blackwater Way Open Space		Blackwaterway	Gloucester	GL2 OXJ		Parks	Freehold	
Bodiam Avenue, South of		Bodiam Avenue	Gloucester	GL4OWG		Parks	Freehold	
Broad Leys, Spinney Road		Spinney Road	Gloucester	GL4 3YW		Parks	Freehold	
Drayton Way		Drayton Way	Gloucester	GL4 4FU		Parks	Freehold	
Brookthorpe Close by Railway Line		East of Slimbridge Road	Gloucester	GL4 0LJ	382886/215374	Parks	Freehold	
BuscombeGardens		Buscombe Gardens	Gloucester	GL3 3QG		Parks	Freehold	
Byron Avenue Open Space		Byron Avenue	Gloucester	GL2 5AG		Parks	Freehold	
Castlemeads Common Meadows		Castlemeads Way	Gloucester	GL2 5HH		Parks	Freehold	
Chivenor Way Balancing Pond		Chivenor Way	Gloucester	GL2 2BH		Parks	Freehold	
Chatsworth Avenue		Chatsworth Avenue	Gloucester	GL4 0TW		Parks	Freehold	
Church Lane, Balancing Pond		Church Lane	Gloucester	GL4 3EJ		Parks	Freehold	
Churchview Drive		Churchview Drive	Gloucester	GL4 3ES		Parks	Freehold	
Clock Tower , West Lodge Drive		West Lodge Drive	Gloucester	GL4 5SX		Parks	Freehold	
Colwell Avenue, Land Adj.		Colwell Avenue	Gloucester	GL3 3LX		Parks	Freehold	
Coney Hill Cemetery, Land at		Coney Hill Road	Gloucester	GL4 4PA		Parks	Freehold	
Coney Hill Park off Metz Way		Metz Way	Gloucester	GL4 4PJ		Parks	Freehold	
Cromwell Street, formerley	23-25	Cromwell Street	Gloucester	GL1 1RD		Parks	Freehold	
Cross Keys Rest Garden		Barnwood Road	Gloucester	GL2 0SQ		Parks	Freehold	
Curtis Hayward Drive Open Space		Curtis Hayward Drive	Gloucester	GL4 4GA		Parks	Freehold	
Daffodil Close		Daffodil Close	Gloucester	GL4 4AF		Parks	Freehold	
Deans Way Open Space		Deans Way	Gloucester	GL1 2PZ		Parks	Freehold	
Denham Close /Sulgrave Close		Denham Close	Gloucester	GL4 OSF		Parks	Freehold	
Drydock Way Open Space		Drydock Way	Gloucester	GL2 5FS		Parks		
Duncroft Road Open Space		Duncroft Road	Gloucester	GL3 3 AS		Parks	Freehold	

Durham Road /Chester Road Open Space		Durham Road	Gloucester	GL4 3AX		Parks	Freehold	
Elmbridge PlayingFields		Sandleaze	Gloucester	GL2 0PX		Parks	Freehold	
Estcourt Road Gardens		Estcourt Road	Gloucester	GL2 0LS		Parks	Freehold	
Open Space		Evans Walk	Gloucester			Parks	Freehold	
Ferndale Close/Brionne Way Open Space		Ferndale Close	Gloucester	GL2 9RT		Parks	Freehold	
Field Court Drive Open Space		Field Court Drive	Gloucester	GL2 4RX		Parks	Freehold	
Field Court Drive PlayingFields		Field Court Drive	Gloucester	GL2 4RZ		Parks	Freehold	
Field Court Gardens Amenity		Field Court Gardens	Gloucester	GL2 4RT		Parks	Freehold	
Gambier Parry Gardens		Gambier Parry Gardens	Gloucester	GL2 9RE	383620/219831	Parks	Freehold	
Glevum Way Park		Glevum Way	Gloucester	GL4 4XW		Parks	Freehold	
Gloucester Park		Spa Road	Gloucester	GL1 1LF	383327/217873	Parks	Freehold	
Grange Road Rest Garden		Grange Road	Gloucester	GL4 0PY		Parks	Freehold	
Great Western Road Rest Garden		Great Western Road	Gloucester	GL1 3PZ		Parks	Freehold	
Green Phippen Close		Green Phippen Close	Gloucester	GL2 0PA	385265/218579	Parks	Freehold	
GreenWays Open Space		Greenways	Gloucester	GL4 3HP	386322/217984	Parks	Freehold	
Greyfriars Open Space		Greyfriars	Gloucester	GL1 1TT	383124/218391	Parks	Freehold	
Greyhound Gardens Open Space - (brook line)		Greyhound Gardens	Gloucester	GL2 0XA	385984/220084	Parks	Freehold	
Greyhound Gardens Open Space		Greyhound Gardens	Gloucester	GL2 0XE		Parks	Freehold	
Haycroft Drive/Hillhay Road, Land off		Hillhay Road	Gloucester	GL4 6XX	385525/214955	Parks	Freehold	
Hempsted Lane, Public Open Space,		Hempsted Lane	Gloucester	GL2 5GB	381864/217107	Parks	Freehold	
Hempsted Recreation Ground		Hempsted Lane	Gloucester	GL2 5JS		Parks	Freehold	
Heron Park Playing Field		Heron Way	Gloucester	GL4 4XQ		Parks	Freehold	
Heron Way /Park Open Space and Amenity Areas		Heron Way	Gloucester	GL4 4XF		Parks	Freehold	
Hillfield Gardens		London Road	Gloucester	GL1 3HN		Parks	Freehold	
Holmeigh Park		Holmeigh Park	Gloucester	GL4 0RG		Parks	Freehold	
Holst Way/Robert Raikes Open Space		Robert Raikes Avenue	Gloucester	GL4 0HH		Parks	Freehold	
Hucclecote Green		Green Lane	Gloucester	GL3 3RE		Parks	Freehold	
Hucclecote Hay Meadows SSI Site		Lobleys Drive	Gloucester	GL4 5YG		Parks	Freehold	
Hucclecote PlayingFields (adj RFC)		Churchdown Lane	Gloucester	GL3 3QQ		Parks	Freehold	
India Road Overbury Road		Overbury Road	Gloucester	GL1 4BZ		Parks	Freehold	

Innsworth Lane Open Space		Innsworth Lane	Gloucester	GL2 0RD		Parks	Freehold	
Jubilee Gardens (Aircraft Gardens)		Constitution Walk	Gloucester	GL1 1TH		Parks	Freehold	
Kemble CloseSeventh Avenue		Kemble Close Seventh Avenue	Gloucester	GL4 0EB		Parks	Freehold	
King George V Annexe		Dinglewell	Gloucester	GL4 5DD		Parks	Freehold	
King George V Playing Field Hucclecote		Dinglewell	Gloucester	GL4 5DD		Parks	Freehold	
KingsSquare		Kings Square	Gloucester	GL1 1RY		Parks	Freehold	
Kingsholm Rest Garden		Kingsholm Close	Gloucester	GL1 3DH		Parks	Freehold	
Kingsway 3 x Amenity areas		Cosford Close Holbeach Drive	Gloucester	GL2 2BF GL2 2BQ		Parks	Freehold	
Kingsway Thatcham Avenue Open Space (1)		Thatcham Avenue	Gloucester	GL2 2DL	381740/214144	Parks	Freehold	
Kingsway Thatcham Avenue Open Space (2)		Thatcham Avenue	Gloucester	GL2 2DL		Parks	Freehold	
Kingsway 4 parcels of Open Space Thatcham Avenue/Adjacent to Coningsby		Thatcham Avenue	Gloucester	GL2 2DJ		Parks	Freehold	
Kingsway part of SUDS Pond Daniels Brook		Chevenor Way	Gloucester	GL2 2BH		Parks	Freehold	
Kingsway SUDS Pond Daniels Brook West Open Space Area		Marham Drive	Gloucester	GL2 2DL		Parks	Freehold	
Kingsway Daniels Brook Corridor by area A2 Open Space		Off Brize Avenue	Gloucester	GL4 0WG		Parks	Freehold	
Kingsway Open Space and SUDS Pond adj Daniels Brook		Kingsway POS and SUDS Pond adj Daniels Brook	Gloucester	GL2 2GE	38265/213814	Parks	Freehold	
Kingsway Sports Pitches/Open Space		Topcliffe Street	Gloucester	GL2 2FE	381912/213417	Parks	Freehold	
Kingsway sports pavilion and open space football pitches cricket Square TennisCourts trim trail and BMX Track		Newhaven Road, Kingsway	Gloucester	GL2 2ZZ		Parks	Freehold	
Kingsway Land off Goose Bay Drive		Goose Bay Drive	Gloucester	GL2 2ED		Parks	Freehold	
Kingsway - Land off Halton Way		Halton Way/ Digby Green	Gloucester	GLE 2BW		Parks	Freehold	
Kingsway - Land North of Aldergrove		Aldergrove	Gloucester	GL2 2 DH	381766/213821	Parks	Freehold	
Kingsway - part Balancing Pond off Valley Gardens Kingsway		Off Chivenor Way	Gloucester	GL2 2BH	381608/214365	Parks	Freehold	

Amenity Aldergrove and Thatcham Avenue Kingsway		Thatcham Avenue	Gloucester	GL2 2DY	381766/213821	Parks	Freehold	
Kingsway Open Space off Coltishall Close		Coltishall Close	Gloucester	GL2 4RQ	380989/213778	Parks	Freehold	
Lacy Close(Land Northern bypass)		Lacy Close	Gloucester	GL2 0XT		Parks	Freehold	
Open Space		Lansdown Road	Gloucester	GL1 3JE		Parks	Freehold	
Open Space (2015)		Lansdown Road	Gloucester	GL1 3JE		Parks	Freehold	
Laurel Gate Open Space		Laurel Gate	Gloucester	GL4 5WL		Parks	Freehold	
Lilliesfield Avenue Open Space		Lilliesfield Avenue	Gloucester	GL4 3JL		Parks	Freehold	
Lobleys Drive Open Space		Lobleys Drive	Gloucester	GL4 5YN		Parks	Freehold	
Longlevens PlayingFields		Longford Lane	Gloucester	GL2 9EU		Parks	Freehold	
Byron Avenue Open Space		Lower Tuffley Lane	Gloucester	GL2 5AG		Parks	Freehold	
Manor Farm, Manor Farm Way, Kingsway Open Space		Manor Farm Way	Gloucester	GL2 2AW		Parks	Freehold	
Matson Park Open Space		Matson Lane	Gloucester	GL4 6BE/GL4 6JR		Parks	Freehold	
May Tree Square		May Tree Square	Gloucester	GL4 4NW		Parks	Freehold	
Meadowleaze Open Space		Meadowleaze	Gloucester	GL2 0QA		Parks	Freehold	
Drivemoor Open Space		Meerstone Way	Gloucester	GL4 5XP		Parks	Freehold	
Millfields, Hucclecote, Land AT		Millfields	Gloucester	GL3 3NH		Parks	Freehold	
Millfields/Pitt Mill Gardens		Millfields	Gloucester	GL3 3ND		Parks	Freehold	
Motorway Buffer Zone		The Orchards	Gloucester	GL3 3RP		Parks	Freehold	
Open Space		Naas Lane	Gloucester	GL2 2SA		Parks	Freehold	
Napier Street Play ground Open Space		Napier Street	Gloucester	GL1 4 AP	383936/218136	Parks		Leasehold- occupied by GCC
Open Space nr		Honeythorne Close	Gloucester	GL2 5LU	381740/217407	Parks	Freehold	
Play Area		Norbury Avenue	Gloucester	GL4 6AH		Parks	Freehold	
Northfield Square		Northfield Square	Gloucester	GL4 6UA	383603/216177	Parks	Freehold	
Oxmoor Ashpath		Oxmoor	Gloucester	GL4 5XW		Parks	Freehold	
Parry Road/Bathurst Road Recreation Ground		Parry Road	Gloucester	GL1 4RP		Parks	Freehold	
College Fields Paygrove Lane Open Space		Paygrove Lane	Gloucester	GL2 0AG		Parks	Freehold	
Penhill Road Open Space		Penhill Road	Gloucester	GL4 6AD		Parks	Freehold	
Plock Court Open Space		Plock Court	Gloucester	GL2 9DW		Parks	Freehold	
Priory Road Rest Garden		Priory Road	Gloucester	GL1 2QR		Parks	Freehold	
Quedgeley Conservation Woodland Corridors		Curtis Hayward Drive	Gloucester	GL2 4GA	380248/214231	Parks	Freehold	



Randwick Park		Nymphsfield Road	Gloucester	GL4 0NG	382740/215003	Parks	Freehold	
Rectory Road Gardens/Matson Gardens		Rectory Road	Gloucester	GL4 6HA	385093/215794	Parks	Freehold	
Redwell Road/Matson Avenue		Redwell Road	Gloucester	GL4 6HS		Parks	Freehold	
Rissington Road/Stroud Road		Rissington Road	Gloucester	GL4 0HP		Parks	Freehold	
Robinswood Hill Country Park		Reservoir Road	Gloucester	GL4 0AZ		Parks	Freehold	
Saddlers Road/Carters Orchard/Severnvale Drive		Sadlers Orchard	Gloucester	GL2 4SY		Parks	Freehold	
Saintbridge Balancing Pond (dry)		Askwith Road	Gloucester	GL4 4QZ		Parks	Freehold	
Saintbridge Balancing Pond (wet)		Askwith Road	Gloucester	GL4 4QZ		Parks	Freehold	
Saintbridge Recreation Ground		Reservoir Road	Gloucester	GL4 6RW		Parks	Freehold	
Savernake Road Open Space		Savernake Road	Gloucester	GL4 6BQ		Parks	Freehold	
Scott Avenue/Masefield Road		Scott Avenue	Gloucester	GL2 5BD		Parks	Freehold	
Sebert Street Open Space		Sebert Street	Gloucester	GL1 3BP		Parks	Freehold	
Severnvale Drive Various parcels		Severnvale Drive	Gloucester	GL2 4TH		Parks	Freehold	
Silver Birch Close		Silver Birch Close	Gloucester	GL2 4GG	380435/214264	Parks	Freehold	
Open Space and Nature Reserve Sims Lane		Sims Lane	Gloucester	GL2 3NJ	380958/215323	Parks	Freehold	
Slimbridge Road/ Longney Road/Fretherne Road		Slimbridge Road	Gloucester	GL4 0LT		Parks	Freehold	
Sneedhams Green (North End)		Sneedhams Green	Gloucester	GL4 6EF		Parks	Freehold	
Sneedhams Green(South End)		Sneedhams Green	Gloucester	GL4 6EQ		Parks	Freehold	
Amenity Land Broad Leys Road		Broad Leys Road	Gloucester	GL4 3YW	385976/217385	Parks	Freehold	
Open Space Soren Larsen Way		Soren Larsen Way	Gloucester	GL2 5DS	381864/217107	Parks		
St Catherines Meadow Open Space (former RFC pitch)		St Oswalds Road	Gloucester	GL1 2UF	382520/219474	Parks	Freehold	
St James (Lilac Way to Park Drive)		St James	Gloucester	GL2 4WH		Parks	Leasehold	
St James Park, Albany Street		Albany Street	Gloucester	GL1 4NG		Parks	Freehold	
St Mary De Crypt Open Space		Southgate Street	Gloucester	GL1 1TP	383105/218406	Parks	Freehold	
Stanbridge Way , Kingsway Open Space		Stanbridge Way	Gloucester	GL2 4RE		Parks	Freehold	
Stewarts Mill		Stewarts Mill	Gloucester	GL4 5UL		Parks	Freehold	
Sydenham Gardens		Sydenham Gardens	Gloucester	GL1 5DL		Parks	Freehold	

The Gallops, Harness Way & Secunda Way Amenity areas		The Gallops	Gloucester	GL2 5GB		Parks	Freehold	
The Causeway Quedgeley		The Causeway	Gloucester	GL2 4LL		Parks	Freehold	
The Gladiator, Open Space		Tuffley Lane	Gloucester	GL4 0PZ	381946/218330	Parks	Freehold	
The Lawns		The Lawns	Gloucester	GL4 5YZ		Parks	Freehold	
The Oval,including The Tennis Courts		The Oval	Gloucester	GL1 5EE		Parks	Freehold	
The Richmonds with Almond Close		The Richmonds	Gloucester	GL4 5XY		Parks	Freehold	
The Triangle		The Triangle	Gloucester	GL2 0NG		Parks	Freehold	
Tolsey Gardens Open Space		Tolsey Gardens	Gloucester	GL4 0DR	381639/215024	Parks	Freehold	
Town Ham Open Space (former Allotment)		Over Causeway	Gloucester	GL1 2RY		Parks	Freehold	
Tuffley Avenue Rest Garden		Tuffley Avenue	Gloucester	GL1 5NS	383279/216128	Parks	Freehold	
Tuffley Park Sports Ground		Tuffley Avenue	Gloucester	GL1 5LD		Parks	Freehold	
WestgateLeisure area and redundant pumping station		St Oswalds Road	Gloucester	GL1 2TF	382519/219258	Parks	Freehold	
Willow Way Open Space		Willow Way	Gloucester	GL4 4NZ	385244/214895	Parks	Freehold	
Windsor Drive Open Space		Windsor Drive	Gloucester	GL4 0QH	382211/214481	Parks	Freehold	



<b>Meeting:</b>	<b>Overview and Scrutiny Committee</b>	<b>Date:</b>	<b>11 January 2016</b>
	<b>Cabinet</b>		<b>13 January 2016</b>
<b>Subject:</b>	<b>Housing Delivery in Gloucester</b>		
<b>Report Of:</b>	<b>Cabinet Member for Housing and Planning</b>		
<b>Wards Affected:</b>	<b>All</b>		
<b>Key Decision:</b>	<b>No</b>	<b>Budget/Policy Framework:</b>	<b>No</b>
<b>Contact Officer:</b>	<b>Anthony Wilson, Head of Planning</b>		
	<b>Email: Anthony.Wilson@gloucester.gov.uk</b>	<b>Tel:</b>	<b>396830</b>
<b>Appendices:</b>	<b>1. Housing Zone Map</b>		

**FOR GENERAL RELEASE**

**1.0 Purpose of Report**

- 1.1 This report updates Members on housing delivery within the City, including the percentage of development achieved on brown field sites as well as the number of affordable homes delivered through the planning process and other means.
- 1.2 The report outlines to members how the City will meet its housing need up to the period 2031 through joint working with neighbours Cheltenham Borough Council and Tewkesbury Borough Council through the Joint Core Strategy (JCS) and through housing allocations in the Gloucester City Plan.
- 1.3 The report also provides Members with an update on the ‘Gloucester Growth Housing Zone’, designated by the Department for Communities and Local Government (DCLG) in March 2015.

**2.0 Recommendations**

- 2.1 **Overview and Scrutiny Committee** is asked to consider the information contained in the report and make any recommendations it considers appropriate to Cabinet.
- 2.2 **Cabinet** is asked to **RESOLVE** that:
  - (1) The contents of the report be noted.
  - (2) Priority given to making the best use of previously developed land and the progress made on delivering new and affordable homes for the City of Gloucester be welcomed.

### 3.0 Background and Key Issues

#### Overview

- 3.1 Government has for a long time prioritised the development of brownfield land over greenfield or Green Belt development. The City has a good track record of delivering new dwellings on both brownfield and greenfield sites.
- 3.2 The requirement to establish a housing need figure for the City is being pursued through the JCS and sites providing the urban capacity to address this need will be allocated through the City Plan.
- 3.3 While the City does not have an adopted development plan it will be necessary to maintain a supply of deliverable sites where dwellings can be provided in order to be compliant with the National Planning Policy Framework (NPPF). This is considered in more detail below.

#### Historic Housing Delivery

- 3.4 The City Council produces an annual Housing Land Availability report which details housing delivery within the City and compares delivery against the City's annual requirements, previously identified by the Structure Plan, Draft Regional Spatial Strategy and now the JCS.
- 3.5 Historically, the City has always performed well with regard to the delivery targets set by the above strategic plans. Over the past ten years a net total of 6747 dwellings have been delivered in the City against a requirement of 5648 dwellings. The detail of this delivery is provided in Table 1 below.

Table 1: Delivery of completed units on brownfield and greenfield sites in Gloucester City 2005-2015

Year	Annual requirement	Total net dwellings completed	Under/Over supply	Brownfield Completions	Greenfield Completions
1 <sup>st</sup> April 2005 – 31 <sup>st</sup> March 2006	County Structure Plan 513	790	+277	638 (80.8%)	152 (19.2%)
1 <sup>st</sup> April 2006 – 31 <sup>st</sup> March 2007	SoS RSS 575	962	+387	634 (65.9%)	328 (34.1%)
1 <sup>st</sup> April 2007 – 31 <sup>st</sup> March 2008	SoS RSS 575	1053	+478	671 (63.7%)	382 (36.3%)
1 <sup>st</sup> April 2008 – 31 <sup>st</sup> March 2009	SoS RSS 575	618	+43	478 (77.3%)	140 (22.7%)
1 <sup>st</sup> April 2009 – 31 <sup>st</sup> March	SoS RSS 575	648	+73	486 (75%)	162 (25%)

2010					
1 <sup>st</sup> April 2010 – 31 <sup>st</sup> March 2011	SoS RSS 575	587	+12	444 (75.6%)	143 (24.4%)
1 <sup>st</sup> April 2011 – 31 <sup>st</sup> March 2012	JCS 565	592	+17	400 (67.6%)	192 (32.4%)
1 <sup>st</sup> April 2012 – 31 <sup>st</sup> March 2013	JCS 565	433	-132	298 (68.8%)	135 (31.2%)
1 <sup>st</sup> April 2013– 31 <sup>st</sup> March 2014	JCS 565	500	-65	378 (75.6%)	122 (24.4%)
1 <sup>st</sup> April 2014 – 31 <sup>st</sup> March 2015	JCS 565	564	-1	384 (68%)	180 (32%)

3.6 It should be noted going forward that delivery against the JCS requirement commenced in the 2011/2012 period, with a line being drawn under any previous oversupply that the City had contributed to the wider housing need of the JCS area. Therefore, the City's past oversupply cannot be taken into consideration with regard to JCS housing numbers.

3.7 Historic dwelling completions in the City pre-recession peaked in 2007/2008 with 1053 completions but reduced significantly in subsequent years to a low of 433 in 2012/2013. Completions have picked up year on year since 2012/2013 with 564 dwellings being completed in the 14/15 monitoring year.

3.8 Of the overall 6747 dwellings completed in the past ten years, 4811 (71%) were delivered on brownfield sites and 1936 (29%) dwellings on greenfield sites.

#### Delivery of Affordable Housing

3.9 Of the 6747 dwellings completed in the past 10 years 1578 have been 'affordable' dwellings, comprising a mix of shared ownership; social rent and affordable rent products, and an additional 144 'first buy' or low cost market products falling outside the definition of affordable housing, but which do assist in bridging the gap to home-ownership.

3.10 The Kingsway urban extension has been a large contributor to the new affordable housing stock in the City with each parcel of development contributing to the affordable supply of dwellings. 730 affordable dwellings have been completed at Kingsway, with an additional 246 in the pipeline at present. The planning agreements at Kingsway permit an average of 25% affordable housing and 5% 'low cost' housing across the phases there.

3.11 Affordable housing continues to be delivered in the City through the planning process and S.106 agreements and through registered providers delivering 100% affordable schemes. The City is also working proactively with registered providers and the Homes and Communities Agency (HCA) to bring forward complex sites in

the City that have not proved attractive to the market, the most recent example being Black Dog Way.

- 3.12 Between 2006-15, the City has achieved an average delivery of 25% on site affordable dwellings from new build development sites.

#### Development Plan and Future Supply

- 3.13 The urban capacity (i.e.; supply) for dwelling delivery in the City for the period 2011-2031 has been identified through the JCS as 7685 dwellings. This supply comes the following sources;
- (i) Completed dwellings since 2011 (completions)
  - (ii) Existing planning permissions (commitments)
  - (ii) City Plan Potential (allocations)
  - (iii) Windfalls (small sites of 1-4 dwellings)
- 3.14 The supply within the City is less than the identified need (OAN) in the Submitted JCS (Nov 2014) which is 11,300 dwellings for the City and 30,500 dwellings across the JCS area. The remainder of Gloucester's need, 3615 dwellings, will be met through delivery of dwellings at strategic allocations in green belt locations in Tewkesbury Borough.
- 3.15 The JCS Inspector has yet to come to a conclusion as to whether the overall OAN identified in the Submitted JCS is satisfactory. Any requirement for the City over and above 11,300 will need to be planned for through the duty to co-operate with JCS partners.
- 3.16 Through the City Plan potential has been identified for the delivery of 2170 dwellings through site allocations. These sites have been assessed through the annual Strategic Assessment of Land Availability (SALA) and most were subject to public consultation during the 2013 City Plan Sites Consultation exercise.
- 3.17 The City Plan Potential figure includes a mix of types and sizes of sites and will yield a mix of housing to provide for various needs including higher density development on brown field sites in the City Centre and predominantly family housing on peripheral green field sites.
- 3.18 46.4% of the City Plan Potential capacity is green field and 52.6% is brownfield in terms of the potential yield of units from these sources.
- 3.19 Some of the identified City Plan sites, i.e.; land east of Hempsted and the former MOD Oil Storage depot Hempsted, have already been granted a resolution to grant planning permission by Planning Committee, others sites are the subject of planning applications, such as land at Winneycroft Farm, Alvin Street and Tarrington Road.
- 3.20 In order to be compliant with paragraph 47 of the NPPF and to be able to demonstrate a five year plus 5% housing land supply, it is important that the authority continues to consider these applications favourably. This ensures the City maintains a supply of deliverable dwelling sites as the supply and build at Kingsway draws to an end.

- 3.21 It is important for Members to note that the JCS Housing Background Paper Update (Dec 2015) demonstrates that the City does not currently benefit from a five year housing land supply and that a contribution of 300 dwellings is required from the from the JCS strategic allocations in 2019/2020 in order to maintain the City's five year supply. Meanwhile, the City requires an annual delivery of approximately 630 dwellings per year for the next five years in order to meet annualised requirement plus shortfall since 2011.
- 3.22 If the City is unable to evidence a deliverable supply to meet this need it is vulnerable on appeal to any speculative planning applications that may be submitted.

#### Housing Zone

- 3.23 In March 2015, DCLG approved Gloucester City's Housing Zone (HZ) status bid. A Map showing the extent of the Housing Zone is attached at Appendix 1.
- 3.24 As a result of the HZ designation the City has been able to access support from the HCA to help accelerate the delivery of dwellings within the housing zone. This is especially critical given the complexities of the large brownfield sites within the HZ that have the potential to yield approximately 1,000 dwellings in the plan period up to 2031. Some of these sites are included within the City Plan potential as City Plan allocations.
- 3.25 HCA support is taking various forms including financial support for appointing consultants from Local Partnerships which would bring executive property and market experience to the City to help accelerate the delivery of dwellings within the HZ. The HCA also offer brokerage between government agencies such as the Environment Agency and Historic England as well as the urban design expertise of ATLAS on large site over 400 dwellings.
- 3.26 The main dwelling delivery sites in the HZ include The Quays which includes Baker's Quay; Greater Blackfriars, which includes former HMP Gloucester and Black Dog Way.
- 3.27 At the Quays, an application for 155 units at Baker's Quay has recently been submitted which includes the conversion of the listed warehouses and erection of a new hotel. The timing on the release of the remaining Peel land to the west of the canal is as yet uncertain.
- 3.28 The City and County have a memorandum of understanding on the preparation of a masterplan/LDO for the Quayside/Barbican Way sites, consultants Peter Brett Associates have been appointed and the project is being led by the County Council. At the former HMP Gloucester, the owner, City and Country Properties is pursuing its proposals in close consultation with the planning authority and an application is expected in the New Year.
- 3.29 The purchase of Black Dog Way is being pursued by Rooftop Housing which together with another registered provider is looking to deliver 80 dwellings to meet identified local need for older people, vulnerable young people as well as families in a central location.

- 3.30 Greyfriars continues to deliver an apartment and town house led scheme on the site of the former college and other major consents (10 plus dwellings) exist for conversions or new builds within the identified HZ that all contribute to the delivery of new dwellings and improving the value of the housing market within the City Centre.

#### **4.0 Asset Based Community Development (ABCD) Considerations**

- 4.1 Due to the status of the potential housing sites, it has not been possible to identify specific community development measures at this time. However, through the planning process, it is possible that appropriate opportunities for such involvement will be identified.

#### **5.0 Alternative Options Considered**

- 5.1 None

#### **6.0 Reasons for Recommendations**

- 6.1 The report presents an update on the Council's progress in relation to housing delivery to meet the future needs of the City.

#### **7.0 Future Work and Conclusions**

- 7.1 The Council will continue to progress its delivery agenda through the delivery of housing sites. The Council will also continue to monitor its housing delivery in accordance with national requirements.

#### **8.0 Financial Implications**

- 8.1 New residential development will deliver increased Council Tax payments to support the provision of facilities and services within the City. In some instances, the Council is the landowner of identified housing sites so could benefit from a capital receipt for the sale of such land for development.

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

#### **9.0 Legal Implications**

- 9.1 The maintenance of an appropriate five year housing land supply is a national requirement. Failure to achieve this level of provision could result in the imposition of 'special measures' and the loss of some of the Council's decision making powers.

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

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

- 10.1 The Council has a responsibility to maintain a five year housing land supply in accordance with Government requirements. Failure to meet this requirement could result in the imposition of 'special measures' by the Secretary of State.



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

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

## **12.0 Other Corporate Implications**

### Community Safety

- 12.1 New residential development will incorporate the principles of community safety in liaison with appropriate consultees.

### Sustainability

- 12.2 New development will incorporate the principles of sustainability in accordance with national guidance.

### Staffing & Trade Union

- 12.3 None

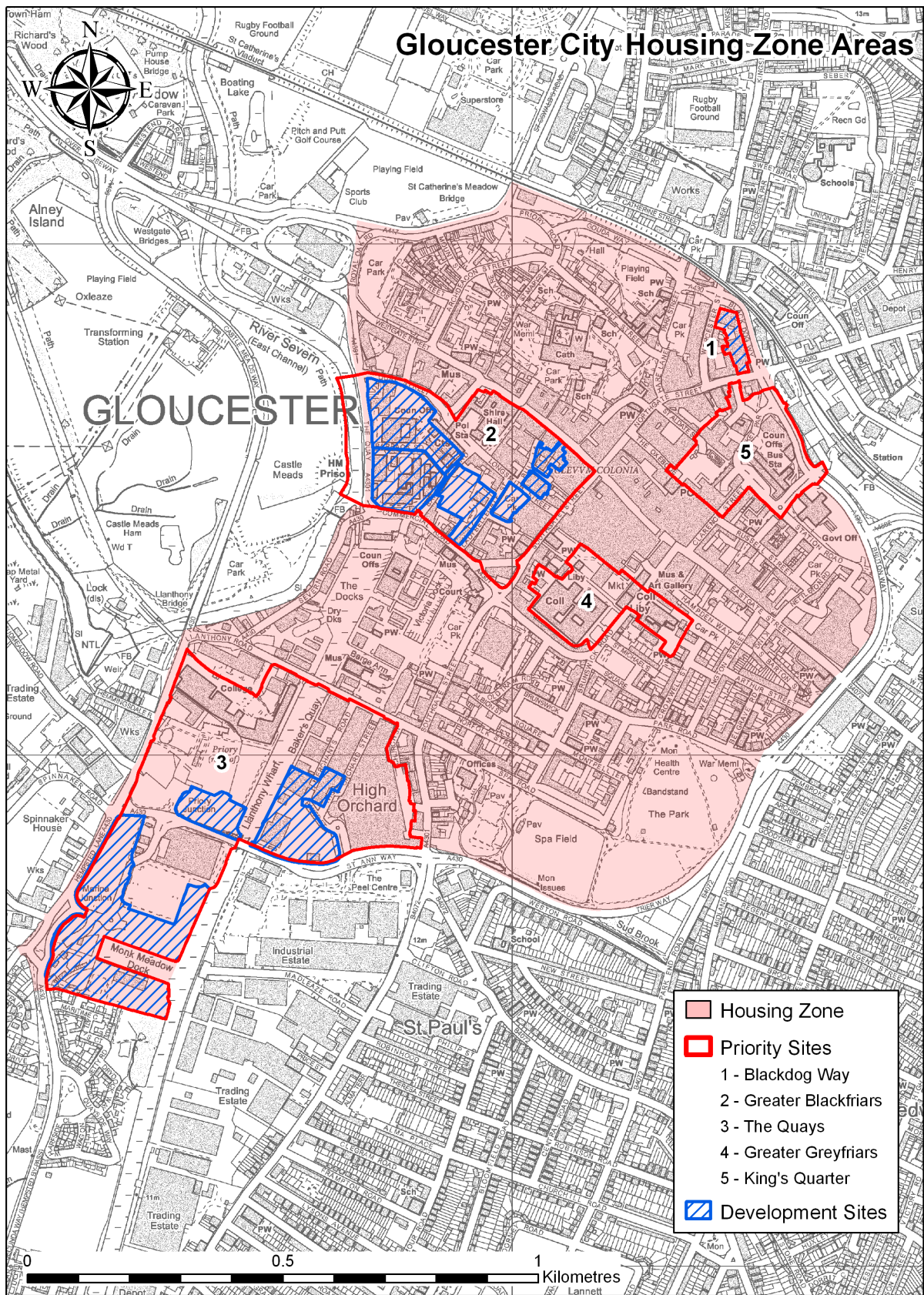
## **Background Documents:**

Housing Land Availability report (2014-15)

<http://www.gloucester.gov.uk/resident/planning-and-building-control/planning-policy/Pages/Monitoring.aspx>

SALA (2015)

[http://www.gloucester.gov.uk/resident/Documents/Planning%20and%20Building%20Control/SHLAA/Strat%20Assess%20of%20Land%20Availa\\_JAN%202015.pdf](http://www.gloucester.gov.uk/resident/Documents/Planning%20and%20Building%20Control/SHLAA/Strat%20Assess%20of%20Land%20Availa_JAN%202015.pdf)



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<b>Meeting:</b>	<b>Overview and Scrutiny Committee</b>	<b>Date:</b>	<b>11<sup>th</sup> January 2016</b>
<b>Subject:</b>	<b>Strategy for Cladding Buildings in the City Centre</b>		
<b>Report Of:</b>	<b>Cabinet Member for Regeneration and Economy</b>		
<b>Wards Affected:</b>	<b>Westgate</b>		
<b>Key Decision:</b>	<b>No</b>	<b>Budget/Policy Framework:</b>	<b>No</b>
<b>Contact Officer:</b>	<b>Anthony Hodge/Meyrick Brentnall</b>		
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	<a href="mailto:anthony.hodge@gloucester.gov.uk">anthony.hodge@gloucester.gov.uk</a>	<b>Tel:</b>	396034
<b>Appendices:</b>	<b>1. Building Wrap Proposal, Southgate Street</b>		

## 1.0 Purpose of Report

- 1.1 To inform Overview and Scrutiny of the background with regard to the treatment of unattractive facades in the City Centre and to indicate where work will now focus.

## 2.0 Recommendations

- 2.1 Overview and Scrutiny is asked, subject to any comments the Committee may wish to make to the Cabinet Member for Regeneration and Economy, to note the report.

## 3.0 Background and Key Issues

- 3.1 In March 2013, Cabinet approved the setting up of a City Centre Investment Fund using £2 million from the Tesco deal at St Oswalds to help support the attractiveness and vitality of the city centre. An amount was allocated for improving the image of a number of unattractive facades in the city centre, typically those dating from the 1960s and 1970s that had become tired and dated and in need of a refresh. However this project should not be seen in isolation but as part of a comprehensive approach to improving the city centre environment, including; property grants for improvement works, the “Regeneration Hitlist” of unattractive sites and buildings, enhancements to the public realm (such as new paving in Kings Walk) and street furniture as well as cultural features such as street art.
- 3.2 To take forward the treatment unattractive facades, an informal officer group was set up and a number of techniques (green walls, cladding etc) were suggested along with target buildings. A simple process was put forward where buildings were scored taking account of their prominence, unattractiveness, cost and deliverability. Of the 7 buildings identified, Kings Walk car park came out top, with Longsmith Street car park, Eastgate shopping centre (Southgate frontage) and Wilkinsons scoring highest and therefore becoming the projects pursued. This was agreed by Cabinet in September 2013.



- 3.3 As the work progressed it became clear that some building owners did not consider this investment as a priority and despite their building scoring highly, e.g. Wilkinson's, would not consider implementing proposals.
- 3.4 Activity therefore focussed on Kings Walk Car Park, (and Kings Walk Link Bridge), Southgate façade of Eastgate Shopping Centre and Longsmith Street Car Park. These all had the benefit of some sort of City Council legal interest. The choice of these buildings and broad treatment was confirmed in a Cabinet Report of June 2014.
- 3.5 The proposal for Longsmith Street was a simple scheme involving trailing plants up wires to create a green wall. However, following discussions with the Head of Regeneration & Economic Development and the successful award of grant to contribute towards the regeneration of the Fleece and Longsmith Street car park, it was deemed not appropriate to progress with this proposal, not least given the length of time it would take for the plants to become established. Several of the vertical rendered sections have been covered with street art commissioned by the Council, which adds interest and colour to the area, and the remainder of the painted areas will be refreshed shortly.
- 3.6 In order to gauge public opinion a number of Computer Generated Images (CGI) were produced for Kings Walk by Astam, a local architectural practice, giving an indication as to what it could look like with various cladding options. Associated with this was the link bridge where a mirrored option was put forward as it was thought this would best 'hide' what is quite an unattractive structure, while also creating a modern and interesting landmark. Work progressed in the background with the Southgate Street proposal (above Paddy Power and B&M) where a cost effective option of a 'building wrap' was considered.
- 3.7 With regard to Kings Walk and the link bridge, a number of options were consulted on. Cladding has been used successfully, by the private sector and at some cost, on a number of buildings in the city such as the former Duck, Son & Pinker (now Julian Charles) in Southgate Street and is proposed to be used on others such as the former Job Centre in Southgate Street. Samples of a "Chameleon" cladding panel, which change colour depending on the angle from which they are viewed, were obtained. It became clear that from some angles the panels looked very dark and would therefore seem oppressive. A sample panel of a suitable type was fabricated and mounted to give the public a really good impression of what the cladding could look like.
- 3.8 Legal matters were also considered and it became apparent that for the Link Bridge and Paddy Power/ B&M this would not be straightforward due to the number of leases, sub leases and advertisement rights that had to be negotiated. For Paddy Power/B&M for example there were 3 subleases and each organisation involved either did not return correspondence or required their own legal agreement and potentially sign off from their own structural engineers, all of which came with a charge. There was also a change of ownership as 'Lone Star' bought the Eastgate complex.
- 3.9 An outcome of the consultation was that it had become clear that there was concern about the impact of the cladding. Information from the preliminary work on the Link

Bridge also saw increasing costs and the legal issues around sub-leases and advertisement rights were also complicating matters.

- 3.10 Within the context of the above and associated risk it was concluded to put on hold work on any re-cladding proposal for Kings Walk and the Link Bridge and pursue a more cost effective option using painting and lighting in order to 'lift' the building. It is considered that this could come on stream in the spring of 2016. This could still involve the removal of the Kings Walk canopy and the work to the windows that was part of the preliminary work. However Kings Walk shopping centre has been put up for sale by Aviva and until there is clarity over the new owners and their aspirations a clear delivery programme will be challenging.
- 3.11 The building wrap on Southgate Street, (please see Appendix 1), is still being pursued as a cost effective solution. Planning permission will be sought once legal issues have been resolved.
- 3.12 In summary, a lot of work has been undertaken to deliver the façade improvements. Complex legal issues and changes in ownership, during the last 18 months in both of our primary shopping centres have either been, or are in the process of coming under, new ownership. However, in that time schemes have been progressed, consultation undertaken and interim solutions delivered e.g. Kings Walk has been cleaned and painted and Longsmith Street has seen street art added.
- 3.13 As with all things in the built environment, particularly within a heritage city such as Gloucester, delivery is challenging and fraught with risk. It is only as detailed work is progressed are those issues understood as well as their impact on delivery. Nonetheless, this work to improve the city centre environment will deliver long-term benefit and the patience and persistence to deliver these projects will ultimately be worthwhile.

#### **4.0 Asset Based Community Development (ABCD) Considerations**

- 4.1 There is little scope for ABCD in the delivery of these schemes though the proposals have been extensively consulted upon.

#### **5.0 Alternative Options Considered**

- 5.1 A number of options were put forward at the outset. Most were dismissed as being to expensive or difficult due to ownership issues.

#### **6.0 Reasons for Recommendations**

- 6.1 Scrutiny committee have asked for report on the City Centre Investment Scheme. The recommendation asks them to note the contents of the report.

## **7.0 Future Work and Conclusions**

- 7.1 Work will progress on the building wrap and a more modest scheme for Kings Walk. Members may need to decide on which scheme if any to develop to spend any balance left over after the above.

## **8.0 Financial Implications**

- 8.1 All works will be funded through the City Centre Investment Fund budget.  
(Financial Services have been consulted in the preparation this report).

## **9.0 Legal Implications**

- 9.1 All legal issues associated with the delivery of the programme are being addressed with One Legal.  
(One Legal have been consulted in the preparation of this report).

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

- 10.1 The primary risk is cost overrun. However this will be addressed through project budget planning including the allocation of a contingency sum to meet any potential unforeseen costs.

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

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

## **12.0 Other Corporate Implications**

### Community Safety

- 12.1 None

### Sustainability

- 12.2 None

### Staffing & Trade Union

- 12.3 None

**Background Documents:** None

Building Wrap, Southgate Street



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## CABINET FORWARD PLAN

### FROM FEBRUARY TO MAY 2016

FEBRUARY 2016						
KEY	<p><b>Festivals and Events Programme</b></p> <p><u>Summary of decision:</u> To seek approval for the 2016-17 Festival and Events Programme.</p> <p><i>Wards affected: All Wards</i></p>	10/02/16	Cabinet Cabinet Member for Culture and Leisure			Sarah Gilbert, Guildhall Service Manager Tel: 01452 396386 sarah.gilbert@gloucester.gov.uk
NON	<p><b>Growing Gloucester's Visitor Economy</b></p> <p><u>Summary of decision:</u> To provide Cabinet with an update on the annual review of the Visitor Economy Strategy.</p> <p><i>Wards affected: All Wards</i></p>	08/02/16  10/02/16	Overview and Scrutiny Committee  Cabinet Cabinet Member for Culture and Leisure			Lucy Chilton, Visitor Service Manager Tel: 01452 396570 lucy.chilton@gloucester.gov.uk

NON	<p><b>Green Travel Plan Progress Report 2015 and Update</b></p> <p><u>Summary of decision:</u> To provide Cabinet with an annual update on initiatives in the Green Travel Plan.</p> <p><i>Wards affected: All Wards</i></p>	10/02/16	Cabinet Cabinet Member for Environment			Stephen McDonnell, Environmental Co-ordinator Tel: 01452 396209 stephen.mcdonell@gloucester.gov.uk
KEY  Page 90	<p><b>Kings Quarter</b></p> <p><u>Summary of decision:</u> To review progress made by the City Council's development partner in the delivery of the proposed scheme.</p> <p><i>Wards affected: Westgate</i></p>	10/02/16  25/02/16	Cabinet  Council Cabinet Member for Regeneration and Economy	The public are to be excluded from the Cabinet 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).		Anthony Hodge, Head of Regeneration and Economic Development Tel: 01452 396034 anthony.hodge@gloucester.gov.uk

BPF	<p><b>Council Tax Setting 2016/17</b></p> <p><u>Summary of decision:</u> To seek approval for the resolutions relating to the setting of Council Tax for 2016/17.</p> <p><i>Wards affected: All Wards</i></p>	25/02/16	Council Cabinet Member for Performance and Resources			Jon Topping, Head of Finance Tel: 01452 396242 jon.topping@gloucester.gov.uk
BPF  Page 91	<p><b>DRAFT Final Budget Proposals (including Money Plan and Capital Programme)</b></p> <p><u>Summary of decision:</u> To seek approval for the final Budget Proposals for 2016-17, including the Money Plan and Capital Programme.</p> <p><i>Wards affected: All Wards</i></p>	10/02/16  25/02/16	Cabinet  Council Cabinet Member for Performance and Resources			Jon Topping, Head of Finance Tel: 01452 396242 jon.topping@gloucester.gov.uk

NON	<p><b>Appraisal of the Community Builders Pilots</b></p> <p><u>Summary of decision:</u> To provide Members with an appraisal of the Community Builders Pilot Scheme.</p> <p><i>Wards affected: All Wards</i></p>	10/02/16	Cabinet Cabinet Member for Communities and Neighbourhoods			Gareth Hooper, Senior Engagement and Partnerships Officer Tel: 01452 396266 gareth.hooper@gloucester.gov.uk
NON Page 92	<p><b>Annual report on the grant funding provided to Voluntary Community Sector</b></p> <p><u>Summary of decision:</u> To update Members on the impact of grant funding on the Voluntary and Community Sector (VCS) and value for money that has been achieved.</p> <p><i>Wards affected: All Wards</i></p>	10/02/16	Cabinet Cabinet Member for Communities and Neighbourhoods			Gareth Hooper, Senior Engagement and Partnerships Officer Tel: 01452 396266 gareth.hooper@gloucester.gov.uk

**MARCH 2016**

NON	<p><b>Pay Policy Statement 2016-17</b></p> <p><u>Summary of decision:</u> To seek approval for the annual Pay policy Statement 2016-17 in accordance with Section 38 of the Localism Act 2011.</p> <p><i>Wards affected: All Wards</i></p>	<p>9/03/16</p> <p>24/03/16</p>	<p>Cabinet</p> <p>Council Cabinet Member for Performance and Resources</p>			<p>Jon Topping, Head of Finance Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>
NON Page 93	<p><b>Financial Monitoring Quarter 3 Report</b></p> <p><u>Summary of decision:</u> To receive an update on financial monitoring information for the third quarter 2015/16.</p> <p><i>Wards affected: All Wards</i></p>	<p>7/03/16</p> <p>9/03/16</p>	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Jon Topping, Head of Finance Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>

BPF	<p><b>Treasury Management Strategy</b></p> <p><u>Summary of decision:</u> To seek approval for the Treasury Management Strategy.</p> <p><i>Wards affected: All Wards</i></p>	<p>9/03/16</p> <p>14/03/16</p> <p>24/03/16</p>	<p>Cabinet</p> <p>Audit and Governance Committee</p> <p>Council Cabinet Member for Performance and Resources</p>			<p>Jon Topping, Head of Finance Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>
Page 94 BPF	<p><b>Gloucester Cultural Strategy</b></p> <p><u>Summary of decision:</u> To seek approval for the new Gloucester Cultural Strategy and associated action plan.</p> <p><i>Wards affected: All Wards</i></p>	<p>7/03/16</p> <p>9/03/16</p> <p>24/03/16</p>	<p>Overview and Scrutiny Committee</p> <p>Cabinet</p> <p>Council Cabinet Member for Culture and Leisure</p>			<p>Martin Shields, Corporate Director of Services and Neighbourhoods Tel: 01452 396745 martin.shields@gloucester.gov.uk</p>

NON	<p><b>Cultural Strategy Update</b></p> <p><u>Summary of decision:</u> 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>	9/03/16	Cabinet Cabinet Member for Culture and Leisure			Lucy Chilton, Visitor Service Manager Tel: 01452 396570 lucy.chilton@gloucester.gov.uk
NON	<p><b>An Alternative Proposal for Dealing with Dog Fouling</b></p> <p>Summary of decision: To seek approval for the DNA profiling of dogs in Gloucester.</p> <p><i>Wards affected: All Wards</i></p>	9/03/16	Cabinet Cabinet Member for Environment			Sally Middleton, Neighbourhood Manager Tel : 01452 396265 sally.middleton@gloucester.gov.uk
NON	<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> To update Cabinet on the use of RIPA powers.</p> <p><i>Wards affected: All Wards</i></p>	9/03/16	Cabinet Cabinet Member for Performance and Resources			Ross Cook, Corporate Director Tel: 01452 396355 ross.cook@gloucester.gov.uk

**APRIL 2016-No meetings**

**MAY 2016- No meetings**



## Gloucester City Council Overview and Scrutiny Work Programme 2015-16 (updated 31 December 2015)

Item	Format	Lead Member (if applicable)/Lead Officer	Comments
<b>8 FEBRUARY 2016 – AGENDA FULL</b>			
Growing Gloucester's Visitor Economy	Report	Cabinet Member for Culture and Leisure	Requested by Committee
World Cup Legacy for the City	Report	Cabinet Member for Regeneration and Economy	Requested by Committee
Increasing recycling rates and income from recyclates	Discussion item	Cabinet Member for Environment	Requested by Committee
Outstanding flood works	Discussion item	Cabinet Member for Environment/County Highways	Requested by Committee
<b>7 MARCH 2016 – AGENDA FULL</b>			
Quarter 3 Financial Monitoring	Report	Cabinet Member for Performance and Resources	Part of annual work programme
New Cultural Strategy	Report	Cabinet Member for Culture and Leisure	Requested by Committee
Gloucester City Homes review of progress made against the Transfer Agreement and the Offer Document following transfer of the housing stock	Report	Cabinet Member for Housing and Planning/Chief Executive of Gloucester City Homes	Chair has agreed to take this item
PROVISIONAL – Recommendations from the Employment and Skills Task and Finish Group	Report	Cabinet Member for Regeneration and Economy	Requested by Committee
PROVISIONAL – Recommendations from the Housing Task and Finish Group	Report	Cabinet Member for Housing and Planning	Requested by Committee

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